



January 8, 2025

**Milwaukee Police Department**  
Police Administration Building  
749 West State Street  
Milwaukee, Wisconsin 53233  
<http://www.milwaukee.gov/police>

**Jeffrey B. Norman**  
Chief of Police

(414) 933-4444

The Board of  
Fire and Police Commissioners  
200 East Wells Street, Room 706  
Milwaukee, WI 53202

RE: Reclassification Request – (Police Human Resources Administrator to Human Resources Director)

On September 15, 2022, the Department of Employee Relations presented a city-wide job study changing several positions' classifications. As a result of the study, the Police Department's Human Resources Administrator position was retitled to Police Human Resources Administrator and moved to Pay Range 1IX. At the Fire and Police Commission meeting of October 20, 2022, I was in support of an appeal that was heard by your Honorable Board by the current incumbent (see attached correspondence dated October 11, 2022); wherein facts were stated to support placement in a higher classification based on the department's size, structure, level of impact, accountability, and responsibilities assigned to it.

It was determined that a market study could not be appealed; however, it was also recommended by the Fire and Police Commission that I submit a reclassification request for this position. On November 3, 2022, your Honorable Board approved the referral of the reclassification request of Police Human Resources Administrator position (Pay Range 1IX), assigned to the Human Resources Division, to the position of Human Resources Director (Pay Range 1JX) to the Department of Employee Relations for classification. However, as a result of subsequent market studies provided by the Department of Employee Relations since January 2022, traditional lower level positions are now equal or above this civilian leadership position. I therefore request that this position be compensated appropriately and be classified to the position of Human Resources Director and placed in the same pay range as the Police Records Director position (Pay Range 1PX), based on the level of responsibility and organizational structure.

The Human Resources Director is responsible for overseeing a fully functional background unit, and Medical and Payroll Sections all while assessing, directing and leading investigators and other civilian and law enforcement management and non-management staff on standards and policies. In addition, this position also manages the process for an Applicant Review Committee, and is responsible for the administration of personnel, labor relations and related matters involving all facets of the department, which encompasses a large volume of work. An updated job description is attached.

The uniqueness and complexities of the Milwaukee Police Department coupled with the quasi-military structure of the organization, chain of command; specialized units/divisions within the organization and the number of employees both sworn and civilian requires a specific set of skills, fortitude, and tenacity along with subject matter experience to be successful within the organization.

I respectfully request that this matter be referred to the Department of Employee Relations (DER) for classification. Department representatives are prepared to assist DER staff with this process.

Sincerely,

JEFFREY B. NORMAN  
CHIEF OF POLICE



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Police Administration Building  
749 West State Street  
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**Jeffrey B. Norman**  
Chief of Police

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October 11, 2022

The Milwaukee Police Department (MPD) Human Resources Division is responsible for the administration of personnel, labor relations and related matters involving all facets of the department which includes but is not limited to: Background Investigations, Medical Section and Payroll Section. This encompasses a large volume of work.

On September 15, 2022, the Department of Employee Relations (DER) released a study that placed the Milwaukee Police Department in the same category with other city departments. These departments are, by design, considerably smaller in size and as such do not involve the volume of work an agency like MPD handles.

Due to the size and complexity of MPD, our Human Resources Division has by design a greater responsibility regarding the oversight of many different positions (sworn and civilian) in our department. As such, the Human Resources Administrator salary should reflect this responsibility as it relates to our current Administrator and the subsequent duties, but also for the future recruiting of a new Human Resource Administrator when such a time presents.

Therefore, I support the higher pay range for the Human Resource Administrator position for the Milwaukee Police Department.

JEFFREY B. NORMAN  
CHIEF OF POLICE

JBN:ci

# JOB DESCRIPTION

## FOR DER USE ONLY

Vacancy No. _____	
City Service _____	Finance _____
Commission: _____	Committee: _____
Fire & Police _____	Common _____
Commission: _____	Council: _____

**Instructions:** Complete all sections. Refer to the *Guidelines for Preparing Job Descriptions* for instructions on completing specific items.

<b>1. Date Prepared/ Revised:</b> 6/7/2017 / 1/7/2025		<b>2. Present Incumbent:</b> Pamela K. Roberts		<b>Is incumbent underfilling position?</b>	
<b>3. Date Filled:</b> 3/8/2020		<b>4. Previous Incumbent:</b> Arvis R. Williams		YES <input type="checkbox"/> NO <input checked="" type="checkbox"/> If YES, indicate Underfill Title in box 10.	
<b>5. Department:</b> POLICE DEPARTMENT			<b>Bureau:</b> Administration <b>Division:</b> Human Resources		<b>Unit:</b> <b>Section:</b> Human Resources
<b>6. Work Location:</b> 749 W. State St., Milwaukee, WI 53233, Room 384			<b>Telephone:</b> 935-7191 <b>Email:</b>		<b>Work Schedule:</b> Hours: 8 a.m. – 4 p.m. Days: 5
<b>7. Represented by a Union?</b> <input type="checkbox"/> Yes <input checked="" type="checkbox"/> No		<b>Bargaining Unit:</b> Management, General City <b>If in District Council 48, which local?</b>			<b>8. FLSA Status (check one):</b> <input checked="" type="checkbox"/> Exempt <input type="checkbox"/> Non-Exempt
<b>10. Official Title:</b> POLICE HUMAN RESOURCES ADMINISTRATOR				<b>Pay Range</b>	<b>Job Code</b>
<b>Underfill Title (if applicable):</b>				1IX	4237
<b>Requested Title (if applicable):</b> HUMAN RESOURCES DIRECTOR				1PX	
<b>Recommended Title (DER Use Only):</b>				Approved by: _____	
				Date: _____	

### 11. BASIC FUNCTION OF POSITION:

The Human Resources Director has responsibility over the Human Resources Division (Personnel, Payroll, Medical and Background Sections), and labor/employee relations and activities within the Police Department. In this capacity, the position is responsible for formulating, implementing and maintaining sound and effective human resources policies and practices.

### 12. DESCRIPTION OF JOB (Check if description applies to Official Title or Underfill Title A. ESSENTIAL FUNCTIONS/Duties and Responsibilities: (Refer to the "Guidelines for Preparing Job Descriptions" for instructions on determining Essential Functions.)

% of Time	ESSENTIAL FUNCTION
100%	<p>Management &amp; Human Resources Administration</p> <ul style="list-style-type: none"> <li>• Regular and consistent attendance.</li> <li>• Provide guidance and support to MPD's command staff with a focus on human resources policies, strategies, and organizational development initiatives in support of MPD's vision and core values.</li> <li>• Serve as MPD's liaison to the Department of Employee Relations, the City Attorney's Office, the Fire and Police Commission, Employee Retirement System, employee groups, and certified labor bargaining units. Represent the Chief and/or MPD in personnel matters involving the Fire and Police Commission and Common Council Committees.</li> <li>• Ensure that departmental policies and procedures are in compliance with all applicable federal and state regulations, Milwaukee Code and City Charter, rules of the Fire and Police Commission, Law Enforcement Standards Board requirements, and provisions of labor contracts with the Milwaukee Police Association and Milwaukee Police Supervisor's Organization.</li> <li>• Provide guidance and direction to Medical Section personnel responsible for disability accommodations, leave administration benefits, processing accident and injury claims and responding to claim investigation inquiries, creation of departmental safety and risk management plan, administration of return to work program, fitness for duty assessment determinations, information requests from duty disability retirement applications, and other related matters.</li> <li>• Provide guidance and direction to staff responsible for conducting or overseeing recruitment and community outreach activities, background investigations and applicant reviews for all sworn and civilian appointments.</li> <li>• Oversee staff and activities of Payroll Section and ensure compliance with applicable federal state laws.</li> </ul>
	<p>Labor Relations and Contract Administration</p> <ul style="list-style-type: none"> <li>• Serves as the key departmental liaison with the City's bargaining team; prepare and provide information to</li> </ul>

The above statements are intended to summarize the nature and level of work and typical responsibilities and duties being performed by the incumbent(s) of this job. They are not intended to be an exhaustive list of all responsibilities, duties, and tasks required of the position.

% of Time	ESSENTIAL FUNCTION
	help formulate bargaining strategy; research, gather, analyze data and prepare reports to support city bargaining proposals or respond to union demands. <ul style="list-style-type: none"> <li>• Serve as primary witness in grievance hearings and interest arbitrations and provide expert testimony regarding MPD practices and procedures.</li> <li>• Administer contract provisions and provide guidance to command staff and civilian managers on interpretation and application of labor matters.</li> <li>• Represent the Chief in all labor relations related matters including identifying, developing and recommending departmental interest to Labor Negotiator.</li> <li>• Administer grievance administration process; oversees implementation of grievance dispositions and awards.</li> <li>• Conduct regular briefings of MPD command staff on personnel and labor relations matters.</li> </ul>
	•
	•

**B. PERIPHERAL DUTIES:**

% of Time	PERIPHERAL DUTY
	<ul style="list-style-type: none"> <li>• Perform other duties, and have other such responsibilities, as the Chief, or his designee(s), may from time to time direct</li> </ul>
	•

**C. NAME AND TITLE OF IMMEDIATE SUPERVISOR:**

Assistant Chief of the Administration Bureau

**D. SUPERVISION RECEIVED:** (Describe the extent to which work assignments and methods are outlined, reviewed, and approved by this position's supervisor.)

General supervision received from the Assistant Chief of the Risk Management Bureau. Specialized nature of position's duties and responsibilities mean that decision-making latitude is quite broad.

**E. SUPERVISION EXERCISED:**

Total number of employees for whom responsible, either directly or indirectly = **14; 31 when Background investigators assigned to Division (6-7 months).**

**Direct Supervision:** List the number and titles of personnel directly supervised. Specify the kind and extent of supervision exercised by indicating one or more of the following:

a. Assign duties	e. Sign or approve work	
b. Outline methods	f. Make hiring recommendations	
c. Direct work in progress	g. Prepare performance appraisals	
d. Check or inspect completed work	h. Take disciplinary action or effectively recommend such	
Number Supervised	Job Title	Extent of Supervision Exercised (Select those that apply from list above, a - h)
1	Human Resources Supervisor	a-h
1	Police Payroll Supervisor	a-h
1	Health and Safety Officer	a-h

**F. MINIMUM QUALIFICATIONS REQUIRED:** (Indicate the MINIMUM qualifications required to enter the job.)

i. Education and Experience:

- Bachelor's Degree in Human Resources, Labor Relations, Business Administration, Public Administration, Management, or closely related field from an accredited college or university.
- Five years of progressively responsible experience in the field of human resources management, including three years of labor relations and contract administration experience performing responsibilities listed in the above essential functions section.

ii. Knowledge, Skills and Abilities:

- Knowledge of principles and procedures for personnel recruitment, selection, training, compensation and benefits, labor relations and negotiation, and personnel information systems.

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- Knowledge of labor (union) contracts and methods to interpret and implement contract terms.
- Knowledge of business and management principles involved in strategic planning, resource allocation, human resources modeling, leadership technique, production methods, and coordination of people and resources.
- Knowledge of principles and processes for providing customer and personal services.
- Knowledge of laws, legal codes, court procedures, precedents, government regulations, executive orders, and agency rules.
- Knowledge of the laws, rules, and regulations governing the practices and procedures of Human Resources and Labor Relations.
- Skill in judgment and decision making to consider relative costs and benefits of actions and choosing the most appropriate one.
- Skill in managing personnel resources by motivating, developing, directing work functions, and identifying the best people for a responsibility.
- Skill in identifying complex problems and reviewing related information to develop and evaluate options and implement solutions.
- Skill in managing time frames and schedules to meet competing deadlines.
- Ability to read and understand information and ideas presented in writing.
- Ability to communication information in writing so others will understand.
- Ability to listen to and understand information and ideas presented through spoken words and sentences.
- Ability to communicate information and ideas through spoken words and sentences.
- Ability to utilize MS Office suite software to track, analyze, interpret, and communicate business information.
- Ability to negotiate with different groups concerning business related topics.
- Ability to discuss sensitive or confidential topics with subordinates, superiors, and business partners.

iii. Certifications, Licenses, Registrations:

- Valid Wisconsin's driver's license at time of appointment and throughout employment.
- SPHR desirable

iv. Other Requirements:

### 13. PHYSICAL AND ENVIRONMENTAL DEMANDS: TOOLS AND EQUIPMENT USED

The Americans with Disabilities Act of 1993 requires job descriptions to provide detailed information regarding the physical demands required to perform the essential functions of a job; the conditions under which the job is performed; and the tools and equipment the employee will be required to use on the job. Reasonable accommodations may be made to enable qualified individuals to perform the essential duties and responsibilities of the job for each of the categories listed below.

**G. PHYSICAL ACTIVITY OF THE POSITION:** (List the physical activities that are representative of those that must be met to successfully perform the essential functions of the job).

**CHECK ALL THAT APPLY:**

<input type="checkbox"/>	<b>Climbing:</b> Ascending or descending ladders, stairs, scaffolding, ramps, poles, and the like; using feet and legs and/or hands and arms. Body agility is emphasized. Check only if the amount and kind of climbing required exceeds that required for ordinary locomotion.
<input type="checkbox"/>	<b>Balancing:</b> Maintaining body equilibrium to prevent falling when walking, standing or crouching on narrow, slippery or erratically moving surfaces. Check only if the amount and kind of balancing exceeds that needed for ordinary locomotion and maintenance of body equilibrium.
<input type="checkbox"/>	<b>Stooping:</b> Bending body downward and forward by bending spine at the waist. Check only if it occurs to a considerable degree and requires full use of the lower extremities and back muscles.
<input type="checkbox"/>	<b>Kneeling:</b> Bending legs at knee to come to a rest on knee or knees.
<input type="checkbox"/>	<b>Crouching:</b> Bending the body downward and forward by bending leg and spine.
<input type="checkbox"/>	<b>Crawling:</b> Moving about on hands and knees or hands and feet.
<input type="checkbox"/>	<b>Reaching:</b> Extending Hand(s) and arm(s) in any direction.

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<input type="checkbox"/>	<b>Standing:</b> Particularly for sustained periods of time.
<input type="checkbox"/>	<b>Walking:</b> Moving about on foot to accomplish tasks, particularly for long distances.
<input type="checkbox"/>	<b>Pushing:</b> Using upper extremities to exert force in order to draw, press against something with steady force in order to thrust forward, downward or outward.
<input type="checkbox"/>	<b>Pulling:</b> Using upper extremities to exert force in order to draw, drag, haul or tug objects in a sustained motion.
<input type="checkbox"/>	<b>Lifting:</b> Raising objects from a lower to a higher position or moving objects horizontally from position-to-position. Check only if it occurs to a considerable degree and requires substantial use of the upper extremities and back muscles.
<input checked="" type="checkbox"/>	<b>Fingering:</b> Picking, pinching, typing or otherwise working primarily with fingers rather than with the whole hand or arm, as in handling.
<input type="checkbox"/>	<b>Grasping:</b> Applying pressure to an object with fingers and palm.
<input type="checkbox"/>	<b>Feeling:</b> Perceiving attributes of objects such as size, shape, temperature or texture by touching with the skin, particularly that of the fingertips.
<input checked="" type="checkbox"/>	<b>Talking:</b> Expressing or exchanging ideas by means of the spoken word. Those activities which demand detailed or important instructions spoken to other workers accurately, loudly or quickly.
<input checked="" type="checkbox"/>	<b>Hearing:</b> Perceiving the nature of sounds with no less than a 40 db loss. Ability to receive oral communication and make fine discriminations in sound.
<input type="checkbox"/>	<b>Repetitive Motions:</b> Substantial movements (motions) of the wrist, hands, and/or fingers.
<input checked="" type="checkbox"/>	<b>Driving:</b> Minimum standards required by State Law (including license).

**H. PHYSICAL REQUIREMENTS OF THE POSITION:** (List the physical requirements that are essential functions of the job.)

**CHECK ONE:**

<input checked="" type="checkbox"/>	<b>Sedentary Work:</b> Exerting up to 10 pounds of force occasionally and/or negligible amount of force frequently or constantly to lift, carry, push, pull or otherwise move objects. Sedentary work involves sitting most of the time. Jobs are sedentary if walking and standing are required only occasionally and all other sedentary criteria are met.
<input type="checkbox"/>	<b>Light Work:</b> Exerting up to 10 pounds of force occasionally and/or negligible amount of force constantly to move objects. If the use of arm and/or leg controls requires exertion of forces greater than that for sedentary work and the worker sits most of the time, the job is rated for Light Work.
<input type="checkbox"/>	<b>Medium Work:</b> Exerting up to 50 pounds of force occasionally and/or up to 20 pounds of force frequently, and/or up to 10 pounds of force constantly to move objects.
<input type="checkbox"/>	<b>Heavy Work:</b> Exerting up to 100 pounds of force occasionally, and/or up to 50 pounds of force frequently, and/or up to 20 pounds of force constantly to move objects.
<input type="checkbox"/>	<b>Very Heavy Work:</b> Exerting in excess of 100 pounds of force occasionally, and/or in excess of 50 pounds of force frequently, and/or in excess of 20 pounds of force constantly to move objects.

**I. VISUAL ACUITY REQUIREMENTS:** (List the visual acuity requirements that are essential functions of the job.)

**CHECK ONE:**

<input checked="" type="checkbox"/>	<b>Operators (Electronic Equipment), Inspection, Close Assembly, Clerical, Administrative:</b> This is a minimum standard for use with those whose job requires work done at close visual range (i.e. preparing and analyzing data and figures, accounting, transcription, computer terminal, extensive reading, visual inspection involving small parts, operation of machines, using measurement devices, assembly or fabrication of parts).
<input type="checkbox"/>	<b>Machine Operators, Mechanics, Skilled Tradespeople:</b> This is a minimum standard for use with those whose work deals with machines where the seeing job is at or within arm's reach. This also includes mechanics and skilled tradespeople and those who do work of a non-repetitive nature such as carpenters, technicians, service people, plumbers, painters, mechanics, etc. (If the machine operator also inspects, check the "Operators" box.)
<input type="checkbox"/>	<b>Mobile Equipment Operators:</b> This is a minimum standard for use with those who operate cars, trucks, forklifts, cranes, and high lift equipment.
<input type="checkbox"/>	<b>Other:</b> This is a minimum standard based on the criteria of accuracy and neatness of work for janitors, sweepers, etc.

**J. THE CONDITIONS THE WORKER WILL BE SUBJECT TO IN THIS POSITION:**

List the environmental/working conditions to which the employee may be exposed while performing the essential functions of the job. Include scheduling considerations such as on-call for emergencies, rotating shift, etc. **Approximate Percentage of time performing field work: 10%**

**CHECK ALL THAT APPLY:**

*The above statements are intended to summarize the nature and level of work and typical responsibilities and duties being performed by the incumbent(s) of this job. They are not intended to be an exhaustive list of all responsibilities, duties, and tasks required of the position.*

<input checked="" type="checkbox"/>	<b>None:</b> The worker is not substantially exposed to adverse environmental conditions ( <i>such as typical office or administrative work</i> ).
<input type="checkbox"/>	<b>The worker is subject to inside environmental conditions:</b> Protection from weather conditions but not necessarily from temperature changes ( <i>i.e. warehouses, covered loading docks, garages, etc.</i> )
<input type="checkbox"/>	<b>The worker is subject to outside environmental conditions:</b> No effective protection from weather.
<input type="checkbox"/>	<b>The worker is subject to extreme cold:</b> Temperatures below 32 degrees for period of more than one hour.
<input type="checkbox"/>	<b>The worker is subject to extreme heat:</b> Temperatures above 100 degrees for periods of more than one hour.
<input type="checkbox"/>	<b>The worker is subject to noise:</b> There is sufficient noise to cause the worker to shout in order to be heard above the surrounding noise level.
<input type="checkbox"/>	<b>The worker is subject to vibration:</b> Exposure to oscillating movements of the extremities or whole body.
<input type="checkbox"/>	<b>The worker is subject to hazards:</b> Includes a variety of physical conditions, such as proximity to moving mechanical parts, electrical current, working on scaffolding and high places or exposure to chemicals.
<input type="checkbox"/>	<b>The worker is subject to atmospheric conditions:</b> One or more of the following conditions that affect the respiratory system or the skin: Fumes, odors, dust, mists, gases or poor ventilation.
<input type="checkbox"/>	<b>The worker is subject to oil:</b> There is air and/or skin exposure to oils and other cutting fluids.
<input type="checkbox"/>	<b>The worker is required to wear a respirator.</b>

**K. MACHINE, TOOLS, EQUIPMENT, ELECTRONIC DEVICES, SOFTWARE, ETC. USED BY POSITION:**

List equipment needed to successfully perform the essential functions of the job. Reasonable accommodations may be made to enable qualified individuals with disabilities to perform the essential functions.)

**CHECK ALL THAT APPLY:**

<input type="checkbox"/>	Camera and photographic equipment	<input checked="" type="checkbox"/>	Office Equipment (desk, chair, telephone, etc.)
<input type="checkbox"/>	Cleaning supplies	<input checked="" type="checkbox"/>	Office supplies (pens, staplers, pencils, etc.)
<input type="checkbox"/>	Commercial vehicle	<input type="checkbox"/>	Packing materials (boxes, shrink wrap, etc.)
<input type="checkbox"/>	Data processing equipment	<input checked="" type="checkbox"/>	PC equipment (monitor, keyboard, printer, etc.)
<input type="checkbox"/>	Handcart	<input checked="" type="checkbox"/>	PC software
<input type="checkbox"/>	Hand tools ( <i>please list</i> ):		
<input checked="" type="checkbox"/>	Office Machines ( <i>check all that apply</i> ):	<input checked="" type="checkbox"/>	Copier
		<input checked="" type="checkbox"/>	Facsimile
		<input checked="" type="checkbox"/>	Calculator
		<input type="checkbox"/>	Cash register
<input type="checkbox"/>	Other ( <i>please list</i> ): radio, belt		

**L. SUPPLEMENTARY INFORMATION:** (Indicate any other information which further explains the importance, difficulty, or uniqueness of the position, such as its scope of responsibility related to finances, equipment, people, information, etc. Also indicate success factors such a personal characteristics that contribute to an individual's ability to perform well in the job, and any other special considerations.)

Possess the individual initiative to assume responsibility for performance of all duties that related to the personnel/labor relations function, without specific direction or reminder.

Possess the ability to adhere to the highest standards of maintaining the confidentiality of all sensitive Department matters

**M. I believe that the statements made above in describing this job are complete and accurate.**

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*Signature of Department Head or Designated Representative*

*The above statements are intended to summarize the nature and level of work and typical responsibilities and duties being performed by the incumbent(s) of this job. They are not intended to be an exhaustive list of all responsibilities, duties, and tasks required of the position.*

**City of Milwaukee – Department of Employee Relations  
JOB CLASSIFICATION REQUEST FORM**

Please fill out all form fields when applicable with a completed job description that is signed and dated  
(include a job analysis questionnaire, if applicable) and email to [sasinsk@milwaukee.gov](mailto:sasinsk@milwaukee.gov).

Department	Police
Department Head	Chief of Police Jeffrey B. Norman

**Job Study Contact Information:**

HR Contact	Pamela K. Roberts
Phone Number	414-935-7191
Email Address	<a href="mailto:prober@milwaukee.gov">prober@milwaukee.gov</a>
Supv/Mgr of Incumbent	Craig D. Sarnow
Phone Number	414-935-7802
Email Address	<a href="mailto:csarno@milwaukee.gov">csarno@milwaukee.gov</a>

**Request Type (Check All That Apply):**

<input type="checkbox"/>	Classification	To classify a new position authority as a result of the budget or grant funding
<input checked="" type="checkbox"/>	Reclassification	To modify a current position's title and pay
<input type="checkbox"/>	Repurpose	To use a vacant position's funding to a create a new position
<input type="checkbox"/>	Title Change	To modify a position's title only
<input type="checkbox"/>	Reallocation	To modify a position's pay range only
<input type="checkbox"/>	Market Study	To study the market rate of pay of a position
<input type="checkbox"/>	Designation	For example – bilingual, recruitment flexibility, task rate

**Title/Position Information As It Is Listed In the Salary/Positions Ordinance:**

Current Title	Police Human Resources Administrator
Current Pay Range	1IX (\$80,092.20 – \$112,136.96); Recruitment at \$98,271.94
Proposed Title	Human Resources Director
Proposed Pay Range	1PX (\$125,200.92 - \$175,274.84)
Division	Human Resources Division
Section	-
Number of Positions	1
Incumbent(s)	1

**Changes to duties and responsibilities:**

No change in duties and responsibilities. However, this request is a result of subsequent city-wide market studies changing several positions' classifications that led to traditional lower level positions being equal or above this civilian leadership position.



Changes in the level of work as defined by knowledge, skill, mental or physical effort requirements, responsibility level, or working conditions:

None; however, it should be noted that the uniqueness and complexities of the Milwaukee Police Department coupled with the quasi-military structure of the organization, chain of command; specialized units/divisions with the organization and the number of employees both sworn and civilian requires a specific set of skills, fortitude, and tenacity along with subject matter experience to be successful within the organization. This position should be compensated appropriately based on the level of responsibility and organizational structure.

Program, policy, or organizational changes that have impacted the position and its responsibility level:

Subsequent city-wide market studies have changed several positions' classifications that has affected the Milwaukee Police Department. As a result, traditional lower level positions within the department are now equal or above this civilian leadership position.

Documented recruitment or retention difficulties:

Position is currently filled. No recruitment or retention difficulties.

Titles of other positions within the city that may be comparable to the position(s) to be studied:

Administrative Services Director, Chief Assessor, Chief Court Administrator, Deputy City Treasurer, Deputy Commissioner of Clinical Services, Deputy Commissioner of Community Health, Deputy Commissioner of Environmental Health, Deputy Commissioner of Policy, Innovation and Equity, Deputy Comptroller, Emergency Communications Deputy Director, Employee Benefits Director, ERS Applications Development Manager, Executive Director - Deferred Compensation Board, ITMD Policy and Administration Manager, Labor Negotiator, Police information Systems Director, Police Records Director

The impact of this change on other positions in the department:

Approval of this reclassification request will help alleviate pay compression and equity issues related to this position.

Any other relevant information:

None

Prepared by: \_\_\_\_\_

Approved by: \_\_\_\_\_