



**Department of Employee Relations**

December 13, 2002

**John O. Norquist**  
Mayor

**Jeffrey Hansen**  
Director

**Florence Dukes**  
Deputy Director

**Frank Forbes**  
Labor Negotiator

**Michael Brady**  
Employee Benefits Manager

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

Dear Committee Members:      Re: Common Council File Number 021173

The following classification and pay recommendations will be submitted to the City Service Commission for consideration on December 17, 2002. We recommend these changes, subject to approval by the City Service Commission:

In the Department of Public Works-Infrastructure Services Division, one new position for 2002 is recommended for classification as Electrical Services Manager-Senior, Salary Grade 011.

Appropriate classification and pay levels are recommended for 24 Positions approved by the Mayor and Common Council in the City's budget for 2003 in the Health Department, Department of Public Works, Milwaukee Public Library, Common Council-City Clerk, Employees' Retirement System, and the Department of Employee Relations.

In the Department of Public Works-Water Works, appropriate classification and pay levels are recommended for 28 positions in the maintenance group of the Plants Section as part of a proposed reorganization of that work unit.

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

Sincerely,



Florence H. Dukes  
Employee Relations Director

FHD:pb

Attachments:    3 Job Evaluation Reports  
                      Fiscal Note

c: Frank Forbes, Laura Engan, Dr. Seth Foldy, Maria Monteagudo, Kathleen Huston, Judith Zemke, Ronald Leonhardt, Carolyn Hill Robertson, Barry Zalben, Anne Bahr, Michael Brady, Burma Hudson, Mariano Schifalacqua, Dan Thomas, James Purko, Preston Cole, Dave Lorbeski, Jeffrey Polenske, Clark Wantoch, Dorinda Floyd, Carrie Lewis, Dale Mejaki, Richard Abelson, John English, John Garland and Robert Klaus

## JOB EVALUATION REPORT

City Service Commission Meeting Date: December 17, 2002

Incumbent: New Position Department: DPW-Infrastructure Services

PRESENT	REQUESTED
Title: New Position	Title: Electrical Services Manager - Senior
Salary: Not applicable	Salary: Salary Grade 011 (\$60,397 - \$84,553)
Step: Not applicable	Source: Department
<b>Recommendation:</b> Title: Electrical Services Manager - Senior Salary: Salary Grade 011 (\$60,397 - \$84,553 )	
<b>Rationale:</b> The Department of Employee Relations' analysis indicates that the responsibilities, knowledge and skills required of this position do warrant a pay allocation to Salary Grade 011.	
<b>History of position:</b> Created in the 2002 budget.	

**Action Required** (effective Pay Period 1, 2003—December 22, 2002)

In The Salary Ordinance, under Salary Grade 011, add the title "Electrical Services Manager-Senior."

**Background:**

On October 8, 2002, Jeffrey Polenske, City Engineer, Department of Public Works - Infrastructure Services Division, requested the Department of Employee Relations to classify this new position. The position under study was originally a Lighting Services Manager position. This position was eliminated and a new position of Electrical Services Manager-Senior was created and allocated to Salary Grade 011, which was proposed and approved in the 2002 budget. A request and accompanying job description for the position have been provided.

### **Duties and Responsibilities:**

The basic function of this position is to perform the administrative and personnel functions for the Electrical Services division. In addition, this position is responsible for planning, coordinating, scheduling and supervising the installation, operation, maintenance and repair of street, alley and special lighting and their associated equipment, including manpower, material, and equipment allocations to accomplish the same. Finally, this position is responsible for all aspects of one of the three functional areas of the street lighting section: construction, maintenance or operations.

#### **45% Administrative**

- Check all jobs for completion, check major material charges, coordinate concrete/road repairs prior to closing work orders.
- Check daily time and equipment sheets for accuracy.
- Administer sick leave control and vacation policies for the Electrical Services division.
- Order special materials as needed.
- Schedule and administer division's vacation policies.
- Administer division's work/safety rules and discipline as needed.
- Conduct weekly safety training sessions.
- Provide orientation to new employees.
- Assist in budget preparation.
- Investigate and prepare responses for claims against or for the City.
- Act as the management representative on the Apprenticeship Advisory Committee and maintain the apprentice records, coordinate the indentured training program.
- Act as the management representative in grievance hearings.
- Prepare quarterly reports for the entire Electrical Services division.

#### **20% Supervision**

- Supervise various construction, maintenance and operations crews.

#### **20% Planning and Coordination**

- Plan and coordinate activities of the Lighting Section with other City departments and divisions, utilities, contractors and other governmental bodies involved in the paving program, capital improvement projects, special projects and the maintenance and repair of the division's facilities, equipment and materials as related to division's responsibilities.

**10%** Assist the Electrical Services Operations Manager in administrative functions of Electrical Services not already assigned to this position. This position also acts in the absence of the Electrical Services Operations Manager.

**05%** Assist with electrical construction consultation and cost estimates for lighting construction and maintenance. Participate in rotating weekend supervision of all of the Division's field facilities. Perform other duties as assigned.

**Minimum Requirements:**

- Bachelor's degree in Electrical Engineering and 2 years of experience in the power application and utilization field.

-OR-

4 years of experience as a licensed journeyman in the installation and maintenance of outdoor lighting facilities.

-OR-

3 years of experience as an Electrical Mechanic and successful completion of the Electrical Mechanic Apprenticeship Program of the City of Milwaukee.

- Valid driver's license.

This position also requires the incumbent to be knowledgeable in all aspects of the DPW-Infrastructure Services' operations and to possess strong oral and written communication skills and is charged with all duties and responsibilities of the Electrical Services Operations Manager in his absence.

**Job Evaluation Standards Used for Classifying Management Positions**

The City uses a formal qualitative factor comparison system to evaluate (classify) management positions. This system requires that each management position be compared to other positions according to each of these four job evaluation factors:

<u>Factor</u>	<u>Weight</u>
• Impact and Accountability (IA)	45%
• Knowledge and Skill (KS)	35%
• Relationship Responsibility (RR)	15%
• Working Conditions (WC)	05%

The actual process is one of careful comparisons and contrast of the position being studied and related positions on a factor-by-factor basis. The other position used as a basis for comparison generally include those in the same occupational group and those in the same department as the position under study. Once appropriate comparisons have been made, the job analyst makes a judgment as to the appropriate level to be assigned in each of the four factors. A corresponding number of points is subsequently assigned according to a predetermined chart, which translates into a salary grade once all of the points have been added.

The job classifications chosen for comparison have duties and responsibilities, which most closely mirror those of the position under study. These positions include:

- **Bridge Maintenance Manager, SG 011**
- **Urban Forestry District Manager, SG 011**
- **Vehicle and Equipment Repairs Manager, SG 011**

Bridge Maintenance Manager, SG 011

Bridge Maintenance Manager is responsible for the maintenance and operation of the City's 215 fixed and movable bridges. Functioning as a field manager, this position works directly with trade supervisors to ensure annual bridge repair/maintenance. Budget preparation, employee relations, scheduling and coordinating work and report preparation are some of the functions with which this position is responsible.

Factor	Level	Points
Impact & Accountability	11	182
Knowledge & Skill	10	154
Relationships Responsibility	11	97
Working Conditions	2	<u>7</u>
Total Points		440 (SG 011)

Urban Forestry District Manager, SG 011

Functioning as a district operations manager, this position administers all the district functions including fiscal management, personnel, work scheduling, code enforcement, citizen response and long-range planning for one-third of the City's boulevards, municipal properties, street trees and totlots.

Factor	Level	Points
Impact & Accountability	11	182
Knowledge & Skill	10	154
Relationships Responsibility	9	67
Working Conditions	2	<u>7</u>
Total Points		410 (SG 011)

Vehicle and Equipment Repairs Manager, SG 011

This position functions to provide all the general administration and supervision of all repair activities for the City's fleet of automobiles (including Police vehicles), light and heavy trucks, construction and other specified equipment.

Factor	Level	Points
Impact & Accountability	11	182
Knowledge & Skill	10	154
Relationships Responsibility	9	67
Working Conditions	3	<u>11</u>
Total Points		414 (SG 011)

December 17, 2002

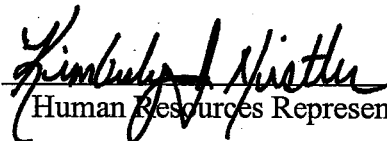
The level of responsibility and knowledge and skill of this position is similar to the above listed positions. All three positions are charged with large administrative roles, which have significant impact on their respective divisions. The Department of Employee Relations believes that the Electrical Services Manager - Senior falls in line with these positions in terms of the scope and nature of work. Therefore, we recommend placing it in Salary Grade 011, with the following factor levels.

Factor	Level	Points
Impact & Accountability	11	182
Knowledge & Skill	10	154
Relationships Responsibility	9	67
Working Conditions	2	<u>7</u>
Total Points		410 (SG 011)

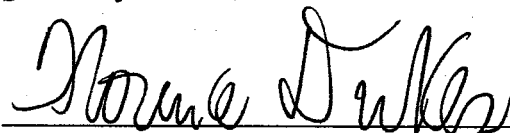
**Recommendation:**

The Department of Employee Relations believes that the most appropriate title for this position is Electrical Services Manager - Senior and that it should be allocated to Salary Grade 011. Therefore, we respectfully recommend the title of Electrical Services Manager - Senior, Salary Grade 011.

Prepared by:

  
Human Resources Representative

Reviewed by:

  
Employee Relations Director

## JOB EVALUATION REPORT

City Service Commission Meeting: December 17, 2002

This report recommends appropriate classifications and compensation levels for 24 positions approved by the Mayor and Common Council in the City's budget for 2003. This report contains recommendations for positions in the Health Department, Department of Public Works, Milwaukee Public Library, Common Council-City Clerk, Employee Retirement System, and the Department of Employee Relations.

In reviewing these positions, staff analyzed new job descriptions and held discussions with management representatives from affected departments. The following chart summarizes the recommended changes.

### Milwaukee Health Department

Current	Requested	Recommended
New	Child Care Program Manager SG 007 \$46,785-\$65,496	Child Care Program Manager SG 007 \$46,785-\$65,496
2 New Positions	Health Access Assistant II (2 positions) PR 425 \$28,348-\$31,360	Health Access Assistant II (2 positions) PR 425 \$28,348-\$31,360
New	Program Assistant II PR 530 \$34,735-\$39,322	Program Assistant II PR 530 \$34,735-\$39,322

### DPW-Operations Division

Current	Requested	Recommended
<u>City Forester</u> SG 016 \$83,074-\$116,309 Incumbent: Preston Cole Rate: \$109,393 <u>Sanitation Services</u> <u>Superintendent</u> SG 016 \$83,074-\$116,309 Incumbent: Dave Lorbeski Rate: \$116,309	Environmental Services Superintendent SG 016 \$83,074-\$116,309	Environmental Services Superintendent SG 016 \$83,074-\$116,309 Incumbent: Preston Cole Rate: no change  Note: Sanitation Services Superintendent will remain filled through 1 <sup>st</sup> Quarter 2003
New	Sanitation Services Manager SG 013 \$68,596-\$96,041	Sanitation Services Manager SG 013 \$68,596-\$96,041
New	Recycling Specialist SG 007 \$46,785-\$65,496	Recycling Specialist SG 007 \$46,785-\$65,496
New	Forestry Services Manager SG 013 \$68,596-\$96,041	Forestry Services Manager SG 013 \$68,596-\$96,041
New	Shop and Maintenance Supervisor SG 007 \$46,785-\$65,496	Shop and Maintenance Supervisor SG 007 \$46,785-\$65,496
New	Administrative Services Manager SG 011 \$60,397-\$84,553	Administrative Services Manager SG 011 \$60,397-\$84,553
3 new positions	Urban Forestry Manager (3 positions) SG 007 \$46,785-\$65,496	Urban Forestry Manager (3 positions) SG 007 \$46,785-\$65,496

### DPW-Infrastructure Services Division

Current	Requested	Recommended
New	Accounting Assistant II PR 445 \$30,890-\$34,183	Accounting Assistant II PR 445 \$30,890-\$34,183
New	Civil Engineer III PR 628 \$54,157-\$64,567	Civil Engineer III PR 628 \$54,157-\$64,567
Sewer Services Manager SG 013 \$68,596-\$96,041	Sewer Services Manager SG 012 \$64,363-\$90,108	Sewer Services Manager SG 012 \$64,363-\$90,108

Sewer Maintenance Program Manager SG 004 \$38,634-\$54,086 Incumbent: Rick Politoski Rate: \$45,016	Sewer Maintenance Program Manager SG 005 \$41,182-\$57,658	Sewer Maintenance Program Manager SG 005 \$41,182-\$56,658 Rate: \$46,541
Infrastructure Field Operations Manager SG 016 \$83,074-\$116,309 Incumbent: Jerome Zaremba Rate: \$116,309	Infrastructure Operations Manager SG 016 \$83,074-\$116,309	Infrastructure Operations Manager SG 016 \$83,074-\$116,309 New Rate: No change

**Milwaukee Public Library**

Current	Requested	Recommended
New	Network Analyst-Assistant PR 596 \$41,412-\$50,291	Network Analyst-Assistant PR 596 \$41,412-\$50,291

**Common Council-City Clerk**

Current	Requested	Recommended
2 new positions	Legislative Fiscal Analyst-Senior (2 positions) SG 007 \$46,785-\$65,496	Legislative Fiscal Analyst-Lead (2 positions) SG 007 \$46,785-\$65,496

**DPW-Water Works**

Current	Requested	Recommended
New	Water Meter Services Manager SG 008 \$49,853-\$69,792	Water Meter Services Manager SG 008 \$49,853-\$69,792
New	Network Coordinator-Assistant SG 002 \$34,007-\$47,604	Network Coordinator-Assistant SG 002 \$34,007-\$47,604

**DPW-Administrative Services Division**

Current	Requested	Recommended
New	Office Assistant IV PR 445 \$30,890-\$34,183	Office Assistant IV PR 445 \$30,890-\$34,183
Tow Lot & Meter Manager SG 008 \$49,853-\$69,792 Incumbent: David Lawrence Rate: \$56,340	Tow Lot Manager SG 008 \$49,853-\$69,792	Tow Lot Manager SG 008 \$49,853-\$69,792 Rate: No change

**Employee Retirement System**

Current	Requested	Recommended
New	Program Assistant II PR 530 \$34,735-\$39,322	Program Assistant II PR 530 \$34,735-\$39,322
New	Accounting Assistant II PR 445 \$30,890-\$34,183	Accounting Assistant II PR 445 \$30,890-\$34,183

**Employee Relations**

Current	Requested	Recommended
Employee Benefits Manager SG 014 \$73,128-\$102,383 Incumbent: Michael Brady Rate: \$102,383	Employee Benefits Director SG 014 \$73,128-\$102,383	Employee Benefits Director SG 014 \$73,128-\$102,383 Rate: No Change
Workers Compensation & Safety Administrator SG 010 \$56,651-\$79,313 Incumbent: Burma Hudson Rate: \$79,313	Workers Compensation & Safety Manager SG 010 \$56,651-\$79,313	Workers Compensation & Safety Manager SG 010 \$56,651-\$79,313 Rate: No Change



### Standards Used in Determining Reclassification for Management Positions

The City uses a qualitative factor comparison system to evaluate management positions. This system requires that each position be compared to all other positions in the Management Pay Plan separately on each of four job evaluation factors:

Impact & Accountability	Weighted	45%
Knowledge & Skill	Weighted	35%
Relationships Responsibility	Weighted	15%
Working Conditions	Weighted	5%

Once an appropriate comparison has been made, the Job Evaluation staff assigns a level and corresponding number of points according to a chart. In analyzing any position for proper classification, it is critical to assess any changes that have taken place in the nature of work performed and level of responsibility, knowledge, skill and effort required. Changes in working conditions are also assessed, although this factor is considerably less important for management positions.

### Standards Used to Evaluate Bargaining Unit and Non-management/Non-represented positions:

According to City Service Commission rules, reclassifications can only occur when it has been sufficiently shown that "major changes have occurred in level, duties and responsibilities of the job." Factors that the Commission will not consider with regard to reclassifications include the volume of work being performed, technological changes which "alter the way the work is done rather than the work itself," and individual characteristics of the person(s) holding the position.

In other words, the standard for reclassifying jobs to a higher level is not merely the fact that some changes have occurred. The significance of the change(s) and its impact on a position's level of responsibility, overall impact, and required knowledge and skill are what determine the basis for reclassification.

More specifically, in evaluating bargaining unit positions, as well as non-management/non-represented positions, the factor of knowledge and skill is considered to be the most important followed by responsibility exercised, with effort expended and working conditions trailing significantly behind. A significant change is one that has considerably increased a position's level of responsibility and required knowledge and skill.

The analyst identifies where significant changes have taken place and makes a judgement as to how much any given change has impacted the job in terms of these factors. It is important to note that in today's workplace, virtually all jobs, whether found in the private or public sector, regularly experience changes in procedures, practices, technology used, and the manner in which decisions are made. These types of changes, which are normal and expected, do not automatically result in reclassifications or reallocations. From a job evaluation point of view, it is critical to pinpoint changes and determine whether or not these changes have permanently and significantly affected the level of responsibility and knowledge and skill required of a job.

In reaching a final decision regarding the title and rate of pay for a position, the job analyst also considers the current rate of pay for the position. The consideration for pay constitutes a critical step in the classification decision-making process. In some cases, the position under study may be paid at or above labor market rates, or the changes that have taken place bring the position up to a level of responsibility and/or skill that in our judgment should have been performed all along, the changes represent part of a "learning curve", or the proposed reclassification would create unfavorable pay impacts upon other closely related job classifications or managerial personnel. If any of these conditions exist, a reclassification will generally not be recommended.

**HEALTH DEPARTMENT**

**Requested:** Child Care Program Manager SG 007  
**Recommended:** Child Care Program Manager SG 007

The purpose of this grant-funded position is to provide program development, direction, guidance, monitoring, and coordination of activities and staff associated with the Health Department's Child Care Program. This includes providing training, supervision and consultation to Environmental Hygienists, Public Health Nurses, Clinic Assistants, Health Project Assistants, Health Educators, Office Assistants, and Health Access Assistants performing screening education, referral, and follow-up activities in early child care settings with high risk children. This position will also be responsible for a significant amount of interagency and community-wide consultation and collaboration. Duties, responsibilities, and requirements include:

**35% Program Management and Development**

- Developing, integrating and monitoring program goals, objectives, and outcomes for the Child Care Program
- Developing and implementing the early child care action team for the MHD and the Milwaukee Community
- Providing direction to ensure that Milwaukee's program moves forward in concert with national and state objectives and keeps abreast of local early children care initiatives
- Serving as primary spokesperson for the Child Care Program on behalf of the MHD
- Collaborating with a variety of MHD programs to integrate Child Care Program services in the Milwaukee community
- Collaborating with and directing Child Care Program grant areas to assure goals, objectives and outcomes are met
- Working closely with the MHD Associate Medical Director, Division Manager, and Program Managers to assure protocols are current and enforced

**30% Management and Administration**

- Assisting in preparing and monitoring grant applications and budgets
- Developing and monitoring contracts with professionals and community-based organizations
- Preparing reports, briefings and updates as necessary
- Facilitating site visits for program partners and grantors
- Assuring appropriate program staff composition
- Interacting with City government units, non-City agencies, child care centers and community-based organizations as necessary
- Providing professional expertise to research project proposals

**20% Supervision**

- Directing and supervising program staff
- Providing input into hiring decisions, interviewing and evaluation processes
- Assessing work performance and providing mentoring, staff development and training as necessary
- Promoting professional development and accountability in a supportive environment
- Working with the MHD Personnel Office regarding personnel issues

**15% Community Leadership**

- Collaborating with the MHD management team, local health departments, State of WI Division of Health, managed care organizations, physician networks, and child care organizations to assure program goals are met
- Coordinating efforts with other coalitions and initiatives and drawing on available resources for technical assistance
- Identifying, recruiting, developing, supporting and maintaining primary partners around early child care awareness and service delivery
- Advocating for community empowerment toward community ownership of early child care issues and long-term infrastructure improvements

The minimum requirements for this position include a Master's Degree in Administration, Community Health, Health Education, Human Services, Management, Nursing, Public Health, Social Work or a

related field from an accredited college and three years of progressively responsible experience in community health, child care services, education, health education, human services, nursing, public health, social work or related field which must include at least two years of program management or supervision in the areas of program planning, budget development and monitoring, contract development, staff development, team management and quality assurance. This position also requires experience in data management and data systems and a good understanding of Milwaukee's health care delivery systems, particularly those pertaining to early child care issues.

This position was created in October of this year in conjunction with a grant from the U.S. Department of Health and Human Services. The nature of program management, budgeting, community collaboration and supervisory responsibilities associated with this new position is consistent with other classifications within the Milwaukee Health Department functioning as Program Managers within a Division. Specifically, appropriate comparisons could be made to the following classifications in Salary Grade 007: Supervising Public Health Nurse, WIC Program Manager, Well Women's Program Manager, and School Health Manager, Communicable and Infectious Disease Program Supervisor, and Lead Hazard Prevention Manager.

It is therefore recommended that this position be classified as Childcare Program Manager in SG 007 as requested by the Milwaukee Health Department. An assessment of this position according to the job evaluation factors is as follows:

	<u>Level</u>	<u>Points</u>
Impact & Accountability	7	104
Knowledge & Skill	7	94
Relationships Responsibility	7	46
Working Conditions	1	5
Total Points:		249

Salary Grade 007 points: 231-265

<b>Requested:</b>	<b>Health Access Assistant II (2 positions)</b>	<b>PR 425</b>
<b>Recommended:</b>	<b>Health Access Assistant II (2 positions)</b>	<b>PR 425</b>

The 2003 Milwaukee Health Department's budget includes two new positions of Health Access Assistant II assigned to the Medical Assistance Section of the Healthcare Access and Services Division. The addition of these positions will augment the Department's ability to assess medical assistance eligibility and make referrals for clients of the Department.

These positions will be responsible for providing appropriate, comprehensive information to clients on how to apply for medical assistance, GAMP, Healthy Start, BadgerCare, WIC, and other benefits. Client contact and advocacy activities are performed through home visits, in clinical settings, and for community based organizations to ensure eligible populations are aware of benefit programs and their eligibility for those programs.

These positions require a minimum of three years of experience managing interactions between clients and health benefit programs, strong knowledge of eligibility requirements and application process for entitlement programs and familiarity with community resources and their availability to ensure access to medical services and other benefits.

The duties and responsibilities of these new positions are consistent with those associated with the existing Health Access Assistant II. It is therefore recommended that these positions be classified consistent with the MHD's request.

<b>Requested:</b>	<b>Program Assistant II</b>	<b>PR 530</b>
<b>Recommended:</b>	<b>Program Assistant II</b>	<b>PR 530</b>

This new position assigned to the Home Environmental Health Division will provide administrative program support to the Public Health Nurse Supervisor and the Public Health Nurse Coordinator in the

areas of nursing case management and clinical coordination. The primary function of this position will be the analysis of information pertaining to program systems and procedures including:

- Developing protocols for processing referrals
- Overseeing the system for providing blood lead test histories for clients following departmental policies and procedures
- Developing and maintaining a system for updating and correcting address information on children
- Overseeing the initiation and processing of referrals and reports
- Producing quarterly home visit and referral reports related to case management information
- Initiating and maintaining various specialized databases for case management purposes

The Program Assistant II will oversee the work of one Office Assistant II and one Office Assistant III. This position requires strong administrative skills in the areas of system improvements and office efficiencies and the ability to understand and carry out departmental and organizational policies and procedures in the assigned area of responsibility.

The nature of work and level of responsibility of this position are consistent with the Program Assistant II classification within the City's office support series. The level of independent judgment required and the ability to recommend and implement administrative changes and policies in support of case management activities within the Lead Program justify the requested level.

#### **DPW-OPERATIONS DIVISION**

<b>Current:</b>	<b>City Forester</b>	<b>SG 016</b>
	<b>Sanitation Services Superintendent</b>	<b>SG 016</b>
<b>Requested:</b>	<b>Environmental Services Superintendent</b>	<b>SG 016</b>
<b>Recommended:</b>	<b>Environmental Services Superintendent</b>	<b>SG 016</b>

The purpose of this new position is to manage the Forestry and Sanitation Sections under the direction of the Operations Division Director, and carry out all duties prescribed by law. Duties, responsibilities and requirements include:

##### **Forestry Operations**

- Providing professional direction in the planning, design, construction, and maintenance of Milwaukee's street tree population and urban forest, landscape boulevards and municipal properties
- Managing the Metropolitan Nursery, green houses, and Maintenance & Repair Shop

##### **Sanitation Operations**

- Providing professional direction in the regular collection of solid waste, recyclables and leaves
- Managing the cleaning of all City streets and alleys

##### **Administrative Operations**

- Directing and coordinating snow plowing and general ice control operations of the Department of Public Works
- Coordinating the aldermanic and citizen service response system, financial management, labor relations, code enforcement, and employee safety programs
- Directing technical services and research programs

Approximately 700 full-time and seasonal employees make up these sections.

This position requires a Bachelors Degree in Business, Public Administration, Personnel Management, Forestry, Horticulture, or a related field and ten years of management experience in a public works environment. Must have knowledge of forestry and horticultural operations. Must have knowledge of solid waste management practice. Must have understanding of snow and ice control procedures. The ability to direct, organize and coordinate is essential. Must have the ability to

handle emergency situations under pressure. Must have the ability to be creative, industrious and resourceful.

This request combines the responsibilities of two high-level administrator positions and retitles the position to encompass both areas. No change of level is recommended for this position. An assessment of this position according to the job evaluation factors is as follows:

	<u>Level</u>	<u>Points</u>
Impact & Accountability	17	421
Knowledge & Skill	14	296
Relationships Responsibility	13	140
Working Conditions	1	5
Total Points:		862

Salary Grade 016 points: 814-935

**Requested: Sanitation Services Manager SG 013**  
**Recommended: Sanitation Services Manager SG 013**

The purpose of this position is to assist the Environmental Services Superintendent in the operation of the Sanitation Section of the Division. This position is responsible for field operations. Duties, responsibilities and requirements include:

- Assisting the Environmental Services Superintendent in the direction and administration of field operations. In the absence of the superintendent, acting as chief administrator of the Section.
- Serving as the Section personnel officer. Responsibilities include employee training, affirmative action, safety programs, labor relations, discipline, grievance procedures, and sick and injury pay control.
- Responsibility for planning, organizing, and controlling the operations of six field districts, including the supervision and administration of solid waste and recycling collection, the transfer station and municipal sweeping programs.
- Managing ice control and plowing operations on a rotating basis with other Division administrators.
- Directing the investigation of safety incidents and inter-Division complaints.

This position requires a Bachelor's Degree in Business Administration, Public Administration, Personnel Management or a related field and a minimum of five years of administrative or supervisory experience in public works, preferably in sanitation. Must have the ability to plan, lay out, coordinate, and execute work programs. Must have the ability to deal with the public, City officials and labor representatives in a courteous and tactful manner.

This position will assist the Environmental Services Superintendent in managing the operations of the Sanitation Section of the Operations Division. Its counterpart will be the new position of Forestry Services Manager, SG 013, studied later in this report. Direct reports include three Sanitation Area Managers, SG 011, and the Recycling Specialist, SG 007. This position is similar in scope and level of responsibility to other SG 013 positions such as Electrical Services Operations Manager and Street and Bridges Services manager in the DPW-Infrastructure Services Division. An assessment of this position according to the job evaluation factors is as follows:

	<u>Level</u>	<u>Points</u>
Impact & Accountability	14	277
Knowledge & Skill	12	213
Relationships Responsibility	10	80
Working Conditions	1	5
Total Points:		575

Salary Grade 013 points: 535-614

**Requested:** Recycling Specialist SG 007  
**Recommended:** Recycling Specialist SG 007

The purpose of this position is to manage the City's recycling program by working with City resources, local private recycling firms, neighborhood organizations, schools and the general public. Duties, responsibilities and requirements include:

- Monitoring recycling operations and making recommendations to adjust labor and equipment to achieve maximum results
- Maintaining an effective data management and reporting system to satisfy state grant provisions
- Acting as administrator for the recycling grant and continuously analyzing the program's effectiveness
- Coordinating recycling activities with other DPW divisions, City departments and outside agencies
- Reviewing current recycling trends, research and procedures and applying this knowledge to maintain an effective program
- Planning, conducting and documenting various studies in waste stream composition, collection methods, and other technical aspects of recycling
- Assisting in the development of public information tools to promote and educate the public on recycling
- Assisting in establishing contracts or other agreements necessary to market recycling materials
- Responding to public inquiries
- Representing the Division before various committees and at community and school events
- Keeping Operations field personnel informed of recycling issues and changes in the curbside program
- Participating in snow and ice control operations
- Performing other duties as assigned.
- This position is responsible for assuring the City's compliance with state mandated recycling criteria.

This position requires five years of administrative or supervisory experience in public works, preferably in sanitation. Must have significant experience in environmental science, solid waste or recycling. Must have the ability to effectively plan, develop, organize, direct and coordinate the work of others. Must be able to communicate clearly and effectively with others both verbally and in writing.

This position will manage the City's recycling program through working with City and external resources, researching best methods and educating the public. This position makes recommendations on the work methods for 50 Driver Workers involved in carrying out the city's recycling program. This position is similar in scope and level of responsibility to other City program manager positions such as Lead Hazard Prevention Manager, SG 007, in the Health Department. An assessment of this position according to the job evaluation factors is as follows:

	<u>Level</u>	<u>Points</u>
Impact & Accountability	7	104
Knowledge & Skill	7	94
Relationships Responsibility	7	46
Working Conditions	1	5
Total Points:		249

Salary Grade 007 points: 231-265

**Requested:** Forestry Services Manager SG 013  
**Recommended:** Forestry Services Manager SG 013

The purpose of this position is to assist the Environmental Services Superintendent in the management and operation of the Forestry Section of the Division. Duties, responsibilities and requirements include:

- Managing employee relations and personnel matters, labor relations, affirmative action, promotions, hiring, discipline, sick and injury pay control, and employee safety programs
  - Representing the Section in labor negotiations with the union
  - Hearing and resolving grievances
  - Working with Employee Relations on employee recruitment, testing and hiring
  - Managing the Division's seasonal workforce staffing
- Directing and coordinating technical training and research activities for the Division
  - Developing a comprehensive training program for entry-level positions
  - Developing safety and training programs for all job classifications within the Division
  - Identifying, piloting and implementing new horticultural methods and management techniques that reduce costs and improve environmental quality for the Division
- Directing the Urban Forestry District Managers in the management of the Forestry Section, including planning, design, construction, maintenance and operation of the City's boulevard median system, street tree population, municipal properties, and landscaped, buffer and remnant areas
- Managing ice control and plowing operations on a rotating basis with other Division administrators
- Managing special projects
- Managing Forestry field operations, to include planning, organizing and controlling district operations, shop operations, nursery and greenhouse operations and technical services

This position requires a Bachelor's Degree in Forestry, Landscape Architecture, Ornamental Horticulture, Agriculture, Public Administration or Business Administration and a minimum of five years of administrative or supervisory experience in public works. Must have knowledge and ability to perform general accounting responsibilities. Must be proficient in oral and written communications and have the skills to interact effectively with Common Council members, citizen groups, other City and governmental agencies and the media.

This position will assist the Environmental Services Superintendent in managing the operations of the Forestry Section of the Operations Division. Its counterpart will be the new position of Sanitation Services Manager, SG 013, studied earlier in this report. Direct reports include three Urban Forestry District Managers, SG 011, Nursery and Greenhouse Manager, SG 008, and Shop & Maintenance Supervisor, SG 007. The position is similar in scope and level of responsibility to other SG 013 positions of Electrical Services Operations Manager and Street and Bridges Services manager in DPW-Infrastructure Services. An assessment of this position according to the job evaluation factors is as follows:

	<u>Level</u>	<u>Points</u>
Impact & Accountability	14	277
Knowledge & Skill	12	213
Relationships Responsibility	10	80
Working Conditions	1	5
	Total Points:	575

Salary Grade 013 points: 535-614

**Requested:**                      **Shop and Maintenance Supervisor**      **SG 007**  
**Recommended:**              **Shop and Maintenance Supervisor**      **SG 007**

The purpose of this position is to supervise the maintenance and repair of the Division's equipment and hand tools. This includes supervision of three Mechanic III's, one Forestry Lead Mechanic, one Mechanic I and one Utility Crew Worker. This position will supervise the maintenance of the Division's inventory, including the receipt and dispersal of supplies and equipment and is responsible for the timely sub-requisitioning of operating supplies. This position will supervise the construction and modification of various types of equipment as necessary to meet the needs of the division. Duties, responsibilities and requirements include:

- Supervising the repair and/or replacement of equipment inventory to provide adequate supply for municipal needs. Coordinating and reviewing requests for new and replacement equipment. Coordinating and submitting budget requests for maintenance tools and equipment. Determining priority of repairs based upon need and cost.

- Disbursing, tracking, stocking and maintaining equipment and supplies required to conduct safe and productive operations. Reviewing and/or revising specifications for new and replacement equipment and supplies. Processing all necessary requisitions for new and replacement equipment. Studying and analyzing procedures to improve performance and reduce costs.
- Acting as a liaison with various agencies, both public and private, on events requiring Forestry/Sanitation assistance, equipment or supplies and between vendors and Division personnel. Acting as a liaison for emergency and/or routine facilities maintenance. Processing requests for service in a timely and efficient manner. Processing contract work in a timely and efficient manner.
- Administration of policies and procedures established by Forestry/Sanitation Services manager. Maintaining attendance, discipline and time records of subordinates. Maintaining inventory and service records of all Division equipment. Overseeing annual inventory of Division equipment.
- Participating in snow and ice control operations
- Performing other duties as assigned

This position requires a minimum of five years of supervisory experience with the City of Milwaukee. Must have the knowledge, ability and skill to supervise and do carpentry, welding, painting, gas engine 2-cycle and 4-cycle engine repair, hydraulic power units, wheel motors, heating plant operation and general machine shop work. Must have the ability to keep and maintain records.

This position will take on responsibility for shop and maintenance operations within both the Sanitation and Forestry areas. The position will be responsible for supervision of all staff assigned to these functions. In addition the intent is to expand the oversight of shop and maintenance functions beyond those originally encompassed by the Forestry and Sanitation functions to those throughout the larger DPW-Operations Division. For these reasons, we believe the classification at a Salary Grade 007 is appropriate. An assessment of this position according to the job evaluation factors is as follows:

	<u>Level</u>	<u>Points</u>
Impact & Accountability	8	120
Knowledge & Skill	6	80
Relationships Responsibility	5	32
Working Conditions	2	<u>7</u>
Total Points:		239

Salary Grade 007 points: 231-265

**Requested:**                    **Administrative Services Manager**                    **SG 011**  
**Recommended:**           **Administrative Services Manager**                    **SG 011**

The purpose of this position is to be in charge of the Administration Section of the DPW-Operations Division, under the direction of the Operations Director. Duties, responsibilities and requirements include

- Directing the operations of the Administration Section of the Division
- Preparing and monitoring the Division's budget, expenditures, contracts, grants and capital improvements
- Overseeing the Division's purchasing and billing processes
- Approving purchase requisitions, payment vouchers and payrolls
- Preparing various reports and making recommendations to the Operations Director
- Representing the Division at various Council/Committee meetings and hearings
- Providing support to the City Attorney for claims and lawsuits against the City of Milwaukee
- Participating in snow and ice control operations
- Performing other related duties as required

This position requires a Bachelor's Degree in Business Administration, Accounting or Finance and five or more years of managerial or supervisory experience.



This position will take on management and supervision of the Administration Section of the Operations Division. These functions were previously handled by the position of Administration Projects Manager, SG 014. That is eliminated in the 2003 budget. This position compares in scope and level of responsibility to that of Finance & Planning Manager, SG 011, in the DPW-Administrative Services Division and the Water Works Business Manager, SG 011. An assessment of this position according to the job evaluation factors is as follows:

	<u>Level</u>	<u>Points</u>
Impact & Accountability	11	182
Knowledge & Skill	11	181
Relationships Responsibility	9	67
Working Conditions	1	5
Total Points:		435

Salary Grade 011 points: 405-465

<b>Requested:</b>	<b>Urban Forestry Manager (3 positions)</b>	<b>SG 007</b>
<b>Recommended:</b>	<b>Urban Forestry Manager (3 positions)</b>	<b>SG 007</b>

The purpose of these positions is to plan and manage the various work activities of the district necessary to accomplish the goals of the DPW-Forestry Section. Efforts are focused on either the overall landscape or tree program. These positions assume the duties of the Urban Forestry District Manager in his/her absence. Positions are involved in City of Milwaukee snow and ice control operations. Duties, responsibilities, and requirements include:

- 30% Supervising field crew activities to include assessment of work quality, productivity, adherence to work rules and safe work procedures
- 20% Planning, organizing and coordinating equipment and staff for the year-round ongoing tree or landscape program
- 15% Investigating and resolving sensitive and complex citizen and aldermanic service requests
- 10% Preparing estimates on work to be done within the district
- 10% Preparing daily and biweekly work progress, safety, pesticide, training and accident reports
- 5% Assuming authority, responsibility and duties of the District Forester in his/her absence
- 5% Coordinating on-going training at work sites to ensure safe, knowledgeable and efficient job performance
- 5% Supervising field crew response to snow removal and emergency conditions. Subject to emergency callout 24 hours a day.

A Bachelors Degree in Arboriculture, Horticulture, or Urban Forestry is desirable. These positions require five years of related experience in forestry, three years of which must have been in a supervisory role.

The duties and responsibilities of these new positions are consistent with those associated with the existing Urban Forestry Managers. It is therefore recommended that these positions be classified consistent with the DPW-Operations Division's request.

#### **DPW-INFRASTRUCTURE SERVICES DIVISION**

<b>Requested:</b>	<b>Accounting Assistant II</b>	<b>PR 445</b>
<b>Recommended:</b>	<b>Accounting Assistant II</b>	<b>PR 445</b>

The purpose of this position is to perform complex clerical and accounting functions in accordance with standard procedures for processing payments, and purchasing inventory, materials and services for the DPW-Infrastructure Services Division. Contacts other departments and/or outside agencies to resolve problems. Responds to questions from other employees, vendors, customers, and the like on a regular basis. Works independently. Prepare accounting documents and related correspondence. Uses regular

and advanced features of microcomputer software and mainframe applications. Duties, responsibilities and requirements include:

- 30% Entering and coding non-inventory materials and services as direct purchase orders
- 20% Comparing PeopleSoft receipt entries against invoices. Notifies field offices and vendors of quantity and price adjustments, codes invoices for payment using FMIS voucher procedure, monitors expenditures against multi-year blanket purchase orders and processes requests to increase dollar limits with Central Board of Purchasers.
- 15% Reviewing crew sheets for equipment and material usage against delivery receipts and disbursement sheets
- 15% Preparing purchase orders, receipts and inventory transfers for vendors
- 5% Entering equipment usage on DPW Applications Equipment Entry program for Streets, Bridges and Sewer Maintenance
- 5% Preparing IRI's for copy service performed by Central Drafting & Records-Transportation Section; verifying program and project grant numbers and budget lines
- 5% Maintaining receipts, disbursements, invoices and crew sheet files
- 5% Serve as a backup for Procard Administration, telephone coverage and other duties as may be assigned.

This position requires four years of clerical experience with a minimum of one year of experience as an Accounting Assistant I

The duties and responsibilities of this proposed position are consistent with those of an Accounting Assistant II in the City-wide Accounting Assistant series. It is therefore recommended that this position be classified consistent with the DPW-Infrastructure Division's request.

<b>Requested:</b>	<b>Civil Engineer III</b>	<b>PR 628</b>
<b>Recommended:</b>	<b>Civil Engineer III</b>	<b>PR 628</b>

The purpose of this position is to implement the Storm Water Information and Education Program for the Storm Water Discharge Permit, prepare various programs and reports and fulfill the requirement of the sanitary overflow permit and the storm water discharge permits. Duties, responsibilities and requirements include:

- 50% Implementing the Information and Education Program for the Storm Water Discharge Permit
- 10% Determining the storm water pollution abatement program relating to the priority watershed projects and the DNR/EPA storm water discharge permit
- 10% Preparing sanitary overflow discharge reports, storm water discharge permits reports, Environmental Engineering Section portions of the DPW Annual Reports and other reports as assigned
- 10% Overseeing the maintenance and operation of sanitary and storm water monitoring sampling stations; interpreting and disseminating data from these stations
- 5% Preparing applications for federal and state grants in the field of pollution abatement, including required resolutions and fiscal analysis
- 5% Reviewing and commenting on reports prepared by other agencies such as International Joint Commission, Department of Natural Resources, American Public Works Association, American Society of Civil Engineers and Southeastern Wisconsin Regional Planning Commission
- 5% Reviewing and commenting on various legislation, rules and regulations proposed at the federal, state and regional level.
- 5% Performing other duties as assigned

This position requires a Bachelors Degree in Civil Engineering and at least two years of experience in engineering work. This work must include at least one year of experience in matters relating to environmental engineering and sewerage systems design of underground construction experience with at least one year at a level comparable to a Civil Engineer II.

The duties and responsibilities of this proposed position are consistent with those of a Civil Engineer III. It is therefore recommended that this position be classified as a Civil Engineer III in PR 628.

<b>Current:</b>	<b>Sewer Services Manager</b>	<b>SG 013</b>
<b>Requested:</b>	<b>Sewer Services Manager</b>	<b>SG 012</b>
<b>Recommended:</b>	<b>Sewer Services Manager</b>	<b>SG 012</b>

The purpose of this position is to be responsible for the operation and maintenance of the City sewer system. This position coordinates all field activities for three Sewer Maintenance Districts. Duties, responsibilities and requirements include:

- 50% Managing the repair, cleaning, inspection and service request activities within one of three Sewer Maintenance Districts
- 10% Coordinating equipment priorities between the three Districts
- 25% Responsibility for all personnel matters in the Sewer Maintenance Section, including training, promotion, sick leave review, disciplinary action and grievances
- 10% Determining daily work status and directing Flood Control
- 5% Assisting the Engineer-in-Charge with budgets, policies, procedures, etc.

This position requires five years of supervisory or professional engineering experience at a midrange level. This position requires thorough knowledge of design, operation and maintenance of sewer systems, including safety, equipment, material and procedures.

The request for a decrease in Salary Grade for this position is based upon a reduction in scope and responsibility. In 2003, responsibility for the Underground Conduit Maintenance area will be moved to the Environmental Section of the DPW-Infrastructure Services Division, including appropriate staff and resources. The Impact & Accountability of this position will be decreased accordingly. An assessment of this position according to the job evaluation factors is as follows:

	<u>Level</u>	<u>Points</u>
Impact & Accountability	13	241
Knowledge & Skill	11	181
Relationships Responsibility	11	97
Working Conditions	2	7
Total Points:		526

Salary Grade 012 points: 466-534

<b>Current:</b>	<b>Sewer Maintenance Program Manager</b>	<b>SG 004</b>
<b>Requested:</b>	<b>Sewer Maintenance Program Manager</b>	<b>SG 005</b>
<b>Recommended:</b>	<b>Sewer Maintenance Program Manager</b>	<b>SG 005</b>

The purpose of this position is to be responsible for all sewer maintenance programs, records and correspondence. Duties, responsibilities and requirements include:

- 20% Preparing cleaning and inspection programs within all three Districts
- 10% Coordinating cleaning and inspection activities between the three District managers
- 25% Maintaining cleaning, inspection and service records
- 25% Processing service requests (receiving, coordinating and dispatching)
- 20% Preparing replies and correspondence to Council members, the City Attorney, etc.

This position requires five or more years of experience in Sewer Maintenance or Operations at the level of Crew Leader II or higher. This position requires knowledge of sewer operation and maintenance procedures, methods and equipment.

The request for an increase in classification for this position is tied to the reorganization of the Underground Conduit Maintenance area in the 2003 budget. This position will move from the Environmental Section of DPW-Infrastructure Services and will take on a greater depth of responsibility

for sewer cleaning and inspection. The Impact and Accountability of this position will be adjusted accordingly. An assessment of this position according to the job evaluation factors is as follows:

	<u>Level</u>	<u>Points</u>
Impact & Accountability	5	79
Knowledge & Skill	5	68
Relationships Responsibility	4	26
Working Conditions	2	<u>7</u>
Total Points:		180

Salary Grade 005 points: 175-200

<b>Current:</b>	<b>Infrastructure Field Operations Manager</b>	<b>SG 016</b>
<b>Requested:</b>	<b>Infrastructure Operations Manager</b>	<b>SG 016</b>
<b>Recommended:</b>	<b>Infrastructure Operations Manager</b>	<b>SG 016</b>

The purpose of this position is to be in charge of all activities directly related to the maintenance of existing streets, alleys, sewers, bridges, communication conduits, street lighting, traffic signs and signals, and pavement markings. This position is also in charge of all construction activities associated with sewer, water and paving projects. Duties, responsibilities and requirements include:

- 75% Providing overall direction of the section
- 13% Coordinating the activities of the section to obtain maximum results with available personnel and equipment
- 5% Advising the City Engineer in matters pertaining to Field Operations, including timely reports as to the condition of the infrastructure and the current status of the maintenance and construction programs
- 5% Preparing the Section's performance budget requests and supervising expenditures of the appropriations
- 2% Performing other duties as assigned

This position requires a Bachelors Degree in Civil Engineering and registration as a professional engineer in the State of Wisconsin. Must have at least 10 years of experience in municipal engineering including experience in supervisory and administrative responsibilities.

In the 2003 budget, the duties and responsibilities of this position will no longer include management and oversight of the Underground Conduit Maintenance area, but will instead include management and oversight of all construction activities associated with sewer, water and paving projects. A change in title with no change in level is therefore appropriate. An assessment of this position according to the job evaluation factors is as follows:

	<u>Level</u>	<u>Points</u>
Impact & Accountability	17	421
Knowledge & Skill	14	296
Relationships Responsibility	13	140
Working Conditions	1	<u>5</u>
Total Points:		862

Salary Grade 016 points: 814-935

### MILWAUKEE PUBLIC LIBRARY

<b>Requested:</b>	<b>Network Analyst Assistant</b>	<b>PR 596</b>
<b>Recommended:</b>	<b>Network Analyst Assistant</b>	<b>PR 596</b>

The purpose of this position is to operate and staff the MPL Help Desk and provide first-level support for MPL computer systems. Duties include receiving, logging, tracking and coordinating resolution of

problem reports and enhancement requests for Library computer and network services. Duties, responsibilities, and requirements include:

80% Help Desk Operation

- Serving as a primary help desk phone operator to receive, log, track and forward problem reports and enhancement requests
- Coordinating staff and/or external consultants who assist in performing help desk functions
- Maintaining inventory and warranty records for all network equipment, personal computer equipment, software and peripherals
- Solving routine problems reported to the help desk; counseling users to solve problems, or, if needed, using remote proxy to correct workstation malfunctions
- Communicating automation policies routinely to internal customers
- Scheduling delivery and installation of new or replacement computers and printers; assisting with onsite installation as necessary
- Assisting the Library Network Manager and Network Analyst Sr. with special network projects and upgrades in the field
- Maintaining copies of user help files and application documentation; reviewing and sending copies to staff as needed to assist in training problem resolution
- Managing the order, receipt and payment for purchases of small parts and software needed for Help Desk and network support
- Scheduling warranty repairs of computers and printers

15% Network operation

- Monitoring system backup reports and print queue operations
- Adding/deleting network user accounts and email accounts; creating and modifying MPL email users and groups and maintaining enterprise address book

5% Miscellaneous

- Providing information for reports on usage of applications and time technicians spend fixing problems
- Performing other duties relative to Library automation activity and growth by participating in system-wide teams and committees and assisting in the implementation of designated long-range technology strategies
- Following safe work procedures and accident prevention practices
- Performing other related duties as assigned

This position requires at least four years of full-time office experience of increasing responsibility, which includes a substantial amount of work with a variety of computer application and systems.

The duties and responsibilities of this position fall into the Network Analyst Series of positions that are represented by a bargaining unit. This series is intended for positions that are responsible for installing and maintaining computer networks and also for providing support to computer users. This position is an entry-level position and therefore the level of PR 596 is appropriate.

### **COMMON COUNCIL-CITY CLERK**

<b>Requested:</b>	<b>Legislative Fiscal Analyst-Sr. (2 positions)</b>	<b>SG 007</b>
<b>Recommended:</b>	<b>Legislative Fiscal Analyst-Lead. (2 positions)</b>	<b>SG 007</b>

The purpose of these positions is to provide legislative research, bill drafting and other related services for the Common Council and City agencies, and to conduct budget analyses and fiscal review studies for the Common Council. These positions function as swing positions in the bureau in terms of responding to these requests and devote more time to fiscal services during the fiscal peak demand period, and legislative services during other times of the year. The duties, responsibilities and requirements of the position include:

- 25% Drafting ordinances and resolutions for Common Council action
- 20% Budget Review: providing background papers on potential budget issues for Council member consideration; evaluating budget requests and Mayor's recommendations, and providing written and oral analyses to Council members; developing and providing for

- Council member consideration budgetary alternatives, including discussion of program, organizational and fiscal implications and preparing budget amendments
- 20% Common Council committee support: evaluation of capital improvements financing requests, fiscal notes, funding requests, labor policy proposals, major information system requests, personnel requests, and other fiscal matters which come before a Committee
- 15% Designing and conducting surveys; preparing analyses on a variety of urban topics; conducting data-gathering in the preparation, interpretation and analysis of reports; performing in-depth research on municipal government functions, operations and organizations
- 10% Fiscal policy research: conducting fiscal, economic and program analyses at the request of the Common Council, its committees and individual members; analyzing fiscal notes for the Common Council; monitoring state and federal aids and analyzing how county, state and federal legislation has a fiscal effect on the City of Milwaukee.
- 5% Providing technical assistance to task forces and ad hoc committees established by the Common Council by drafting reports, conducting background research, gathering pertinent data and serving as a resource person
- 5% Advising and assisting City department personnel in the preparation of reports, documents and other matters requiring Council action.

This position requires a Bachelor's Degree in Business, Economics, Political Science, Public Administration, Urban Affairs, Urban Planning or a related field. This position requires knowledge and experience in research methods, budgeting, fiscal research, or management analysis, preferably in a governmental organization.

These new positions will require a higher level skill set than the current Fiscal Review Analyst-Seniors and Legislative Research Analyst-Seniors in the Legislative Reference Bureau. Because these lead worker positions will have responsibility for a broader spectrum of work, it will allow the department greater flexibility in assigning staff to legislative research and drafting functions during peak time periods of the year. It is recommended that these positions be classified as Legislative Fiscal Analyst-Lead in SG 007.

An assessment of this position according to the job evaluation factors is as follows:

	<u>Level</u>	<u>Points</u>
Impact & Accountability	7	104
Knowledge & Skill	7	94
Relationships Responsibility	6	38
Working Conditions	1	5
Total Points:		241

Salary Grade 007 points: 231-265

### **DPW-WATER WORKS**

**Requested:** Water Meter Services Manager SG 008  
**Recommended:** Water Meter Services Manager SG 008

The purpose of this position is to manage and administer the Water Works meter installation, repair and reading operations as well as the Water Service permit process as related to the utility. The position has direct supervisory responsibility for meter reading, installation, repair and testing operations. Duties, responsibilities and requirements include:

- 40% General Administration & Management of the Water Meter Operation and the Water Permitting Operation
- Monitoring all Water Meter Operation and Water Permitting Operating activities to ensure that the total operation runs smoothly and efficiently. This involves meeting with members of the management staff as needed.
  - Maintaining proper buildings and grounds at the field location.

- In conjunction with the other members of the Water Meter Operation management team and the management of the Milwaukee Development Center, responding to inquiries from the Commissioner, other DPW Divisions, Aldermanic Service Requests, public officials, Water Works senior management, open records requests and citizen requests
  - Serving as a liaison to the Public Service Commission in areas related to the rules and regulations governing water service and water metering and metering technology
  - Performing back-up duties for other members of the Water Meter Operations management team
  - Monitoring all work schedules, especially the use of overtime
  - Providing analyses of the Water Meter Operations and Water Permit Operations to senior management
  - Administering and managing the utility's hydrant permit program
  - Administering and managing the cross-connection program
- 20% Administration & Management of the Water Meter Operations Budget and Water Service Permit Operations Budget
- Water Meter Operations Budget Administration
  - Managing the operation and maintenance budget for the Water Meter Operations
  - Equipment purchases, accounts payable, accounts receivable, payroll administration
  - Monitoring performance measures to ensure they are met and improved
  - Water Meter budget preparation
  - Preparing the O&M budget for submission to the Water Business Manager
  - Water Service Permit Budget Administration – ensuring that proper fees are charged and conveyed to water accounts
  - Reviewing water permit fees to determine if rate increase/decrease is necessary; preparing documents for next utility rate case with the PSC
- 35% Technical Support to DPW, Water Works, Developers, Engineers in the Area of Water Service
- Assisting developers, engineers, consultants and plumbing contractors in obtaining properly installed and metered water service; serving as a liaison between developers/contractors and the utility
  - Reviewing and approving plans including job site meetings
  - Negotiating exceptions to code and approving waivers
  - Enforcing rules and regulations governing water service and water service piping specifications
  - Interfacing with plumbing plan exam and plumbing inspection
  - Working with existing and prospective wholesale and retail customers
  - Maintaining the computer system that monitors the water consumption of wholesale customers
  - Managing the installation of new connections for existing and new wholesale customers
  - Contract enforcement
  - Maintaining Water Rule and Regulation and Water Service Code and Water Service Piping specifications document
  - Researching and developing innovative methods to efficiently meter water within the utility's service area
  - Assisting in developing GIS maps and facility databases
- 5% Other assigned duties

This position requires a Bachelor's Degree in Engineering, Business or a related field. A Master's Degree is desirable. Must have five years of experience in the metering aspect of water utility operations.

This new position will manage the business aspects and technical operations of the Water Meter Operations as well as manage administration of the Water Service Permit operations. This position will have management and supervisory responsibility for 30 staff in Meter Reading and Repair. Positions within the City system that compare in terms of scope, duties, and level of responsibility include Business Operations Manager, Maintenance Operations Manager, and Plan Examination Supervisor, all of which are in Salary Grade 008. Our recommendation is to classify this new position as Water Meter Services Manager in SG 008. An assessment of this position according to the job evaluation factors is as follows:

	<u>Level</u>	<u>Points</u>
Impact & Accountability	8	120
Knowledge & Skill	8	111
Relationships Responsibility	6	38
Working Conditions	1	5
Total Points:		274

Salary Grade 008 points: 266-305

**Requested:** Network Coordinator-Assistant SG 002  
**Recommended:** Network Coordinator-Assistant SG 002

The purpose of this position is to be a member of the team responsible for the design, development, implementation, configuration and maintenance of the Milwaukee Water Works LAN and SCADA networks. Duties, responsibilities and requirements include:

- 45% Help Desk Operation
  - Serving as the primary contact to receive, log, track and forward problem reports and enhancement requests
  - Maintaining inventory and warranty records for all network equipment, computer equipment, computer software and peripherals
  - Solving routine problems reported to the help desk; counseling users to solve their computer problems or using remote proxy software to observe problems and correct them by modifying the computer configuration
  - Assisting the Technical Services Managers with special projects and field upgrades of software and hardware
  - Managing the ordering of supplies for the Technical Services section
  - Scheduling the warranty repairs of network equipment, computer equipment and peripherals as needed
- 50% Network Operations
  - Assisting in the management, configuration and operation of the Milwaukee Water Works LAN and SCADA network
  - Assisting in the management, configuration and operation of server operating systems: AIX, UNIX, Solaris, Linux and Netware
  - Assisting in the management, configuration and operation of client operating systems: Windows 98, Windows NT and Windows 2000
  - Assisting in the maintenance of network security in regard to firewalls and policies
  - Assisting with the documentation of the procedures, standards and configuration of the existing Milwaukee Water Works networks
  - Availability to respond to Network/SCADA emergencies or for equipment/software installation 24 hours a day, as needed
  - Monitoring system backups and print queue operations
- 5% Other Duties as Assigned

This position requires an Associates Degree in Computer Science or a related field from an accredited institution and three years experience working with Microsoft operating systems. Must have advanced experience with office suite software, such as MS Office, including spreadsheet development.

This position fits into a classification series of positions that are the City standard for information technology employees who perform all of the day-to-day work required to run a local area network. The defining characteristic of jobs in this series is that these positions typically work under the direction of a higher-level network administrator or IT manager. This series runs parallel to several other well-established series for professionals including Management Accountant, Auditor and Purchasing Agent. This position would be considered an entry-level position and therefore would be appropriately classified as a Network Coordinator Assistant in SG 002. An assessment of this position according to the job evaluation factors is as follows:



	<u>Level</u>	<u>Points</u>
Impact & Accountability	2	52
Knowledge & Skill	3	49
Relationships Responsibility	3	22
Working Conditions	1	5
Total Points:		128

Salary Grade 002 points: 115-131

#### **DPW-ADMINISTRATIVE SERVICES DIVISION**

**Request:** Office Assistant IV PR 445  
**Recommendation:** Office Assistant IV PR 445

The purpose of this position is to provide administrative support to the Safety Supervisor and Personnel Administrator. This position is required to handle sensitive and confidential employee information. Duties, responsibilities and requirements include:

- 50% Administrative functions to assist Personnel administrator and Safety Supervisor
  - Typing office correspondence of a highly confidential nature
  - Processing drug test results
  - Creating and sending out hearing notices; maintaining records and files
  - Scheduling grievance hearings; completing and routing grievance dispositions
  - Compiling and completing various reports
  - Maintaining confidential personnel and safety files
- 40% Clerical support
  - Processing confidential material
  - Maintaining Drug database and random selection process
  - Maintaining Injury database
  - Maintaining Fleet Accident Reports and Accident Review Committee Actions
  - Maintaining Grievance and Arbitration database
  - Maintaining discipline statistics
- 10% Other duties
  - Assisting other clerical staff in the Administration Services Division as needed
  - Assisting in special projects
  - Processing invoices and vouchers
  - Maintaining training records

This position requires four years of administration experience performing support functions for a manager or a program.

The duties and responsibilities of this position fit within those of a higher-level office assistant. The level of Office Assistant IV in PR 445 is most appropriate as this position exercises responsibility for a number of specific functions (i.e. drug testing, random selection, injury database, grievance arbitration, and discipline). These require extensive knowledge of technical and/or complex procedures and processes and have a significant consequence of error. We therefore recommend classifying this new position as Office Assistant IV in PR 445.

**Current:** Tow Lot & Meter Manager SG 008  
**Requested:** Tow Lot Manager SG 008  
**Recommended:** Tow Lot Manager SG 008

The purpose of this position is to manage the vehicle towing, storage and processing activities for the City of Milwaukee. This includes the administration and management of all vehicle towing and recycling contracts, all budgetary functions and all computer systems on a 24 hour, seven day per week schedule. Duties, responsibilities and requirements include:

- 30% General administration of the City of Milwaukee's vehicle towing, storage and vehicle processing operations
- Managing all activities involving the City's towing and vehicle storage activities
  - In conjunction with the other members of the Tow Lot management team, responding to all inquiries from the Parking Enforcement Manager, Administrative Service Director, Commissioner of Public Works, elected officials and the general public
  - Serving as a liaison between the City's towing contractor and DPW/Parking Enforcement and Tow Lot Staff
  - Preparing reports on Tow Lot activities for the Parking Enforcement Manager, Administrative Service Director, Commissioner of Public Works, elected officials and the general public
- 20% Administering and managing the Operating Budget of the Vehicle Towing and Storage Operation
- Managing all equipment purchases, the accounts payable process, and the accounts receivable process including bankruptcy closeouts
  - Managing the processing of payroll
  - In conjunction with the Assistant Tow Lot Manager and the Vehicle Salvage Supervisor, monitoring overtime use levels
  - Preparing the operating capital improvement budget and monitoring revenue and expenditures on an ongoing basis
- 25% Administration and management of all vehicle processing contracts
- Monitoring the activities of the towing contractor to ensure that the maximum amount of towing equipment is manned and on the street. This includes reacting to severe weather conditions
  - Monitoring the activities of the towing contractor to insure that all vehicles are towed within the time limit set forth in the contract, that the maximum number of vehicles are being towed to the City's recycling contractor and that the contractor is meeting all provisions of the contract
- 15% Administration and management of the Tow Lot computer systems
- Monitoring all computer systems used in the vehicle towing operation to ensure that they are functioning properly
  - Serving as a liaison between the Tow Lot and the System Administrators for the Citation Management/Towing System and City Net. This includes troubleshooting all problems before any requests for service are made
- 5% Administration and management of customer service functions
- In conjunction with the other members of the Tow Log management team and the lead workers, monitoring all customer service functions to ensure that customers receive efficient, considerate and accurate service
  - Tracking all customer contacts on a daily basis including telephone calls, walk-ins and related actions
  - Providing training and guidance on City DPW and Tow Lot policies and procedures
- 5% Other duties as assigned

This position requires at least four years of progressively responsible experience managing municipal public works operations and a related degree.

In the 2001 budget, the responsibility for parking meters was moved to the position of Parking Operations Coordinator. This change was in response to the significant increase in the number of vehicles towed. Accordingly, the Department is asking for a change in title to Tow Lot Manager to reflect the current duties of the position. No change in level is requested or recommended. An assessment of this position according to the job evaluation factors is as follows:

	<u>Level</u>	<u>Points</u>
Impact & Accountability	10	158
Knowledge & Skill	6	80
Relationships Responsibility	6	38
Working Conditions	2	<u>7</u>
Total Points:		283

Salary Grade 008 points: 266-305

**EMPLOYEES' RETIREMENT SYSTEM****Requested: Program Assistant II PR 530****Recommended: Program Assistant II PR 530**

The purpose of this position is to perform administrative support services for the Global Pension Settlement implementation, processing, forms completion, expanded customer services, outreach, back-up coverage and new programming. Duties, responsibilities and requirements include:

- 30% Providing back-up support for the enrollment process, retirement/death payroll data entry, estate process and the EARNs data entry, as it relates to ongoing Global Pension Settlement (GPS) processing; providing GPS COLA information and tax information to our membership. Processing GPS Election forms and notarizing
- 25% Providing support to the counseling area as it relates to GPS processing. Troubleshooting GPS problem cases, outreach, customer service and filing.
- 25% Supporting the functions of GPS estate processing, consent outreach, telephone inquiries, walk-in member contacts, GPS retirement processing, election forms, letters, mailings, customer services and GPS 1/6% Member Contribution/Refund support
- 10% Preparing GPS materials for distribution, mailings, and information sharing; the ability to prepare changes, statistics and reports; copying forms, faxing and filing
- 5% Performing emergency reception duties, records vault back-up and coverage services, relating to the GPS workload; record pulling and scanning
- 5% Performing special GPS projects for data remediation cases, audits, outreach, workload relief and other duties assigned

This position requires four years of clerical experience performing related duties with at least one year at the Office Assistant II level or above.

The duties and responsibilities of this new position is consistent with the scope of responsibility of the existing Program Assistant II's. It is therefore recommended that these positions be classified consistent with the Employees' Retirement System's request.

**Requested: Accounting Assistant II PR 445****Recommended: Accounting Assistant II PR 445**

The purpose of this position is to ensure the timely and accurate record keeping of 15,000 active and deferred employees of the retirement system, producing accurate financial and member information for the ERS actuary and producing the annual employee pension earnings statements. Duties, responsibilities and requirements include:

- 25% Reconciling biweekly payrolls of member agencies to include, but not limited to contributions, earning, member data and agency-generated errors; preparing preloads and maintaining controls over the postings of interface files from all agencies; balancing both individual payroll runs from agencies and monthly system balancing for all transactions posted, both internal and external
- 30% Researching all posting errors; correcting suspended postings; researching error messages concerning receipt of contributions from members not currently classified as active; following up with agencies on status
- 15% Monitoring the collection of COLA contributions from new members; reconciling system errors and warnings; verifying that catch-up amounts are recovered and that new members make all required contributions and assisting in the production of withdrawal checks for members removing their COLA contributions
- 25% Assisting the Program Assistant in the posting of adjustments from agencies and preparation of billings for delinquent contributions
- 5% Performing other duties as assigned

This position requires four years of clerical experience including at least one year at the Account Assistant I level.

The duties and responsibilities of this proposed position are consistent with those of an Accounting Assistant II in the citywide Accounting Assistant series. It is therefore recommended that this position be classified consistent with the Employee Retirement System's request.

### **EMPLOYEE RELATIONS**

**Current:** Employee Benefits Manager SG 014  
**Requested:** Employee Benefits Director SG 014  
**Recommended:** Employee Benefits Director SG 014

The purpose of this position is to be responsible for the design, implementation, administration and management of the City of Milwaukee's Employee Benefits Program, including worker's compensation, health, dental, and Long Term Disability insurance and Flexible Spending Accounts. Duties, responsibilities and requirements include:

- Supervision of the Employee Benefits Division personnel
- Responsibility for the overall planning, implementation and administration of a cost effective health and dental insurance program for City employees
- Administration of the City Worker's Compensation Benefits Program in compliance with the Department of Industry, Labor and Human Relations
- Developing and recommending negotiating strategies and contract proposals for the various health, dental and other insurance providers; negotiating contracts with insurance carriers
- Researching and analyzing relevant legislation, industry trends, program options and cost containment techniques in the areas of health, dental, and worker's compensation programs
- Representing the Division before legislative committees and administrative hearings in the areas of health and dental insurance, and worker's compensation.
- Recommending and monitoring the Division's budget

This position requires a Bachelor's Degree in Business Administration, Management Administration, Public Administration, Personnel Management or a related field and five years of diversified experience in managing a department/organization.

The department has requested a more appropriate title of Employee Benefits Director. No change in level is requested. An assessment of this position according to the job evaluation factors is as follows:

	<u>Level</u>	<u>Points</u>
Impact & Accountability	16	366
Knowledge & Skill	12	213
Relationships Responsibility	9	67
Working Conditions	1	5
Total Points:		651

Salary Grade 014 points: 615-707

**Current:** Workers Compensation & Safety Administrator SG 010  
**Requested:** Workers Compensation & Safety Manager SG 010  
**Recommended:** Workers Compensation & Safety Manager SG 010

This position is responsible for managing the day-to-day operations of the City of Milwaukee's Worker's Compensation Benefits Program and ensuring compliance with the Department of Industry, Labor and Human Relations, Chapter 012, Workers Compensation and Chapter ILHR32, Safety and Health Standards for Public Employees and applicable OSHA reporting requirements. Duties, responsibilities and requirements include:

- Direct supervision of the adjusting staff
- Planning, developing, implementing and maintaining an efficient delivery system for coordinating the Worker's Compensation and Safety Programs in accordance with DILHR standards

- Acting as a liaison with all City departments, including MPS, Fire & Police and the City Attorney's Office to ensure open lines of communication relating to Worker's Compensation and Safety
- Developing, coordinating and implementing training programs on worker's compensation and safety for internal staff and City departments
- Providing assistance in preparing the annual budget projections for worker's compensation/safety programs
- Developing and implementing policies and procedures for compliance with safety and occupational standards and regulations
- Developing and implementing appropriate reporting systems for tracking worker's compensation and safety statistics for loss control and payments
- Providing ongoing support and assistance to the City Attorney's Office regarding worker's compensation subrogation and litigated issues
- Coordinating and implementing methods of early return-to-work initiatives for injured City employees
- Any other tasks as assigned by the Division Manager


This position requires 8-10 years of claims management experience with at least five years at the supervisory level, a broad understanding of the worker's compensation law including its requirements and provisions, supervisory experience in managing 6,000+ claims annually and knowledge of DILHR regulations, OSHA, and EPA.

The department has requested a more appropriate title of Workers Compensation & Safety Manager. No change in level is requested. An assessment of this position according to the job evaluation factors is as follows:

	<u>Level</u>	<u>Points</u>
Impact & Accountability	11	182
Knowledge & Skill	9	130
Relationships Responsibility	8	55
Working Conditions	1	5
	Total Points:	372

Salary Grade 010 points: 352-404

Prepared by:

  
Andrea Knickerbocker, Human Resources Manager

Reviewed By:

  
Florence Dukes, Employee Relations Director

**SALARY AND POSITIONS ORDINANCE AMENDMENTS (effective Pay Period 1, 2003—December 22, 2002)**

**In the Salary Ordinance:**

Under Salary Grade 004, delete the title "Sewer Maintenance Program Manager."

Under Salary Grade 005, add the title "Sewer Maintenance Program Manager."

Under Salary Grade 007, add the titles "Child Care Program Manager," "Legislative Fiscal Analyst-Lead," "Recycling Specialist" and "Shop and Maintenance Supervisor."

Under Salary Grade 008, delete the title "Tow Lot and Meter Manager" and add the titles "Tow Lot Manager" and "Water Meter Services Manager."

Under Salary Grade 010, delete the title "Worker's Compensation and Safety Administrator" and add the title "Worker's Compensation and Safety Manager."

Under Salary Grade 011, add the title "Administrative Services Manager."

Under Salary Grade 012, add the title "Sewer Services Manager."

Under Salary Grade 013, delete the title "Sewer Services Manager" and add the titles "Forestry Services Manager" and "Sanitation Services Manager."

Under Salary Grade 014, delete the title "Employee Benefits Manager" and add the title "Employee Benefits Director."

Under Salary Grade 016, delete the titles "City Forester" and "Infrastructure Field Operations Manager," and add the titles "Environmental Services Superintendent" and "Infrastructure Operations Manager."

**In the Positions Ordinance:**

Under Common Council-City Clerk, Legislative Reference Bureau Division, Legislative Reference Section, delete one position of Legislative-Fiscal Analyst, and add one position of Legislative Fiscal Analyst-Lead. Under Fiscal Review, delete one position of legislative-Fiscal Analyst and add one position of Legislative Fiscal Analyst-Lead.

Under Department of Employee Relations – Employee Benefits Division, delete one position of Employee Benefits Manager (Y) and add one position of Employee Benefits Director (Y). Under Worker's Compensation Section, delete one position of Worker's Compensation and Safety Administrator (Y) and add one position of Worker's Compensation and Safety Manager (Y).

Under Department of Public Works-Operations Division, Administration Section, delete one position of Finance Manager (X) and add one position of Environmental Services Superintendent (X) (Y) and one position of Administrative Services Manager (X). Under Forestry Section, Administration, add one position of Forestry Services Manager (X).

## JOB EVALUATION REPORT

City Service Commission Meeting Date: December 17, 2002

Incumbents: VARIOUS Department: DPW – Water Works

<u>Contents Of Report</u>	<u>PAGE</u>
• Background.....	1
• SUMMARY of <u>Current</u> Titles, Pay Ranges, Incumbents, Number of Positions & <u>Recommended</u> Titles, Pay Ranges, Number of Positions.....	3
• Rationale.....	4
• History of Positions.....	4
• Action Required (Salary Ordinance and Positions Ordinance Amendments).....	5
• Approach.....	6
• Acronyms used in this report.....	6
• Job Descriptions and Changes in Duties and Responsibilities.....	7
• Summary of Market Study Pay Data .....	16
• Conclusion.....	17

### Background:

On December 19, 2001 the Department of Employee Relations (DER) received a request from Superintendent Carrie M. Lewis, Milwaukee Water Works, for a classification study of positions in the maintenance group of the Plants Section of the Water Works. The Union, District Council 48, AFSCME, AFL-CIO, and Water Works management worked together in preparing the request and associated documents. The request includes a proposed reorganization of the work unit that was designed to improve efficiency, increase flexibility, create a career ladder promotion series for employees, and save money.

In completing this study, the DER staff used the following resources:

(a) job descriptions provided by the Water Works, (b) occupational analysis and documentation provided by the Water Works, (c) on-site observation, (d) survey data and published data for benchmark positions from other organizations, and (e) DER classification files and studies.

According to the request, "Job assignments have evolved from a series of discrete tasks performed by individuals within "silos" which strictly reflected the job description of each job title, to a team approach. The team is typically led by a member of the skilled trades who coordinate the work of other employees in skilled trade job titles and Mechanics and Laborers, who do broad-based work that cuts across the "silos". This approach provides more satisfaction for workers involved, increases management flexibility in job assignments, and improves productivity. The reorganization on which Union and management have been working capitalizes on these strengths."

The water plant maintenance done at the two water treatment plants entails three types of industrial work: pipefitting/heating, ventilating & air conditioning (HVAC), machine work and instrumentation. Currently, plant maintenance consists of the classifications and positions shown in the "Summary of Current Titles, Pay Ranges, Incumbents, Number of Positions & Recommended Titles, Pay Ranges, Number of Positions" on page 3. The positions are split evenly between the Howard Avenue Treatment Plant, 725 west Howard Avenue and the Linnwood Treatment Plant, 3000 North Lincoln Memorial Drive. However, individuals are sometimes assigned to other locations when particular jobs require their skill set.



Recommendations:

**SUMMARY OF RECOMMENDATIONS IN THIS REPORT**

<p><b><i>Current</i></b> <b>Title, Pay Range, Incumbent, &amp; [number of positions]</b></p>	<p><b><i>Recommended</i></b> <b>Title, Pay Range &amp; [number of positions]</b></p>
<p><b>PIPEFITTER/HVAC SKILLS</b></p> <p>Power Plant Steamfitter [2] PR 282 (\$39,486 - \$45,300) John Cunningham Jeffrey Pavelchik</p> <p>Water Plant Heating and Ventilating Mechanic [2] PR 270 (\$37,011 - \$42,066) Jeffrey Shackelford William Majhenich</p>	<p>Water Plant Steamfitter/HVAC Specialist [4] PR 287 (\$38,858 - \$47,120)</p>
<p><b>MACHINE WORK SKILLS</b></p> <p>Machinist I [7] PR 282 (\$39,486 - \$45,300) Terry Klos Norman Wilke Duane Gorgen Ernie Brown vacant vacant vacant</p> <p>Booster Station Operator [2] PR 250 (\$33,576 - \$37,567) James Brown Michael Williams</p> <p>Plant Mechanic II [12] PR 249 (\$33,252 - \$37,172) Paul Dietrich Robert Hotchkiss Michael Ludka Denise Sellhausen Mike Szczerbiak Joseph Babich Theodore Cefalu Matthew Robertson Glenn Kalvoda John Antoni Arthur Kuenstler vacant</p> <p>Power Plant Blacksmith [1] PR 270 (\$37,011 - \$42,066) William Venne</p>	<p>Machine Repairperson [7] PR 287 (\$38,858 - \$47,120)</p> <p>Machinery Technician (<i>underfill title</i>) [6] PR 268 (\$36,303 - \$41,357)</p> <p>Facility Mechanic (<i>underfill title</i>) [5] PR 249 (\$33,252 - \$37,172)</p> <p>Metal Fabricator [1] PR 270 (\$37,011 - \$42,066)</p>

**SUMMARY OF RECOMMENDATIONS IN THIS REPORT** (Continued)

<b><i>Current</i></b> <b>Title, Pay Range, Incumbent, &amp; [number of positions]</b>	<b><i>Recommended</i></b> <b>Title, Pay Range &amp; [number of positions]</b>
<b>INSTRUMENTATION SKILLS</b> Instrument Technician I [5] PR 275 (\$37,011 - \$42,865) Andre Evans Jeffrey Hutter James Jeson Neil Mrotek Gary Wuttken	Water Plant Instrumentation Specialist [5] PR 281 (\$39,013 - \$44,640)
<i>Total Number of Positions = 31</i>	<i>Total Number of Positions = 28</i>

**RATIONALE:**

The Milwaukee Water Works management has collaborated with the union in developing a proposed reorganization of Water plant maintenance operations. The proposal is designed to not only increase productivity, flexibility, and employee mobility but also to save money. The proposal affects various classifications. The purpose of this study was to examine, evaluate and make recommendations regarding the classification aspects of the reorganization.

**HISTORY OF POSITIONS:**

**PIPEFITTER/HVAC SKILLS**

Power Plant Steamfitter was reallocated from Pay Range 268 to Pay Range 282 in 1982 in accordance with the implementation of the 1981-1982 labor agreement between District Council 48, AFSCME, AFL-CIO and the City of Milwaukee.

**MACHINE WORK SKILLS**

Machinist I was studied in 1982 when it went from Pay Range 265 to Pay Range 280. Machinist I was reallocated to Pay Range 282 in 1988 pursuant to the implementation of the 1987-1988 labor agreement between District Council 48, AFSCME, AFL-CIO and the City of Milwaukee.

Booster Station Operator was last studied in October 1997. At that time, the current titles of Booster Station Operator I, Pay Range 250 and Booster Station Operator II, Pay Range 260, were combined into a single title of Booster Station Operator, Pay Range 250.

Plant Mechanic II and Plant Mechanic I were last studied as part of the 1995-96 labor agreement between District Council 48, AFSCME, AFL-CIO and the City of Milwaukee, which required that a study be conducted of all "maintenance mechanic" positions in City government. At that time Water Plant Maintenance Mechanic II was reclassified and retitled as Plant Mechanic II. The pay

range did not change. Water Plant Maintenance Mechanic I was reclassified and retitled as Plant Mechanic I. The pay range did not change.

### **INSTRUMENTATION SKILLS**

Instrument Technician I was last studied as part of the 1991-92 labor agreement between District Council 48, AFSCME, AFL-CIO, and the City of Milwaukee. The position was reallocated from Pay Range 270 to Pay Range 275. Instrument Technician II was reallocated to Pay Range 282 in 1982.

### **Action Required (Salary Ordinance and Positions Ordinance Amendments):**

#### **In the Salary Ordinance:**

*Under Pay Range 005, delete the title "Instrumentation Supervisor."*

*Under Pay Range 249, add the title "Facility Mechanic 1/ 3/." Within footnotes "1/" and "3/", change the words "Plant Mechanic II" to "Plant Mechanic II or Facility Mechanic."*

*Under Pay Range 268, add the title "Machinery Technician."*

*Under Pay Range 270, add the title "Metal Fabricator."*

*Under Pay Range 282, delete the title "Instrument Technician II."*

*Create new pay ranges 281 and 287 as follows:*

#### **Pay Range 281**

##### **Official Rate-Biweekly**

1,500.52	1,549.66	1,602.62	1,656.61	1,716.91
----------	----------	----------	----------	----------

**Water Plant Instrumentation Specialist**

#### **Pay Range 287**

##### **Official Rate-Biweekly**

1,494.53	1,549.05	1,607.80	1,669.58	1,725.48	1,812.32
----------	----------	----------	----------	----------	----------

**Machine Repairperson**

**Water Plant Steamfitter/HVAC Specialist 1/**

1/Recruitment may be authorized up to the fourth step of the pay range.

#### **In the Positions Ordinance:**

Under DEPARTMENT OF PUBLIC WORKS-WATER WORKS, PLANTS – NORTH ORGANIZATION, Linnwood and North Production, delete one position of Power Plant Steamfitter, four positions of Machinist I, one position of Water Plant Heating and Ventilating Mechanic, one position of Power Plant Blacksmith, and 8 positions of Plant Mechanic II and add two positions of Water Plant Steamfitter/HVAC Specialist, nine positions of Machine Repairperson, and one position of Metal Fabricator. Under Electrical and Instrumentation, delete five positions of Instrument Technician I and add five positions of Water Plant Instrumentation Specialist.

Under DEPARTMENT OF PUBLIC WORKS-WATER WORKS, PLANTS – SOUTH ORGANIZATION, Howard and South Water Production, delete one position of Power Plant Steamfitter, three positions of Machinist I, one position of Water Plant Heating and Ventilating Mechanic, two positions of Booster Station Operator, and four positions of Plant Mechanic II and add two positions of Water Plant Steamfitter/HVAC Specialist, and nine positions of Machine Repairperson.

#### **APPROACH:**

The approach used in this study entailed a combination of traditional evaluation and comparison with City job classifications and labor market analysis. It was difficult to find classifications in the City Service that were closely comparable to some of the Water Works classifications. Therefore, the customary internal comparison approach was complemented by external labor market analysis.

The objective was to examine both the internal equity and external competitiveness of Water Works positions through comparisons with classifications in the City of Milwaukee as well as those in other organizations, primarily in the public sector. The ultimate goal is to determine the appropriate compensation levels that would support the recruitment and retention of well-qualified employees with required competencies.

In completing this study, the DER staff used information provided by Water Works personnel, DER classification files and studies, survey data and published data from other organizations. Survey information was collected through a DER survey as well as through the use of published or public domain information regarding benchmark jobs that are common across many organizations and industries. The average salary range maximums were used for comparison purposes. Organizations were contacted by phone, through the use of written questionnaires, and via website access. Participants were informed that individual responses would remain confidential, although summarized results could be made available. Responses were examined for criteria of consistency, comparability and degree of job match. Surveys are subject to the quality of data inputs, survey timing, characteristics of participating organizations, sample size, etc. Responses that were questionable due to lack of job similarity, inconsistencies, extreme rates or other aberrations were not used. Geographic differentials were applied to offset cost-of-living differences, and published data from prior years were updated in accordance with the consumer price index.

#### **SELECTED ACRONYMS USED IN THIS REPORT:**

CGA: Compressed Gas Association  
DACUM: Developing A Curriculum  
HVAC: Heating Ventilating and Air Conditioning  
MMS: Maintenance Management System  
pH: Potential of Hydrogen  
SCADA : Supervisory Control and Data Acquisition  
SCBA : Self Contained Breathing Apparatus

## **JOB DESCRIPTIONS AND CHANGES IN DUTIES AND RESPONSIBILITIES**

The Water Works provided job descriptions for the recommended titles. These descriptions were based on recent reviews of the positions in the plant maintenance work unit. In addition, they provided "Developing A Curriculum" (DACUM) research charts for each title. DACUM is an occupational analysis method. A visual storyboarding technique is used to facilitate the development of a job profile by a focus group of high performing incumbent workers. The panel of workers builds a wall full of the duties and tasks that make up their job. Because of the focus and flexibility, the group can develop the job profile quickly and edit and refine it in a more collaborative fashion.

The DACUM method results in research charts that are comprehensive analyses of tasks performed by individuals in the title, and the knowledge and skills and tools required to carry out those tasks. Milwaukee Area Technical College (MATC) staff worked with individuals in all of the job titles to complete a DACUM study for each job title in the Fall of 2000. Each task was identified as required at time of hire, indicative of mid-proficiency in the title, or acquired only at high proficiency in the title. After the DACUM studies were completed, in the early summer of 2001, group discussions were held with individuals in each title to ascertain how the job had changed since the job descriptions had been last updated.

The reclassification request aptly described changes that have affected Water Plant Maintenance. There have been considerable changes to the duties and responsibilities and to the requisite knowledge, skills and abilities. Since this description pertains to all of the titles, the information is provided here as a preface to title-by-title descriptions and analyses.

The knowledge, skills and abilities required to successfully carry out the duties and responsibilities of the Maintenance work unit have increased considerably for all job titles since they were last reviewed. The reasons for these changes are threefold:

- 1) Upgrades to plant equipment
- 2) Broadening of job duties between classifications and
- 3) Elimination of Millwright duties as a specialized function.

The knowledge that is required for troubleshooting and repairing equipment at the water treatment plants has increased dramatically. The complexity of new equipment installed in the \$89 million upgrade is substantially higher than the equipment that was replaced. This is true from small equipment up to the large industrial machinery. Maintenance staff now rely on Supervisory Control and Data Acquisition (SCADA) information and diagnostic systems to troubleshoot and repair the equipment. It is no longer possible to just take a wrench to something to fix it. An analogy is going from a manually controlled carburetor on a 1959 Edsel to a computer controlled fuel injection unit on a Dodge Viper. They are both cars, and they are both engines, but the skill sets have had to be upgraded.

In addition, a comprehensive understanding of the intricacies of the treatment process systems is now required. This understanding facilitates identification and troubleshooting of malfunctions, and is necessary to preserve finished water quality. Knowledge of maintenance staff is now commonly tapped by Engineering as important input in the design of new and retrofit systems for the plants, and in the review of technical specifications for those systems. Knowledge of rigging, duties previously associated with the Millwright title, is apportioned among other job titles.

Safety requirements have also added to the knowledge base needed for all job titles to properly perform maintenance work. Individuals must check and use Self Contained Breathing Apparatus (SCBA) for confined space entry. Rescue equipment must be properly assembled and utilized. Gas monitors must be calibrated and used, with results correctly interpreted. Lockout/tagout conventions and procedures are utilized. Cardiopulmonary Resuscitation (CPR) certification is required.

Maintenance workers have received many hours of training from manufacturers, vendors, consultants, and Water Works trainers to assure their competence in working with the new equipment.

An expanded skill set is required to effectuate routine and repair work to the new equipment and machinery. Work is more intricate and precise than in the past. The new equipment requires skill in working at precision levels (thousandths of an inch), a considerably more sophisticated level than at previous sixteenths of an inch. Accuracy and cleanliness of work are essential to the correct functioning of the equipment. Chemical feed system upgrading to more precise feed pumps requires new knowledge in the dynamics of pressure and flows upon mechanical relief, bypass, backflow and regulator valves. New technology in high-speed mixers for chemical addition has to be learned and skillfully applied. Proper care, handling and maintenance of liquid oxygen storage, metering and feeding systems need to be mastered. This requires a comprehensive understanding of Compressed Gas Association (CGA) standards for proper maintenance and to lower the possibility of hazardous conditions.

All job titles work more independently and have broader decision-making powers than ever. Higher-level mathematical abilities are needed. Computer skills—from entering information into the Preventive Maintenance system to running diagnostics on various electronic devices—are now needed.

The following information from the request pertains specifically to the skilled trades positions, Machinist, Steamfitter and Water Plant Heating and Ventilating Mechanic:

There are changes in the knowledge, skills and abilities for these job titles in the breadth and complexity of the duties and responsibilities, the tools used to accomplish those tasks, and the heightened manual skills required to effectively work with the new intricate and precise equipment at the water treatment plants.

The level of accountability expected of these positions has increased substantially. The skilled tradespersons are the "team leaders" for particular jobs. They develop methods, direct the work activities and supervise work, so that crew personnel are assigned work within their job descriptions and abilities. The assignments may take weeks or months to complete, and may involve contributions from individuals in as many as five job classifications. They must check and inspect work in progress and completed work. They must arrange work in a safe manner.

The skilled trades enjoy an increased role in the development of new projects. Previously, Engineering staff would design a project and specify materials for the job. Plant management would procure the parts. Trades would install the equipment as directed. Now, tradespersons work with Engineering to design the project and specify materials. Tradespersons themselves procure the supplies and independently install them to complete the project.

The change of focus from reactive to preventive maintenance has had a large impact on the job of the skilled trades. The knowledge of these experienced workers has formed the foundation of the preventive maintenance program. They are a resource to the Preventive Maintenance group, defining maintenance activities and frequencies for plant and booster station machinery. They describe the steps of the maintenance activity and use manuals, blueprints and the internet to provide supporting documentation (e.g. parts lists for each maintenance activity). They are accountable for the quality of the information contributed. Before the current focus on preventive maintenance, the Maintenance Supervisor would manually note maintenance requirements and use his expertise to assign activities and frequencies.

Additional licenses and certifications currently required for HVAC and Steamfitters include Cross Connection Control Tester Registration and Refrigeration Handling Technician Certification. These positions have assumed the more skilled aspects of tasks previously held in the Millwright title. This includes heavy (greater than 1000 lbs.) and/or complex lifts.

## **PIPEFITTER/HVAC SKILLS**

RECOMMENDED TITLE: **WATER PLANT STEAMFITTER/HVAC SPECIALIST**

[CURRENT TITLES: *Power Plant Steamfitter; Water Plant Heating & Ventilating Mechanic*]

**BASIC FUNCTION OF POSITION:** Perform journey-level installation, preventive maintenance, repair, and removal for steam piping systems, heating and ventilation systems, plumbing and process water piping, cryogenic piping systems, chemical feed piping systems, dehumidification systems and air conditioning systems and boilers.

**DUTIES AND RESPONSIBILITIES:**

- 40% Perform preventive maintenance, repairs, and new installations for piping systems and appurtenances for the following applications: air, gas, water, steam, process chemicals, cryogenic fluids and other fluids. Replace or repair assemblies such as valves, gauges, hydraulic and pneumatic controls, pressure and flow regulators, backflow preventers, heat exchangers, heat exchangers, heating and plumbing fixtures. Perform layout work, and test and inspect completed work
- 40% Perform preventive maintenance, repairs and new installations for heating, air conditioning and other systems. Performs re-charging of air conditioning systems. Perform refrigerant handling duties according to state and federal mandates. Perform re-tubing cleaning, burner adjustments, gasket replacements, maintenance and testing on low-pressure boilers and propane fuel systems. Perform layout work, and test and inspect completed work.
- 10% Use computerized maintenance management system for maintaining records of preventive and demand maintenance requests. Assist in keeping perpetual inventory of spare parts required to perform preventive maintenance and repair of HVAC and piping equipment.
- 5% Perform basic equipment lifting and handling techniques to facilitate small equipment repairs. Erect scaffolding, operate overhead cranes, and set up hitches as required to perform these duties, with due regard to safety of personnel and equipment.
- 5% Perform related duties and assist other plant personnel as assigned.

### **Changes in Duties and Responsibilities:**

The Power Plant Steamfitter titles (two positions) and the two Water Plant Heating and Ventilating Mechanic titles (two positions) have large areas of overlapping skills and responsibilities. Therefore, the recommendation is to increase productivity and efficiency by combining two separate classifications into one consolidated classification of Water Plant Steamfitter/HVAC Specialist (four positions). Incumbents of this recommended classification provide journey-level expertise regarding extensive piping systems and HVAC applications at the water treatment plants.

In the past, the Power Plant Steamfitter performed journey-level maintenance, repair, installation and removal on a wide variety of piping systems including HVAC. The Water Plant Heating and Ventilating Mechanic performed journey-level maintenance, repair, installation and removal on HVAC equipment and pipe systems. The new Water Plant Steamfitter/HVAC Specialist classification would enable more flexibility in assigning jobs and allow the employees to complete those jobs while working within their job classification.



## **MACHINE WORK SKILLS**

RECOMMENDED TITLE: **MACHINE REPAIRPERSON**

[CURRENT TITLES: *Machinist I; Booster Station Operator; Plant Mechanic I and II*]

**BASIC FUNCTION OF POSITION:** Provide journey-level preventive maintenance, repair, removal, and installation of all mechanical equipment in Water Works Facilities. This is the senior level is a three-step promotional series for Water Plant machine repair personnel.

**DUTIES AND RESPONSIBILITIES:**

- 50% Perform complex preventive maintenance, troubleshooting and repair activities for all mechanical equipment, such as compressors, pumps, valves, gear drives, and chemical feed equipment, in all Water Department locations. Perform layout and design work as well as skilled bench work. Develop methods and oversee work of others.
- 20% Erect and install new equipment and utilize technical skills to perform precision alignments, vibration analyses, and equipment failure analyses
- 20% Design and fabricate special tools, jigs, and new fixtures for maintenance work, as required.
- 10% Use computerized Maintenance Management System for maintaining records of preventive and demand maintenance requests. Maintain equipment repair logs and system status reports. Recommend items for and levels of inventory to maximize workplace efficiency and reduce "down time".
- 5% Perform related duties and assist other plant personnel as assigned

RECOMMENDED TITLE: **MACHINERY TECHNICIAN (underfill title)**

**BASIC FUNCTION OF POSITION:** Independently perform system-wide installation, preventive maintenance and repair duties on medium-duty water system equipment. Assist crafts persons and machine repairpersons in complex and/or heavy-duty assignments. This mid-level position is the second in a three-step promotional series for Water Plant machine repair personnel.

**DUTIES AND RESPONSIBILITIES:**

- 50% Perform repair and preventive maintenance for mechanical equipment system-wide such as valves, compressors, chemical feed equipment, distribution system storage facilities, water filtration equipment, pumps, building, appurtenances, and other water system equipment.
- 10% Perform basic equipment lifting and handling techniques to facilitate small equipment repairs. Erect scaffolding, operate overhead cranes, and set up hitches as required to perform these duties, with due regard to safety of personnel and equipment.
- 10% Use computerized maintenance management system for maintaining records of preventive and demand maintenance requests. Assist in keeping perpetual inventory of spare parts required to perform preventive maintenance and repair of mechanical equipment.
- 10% Perform oxyacetylene torch applications as well as arc and gas welding tasks.
- 5% Perform inspection and maintenance tasks for overhead cranes and elevators.
- 5% Remove and install ornamental and drinking fountains and associated tasks.
- 5% Work rotating shifts as a Water Plant Operator when assigned.
- 5% Perform related duties, including custodial and snow removal duties, and assist other plant personnel as assigned.

RECOMMENDED TITLE: **FACILITY MECHANIC** (underfill title)

**BASIC FUNCTION OF POSITION:** Perform minor maintenance repairs to all Water system equipment and assists skilled-craft titles as needed. This entry-level position is the first in a three-step promotional series for Water Plants machine repair personnel.

**DUTIES AND RESPONSIBILITIES:**

- 65% Assist with repairs of all mechanical equipment system-wide such as valves, compressors, chemical feed equipment, distribution system storage facilities, water filtration equipment, pumps, building appurtenances, and other water system equipment.
- 25% Independently perform minor plumbing and piping repairs.
- 5% Perform related duties, including custodial and snow removal, and assist other plant personnel, as assigned.
- 5% Work rotating shifts as a Water Plant Operator when assigned.

**Changes in Duties and Responsibilities:**

It is proposed that the machine work that had been performed by employees in four distinct job classifications be consolidated into one classification of Machine Repairperson. The separate titles are the Machinist I, Booster Station Operator, Plant Mechanic II, and Maintenance Millwrights. Consolidating the titles would contribute to increased efficiency and productivity.

The Machine Repairperson classification would represent the top proficiency level of knowledge, skills and abilities for the machine work skill set. Incumbents would have advanced mechanical skills, knowledge of complex rigging techniques, advanced machine repair skills, and machining skills. An employee who does not have the full range and level of skills could underfill (at a lower rate of pay) as a Machinery Technician (mid-level competency) or a Facility Mechanic (entry-level). The Machinery Technician is envisioned to have advanced mechanical skills, knowledge of basic rigging techniques, and machine repair skills. The Facility Repairperson is envisioned to have basic mechanical skills.

The Water Works request provided some good illustrations of how the Plant Mechanic II duties and responsibilities have broadened to the extent that they believe that they have assumed the basic jobs of tradespersons.

**Removing, Cleaning, and Replacing an Ozone Diffuser Plate**

In the past, three job classifications in four distinct steps would have been involved in a job to remove, clean, and replace an ozone diffuser plate. A Steamfitter would have removed the plates (because there was a pipe thread present), a Plant Mechanic II would have cleaned them, a Machinist would have re-tapped the threads, and a Steamfitter would have replaced them. Presently, the Plant Mechanic II removes and cleans the plates and re-taps the threads.

**Rigging**

As another example, a Plant Mechanic II performs basic rigging tasks, such as simple lifts with weights up to 1000 lb., previously performed by the Maintenance Millwright classification.

### **Repair of a Metering Pump**

The repair of a metering pump also illustrates the increase in knowledge, skill and ability involved in the performance of the Plant Mechanic II job. Prior to the major plant improvements, chemicals were dosed into the water using a simple mechanical system. Aluminum sulfate liquid was dosed when a rotating wheel scooped up a dipper-full of liquid alum from the stock solution and added it to the water. When the dosage of alum needed adjustment, the speed at which the dipper wheel rotated was increased or decreased. The dipper wheel was calibrated by counting the number of revolutions per minute. This system was as simple to repair as it was to operate.

Today, chemical dosages are set using metering pumps. A metering pump is a complex measuring device, which dispenses a precise, known amount of chemical with each stroke of the pump. A metering pump consists of about 100 parts, each of which must be assembled perfectly. Mechanical seals each with 4-5 parts (as different from old-fashioned one-piece gaskets) must be properly placed for accurate dosing. Knowledge of materials compatibility is required to ensure that the chemical being dosed will not have a deleterious effect on the pump itself. Calibration of a metering pump is a mathematical exercise, the result of which are numerous graphed curves, which are subsequently interpreted, and data entered in the Supervisory Control and Data Acquisition (SCADA) system at the plant. Operators make chemical dosage changes by entering the required dosage, in mg/L, at their computer console. Getting the correct dose into the water is contingent upon the successful assembly of the metering pump and precise calibration information.

Currently, a Machinist I erects and installs new mechanical equipment such as pumps, air compressors, butterfly valves, gear reducers and fluid power cylinders; align pumps and motors; troubleshoots and repairs existing mechanical equipment; designs and fabricates tools, jigs and fixtures; and uses machine shop equipment and precision tools. The current Booster Station Operators provide operations and preventive maintenance for booster stations and auxiliary field facilities. Plant Mechanics presently perform plant maintenance and repair duties (e.g., for equipment such as chemical feed equipment, filtration equipment, pumping equipment, compressors, laboratory equipment, and building accessory equipment) and assist crafts personnel.

RECOMMENDED TITLE: **METAL FABRICATOR**

[CURRENT TITLE: *Power Plant Blacksmith*]

**BASIC FUNCTION OF POSITION:**

Provide journey-level metal forming, shaping, heat treating, welding, torch cutting and creativity and expertise to resolve a large variety of unique problems involving the fabrication of specialized parts and equipment for Water Works Plants maintenance and emergency operation.

**DUTIES AND RESPONSIBILITIES:**

- 40% Fabricate and repair various types of water purification and pumping equipment, which includes, but is not limited to gas welding, gas brazing, gas cutting and electric welding on special parts, tools and brackets. Perform in-place repairs as needed.
- 25% Perform metal forging, hardening, tempering and/or annealing of tools and parts.
- 10% Perform job layout, fabrication and forming of sheet metal parts and equipment using metal forming and shearing machines.
- 10% Sets up and operate drill presses, threading machine, grinder, gas forge, coal forge, power tools, hand tools, hydraulic press and dies, as needed.
- 10% Use computerized Maintenance Management System for maintaining records of preventive and demand maintenance requests. Maintain equipment repair logs and system status reports. Recommend items for and levels of inventory to maximize workplace efficiency and reduce "down time". Maintain inventory and prepare stock order as needed. Unload and organize stock as delivered.
- 5% Perform related duties as assigned.

**Changes in Duties and Responsibilities:**

The title of Metal Fabricator is proposed because it better reflects the actual duties of the Power Plant Blacksmith position. The duties and responsibilities have not changed substantially.

## **INSTRUMENTATION SKILLS**

RECOMMENDED TITLE: **WATER PLANT INSTRUMENTATION SPECIALIST**

[CURRENT TITLE: *Instrument Technician I*]

### **BASIC FUNCTION OF POSITION:**

Independently install, repair, service and calibrate process and control instrumentation of the Milwaukee Water Works.

### **DUTIES AND RESPONSIBILITIES:**

- 60% Install, repair, service, calibrate to specification, and perform preventive maintenance of plant process instrumentation essential to the operation of the plants and production of high quality water. Data generated by these instruments is used for documenting regulatory compliance and process control. Instrumentation includes turbidimeters, particle counters, and pH meters, ultrasonic level indicators and readouts telemetering, transmitting and receiving/recording equipment, flow meter equipment, and on-line analyzers associated with the following chemicals: ozone, oxygen, alum, fluoride, sodium hypochlorite, phosphoric acid, ammonia. Interpret and utilize electrical, electronic, pneumatic, and control schematics and technical data supplied with instruments relative to their ranges and calibration curves. Use related test equipment and methods and software applications to diagnose system problems and locate malfunctioning equipment.
- 10% Install, repair, service and calibrate to specification bench top laboratory quality control instrumentation.
- 15% Use computerized Maintenance Management System (MMS) for maintaining records of preventive and demand maintenance requests. Maintain equipment repair logs and system status reports. Recommend items for and levels of inventory to maximize workplace efficiency and reduce "down time".
- 5% Independently research and order parts from vendors to complete tasks.
- 5% Promote workplace safety by demonstrating and maintaining knowledge of safety equipment.
- 5% Other related duties as assigned.

### **Changes in Duties and Responsibilities:**

The proposed reorganization would replace the Instrument Technician I titles (five positions) with a new classification of Water Plant Instrumentation Specialist. The duties and responsibilities of the broader classification would include some duties previously performed by two classifications that have been eliminated, Instrument Technician II and Instrumentation Supervisor. The Department's request describes changes in the Instrument Technician I duties, responsibilities, knowledge and skills:

The instrumentation to which Instrument Technicians devote their attention has evolved from 50% electrical and 50% mechanical to 100% electronic. This has resulted in an upgrade in the knowledge, skills and abilities required to do the job. For example, mechanical equipment was calibrated by physically turning a nut or dial on the equipment. Electronic instrumentation is calibrated by connecting a diagnostic tool (such as an oscilloscope, voltmeter, or manufacturer-specific device) to the instrument and applying knowledge of the programmed circuitry to change various data points to known values. The known values may be determined by referring to manufacturer's literature or by comparison to results of actual laboratory analysis for the substance

being measured by the instrument. Knowledge of computer and microprocessor control systems is a new requirement. Knowledge and skills in the principles, practices, concepts and techniques used in advanced digital and analog electronics are also new requirements for the job.

Simple instrument checks and straightforward verification and calibration procedures have been delegated to Chemists. Instrument Technicians are resources to Chemists in these activities and may perform training sessions for Chemists. Meanwhile, the Instrument Technicians are performing higher skill level activities, including troubleshooting, disassembling and reassembling instruments for preventive maintenance needs. Instrument Technicians have assumed some of the duties of the Instrumentation Technician II since the elimination of that position and have broader decision-making powers. Priorities are more independently set and parts are now researched by contacting manufacturers.

Currently, an Instrument Technician I performs preventive maintenance, repair, installation and removal of electronic, pneumatic, hydraulic, and computer control systems used in Water Works facilities.


**Summary of Market Study Pay Data:** The information summarized below comes from a total of thirty-one organizations with comparable job classifications. Organizations were identified through help of sources such as the Milwaukee Water Works, the American Water Works Association (AWWA) and the American Federation of State, County and Municipal Employees (AFSCME), AFL-CIO.

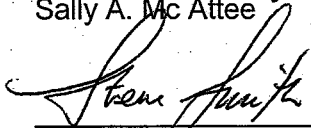
<b>City Title (Recommended)</b>	<b>Average Pay Range Maximum for Similar Position with Other Organizations</b>	<b>Maximum Pay Rate for City Position (Recommended)</b>
<b>Water Plant Steamfitter/HVAC Specialist</b>	<b>\$47,108</b>	<b>\$47,120</b>
<b>Machine Repairperson</b>	<b>\$47,115</b>	<b>\$47,120</b>
<b>Machinery Technician</b>	<b>\$40,540</b>	<b>\$41,357</b>
<b>Facility Mechanic</b>	<b>\$35,586</b>	<b>\$37,172</b>
<b>Metal Fabricator</b>	<b>\$41,929</b>	<b>\$42,066</b>
<b>Water Plant Instrumentation Specialist</b>	<b>\$44,642</b>	<b>\$44,640</b>

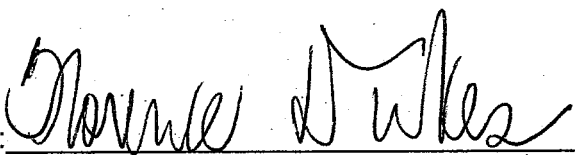
**Conclusion:**

We believe that the recommendations in this report (summarized in the table on pages 3 and 4) will strengthen the ability of the Milwaukee Water Works to recruit and retain quality employees.

We recommend approval of this report.

Prepared by:   
Sally A. McAttee

  
Steve Smith

Reviewed by:   
Florence Dukes, Employee Relations Director