

JOB EVALUATION REPORT

City Service Commission Meeting Date: November 22, 2005

Incumbent: Tracy Williams

Department: Neighborhood Services

Present	Request
Title: Chief Operations Officer	Title: Not Stated
Salary: Salary Grade 011 (\$65,041 - \$91,054)	Salary: Salary Grade 013 (\$73,870 - \$103,426)
Step: 10 (\$85,646)	Source: Department
<p>Recommendation: Title: Neighborhood Services Operations Manager Salary: Salary Grade 013 (\$73,870 - \$103,426).</p>	
<p>Rationale: In 2003, this position was reclassified from Deputy Commissioner-Building Inspection (Salary Grade 015) to Neighborhood Services Operations Manager (Salary Grade 011). A review of the job description and a comparison to other top management positions indicates a higher-level impact and accountability that is department-wide and Citywide in nature. The request to reclassify the position to Salary Grade 013 appears reasonable and appropriate</p>	

Action Required

In the Salary Ordinance, under Salary Grade 011, delete the title "Chief Operations Officer" and under Salary Grade 013, add the title "Neighborhood Services Operations Manager."

In the Positions Ordinance, under Department of Neighborhood Services, Office of the Commissioner, delete one position of "Chief Operations Officer (X) (Y)" and add one position of "Neighborhood Services Operations Manager (X) (Y)."

Departmental Request

In a letter to the Department of Employee Relations dated April 29, 2005, Commissioner Martin Collins, the head of the Department of Neighborhood Services, requested that the position of Chief Operations Officer, Salary Grade 11, be reclassified to Salary Grade 13. The reason cited in his request was that the Salary Grade for this position was too low for second-in-command position with department-wide impact and accountability.

Study Process

In studying this request, the staff reviewed the job description for the position; reviewed the Job Analysis Questionnaire completed by Ms. Tracy Williams, the employee filling the position; conducted a job audit interview with Ms. Williams at her worksite; and held discussions with Commissioner Collins. The purpose of these discussions was to gain a detailed understanding of the job's duties and responsibilities and corresponding competencies required, as well as any changes that may have taken place during the recent past.

Background

This position reports to the Commissioner of Building Inspection, Salary Grade 18. In about February of 2003, the position under study was reclassified from Deputy Commissioner of Building Inspection, Salary Grade 15, to its present title/grade of Chief Operations Officer in Salary Grade 11. The reason for this reclassification was the loss of responsibility for oversight of the manager of the Neighborhood Improvement Development Corporation. As stated in his correspondence of April 29, 2005, the Commissioner of Building Inspection feels that the Salary Grade was placed too low at that time; hence the purpose of this study was to determine the proper job title and associated Salary Grade of this position based upon current duties and responsibilities.

Duties and Responsibilities of the Position

The job analysis indicates that the Chief Operations officer's responsibilities are divided into three major areas:

- Creating and implementing new and/or revised department-wide programs, policies, and processes. Examples of such projects are the creation and implementation of the new façade ordinance for buildings and the creation of job performance standards for all code enforcement personnel throughout the Department.
- Coordinating the work of direct-line supervisors in building construction inspection, electrical inspection, and plumbing inspection; commercial code inspection, and residential code inspection. This includes having the authority to independently settle disputes arising between the staff and business owners and developers.
- Representing the Department of Neighborhood Services to outside legislative committees, the media, and organizations. This includes representing the Department of Neighborhood services at community meetings, meetings with business owners, the media, legislative groups, and many other outside organizations. Ms. Williams, for example, recently represented the Department to broadcast media regarding the enforcement of occupancy permits in taverns. This area also includes performing the duties of the Commissioner in his absence.

Analysis

The scope of responsibilities exercised by this position, which have a department-wide impact, and independent authority exercised, indicate that it is indeed functioning as a second-in-command for the Department. Considering its current Salary Grade placement in Salary Grade 11, is this level appropriate?

To answer this question, the staff compared the highest four levels of managers in several City departments closest in size to the Department of Neighborhood Services. The information regarding the number of employees is as of 2004 as reported in the 2005 edition of the City's *Visual Information Inventory (VOI)*.

DPW-Administrative Services (181 employees)

List does not include every nonrepresented position Salary Grade 8 and above.

Area of Responsibility	Position Responsible	Salary Grade
DPW-Administrative Services	Administrative Services Director	16
DPW finance and accounting	Finance and Planning Manager	11
Parking enforcement, meters, tow lot	Parking Enforcement Manager	10
DPW payroll	Business Operations Manager	8

DPW-Water Works (341 employees)

List does not include every nonrepresented position Salary Grade 12 and above.

Area of Responsibility	Position Responsible	Salary Grade
All Water Works services, operations, programs, policies, staff	Water Works Superintendent	16
All Water Works, department-wide projects	Administration and Projects Manager	14
Water engineering	Civil Engineer V	13
Water accounting, rates, compliance	Water Business Manager	13
Water distribution City-wide and suburbs	Water Distribution Manager	12

Library (386 employees)

List does not include every nonrepresented position Salary Grade 12 and above.

Area of Responsibility	Position Responsible	Salary Grade
All library services, programs, staff, operations.	City Librarian	17
Central Library services, staff, operations.	Manager of Central Library Services	15
Neighborhood libraries and special library services.	Manager of Neighborhood and Extension Services	13
Information technology system; acquisition and processing of library materials; cataloguing; serials	Library Technical Services Manager	12

Health Department (297 employees)

List does not include every nonrepresented position Salary Grade 9 and above.

Area of Responsibility	Position Responsible	Salary Grade
Overall responsibility for public health programs, policies, staff, operations	Commissioner-Health	19
Public health operations	Health Operations Director	16
Oversight of	Public Health Laboratories Director	15
Immunization programs; environmental health and emergency preparedness; outbreak investigation and prevention.	Disease Control and Prevention Manager	11
Inspection and enforcement of health and environmental codes.	Consumer Environmental Health Manager	9
Promotion of healthy behaviors and access to healthcare.	Healthcare Access and Services Manager	9

City Development (208 employees)

List does not include every nonrepresented position Salary Grade 12 and above.

Area of Responsibility	Position Responsible	Salary Grade
City Development, economic development, housing preservation and rehabilitation, staff, operations	Commissioner of City Development	18
City Development, economic development, housing preservation and rehabilitation, staff, operations	Deputy Commissioner-City Development	17
Milwaukee Economic Development Corporation; industrial development, special projects	MEDC Director	16
All building and construction permits	Permit and Development Center Manager	12

Neighborhood Services (184 employees)

List INCLUDES all positions in Department Salary Grade 8 and above.

Area of Responsibility	Position Responsible	Salary Grade
Department-wide	Commissioner of Building Inspection	18
Department-wide	Chief Operations Officer	11
Information technology	Network Manager	10
Residential code inspection	Code Enforcement Inspection Supervisor	8
Code enforcement related to construction-- plumbing, electrical, elevators, etc..	Building Construction Supervisor	8
Support services	Business Operations Manager	8
Code enforcement related to nuisances	Nuisance and Environmental Health Manager	8

Conclusion and Recommendation

A comparison of the top four levels of four departments / major divisions indicates that there is a much larger difference in salary grades between the department head and second-in-command position in the Department of Neighborhood Services than the Water Works, DPW-Administrative Services, Health Department and Library.

The job analysis indicates that the position under consideration in Neighborhood Services is functioning in a manner similar to the Administration and Projects Manager in the Water Works. The position in the Water Work's also initiates and implements department-wide programs, policies, and processes; represents the Milwaukee Water Works to outside agencies and individuals; and exercises independent authority in resolving disputes arising from within the department as well as from outside parties. The Water Works position, however, has a greater scope of responsibility than the position in Neighborhood Services.

The comparisons cited above indicate that the position would be more appropriately allocated to Salary Grade 13, as requested by the Commissioner of Building Inspection and it is our recommendation to do so. In addition, it is also recommended that this position have a job title that more accurately indicates the nature and level of work performed.

It is therefore recommended that the position of Chief Operations Officer in the Department of Neighborhood Services, currently allocated to Salary Grade 11, be reclassified to Neighborhood Services Operations Director, Salary Grade 13.

Based upon our review, the management job evaluation factors should be as follows:

<u>Factor</u>	<u>Level</u>	<u>Points</u>
Impact and Accountability	13	241
Knowledge and Skills	13	251
Relationships Responsibility	11	97
Working Conditions	2	7
		<u>596</u>

Salary Grade 13 (535 – 614)

Prepared by:



Laura Sutherland, Human Resources Representative

Reviewed by:



Maria Monteagudo, Employee Relations Director

JOB EVALUATION REPORT

City Service Commission Meeting Date: November 22, 2005

This report recommends appropriate classification and compensation levels for new positions in the Department of Public Works—Operations Division, Fleet Services, for 2005.

DEPARTMENT OF PUBLIC WORKS—OPERATIONS DIVISION—FLEET SERVICES SECTION

Current	Request	Recommendation
New Position	Vehicle Condition Inspector PR 260 (\$38,260 – \$43,045)	Fleet Equipment Inspector PR 260 (\$38,260 – \$43,045)
New Position	Vehicle Service Writer PR TBD	Fleet Equipment Service Writer PR 254 (\$36,261 - \$42,005)

Action Required (Effective Pay Period 27, 2005 - December 18, 1005)

In the Salary Ordinance:

Under Pay Range 260, add the title "Fleet Equipment Inspector."

Under Pay Range 254, add the title "Fleet Equipment Service Writer."

In the Positions Ordinance:

Under Department of Public Works, Operations Division, Fleet Services Section, delete two positions of "Vehicle Evaluator" and one position of "Vehicle Service Writer", and add two positions of "Fleet Equipment Inspector" and one position of "Fleet Equipment Service Writer."

Background

The 2005 budget for the Operations Division of the Department of Public Works approved by the Mayor and Common Council included the creation of two new positions, a "Vehicle Condition Inspector" and "Vehicle Service Writer."

When new positions are approved by the Mayor and Common Council, they must be studied for proper classification and pay range and approved by the City Service Commission before they may be filled, which is the reason for this report.

In studying this request, the staff reviewed job descriptions for the positions written by managers in the Buildings and Fleet Operations Department and held discussions were held with Fred Gunther, Vehicle and Equipment Repair Manager; and Jeffrey Tews, Equipment Acquisitions and Disposal Coordinator. Each position will be discussed separately below.

Vehicle Condition Inspector

This position reports to the Equipment Acquisition and Disposal Coordinator. Its purpose is to inspect, test, and evaluate all equipment maintained by the Department of Public Works--Fleet Services Section, according to established criteria. The inspection reports generated by the employee who will fill this position will be used to create a replacement schedule for all equipment. The Department has set a goal of inspecting every piece of equipment every two years.

The most critical qualifications for this position are:

- The ability to accurately diagnose mechanical, structural, and electronic failures and defects in vehicles
- Knowledge of vehicle and equipment repair
- Ability to work independently, with minimal supervision, in several different locations
- Ability to interact tactfully with others
- Ability to perform the physical activities required to inspect and test vehicles, including driving heavy equipment
- Ability to use a personal computer to input and retrieve data

The Department has informed us that when the employee who fills this position is not inspecting equipment, he or she will be assigned to repair heavy equipment.

The knowledge base and work experience required to successfully perform this job appears to be on a par with a Vehicle Service Technician-Heavy. For this reason, we recommend classifying this position as a Fleet Equipment Inspector, Pay Range 260, which is the same Pay Range to which Vehicle Equipment Technicians-Heavy is allocated.

The Department has stated that they wish to fill this position on a competitive basis.

Vehicle Service Writer

This position will report to the Automotive Supervisor II on the day shift at the Central Repair Garage.

The purpose of this position is to coordinate the repair of all vehicles and equipment (including Police Department vehicles) by talking with customers, assigning jobs to mechanics and other personnel, and following through to ensure customer satisfaction; maintain all records related to vehicle repair, including payroll records related to snow and ice control, overtime, and time spent on repairs; call in vehicles for preventative maintenance according to an established schedule; coordinate the set-up of new vehicles; and perform other office support duties. As such, the core of duties and responsibilities associated with this position are the equivalent of a "service writer" at a car dealership. About 20-40 vehicles receive service daily at the Central Repair Garage.

This position requires a working knowledge of vehicle systems, the ability to maintain accurate records, an ability to coordinate schedules that are occurring simultaneously, and superb customer service skills. The following is a more detailed list of the most noteworthy knowledge, skills, abilities, and competencies:

- The ability to listen carefully to customers regarding vehicles that are not working properly and clearly and accurately describe those symptoms to the Automotive Supervisor and repair personnel orally and in writing
- The ability to discuss vehicle systems and malfunctions with mechanics and provide nontechnical explanations to customers
- Knowledge of vehicle systems and malfunctions


- The ability to issue repair orders to repair personnel
- The ability to maintain accurate records of repairs, including records related to payroll
- The ability to coordinate several schedules and processes that are occurring at the same time
- The desire and ability to keep customers informed about repairs on their vehicles
- The ability to work during snow and ice control operations
- The ability to use a personal computer to input and retrieve data

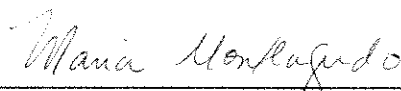
The nature of work performed by this position is a combination of customer service and administration/coordination work. As stated above, the employee filling this position will be required to possess a working knowledge of vehicle systems and repairs. Although the technical knowledge required will not be as high as that of a Vehicle Services Technician, the skill level required in providing excellent customer service is quite high, and should be given considerable weight.

The impact of this position also appears noteworthy because it will play an important role in customer satisfaction with Fleet Services operations.

For these reason, we recommend placing this position in Pay Range 254, which is the same pay range associated with Vehicle Service Technician.

The Department has indicated that they intend to fill this position on a competitive basis.

Prepared by: 
Laura Sutherland, Human Resources Representative

Reviewed by: 
Maria Monteagudo, Employee Relations Director