



Department of Employee Relations

Cavalier Johnson
Mayor
Harper Donahue, IV
Director
Molly King
Employee Benefits Director
Nicholas DeSiato
Labor Negotiator

January 15, 2025

The Honorable
Finance and Personnel
Committee Common Council
City of Milwaukee

Common Council File No. 241378 – Communication from the Department of Employee Relations relating to classification studies scheduled for the January 14, 2025 City Service Commission meeting.

Dear Committee Members:

The following classifications and pay recommendations are scheduled for the Civil Service Commission meeting on January 14, 2025.

Department of Administration

Current	Recommended
Budget and Fiscal Policy Analyst IV DOA-Budget and Management Division PR 2LX (\$75,162 - \$105,223) FN: Minimum Rate: \$82,677 One Vacant Position	Innovation Policy Analyst DOA-Office of the Director PR 2LX (\$75,162 - \$105,223) FN: Minimum Rate: \$82,677 One Position

Note: Residents receive a rate that is 3% higher.

DPW – Administrative Services

Current	Recommended
One New Position	Program Assistant I PR 5GN (\$53,351 - \$66,689) (One Position)

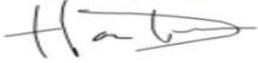
Note: Residents receive a rate that is 3% higher.

Fire and Police Commission

Current Title	Recommended Title
One New Position	Position Control Specialist PR 2JN (\$66,154 - \$92,612) FN: Recruitment is at \$76,222 (One Position)

Note: Residents receive a rate that is 3% higher.

Respectfully Submitted,



Harper Donahue, IV
Employee Relations Director

Attachments: Job Evaluation Reports
Fiscal Impact Statement



Department of Employee Relations

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Employee Benefits Director

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Job Evaluation Report

City Service Commission Meeting: January 14, 2025

Department of Administration

Current	Recommended
Budget and Fiscal Policy Analyst IV DOA-Budget and Management Division PR 2LX (\$75,162 - \$105,223) FN: Minimum Rate: \$82,677 One Vacant Position	Innovation Policy Analyst DOA-Office of the Director PR 2LX (\$75,162 - \$105,223) FN: Minimum Rate: \$82,677 One Position

Note: Residents receive a rate that is 3% higher.

Preston Cole, Administration Director, has requested to repurpose a vacant position of Budget and Fiscal Policy Analyst IV in Pay Range 2LX (\$75,162 - \$105,223) with a recruitment rate of \$82,677 to the new classification of Innovation Policy Analyst in Pay Range 2LX (\$75,162 - \$105,223) with a recruitment rate of \$82,677 to work with the Innovation Director.

The position of **Innovation Director** was created in the 2024 budget and has the following responsibilities:

Strategic Leadership

Lead strategic planning efforts by assessing needs, recommending policies and ensuring that the public, non-profit and private sector collaborate to advance the efficiency and effective stewardship of City resources. Direct pilot programs and demonstration projects jointly with internal staff that can improve the quality of life in the City and serve as models for other communities. Identify challenges and inefficiencies; work closely with departments to recommend, implement and test solutions.

Innovation and Change Management

Collaborate with stakeholders to assess the operational impact of emerging technologies and provide recommendations to policy makers. Conduct analyses to identify trends, community needs and opportunities for innovation and creativity, ensuring the City is responsive to changing demands. Facilitate the identification of and follow through on high-potential innovation projects. Navigate and manage organizational change effectively, ensuring staff is adaptable and open to new concepts. Foster a citywide environment that is conducive to learning and creativity.

Accountability and Engagement

Establish key performance indicators (KPIs) to measure the success and impact of initiatives. Develop and implement effective measures of progress toward outcomes and reporting tools to present information. Ensure that the City has mechanisms and strategies for obtaining feedback and input from persons with diverse backgrounds. Communicate regularly and responsively with managers, staff, policy makers, and other stakeholders to ensure access to and accountability for the City's functions and services. Cultivate and maintain partnerships with public sector, private sector, not-for-profit and academic stakeholders to build and promote

initiatives. Promote and highlight the City's innovation initiatives before various Boards, Commissions and legislative bodies.

Leadership Development:

Assist directors and managers in achieving organizational improvement goals, in encouraging the generation of innovative ideas and in guiding those ideas into viable systems and processes. Continuously monitor the organizational climate to ensure accountability of leaders to the organizational mission and vision. Lead cross-functional teams.

This new repurposed position of **Innovation Policy Analyst** will work with the Innovation Director and internal and external stakeholders to enhance revenues and identify and implement opportunities for efficiency and collaboration. Manage and implement innovation policy priorities as identified by the Innovation Director, city departments and elected officials. Research and prepare reports for, oversee work groups in, and employ strategic planning and change management policies toward implementing policy issues affecting operational efficiency and revenue growth. Perform duties at the guidance of and independently in the absence of the Innovation Director. Specific responsibilities and requirements include:

- Works with the Innovation Director and internal and external stakeholders to analyze, identify and implement opportunities for efficiency and collaboration, and enhancing City revenues.
- Conducts analyses to identify trends, community needs and opportunities for innovation and creativity, ensuring the City is responsive to changing demands. Facilitates the identification of and follow through on high-potential innovation projects.
- Establishes, in conjunction with the Innovation Director, key performance indicators (KPIs) to measure the success and impact of initiatives. Develops and implement effective measures of progress toward outcomes and reporting tools to present information.
- Researches and prepares concise reports on revenue enhancement, program consolidation and/or service delivery efficiency, and general policy innovation as directed by the Innovation Director.
- Prepares background information necessary to educate the decision-making processes of the Mayor's Office and Common Council.
- Assists City departments in achieving organizational improvement goals, encouraging innovative ideas and guiding them into viable systems and processes. Continuously monitors the organizational climate to ensure accountability of leaders to the organizational mission and vision. Assists or leads cross-functional strategic planning teams as directed by the Innovation Director.
- Works closely in coordination with City departments, the Budget office and Mayor's office to develop and/or monitor proposed and pending policy changes and legislation.
- Coordinates and conducts meetings between the Budget office, Mayor's office, Common Council and City departments to research, guide, educate others and advance innovation policy initiatives.
- Manages special projects and special initiatives of City-wide importance.
- Identifies and develops organizational changes that enhance diversity and equity in City government.
- Monitors and identifies external policy and funding sources and coordinates with the Budget Office, Departments, and the Grant's Manager as appropriate to advance City innovation and revenue opportunities.
- Provides necessary guidance and assistance to the Intergovernmental Relations Division on state and federal City legislative and fiscal priorities.
- Provides reporting of reports, findings, or policy initiatives before stakeholders or in legislative hearings as needed.
- Prepares supporting information for or assists in the draft of press releases, letters, resolutions and ordinances.

- Drafts letters on behalf of the Mayor, members of the Common Council and city department heads as needed.
- Provides general policy and advocacy support for the Mayor, Common Council and Departments.

Minimum requirements include a bachelor’s degree in business or public administration, statistics, organizational development, political science or a related field from an accredited college or university; and four years of progressively responsible professional experience in fiscal and policy planning, strategic planning, and/or innovation and change management. Knowledge of and experience with government processes, especially at the municipal level is desirable.

This position requires travel to Madison and other cities as directed, and is estimated to be 20% of total hours.

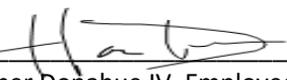
The responsibilities of this new title are comparable in level to those of the Budget and Fiscal Policy Analyst IV in the DOA-Budget and Management Division. A Budget and Fiscal Policy Analyst IV serves as a highly experienced professional budget, management, and fiscal policy analyst. Performs functions that are critical to developing the Mayor’s annual budget, monitors the impact of expenditures, and proposes operating and capital annual budgets, revenues, and fiscal policy for at least one operationally or financially complex department, fund, or program in addition to several other city departments. This position also provides direction, guidance, and training to lower level analysts on complex financial, policy, and budget process issues.

Therefore, the recommendation is to repurpose one position of Budget and Fiscal Policy Analyst IV in Pay Range 2LX (\$75,162 - \$105,223) with a recruitment rate of \$82,677 in the DOA-Budget and Management Division to one position of Innovation Policy Analyst in Pay Range 2LX (\$75,162 - \$105,223) with a recruitment rate of \$82,677 in the DOA-Office of the Director.

Action Required – Effective Pay Period 3, 2025 (January 19, 2025)

* Please see submitted addendum to CCFN for Salary and Position Ordinance changes.

Prepared by: 
 Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
 Harper Donahue IV, Employee Relations Director



Cavalier Johnson
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Molly King
Employee Benefits Director

Nicholas DeSiato
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Department of Employee Relations

JOB EVALUATION REPORT

City Service Commission Meeting: January 14, 2025

DPW – Administrative Services

Current	Recommended
One New Position	Program Assistant I PR 5GN (\$53,351 - \$66,689) (One Position)

The Department of Public Works (DPW) – Administrative Services has requested the classification of one new position in the 2025 budget. A new job description was provided.

Program Assistant I

Under the direction of the DPW Inventory and Purchasing Manager, this position will run daily inventory query reports and assist with the reconciliation of inventory within DPW. Duties and responsibilities include:

- 40% Run and review previous days inventory transactions.
- 40% Under the direction of the DPW Purchasing and Inventory Manager, reconcile the ledger to the Inventory Module on a monthly basis.
- 10% Assist with the cycle count review and sign reporting.
- 5% Communicate with staff for correct accounting strings and make any corrections.
- 5% Perform other related duties as required.

Minimum requirements include four years of progressively responsible experience performing administrative work closely related to the duties described above. Equivalent combinations of education and experience may be considered. Experience in inventory or accounting is strongly preferred.

This new position is located in the Budget and Finance Section and will work directly with the DPW Inventory and Purchasing Manager. This position was created in response to a recommendation from a recent audit of the DPW Infrastructure and Milwaukee Water Works Inventory by the Comptroller’s Office. The recommendation was to have the reconciliation preparation and review conducted by two representatives of the administration office. This position will provide that second review and assist with other administrative tasks related to inventory.

The requested classification of Program Assistant I is defined as follows:

Program Assistant I in Pay Range 5GN (\$53,351 - \$66,689)

Performs duties and responsibilities to support the work of professionals and/or managers in a specific area of operations or program within a City department. Requires a good working knowledge of policies and procedures associated with a particular program or area of operations and significant on-the-job work experience in the area. Carries out duties and responsibilities very independently and consults with managers and professionals regarding unusual situations requiring the interpretation of policies.

This classification appears appropriate as this position works under the direction of the DPW Inventory and Purchasing Manager and focuses on the specific area of inventory. The position also requires four years of related experience, or an equivalent combination of education and experience, which contributes to knowledge of the policies and procedures and an ability to work independently.

We therefore recommend this new position be classified as Program Assistant I in Pay Range 5GN (\$53,351 - \$66,689).

Action Required - Effective Pay Period 1, 2025 (December 22, 2024)

* See addendum included in CCFN for Salary and Position Ordinance changes.

Prepared by: *Sarah Trotter*
Sarah Trotter, Human Resources Manager, Part-Time

Reviewed by: *Andrea Knickerbocker*
Andrea Knickerbocker, Human Resources Manager

Reviewed by: *Harper Donahue IV*
Harper Donahue IV, Employee Relations Director



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Job Evaluation Report

City Service Commission Meeting: January 14, 2025

Fire and Police Commission

Current Title	Recommended Title
New Position	Position Control Specialist PR 2JN (\$66,154 - \$92,612) FN: Recruitment is at \$76,222 (One Position)

Note: Residents receive a rate that is 3% higher.

The Fire and Police Commission (FPC) has requested to classify one new position added to the department in the 2025 budget. This position will support the work of the Enterprise Resource Project (ERP) which will implement the new Workday software program. The position will maintain and monitor the position control process for the Fire and Police Departments (MFD and MPD) and the Department of Emergency Communications (DEC), ensuring that positions align with Common Council- approved staffing levels and titles, and that the attendant notifications, benefits, and other permissions are activated. Duties and responsibilities include:

- Facilitate Conversion to Workday HCM System:
 - Facilitate and support the implementation of the new, integrated Human Capital Management System.
 - Develop expert-level skill in using the position control features of the system.
 - Develop Standard Operating Procedures (SOPs) related to position control data, reporting, and systems to be used by FPC staff.
 - Develop and present training for employees on the position control process.
 - Serve as a resource in the position control aspects of Workday for MFD, MPD, and DEC
- Data Management:
 - Initiate and maintain all authorized positions in the system in a timely manner. Establish and ensure all authorized positions are reflected in the system; create job codes.
 - Maintain statistical data relative to staffing and classification changes, including new hires, voluntary and involuntary transfers, staff separation, and vacancies.
 - Develop, update, and maintain (SOPs) related to position control data, reporting, and systems.
 - Reconcile and balance staffing allocations.
 - Work closely with DOA-Budget and Comptroller’s staff to ensure accuracy of position control records; facilitate communication among MFD, MPD, and DEC.
 - Monitor and maintain approved position control and staffing levels.
 - Ensure titles, positions, and pay structures are updated in HCM pursuant to compensation and pay studies.

- Based upon title and position, designate notification to other departments (e.g. ITMD, DER- Employee Benefits and DPW) of hires, including security, access, and other new hire information and activations.
- Add new positions to the ERP system; allocate and account for staffing levels to programs, divisions and departments.
- Notify administrators and supervisors of variances.
- Reporting:
 - Create, run, and maintain queries to analyze position control data.
 - Research and analyze data to prepare reports and/or to complete projects.
 - Generate reports to verify employees and positions are assigned to the appropriate site, department, and budget codes.
 - Collect data and analyze prior-year staffing levels: provide background data upon request.
 - Prepare and distribute information in support of the budget planning process.
 - Tabulate and compare statistical or financial data related to FTE (Full-Time Equivalent) positions.
 - Participate with budget and fiscal services in annual year-end closing and audit.
 - Compile information from a variety of sources and prepare independent, advanced analytical reports, using spreadsheets and other software.
- Peripheral Duties:
 - Cross-train and assist co-workers for back-up support to balance fluctuating workloads and/or when determined appropriate by supervisor.

Minimum requirements include a bachelor's degree in information technology, business administration, or a related field from an accredited college or university; and two years of progressively responsible experience in payroll and/or accounting.

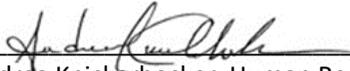
With the transitions over to Workday, the current process on how position authority is assigned, tracked, and maintained will drastically change due to the system's processes. The current Peoplesoft system is driven by job codes and position codes are created and assigned afterwards, reflecting a more job management model. This has caused issues and hasn't been consistently maintained as it wasn't an essential function for business operations. Workday is different in which everything is driven by the position. Managing positions accurately and effectively is important to filling critical roles and optimizing overall organizational productivity. This will require constant monitoring and maintenance to ensure HCM positions mirror the budgeted positions, organizational management is maintained, and position restrictions and requirements are current. As this is a new management model, this position was created and is dedicated to ensure the transition and maintenance run smoothly.

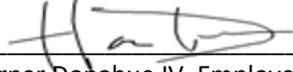
The duties and responsibilities of this position will be almost identical to those of the Position Control Specialist in the Department of Employee Relations that was added last year. The main difference is that this position will focus on the MFD, MPD, and DEC. We therefore recommend that this new position also be classified as Position Control Specialist in Pay Range 2JN (\$66,154 - \$92,612) with a recruitment rate of \$76,222.

Action Required – Effective Pay Period 1, 2025 (December 22, 2024)

*** Please see submitted addendum to CCFN for Salary and Position Ordinance changes.**

Prepared by: *Sarah Trotter*
Sarah Trotter, Human Resources Manager, Part-Time

Reviewed by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Harper Donahue IV, Employee Relations Director



City of Milwaukee Fiscal Impact Statement

A	Date	<u>1/15/2025</u>	File Number	<u>241378</u>	<input checked="" type="checkbox"/> Original	<input type="checkbox"/> Substitute
	Subject	<u>Communication from the Department of Employee Relations regarding the costs of classification reports approved at the City Service Commission on January 14, 2025.</u>				

B	Submitted By (Name/Title/Dept./Ext.)	<u>Sarah Wangerin/ Human Resources Representative / Employee Relations</u>
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C	<p>This File</p> <p><input type="checkbox"/> Increases or decreases previously authorized expenditures.</p> <p><input type="checkbox"/> Suspends expenditure authority.</p> <p><input type="checkbox"/> Increases or decreases city services.</p> <p><input type="checkbox"/> Authorizes a department to administer a program affecting the city's fiscal liability.</p> <p><input type="checkbox"/> Increases or decreases revenue.</p> <p><input type="checkbox"/> Requests an amendment to the salary or positions ordinance.</p> <p><input type="checkbox"/> Authorizes borrowing and related debt service.</p> <p><input type="checkbox"/> Authorizes contingent borrowing (authority only).</p> <p><input type="checkbox"/> Authorizes the expenditure of funds not authorized in adopted City Budget.</p>
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D	<p>Charge To</p> <p><input type="checkbox"/> Department Account</p> <p><input type="checkbox"/> Capital Projects Fund</p> <p><input type="checkbox"/> Debt Service</p> <p><input type="checkbox"/> Other (Specify) _____</p> <p><input type="checkbox"/> Contingent Fund</p> <p><input type="checkbox"/> Special Purpose Accounts</p> <p><input type="checkbox"/> Grant & Aid Accounts</p>
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	Purpose	Specify Type/Use	Expenditure	Revenue
E	Salaries/Wages		\$0.00	\$0.00
			\$0.00	\$0.00
	Supplies/Materials		\$0.00	\$0.00
			\$0.00	\$0.00
	Equipment		\$0.00	\$0.00
			\$0.00	\$0.00
	Services		\$0.00	\$0.00
			\$0.00	\$0.00
	Other		\$0.00	\$0.00
			\$0.00	\$0.00
	TOTALS		\$ 0.00	\$ 0.00

F

Assumptions used in arriving at fiscal estimate.

The total savings for 2025 is 0. Total savings for full year is \$0. Please see attached spreadsheet for details. Cost breakdown is in attached spreadsheet.

G

For expenditures and revenues which will occur on an annual basis over several years check the appropriate box below and then list each item and dollar amount separately.

1-3 Years 3-5 Years

1-3 Years 3-5 Years

1-3 Years 3-5 Years

H

List any costs not included in Sections D and E above.

I

Additional information.

J

This Note **Was requested by committee chair.**

Department of Employee Relations
Fiscal Note Spreadsheet

City Service Commission Meeting of January 14, 2025
Finance and Personnel Committee Meeting of January 15, 2025

NEW COSTS FOR 2025											
Pos.	Dept	From	PR	To	PR	Annual	Annual	EffPP	Costs	Rollup	Rollup+ Sal
1	FPC	New Position	N/A	Position Control Specialist	2JN	\$0	\$76,222	1	N/A	Included in 2025 budget	
1	DPW-Admin	New Position	N/A	Program Assistant I	5GN	\$0	\$53,351	1	N/A	Included in 2025 budget	
1	DOA	Budget and Fiscal Policy Analyst IV	2JX	Innovation Policy Analyst	2JX	\$77,551	\$77,551	1	\$0	\$0	\$0
3									\$0	\$0	\$0

Assume effective date is Pay Period 1, 2025 (December 22, 2024) unless otherwise indicated.
Note: Totals may not be to the exact dollar due to rounding.

NEW COSTS FOR FULL YEAR											
Pos.	Dept	From	PR	To	PR	Annual	Annual	EffPP	Costs	Rollup	Rollup+ Sal
1	FPC	New Position	N/A	Position Control Specialist	2JN	\$0	\$76,222	1	N/A	Included in 2025 budget	
1	DPW-Admin	New Position	N/A	Program Assistant I	5GN	\$0	\$53,351	1	N/A	Included in 2025 budget	
1	DOA	Budget and Fiscal Policy Analyst IV	2JX	Innovation Policy Analyst	2JX	\$77,551	\$77,551	1	\$0	\$0	\$0
3									\$0	\$0	\$0

Note: Totals may not be to the exact dollar due to rounding.