



**CITY OF MILWAUKEE**  
**DEPARTMENT OF EMPLOYEE RELATIONS**

Maria Monteagudo  
 Department of Employee Relations  
 City of Milwaukee  
 200 E Wells St, Room 706

January 4, 2019

The Honorable  
 Finance and Personnel Committee  
 Common Council  
 City of Milwaukee

*Common Council File No. 181401 – Communication from the Department of Employee Relations relating to classification studies scheduled for City Service Commission action*

Dear Committee Members:

The following classifications and pay recommendations will be submitted to the City Service Commission meeting on January 8, 2019.

**Common Council-City Clerk**

Current	Recommendation
New Position	Inspector General PR 2IX (\$58,462 - \$81,844) One Position FN: Recruitment at any point in the range with DER and Finance & Personnel Committee Chair approval

**Department of Public Works-Water Works**

Current	Recommendation
Water Plant Operations Supervisor PR 1FX (\$62,338 - \$87,270) 1 Position North Plant 1 Position South Plant	Water Plant Operations Supervisor PR 1FX (\$62,338 - \$87,270) w/ recruitment at \$74,225 1 Position North Plant 1 Position South Plant
Senior Water Treatment Plant Operator PR 3PN (\$48,820 - \$68,855) 18 Positions North Plant 12 Positions South Plant	Senior Water Treatment Plant Operator PR 2GN (\$51,469 - \$72,063) w/ recruitment at \$58,988 18 Positions North Plant 12 Positions South Plant
Water System Operator PR 7LN (\$49,921 - \$60,663) Underfill Title	<ul style="list-style-type: none"> <li>• Structured recruitment flexibility with DER approval</li> <li>• Additional 5% for peer training assignment</li> <li>• Additional 7% for Operator in Charge assignment</li> </ul>
Water Treatment Plant Operator PR 3GN (\$40,516 - \$48,248) w/ recruitment at \$41,700 3 Positions North Plant 3 Positions South Plant	Water Treatment Plant Operator PR 2EN (\$45,306 - \$63,426) w/ recruitment at \$47,208 3 Positions North Plant 3 Positions South Plant <ul style="list-style-type: none"> <li>• Recruitment flexibility with DER approval</li> </ul>

**Milwaukee Health Department**

Current	Recommendation
Infectious Disease Epidemiologist PR 1GX (\$66,435 - \$93,010) One Position	Infectious Disease Program Manager PR 1GX (\$66,435 - \$93,010) One Position FN: Recruitment at \$74,823
New Position Position authority per CCFN 180001	Public Health Nurse Supervisor PR 1EX (\$58,462 - \$81,844) One Position FN: Recruitment at \$68,021
New Position Position authority per CCFN 180545	Nurse Educator PR 2HN (\$54,865 - \$76,806) Two Positions
Nurse Practitioner PR 2HN (\$58,157 - \$76,806) One Position	Career Ladder Position FN: Recruitment is at \$58,157
New Position Position authority per CCFN 181455	Program Assistant III PR 5IN (\$47,779 - \$54,669) One Position

**Milwaukee Public Library**

Current	Recommendation
New Position	Library Marketing Specialist PR 2EN (\$45,306 - \$63,426) One Position

Respectfully submitted,



Maria Monteagudo  
Employee Relations Director

Attachments: Job Evaluation Reports  
Fiscal Impact Statement

C: Jim Owczarski, Richard Pfaff, Jeff Polenske, Mark Scheller, Amy Hefter, Dan Thomas, Shannon Goodwin, Dawn Crowbridge, Lindsey O'Connor, Ken Wischer, Jeanette Kowalik, Jennifer Freiheit, Kerry Mitchell, Lori Hoffman, Lindsey Page, Mary McCarron, Paula Kiely, Eileen Force-Cahill, Victoria Robertson, Dennis Yaccarino, Nicole Fleck, Bill Christianson, Molly King, Eric Pearson

**JOB EVALUATION REPORT**

City Service Commission Meeting: January 8, 2019

**Common Council-City Clerk**

Current	Recommendation
New Position	Inspector General PR 2IX (\$58,462 - \$81,844) One Position FN: Recruitment at any point in the range with DER and Finance & Personnel Committee Chair approval

**Background**

The Inspector General position was created by the Common Council with the responsibility to receive and investigate complaints or allegations of wrongdoing or misconduct by employees or contractors that involve allegations of fraud, waste or abuse within City of Milwaukee programs or operations. This position will receive direction from the Common Council President, the Chair of the Public Safety and Health Committee, and the City Clerk.

**Duties & Responsibilities**

The major duties and responsibilities as documented in the job description include:

- 50% Respond to public or internal complaints relating to the operations and programs within the City of Milwaukee. Maintain records of these complaints as well as the responses made.
- 15% Prepare regular reports to the Common Council of complaints received as well as the responses made to them. Recommend possible avenues for Common Council investigation of City operations and programs including, but not limited to, investigations making use of the Common Council's statutory subpoena authority.
- 10% Maintain regular contact with both internal and external stakeholders throughout City government to better inform the essential functions listed above.
- 20% In consultation and collaboration with the office of the Comptroller, prepare and report on operational and other audits of operations and programs within the City of Milwaukee; some resulting from complaints and others on the occupant's own initiative.
- 5% Develop and maintain systems for the filing of complaints regarding the operations and programs of the City of Milwaukee and tracking responses to those complaints.

**Analysis**

Based on discussions with the City Clerk, the Inspector General position is expected to identify and address a wide scope of complaints that relate to service delivery, policy or work rule violation, compliance or operational oversight across City of Milwaukee departments. The position is expected to collaborate with personnel from the Auditing Division of the Comptroller's Office and to create a long term vision of what the Inspector General functions need to be in relation with the Council's overall agenda.

In determining the appropriate classification and pay range for this position, comparisons were made with other investigator/auditor positions in the City. The following table summarizes those comparisons.

Title	Nature of Work	Minimum Requirements
Fire and Police Commission Risk Auditor 2FX (\$48,670 - \$67,616)	Assist in detecting, analyzing and deterring risk in the Milwaukee Police and Fire Departments by working with the City Attorney's Office to analyze and review claims and suits filed against the Fire and Police Departments to evaluate legal issues and assess risk. This position also detects and analyzes operational activities and processes to identify unusual trends and risk indicators and make recommendations to the Risk Manager to deter risk and improve desired goals.	Bachelor's degree in risk management, finance, economics, business management, statistics, computer science and/or a related field and two years of experience in data research, collection and analysis and/or functions related to the position.
Auditor 2GX (\$51,469 - \$72,063)	Conduct and assist with audits of City departments, operations and agencies according to Internal Audit's risk-based audit plan. Duties include evaluating internal controls, risks, processes, efficiencies, effectiveness of programs and functions, and compliance with applicable laws, regulations, management policies, industry best practice, and standard accounting practices.	Bachelor's degree in accounting, finance or a related field from an accredited college or university and two years of progressively responsible professional auditing experience gained in an internal or external auditor position.
Legislative Fiscal Analyst – Senior 2GX (\$51,469 - \$72,063)	Conduct research, drafts bills, analyze budget items and perform fiscal review and other related duties for the Common Council and City agencies. Duties include drafting ordinances and resolutions for Common Council action, providing background papers on potential budget issues for Common Council member consideration, and evaluating budget requests and preparing budget amendments.	Bachelor's degree in business, public administration, economics, political science, urban affairs, urban planning, information science or closely related field and two years of experience conducting related research, evaluating budgets, performing fiscal reviews and doing management analysis.
Auditor Lead 2HX (\$54,865 - \$76,806)	The nature of the work is comparable with that of the Auditor classification. At the lead level, employees are required to assist with annual work plan development and supervising and monitoring staff auditors to ensure productivity and timely completion of projects.	Bachelor's degree in accounting, finance, or a closely related field from an accredited college or university and three years of progressively responsible professional auditing experience gained in an internal or external auditor position.
Legislative Fiscal Analyst – Lead 2HX (\$54,865 - \$76,806)	The nature of the work is comparable to the Legislative Fiscal Analyst Sr but at the "lead" level employees are expected to provide guidance and direction to less experienced personnel and work on most complex assignments.	Bachelor's degree in business, public administration, economics, political science, urban affairs, urban planning, information science or closely related field and three years of experience conducting related research, evaluating budgets, performing fiscal reviews and doing management analysis.

<p>Fire and Police Commission Investigator/Auditor 2HX (\$54,865 - \$76,806)</p>	<p>Investigate complaints filed against members of the Police and Fire Departments arising from misconduct, including violation of department rules, policies and procedures. They obtain and review documents; interview witnesses; collect, evaluate and analyze information from various sources; prepare investigative reports; and make recommendations to the Fire and Police Commission Executive Director.</p>	<p>Degree in criminal justice, police administration or related area and three years of experience investigating claims, administrative rule violations, or police misconduct.</p>
<p>Fire and Police Commission Risk Manager 2MX (\$75,478 - \$105,669)</p>	<p>Develop an external risk management plan for the Fire and Police Departments and work with key stakeholders to incorporate that plan into the greater city-wide risk management plan. Supervise the FPC Risk Auditor in analyzing areas of risk and recommending changes in policies and procedures to the departments and Commission. Other key responsibilities include: detecting, analyzing and deterring risk; drafting and proposing policies, procedures and control assessments; and evaluating the effectiveness of risk control measures.</p>	<p>Bachelor’s degree in risk management, finance, economics, business management, statistics, computer science or a related field and four years of experience in data research, collection and analysis and/or functions related to the position.</p>

**Recommendation**

In reviewing the comparisons presented above, it is clear that the general nature of the work to be performed and the level of complexity of the assignments of the Inspector General may be equivalent to that of the FPC Investigator/Auditor and Auditor Lead in the Fire and Police Commission and the Comptroller’s Office, respectively.

However, it is important to consider the fact that this position will independently define and recommend scopes of investigations and will be required to exert authority and responsibility over highly visible and sensitive matters. The independent nature of the work to be performed on behalf of the Common Council and the expectation that the position should carry authority to deal with key stakeholders at all levels of the organization warrant a higher level equivalent to the Legislative Research Supervisor in the City Clerk’s Office and the classification of Assistant City Attorney I in the City Attorney’s office with a pay range of \$58,462 - \$81,844.

The recommendation based on this review is to place the Inspector General position in Pay Range 21X with a footnote authorizing appointment anywhere in the range with the approval of the Chair of Finance and Personnel and the Director of Employee Relations. This recommendation supports the notion that this position is anticipated to be a significant part of the City’s internal management and control that will provide increased transparency and accountability to the community.

**Action Required – Effective Pay Period 1, 2019 (December 30, 2018)**

In the Salary Ordinance

Under Pay Range 21X:

Add the title “Inspector General (6)” and create the following footnote (6):

- (6) Recruitment at any rate in the pay range with the approval of DER and the Chair of the Committee on Finance and Personnel.

Prepared by:   
\_\_\_\_\_  
Maria Monteagudo, Employee Relations Director

**JOB EVALUATION REPORT**

City Service Commission Meeting: January 8, 2019

**Department of Public Works-Water Works**

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**Background**

The Milwaukee Water Works has requested a study of the rates of pay for Water Plant Operator positions. There are a number of titles that make up the water plant operating teams that utilize plant systems to meet production requirements for drinking water of the proper quality and quantity. At each water plant, these teams include a Water Plant Operations Supervisor, Senior Water Treatment Plant Operators, Water Systems Operators and Water Treatment Plant Operators. The previous Water Superintendent, Jennifer Gonda, had requested that the three operator titles be reorganized into two titles and that the market rates of pay for these positions be studied due to difficulty in recruiting and retaining employees. Current job descriptions were provided for these titles and staff met with Mark Scheller, Administration and Project Manager, Amy Hefter, Water Personnel Officer, and Dan Welk, Water Plants Manager.

This report therefore addresses the compensation for the titles of Water Treatment Plant Operator and Senior Water Treatment Plant Operator, as well as pay compression between the Water Plant Operations Supervisor and these direct reports. New rates of pay for these positions are based in part on an assessment of the cost of labor within southeastern Wisconsin as well as comparison to comparable positions in City government. To assist the department in recruiting for these positions, this report also recommends structured recruitment flexibility with approval from the Department of Employee Relations.

**Position Duties, Responsibilities, and Requirements of Water Treatment Plant Operator Classifications**

Water Plant Operations Supervisor

The two Water Plant Operations Supervisors manage the water treatment plant operations staff of two water treatment plants (Linwood Avenue and Howard Avenue), three major pumping stations, seven booster pumping stations, two elevated and four above-ground water storage facilities, and also coordinate schedules of staff for 24/7 coverage. The positions are responsible for ensuring that water treatment plant operations are in compliance with federal, state, and local water quality standards. Together these two positions supervise the work of 30 Senior Water Treatment Plant Operators and 6 Water Treat Plant Operators. Duties, responsibilities, and requirements include:

- 30% Assist the Water Plant Operations Manager in managing all water plant facilities to ensure the continuous, safe, economical, and efficient operations and maintenance of the Milwaukee Water Works plants systems; prepare, review, and assess all regulatory and required plant reports and record for the purpose of ensuring compliance with all federal, state and local water quality standards and regulations; supervise plant operations and employees; and manage rotating shift schedules to ensure adequate staff coverage of the two water treatment plants.
- 25% Prepare, review, and assess plant performance data to monitor and troubleshoot the automation process of the water treatment plants and water system operations to ensure processes are continuously meeting all operational and water quality standards in order to produce high quality drinking water and maintain established water system requirements.
- 15% Collaborate with the Water Plant Operations Manager in developing standard operating procedures; and coordinate activities and projects between plant operations and water systems operations to ensure consistent capacity and operational readiness to meet system requirements.
- 10% Manage projects to optimize water treatment operations at the plants including pumping, ozone, coagulation/sedimentation, filtration and disinfection; and ensure efficient operation of all pumping and booster station operations.
- 10% Ensure that the water treatment chemical inventory for the water treatment plants are properly maintained to ensure efficient and continuous operations and to meet all applicable regulations.
- 5% Review technical plans, specifications, and reports from engineering related to proposed or existing installation of equipment and report on functional adequacy and feasibility.
- 5% Act as Water Plant Operations Manager in their absence, respond to after-hours emergencies, and perform other related duties.

Minimum requirements include a bachelor's degree in environmental science, engineering, chemistry or related field and two years of experience in water treatment operations, water plant design, pumping, distribution or related water treatment experience. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

#### Senior Water Treatment Plant Operator

The Senior Water Treatment Plant Operator (SWTPO) leads the water plant operating team utilizing plant systems and operating personnel to meet production requirements for drinking water of the proper quality and quantity. The major focus of the position is pumps, treatment chemicals, filtration changes, plant integration, and overall process control. When designated as an 'Operator in Charge (OIC)', the SWTPO is accountable for the functioning of the entire treatment plant and directing the staff. The OIC is the team leader for the shift and is accountable for the activities of the operating team and the resulting impacts on plant performance and finished water quality. The OIC prioritizes work to be performed by the operating team during the shift and monitors the progress of that work. The OIC keeps operational records (operation log book, shift summary reports, etc.), reviews recordkeeping by operators, and ensures that it is complete and accurate. An outgoing shift OIC exchanges information with the incoming shift OIC to facilitate smooth transitions between shifts. OICs participate in the development of a training schedule and administration of training that is based upon their knowledge of the capabilities of the operators on the shift and the training needed by these operators. Duties, responsibilities, and requirements include:

- 70% Balance considerations of quality and quantity in a complex state-of-the-art drinking water treatment plant to maintain an ample supply of safe drinking water which meets all regulatory and Milwaukee Water Works requirements; maintain awareness of all aspects of the treatment process; determine and direct when filter and chemical feed changes are needed through assessment of water quality and plant process data as well as knowledge of interrelated treatment process; interpret telemetry signals and water quality data to identify and respond to trends or equipment failures; coordinate the activities of other operators on the



- shift; determine the validity and importance of alarms which relate to electrical, mechanical, computer or chemical feed equipment, and direct the operating team's response; and maintain knowledge and proficiency in operation of all plant systems and emergency backup protocols.
- 10% Maintain proficiency in performing and interpreting results of laboratory testing for process control parameters, including chlorine titration, ozone residual, turbidity, particle count, pH, and fluoride; and use and interpret jar test for chemical dosage determination.
  - 5% Monitor and promote workplace safety, ensure that operators comply with mandatory safety processes, and monitor the use of equipment.
  - 5% Identify and isolate chemical malfunctions in accordance with all safety regulations and procedures and rectify hazardous situations; and assess impact on treatment process and take steps to minimize effect on water quality.
  - 5% Participate in developing standard operating procedures including updates to existing procedures and development of new procedures; and facilitate involving operators in these efforts.
  - 5% Maintain proficiency in operation of all equipment at the water plant; perform preventive maintenance as required; and assist maintenance staff in diagnosing/troubleshooting equipment malfunctions.

Minimum requirements include an associate's degree in engineering, chemistry, biology, conservation, environmental science or a closely related field from an accredited college or university and one year of experience in the operation or maintenance of water treatment plant facilities such as drinking water, wastewater or beverage processing or three years of experience in the operation or maintenance of water treatment plant facilities such as drinking water, wastewater or beverage processing. Wisconsin Department of Natural Resources Surface Water Certification within nine months of appointment and throughout employment. City of Milwaukee Boiler License within nine months of appointment and throughout employment. Medical and physical certification for use of SCBA (self-contained breathing apparatus) within nine months of appointment and throughout employment. Valid Wisconsin driver's license at time of application and throughout employment. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

#### Water Systems Operator

The classification of Water Systems Operator previously had responsibility for operating pumping stations, storage facilities, and other infrastructure related to finished (potable) water systems to insure an adequate supply of potable water at the proper pressure. These previous duties have been integrated into the job responsibilities of the Water Plant Treatment Plant Operator and Senior Water Treatment Plant Operator.

#### Water Treatment Plant Operator

A Water Treatment Plant Operator is a member of the water plant operation team that ensures the production of safe drinking water which meets all regulations. The Water Treatment Plant Operator's primary responsibilities are the chemical delivery systems and filtration process. Duties, responsibilities, and minimum requirements include:

- 25% Conduct general chemical feed duties with minimal supervision. This includes but is not limited to: accept chemical deliveries; transfer chemicals; flush and lock-out tag-out chemical feed pumps, lines and tanks; calibrate chemical feed pumps; test run chemical feed pumps; and clean-up chemical storage areas and routine chemical spills.
- 20% Conduct general custodial duties including sweeping, mopping and cleaning, and general grounds maintenance including weeding and trash removal.
- 10% Perform monthly, quarterly, and annual safety checks.

- 10% Conduct filter bed maintenance including backwashes, media depth measurement, replacing surface wash nozzles, collecting core and media samples, and turbidity analysis.
- 10% Act as a crew leader as needed in the plant and at the pumping and booster stations.
- 10% Assist in plant projects including ozone generator purges and isolations, water pump isolation and testing, coagulation ad contact basin draining, pig ample lines and valve exercises.
- 5% Perform routine plant checks and record data on spreadsheets including pressures, vacuums, flows, levels, etc.
- 10% Conduct routine maintenance activities including flushing sample lines and cleaning screens, flushing out sump pits, maintaining fountains, and assisting in the annual flushing of the coagulation basins.

Minimum requirements include an associate’s degree in water technology, chemistry, environmental studies, or other related field or two years of experience operating or maintaining water treatment plant facilities such as drinking water, wastewater or beverage processing. Successful completion of Water Works’ laboratory training modules within six months of appointment. Medical and physical certification for use of SCBA (self-contained breathing apparatus) within six months of appointment. Valid Wisconsin driver’s license at time of application and throughout employment. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

**Recruitment and Retention Challenges for Water Treatment Plant Operator Positions**

In 2019, Milwaukee Water Works has the following position authority for Water Treatment Plant Operators at the Water Treatment Plants. This position authority is distributed across 24/7 rotating shifts.

Water Treatment Plant Operations Supervisor 2 Positions	1 Position North Plant 1 Position South Plant
Senior Water Treatment Plant Operator 30 Positions	18 Positions North Plant 12 Positions South Plant
Water Treatment Plant Operator 6 Positions	3 Positions North Plant 3 Positions South Plant

Over the past 5 years, the department has experienced significant turnover of staff in these titles including eight Senior Water Treatment Plant Operators, two Water Systems Operators (underfill title of Senior Water Treatment Plant Operator), and four Water Treatment Plant Operators. During the past five years, there have been five posted recruitments for these positions with the last two testing processes in 2017 yielding seven or fewer qualified candidates on both eligible lists.

**Cost of Labor Comparisons for Water Treatment Plant Operator Positions**

In conducting a market cost of labor analysis for these titles, staff considered the rates of pay from the Bureau of Labor Statistics (BLS); the Economic Research Institute (ERI), a salary survey service to which Employee Relations subscribes; and the 2017 American Water Works Association (AWWA) annual survey. This report takes into consideration these cost of labor comparisons in making recommendations on rates of pay later in this report.

The following tables provide wage information from BLS for Water and Wastewater Treatment Plant and System Operators in the greater Milwaukee metropolitan area:

**Water and Wastewater Treatment Plant and System Operators  
Milwaukee-Waukesha-West Allis Metro Area**

10 <sup>th</sup> Percentile	25 <sup>th</sup> Percentile	Median	75 <sup>th</sup> Percentile	90 <sup>th</sup> Percentile
\$43,462	\$53,734	\$62,638	\$73,909	\$82,069

Source: BLS. Published in May of 2017; aged by 2% to approximate 2018 rates.

BLS defines water and wastewater treatment plant and system operators as positions that manage a system of machines, often through the use of control boards, to transfer or treat water or wastewater.

The rates from ERI shown below reflect the minimum and maximum rates of pay at the 10<sup>th</sup>, 25<sup>th</sup>, mean, 75<sup>th</sup> and 90<sup>th</sup> percentiles of the labor market:

**ERI Market Data 2018  
Southeastern Wisconsin**

Water Treatment Operator Level of Expertise	10th Percentile	25th Percentile	Survey Mean	75th Percentile	90th Percentile
Level 1	\$43,107	\$47,208	\$52,680	\$57,856	\$63,138
Level 2	\$48,406	\$52,956	\$58,988	\$64,782	\$70,683
Level 3	\$55,469	\$60,624	\$67,422	\$74,057	\$80,795

ERI defines a Water Treatment Operator as a position that operates and controls treatment plant machines and equipment to purify and clarify water for human consumption and for industrial use. Also regulates flow of raw water into treatment plant by operating and controlling electric motors, pumps, and valves.

These rates from the AWWA show the national average salary range for water plant operators in large water treatment plants:

**AWWA Water Treatment Plant Operators  
Large Water Treatment Plants**

Water Treatment Plant Operator Level	Minimum	Midpoint	Maximum
Associate	\$38,743	\$49,391	\$58,773
Intermediate	\$46,776	\$58,093	\$69,334
Senior	\$53,791	\$67,498	\$80,648

The AWWA defines the levels of Water Treatment Plant Operator expertise as follows:

Associate

Under direct supervision, performs tasks related to the operation of a water treatment plant. Typically holds or is working on a first-level water treatment certification. Typically has 0-2 years of experience and may be an operator-in-training.

Intermediate

Operates and maintains a water treatment plant including maintenance of equipment, quality control/testing and day-to-day activities. Typically holds or is working toward an intermediate-level water treatment certification. Typically has 2-4 years of experience.

Senior

Operates and maintains a water treatment plant. Is fully qualified to perform the most complex functions and may direct the work of other operators. Typically holds a high-level water treatment certification. Typically has 5 or more years of experience and may act in a lead role, directing the activities of lower-level operators.

**Recommendations on Rates of Pay for Water Plant Operator Titles**

The recommendations that follow for individual titles take into consideration the market rates of pay comparisons as well as comparisons to current positions within City government.

Current	Water Treatment Plant Operator	PR 3GN (\$40,516 - \$48,248); recruitment at \$41,700
Recommended	Water Treatment Plant Operator	PR 2EN (\$45,306 - \$63,426); recruitment at \$47,208 • Structured recruitment flexibility with DER approval

The current rates of pay for the Water Treatment Plant Operator are low compared to local Milwaukee-area BLS and ERI survey data. This recommendation reallocates the title to the professional level Pay Range 2EN comparable to that of the Water Chemist title that also works within the City’s water treatment plants. To assist Milwaukee Water Works in recruiting candidates to this position and retaining current employees, the recommended minimum recruitment is \$47,208 with structured recruitment flexibility for candidates with specific job-related experience and credentials with DER approval.

Current	Senior Water Treatment Plant Operator	PR 3PN (\$48,820 - \$68,855)
Current	Water System Operator	PR 7LN (\$49,921 - \$60,663)
Recommended	Senior Water Treatment Plant Operator	PR 2GN (\$51,469 - \$72,063); recruitment at \$58,988 • Structured recruitment flexibility with DER approval • Additional 5% for peer training assignment • Additional 7% for Operator in Charge assignment

The current rates of pay for Senior Water Treatment Plant Operator are also low compared to local Milwaukee-area BLS and ERI survey data. The level of responsibility for this title spans that of both an intermediate and senior level operator. Employees that perform day-to-day training of new water plant operators and those that have the assignment of ‘Operator in Charge’ perform work with the highest levels of responsibility in the title.

This recommendation reallocates the Senior Water Treatment Plant Operator title to the professional level Pay Range 2GN comparable to that of the Lead Water Chemist title that also works within the City’s water treatment plants. To assist Milwaukee Water Works in recruiting candidates to this position and retaining current employees, the recommended minimum recruitment rate is \$58,988 with structured recruitment flexibility for candidates with specific job-related experience and credentials with DER approval.

Further, these recommendations include a 5% task rate for Senior Water Treatment Plant Operators assigned to provide critical day-to-day training of both new and current operators and also a 7% task rate when assigned to work as ‘Operator in Charge’. Designation to either of these assignments would be through an internal competitive process.

When designated as an ‘Operator in Charge’, a Senior Water Treatment Plant Operator is accountable for the functioning of the entire treatment plant and directing the staff. This assignment means the Senior Water Treatment Plant Operator is the team leader for the shift and is accountable for the activities of the operating team and the resulting impacts on plant performance and finished water quality. They must prioritize work to be performed by the operating team during the shift and monitor the progress of that work. This includes keeping operational records, reviewing the recordkeeping of other operators, and ensuring that it is complete and accurate. An employee with this assignment exchanges information with the incoming shift Operator in Charge to facilitate smooth transitions

between shifts. Other responsibilities include development of a training schedule and administration of training that is based upon their knowledge of the capabilities of the operators on the shift and the training needed by these operators.

Current	Water Plant Operations Supervisor	PR 1FX (\$62,338 - \$87,270)
Recommended	Water Plant Operations Supervisor	PR 1FX (\$62,338 - \$87,270); recruitment at \$74,225

In order to reduce pay compression between the Water Plant Operations Supervisors and the Senior Water Treatment Plant Operators this report recommends a minimum recruitment rate of \$74,225 for the Supervisor title. This rate will place the supervisory title slightly higher than the compensation rate of a Senior Water Plant Operator with an "Operator in Charge" assignment and therefore provide an incentive to take on the additional responsibility of the management title. The current Pay Range 1FX continues to be comparable to that of the Water Quality Operations Manager with supervisory oversight of the Water Quality positions at the Water Treatment Plants.

### Implementation of Recommendations

The Department of Employee Relations will work closely with Water Works' leadership to create the recommended structured recruitment matrices. These matrices will assist in recruiting and retaining employees and therefore apply to both new hires and to current employees that possess the appropriate credentials. This approach is critical in order to maintain equity in pay between new and current employees.

The recommended effective date of these recommendations is Pay Period 1, 2019 and the cost of implementing these recommendations is \$155,117 in salaries over a one year period of time. There may be other fiscal impacts for increases based on the structured recruitment flexibility, but as the credentials are still being developed, a fiscal impact is not yet known.

### Action Required – Effective Pay Period 1, 2019 (December 30, 2018)

#### In the Salary Ordinance

##### Under Pay Range 1FX:

Add a (7) designation to the title "Water Plant Operations Supervisor" and create the following footnote (7):

(7) Minimum recruitment is \$2,854.80 biweekly (\$74,224.80).

##### Under Pay Range 2EN:

Add the title "Water Treatment Plant Operator (19) and create the following footnote (19):

(19) Minimum recruitment is \$1,815.69 biweekly (\$47,207.94). Structured recruitment flexibility based on experience and credentials may be at any point in the range with DER approval.

##### Under Pay Range 2GN:

Add the title "Senior Water Treatment Plant Operator (13)" and create the following footnote (13):

(13) Minimum recruitment is \$2,268.77 biweekly (\$58,988.02). An employee assigned to peer training by a manager to be paid an additional 5% while performing that function. An employee assigned as 'Operator in Charge' by a manager to be paid an addition 7% while performing that function. Structured recruitment flexibility based on experience and credentials may be at any point in the range with DER approval.

##### Under Pay Range 3GN:

Delete the title "Water Treatment Plant Operator (4) (5) (6)" and footnotes (4), (5), and (6) in their entirety.

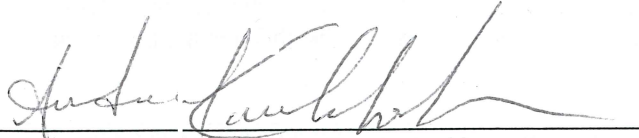
##### Under Pay Range 3PN:

Delete the title "Senior Water Treatment Plant Operator".

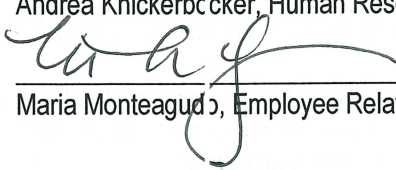
##### Under Pay Range 7LN:

Delete the title "Water System Operator".

Prepared By:

  
\_\_\_\_\_  
Andrea Knickerbocker, Human Resources Manager

Approved By:

  
\_\_\_\_\_  
Maria Monteagudo, Employee Relations Director

**JOB EVALUATION REPORT**

City Service Commission Meeting: January 8, 2019

**Milwaukee Health Department**

Current	Recommendation
Infectious Disease Epidemiologist PR 1GX (\$66,435 - \$93,010) One Position	Infectious Disease Program Manager PR 1GX (\$66,435 - \$93,010) One Position FN: Recruitment at \$74,823
New Position Position authority per CCFN 180001	Public Health Nurse Supervisor PR 1EX (\$58,462 - \$81,844) One Position FN: Recruitment at \$68,021
New Position Position authority per CCFN 180545	Nurse Educator PR 2HN (\$54,865 - \$76,806) Two Positions
Nurse Practitioner PR 2HN (\$58,157 - \$76,806) One Position	Career Ladder Position FN: Recruitment is at \$58,157
New Position Position authority per CCFN 181455	Program Assistant III PR 5IN (\$47,779 - \$54,669) One Position

Dr. Jeanette Kowalik, Commissioner of Health, has requested classification studies for several positions within the Milwaukee Health Department. In studying these positions, job descriptions were analyzed and discussions were held with Angela Hagy, Disease Control and Environmental Health Services Director; Kerry Mitchell, Health Personnel Officer (Temp.); and Lori Hoffman, Human Resources Analyst – Senior.

**Current: Infectious Disease Epidemiologist Pay Range 1GX (\$66,435 - \$93,010) 1 Position**  
**Recommended: Infectious Disease Program Manager Pay Range 1GX (\$66,435 - \$93,010) 1 Position**  
**FN: Recruitment at \$74,823**

This position provides oversight for both the Communicable Disease Control and Immunization area and the area of Tuberculosis Prevention and Care, including both of its supervisors and their staff members. In May of 2017, the position of Public Health Nurse Supervisor was reallocated from Pay Range 1DX (\$54,865 - \$76,806) to Pay Range 1EX (\$58,462 - \$81,844) with a minimum recruitment rate of \$68,021. This reallocation has resulted in pay compression as the Public Health Nurse in the area of Communicable Disease Control and Immunization now has a higher recruitment rate that of the Infectious Disease Epidemiologist who has management oversight of both infectious disease programs.

This report makes two recommendations related to this position. The first is a title change to Infectious Disease Program Manager to indicate the position’s management oversight of both Communicable Disease Control and Immunization and Tuberculosis Prevention and Care. The second is a minimum recruitment rate of \$74,823 for this Infectious Disease Program Manager (PR 1GX \$66,435 - \$93,010) in order to minimize pay compression with the Public Health Supervisor (PR 1EX \$68,021- \$81,844) in charge of Communicable Disease Control and Immunization. The \$74,823 minimum represents a 10% higher rate than the minimum rate of Public Health Nurse Supervisor.

<b>Current:</b>	<b>New Position</b>		
<b>Recommended:</b>	<b>Public Health Nurse Supervisor</b>	<b>Pay Range 1EX (\$58,462 - \$81,844)</b>	<b>1 Position</b>
		<b>FN: Recruitment at \$68,021</b>	

This new position, as part of Clinic Operations, will strive to achieve high patient satisfaction and productivity at MHD’s on-site clinics and community testing events. It will assure the success of the agency through effective management of personnel, budgets, and electronic health record systems. The duties and responsibilities of this position are further detailed below as are the estimated percentages of time spent on these functions.

Clinic Operations.....40%

- Oversee the operational aspects of clinic operations by providing direct supervision to a team of employees.
- Coordinate and supervise monthly clinic staff meetings.
- Provide management with information and reports as needed to prepare for annual budget.
- Plan, organize, coordinate, and direct all clinic operations and services related to sexual and reproductive health.
- Initiate and implement quality improvements that enhance clinical services, appointment scheduling, provider productivity, and billing revenue.
- Increase clinic visibility internally and externally.
- Assure clinic practice integrity.
- Promote employee development, results accountability, input in decision-making, participation in Public Health Clinic initiatives, and create and promote an adaptive, diverse, and inclusive workforce.
- Assist with the development and updating of new and existing program policies.
- Align resources and use data to evaluate outcomes.
- Work collaboratively on matters of billing, data analytics, and support services teams.
- Strengthen community partnerships to achieve program goals; identify opportunities to better serve patients.
- Work collaboratively and creatively on outreach and promotion of clinic services.
- Serve as technical support expert in use of the department’s electronic health record system.
- Train staff and audit utilization of the electronic health record system to assure record integrity.

Staff Supervision.....40%

- Supervise, assign, and schedule a multidisciplinary professional, technical, and administrative staff.
- Determine the appropriate levels of staffing necessary to provide services.
- Orient, teach, coach, mentor, and guide staff to assure safe practice and quality of services.
- Provide an objective and honest evaluation of staff at 30/60/90 days’ employment and annually as required.
- Recommend personnel actions, including discipline.
- Assess staff development needs to maintain best practices in current public health and nursing practice.
- Conduct interviews and make recommendations for hiring candidates for a variety of positions.
- Act as advisor/mentor and supervisor for clinic nursing issues and concerns.
- Develop standards and procedures for evaluating services.
- Assume oversight relative to the quality of clinical practices and service delivery.
- Manage administrative processes (payroll processing, mileage, time cards) in an accurate and timely manner.
- Monitor employee time off and schedule changes to assure adequate staffing.

Compliance & Safety.....10%

- Assist in assuring compliance with legislation and regulations related to health care clinics (e.g. HIPAA, OSHA).
- Maintain current knowledge of professional licensing and scope of practice requirements for clinical staff, ensuring that staff maintains required licenses and credentials.
- Provide leadership and follow up with regard to incidents, errors, and other patient service issues as needed.
- Oversee appropriate actions related to safety and emergency preparedness.
- With support, implement clinical policies and protocols and documentation of clinic processes.



- Support compliance with all state and federal laws related to clinical operation.

Customer/Patient Service.....10%

- Receive and communicate information about new policies and protocols, updates in client services or current health information and trends.
- Provide customer service support to patients and others as needed.
- Stay informed on clinic best practices.
- Ensure clinic is accessible for all patients.
- Contact patients and provide leadership and follow-up with regards to incidents, errors, and other patient service issues as needed.
- Participate in community education activities (e.g. HIV, family planning, reproductive health).

Minimum requirements include a bachelor's degree in nursing; three years of experience in public or community health; and experience in at least two of the following areas: (1) health care clinic administration, (2) HIV/STI prevention and clinic services, (3) immunization services, (4) family planning services and teen pregnancy prevention, (5) health education services, (6) electronic health records and data analytics. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

This position will perform work comparable to the Public Health Nurse Supervisors found in other areas of the Health Department such as the Lead Poisoning Control Program, Nurse Family Partnership Program, and Prenatal Care Coordination/Child Care Coordination/Newborn Screening Program. We therefore recommend this new position be classified as Public Health Nurse Supervisor in Pay Range 1EX (\$58,462 - \$81,844).

<b>Current:</b>	<b>New Position</b>		
<b>Current:</b>	<b>Nurse Practitioner</b>	<b>Pay Range 2HN (\$58,157 - \$76,806)</b>	<b>1 Position</b>
		<b>FN: Recruitment at \$58,157</b>	
<b>Recommended:</b>	<b>Nurse Educator</b>	<b>Pay Range 2HN (\$54,865 - \$76,806)</b>	<b>2 Positions</b>
		<b>FN: Recruitment at \$58,157</b>	

These positions, under limited supervision, serve as a lead nurse and take a leadership role in clinic operations and in providing clinical care to clients. They are responsible for coordinating the orientation and training of nurses, medical assistants, and students throughout the onboarding process and *assuring* they are competent in performing their job duties and adhering to medical orders and clinic protocols. The duties and responsibilities of these two positions are further detailed below as are the estimated percentages of time spent on these functions.

Nurse Educator.....10%-30%

- Assess, plan, implement, and evaluate competency-based orientation and education programs for new staff and learners.
  - Provides didactic, experiential and skill-based training and orientation.
  - Review/revise competency validation tools in collaboration with advanced practice and operational leaders.
  - Follow up with new staff to evaluate competency progression and organizational assimilation.
  - Partner with leaders to develop individualized learning plans for new staff that need additional assistance to successfully complete orientation.
- Perform needs assessments and gap analyses to ascertain needs for ongoing education and competency validation.
  - Develop and distribute needs survey to staff, obtain data and conduct analysis at least annually.
  - Participate in unit/department/specialty improvement work, including data collection, in relation to educational needs.

- Provide recommendations for educational needs.
- Develop annual plan for ongoing competency validation and education.
  - Collaborate with leaders to acquire and analyze data to develop a plan for competency validation of unit/department/specialty staff.
  - Plan and implement competency validation program.
  - Develop plan in collaboration with leaders for mandatory, required, continuing, and professional development education offerings.
  - Partner with organizational team to publish and disseminate education calendar.
  - Ensure that regulatory requirements related to education and competencies are met.
- Develop and implement education.
  - Utilize adult learning principles and a creative, innovative approach to education to engage learners.
  - Consider factors related to safety, effectiveness, and cost in planning and delivering educational activities.
  - Collaborate with content experts (e.g. Medical Director, Director of Nursing DCEH management).
  - Initiate, develop, implement, and evaluate educational offerings for mandatory and continuing education.
  - Develop and oversee in-services on new products, policies, procedures, and equipment.
- Facilitate tracking and reporting of competencies and education.
  - Obtain and disseminate reports to leaders for education/competency completion.
  - Assist leaders in tracking and reporting completion of mandatory/required education/competencies.
  - Ensure that educational records of staff contain essential regulatory information.

Lead Nurse.....10-30%

- Adjust client flow and clinic staffing to meet the dynamic needs of the clinic.
- Troubleshoot issues that arise in the day-to-day operation of the sexual and reproductive health clinic including adjustments to the number of clients accepted, clinic flow, and staffing, etc. in response to changing priorities.
- Utilize the nursing process to make ongoing evaluations of patients' acuity, assessments of nursing staff workload, and anticipate fluctuations in clinic flow.
- Facilitate client patient flow including triaging and prioritizing care coordination as needed.
- Employ effective decision-making behaviors that are used to safely balance changes in patient acuity, experience, and competency of the staff nurses to ensure safe and adequate staffing.
- Serve as a clinical leader and resource, collaborating with the interdisciplinary team to facilitate care delivery.
- Assume a patient assignment as determined by the needs of the clinic.
- Assist in addressing opportunities for assuring regulatory compliance, quality effectiveness and a satisfactory patient experience.
- Assess, plan, implement, and evaluate nursing care for clinic patients.

Sexual and Reproductive Health Nurse Specialist.....30-70%

- Interview patients to obtain general and sexual health histories.
- Perform appropriate physical examinations and identify deviations from norms in patient physical condition.
- Order appropriate lab tests and collections in conjunction with medical standing orders or clinic protocols.
- Consult with physicians as directed.
- Identify need to treat asymptomatic contact with sexually transmitted infection (STI) cases.
- Administer appropriate treatment under medical standing orders and program protocols.
- Counsel patients and contacts regarding risk reduction to STIs including human immunodeficiency virus (HIV).
- Provide one-on-one educational services for patients regarding diagnosis and treatment.
- Evaluate patients to determine adequacy of treatment and presence of adverse reactions to medications.
- Refer patients as directed to medical, nursing, or community resources.
- Orient and instruct other nursing staff in program protocols and clinic procedures.
- Maintain necessary medical records and clinical care documentation.

- Perform related work as required.
- Assure consistent, current, and culturally sensitive care and health care education.

Program Leadership/Coordination.....10%

- Evaluate programs and make recommendations to administration concerning programming and policies.
- Participate in relevant local, state, and community boards, committees and other community outreach activities to promote understanding and support of program services.
- Coordinate and integrate program activities with other nursing programs, MHD divisions, allied agencies, service providers, and community groups.
- Provide technical expertise to MHD staff in the interpretation of program policy, procedures, and protocols.
- Coordinate nursing student presentations and learning experiences.
- Engage in specialized programs, projects, and research in the field of reproductive and sexual health or communicable disease.
- Assist in updating medical orders based on STI guidelines.
- Participate in continuous quality assurance at MHD.

Minimum qualifications include a bachelor’s degree in nursing, graduation from an accredited State Board of Nursing Program, a master’s degree, graduation from an accredited Nurse Practitioner Program and certified by the American Nurses Credentialing Center (ANCC) or the American Academy of Nurse Practitioners, current Nursing Registration in the State of Wisconsin, current certification as a Nurse Practitioner in the State of Wisconsin, current Basic Life Support (BLS) certification, valid State of Wisconsin driver’s license, and properly insured personal vehicle for on-the-job use. This position also requires completion of a comprehensive training program for the prevention of sexually transmitted diseases mandated by the Center for Disease Control (CDC) and National Incident Management System (NIMS)/Incident Command System (ICS) 100, 200 and 700.a within six months of hire. These requirements have not yet been assessed by the Staffing Division.

This new position—as well as the current position entitled Nurse Practitioner—are not the typical Nurse Practitioners one may encounter in the field. A Nurse Practitioner is an Advanced Practice Registered nurse who is responsible for prescribing medication, examining patients, and providing treatment. As the department looks to hire a bona fide Nurse Practitioner in the future, we look to more accurately classify the currently titled Nurse Practitioner position along with a new position that will perform similar duties. “Nurse Educator” has been deemed most appropriate as employees holding this title often have valuable knowledge and experience in the field and use these skills to teach and train nurses as well as design, evaluate, and update training curriculum. Each of these Nurse Educators will have their designated area of emphasis but will be cross-trained to lead in educational efforts and develop and maintain clinic medical orders.

We therefore recommend these positions be newly classified as Nurse Educator in Pay Range 2HN (\$54,865 - \$76,806) with the same footnote designation allowing recruitment at the rate of \$58,157 as the current classification holds.

<b>Current:</b>	<b>New Position</b>		
<b>Recommended:</b>	<b>Program Assistant III</b>	<b>Pay Range 5IN (\$47,779 - \$54,669)</b>	<b>1 Position</b>

This position will provide administrative and programming support for the ReCAST MKE Initiative. ReCAST MKE is a program funded through a grant from the Substance Abuse and Mental Health Services Administration (SAMSHA) which is focused on preventing trauma and promoting health among youth ages 12-24. The position will support the day-to-day implementation of ReCAST activities and other programs within the Office of Violence Prevention (OVP). The duties and responsibilities of this position are further detailed below as are the estimated percentages of time spent on these functions.

Administrative.....25%

- Manage administrative tasks related to program implementation including documentation, logistics, and program monitoring.
- Coordinate processes for project management and coordination across multiple partners and projects using project management software.
- Document meeting and event notes and outcomes electronically and on flip chart paper.
- Transcribe notes and other pertinent information for planning and distribution.
- Coordinate event planning, logistics, and activities.
- Support fiscal management/contracting and reporting to the funding source as needed.

Program Support.....50%

- Staff information and resource tables promoting OVP and ReCAST related resources.
- Build on existing efforts to identify, classify, and assess behavioral health and other culturally competent, trauma-informed resources for youth and their families.
- Develop an easy interface for other youth-serving professionals to access information about these resources.
- Engage community and institutional partners to participate in department coalitions and strategy meetings.
- Develop a series of learning experiences for youth-serving professionals that increases their capacity to appropriately refer high-risk youth and their families to resources, including referrals to culturally competent, trauma-informed behavioral health services.
- Assist in the coordination of a professional development calendar of learning experience (trainings, workshops, shadowing, coaching).
- Represent the department at community coalition and other program-related meetings as assigned.
- Visit department-funded organizations to monitor implementation of project requirements.
- Coordinate with all ReCAST project staff on a regular basis to support project goals, monitoring, and reporting.

Communications Support.....25%

- Help coordinate OVP and ReCAST MKE social media and other digital communications platforms.
- Produce digital updates using communication software such as Constant Contact and Spark Post.
- Update OVP website with support from the City of Milwaukee’s Information Technology Management Division.

Minimum requirements include one year of youth or community program experience, good writing and communication skills, and proficiency in the use of Microsoft Office suites and social media.

In determining the proper classification for this position, comparisons were made to other City positions including the following:

Classification	Function
Milwaukee Plays Program Coordinator Pay Range 2DN (\$42,500 - \$59,498) DPW – Infrastructure – Bridges & Buildings	Review existing literature, contextualize program to community, strategize design input, support evaluation, draft 1-2 page briefs, collect data, coordinate meetings.
Health Information Specialist Pay Range 2CN (\$45,473 - \$55,825) Milwaukee Health Department	Fulfill electronic documentation, perform quality control of billing/data entry, provide technical assistance, generate reports, and perform data analyses/assessments.
Program Assistant III Pay Range 5IN (\$47,779 - \$54,669) Department of Administration	Take meeting notes, assist in implementing citywide initiatives, manage correspondence, serve as liaison, schedule meetings, and represent department at events.
Administrative Services Coordinator Pay Range 5JN (\$49,344 - \$57,144) Department of Employee Relations	Organize CSC functions/agenda, handle logistics, review appeal requests, communicate with commissioners & court reporters, and consult with appellants.

Market data was also analyzed using the Economic Research Institute (ERI) salary service. Based upon the duties and responsibilities, it has been determined that this new Health Department position most closely relates to the ERI title of Health Education Program Coordinator. This title's typical functions are to design, develop and implement program activities/curriculum centered around educating people on the benefits of a healthy lifestyle; research health trends and best practices for various health subjects; assist with marketing and outreach initiatives to expand program base; perform various administrative tasks required to maintain health education programs; and schedule and provide support in the design and implementation of health workshops and seminars. The following annual rates are surveyed throughout all industries within a 30-mile radius of the City of Milwaukee:

Years of Experience	10 <sup>th</sup> Percentile	25 <sup>th</sup> Percentile	Survey Mean	75 <sup>th</sup> Percentile	90 <sup>th</sup> Percentile
1	\$38,280	\$41,074	\$44,937	\$48,320	\$51,952
2	\$39,700	\$42,585	\$46,574	\$50,093	\$53,866
3	\$41,107	\$44,083	\$48,202	\$51,093	\$55,772
4	\$42,492	\$45,562	\$49,814	\$53,610	\$57,657
5	\$43,848	\$47,013	\$51,400	\$55,330	\$59,510
6	\$45,170	\$48,432	\$52,950	\$57,011	\$61,321
7	\$46,454	\$49,812	\$54,457	\$58,645	\$63,082

This new position in the Health Department best fits within *Section 5: Paraprofessionals* of the Salary Ordinance due to its combination of administrative and professional support. It most closely fits within the Program Assistant series wherein employees serve as a “bridge” between a number of office support job series and professional occupations. Program Assistants perform a variety of duties and responsibilities to support a significantly complex program or area of operations within a City department. The Program Assistant III classification is suggested as the position is required to develop learning experiences and have extensive communication responsibility with community partners and through social media. To place the position at this level also places it amongst the ERI survey mean spread of one to seven years’ experience.

We therefore recommend this new position in the Health Department be classified as Program Assistant III in Pay Range 5IN (\$47,779 - \$54,669).

**Action Required – Effective Pay Period 1, 2019 (December 30, 2018)**

In the Salary Ordinance

Under Pay Range 1GX:

- Delete the title of “Infectious Disease Epidemiologist”.
- Add the title of “Infectious Disease Program Manager (9)” and create the following footnote (9):
- (9) Recruitment is at \$2,877.81 biweekly (\$74,823.06).

Under Pay Range 2HN:

- Delete the title of “Nurse Practitioner (11)”.
- Add the title of “Nurse Educator (11)”.

In the Positions Ordinance

Under Health Department, Office of Violence Prevention:

- Delete one position of “ReCAST Program Coordinator”.
- Add one position of “Program Assistant III (H)(X)”.

Under Disease Control and Environmental Health Services Division, Bioterrorism-CDC Public Health Preparedness Grant (A):

Delete the position of "Infectious Disease Epidemiologist (X)(Y)(A)(T)".

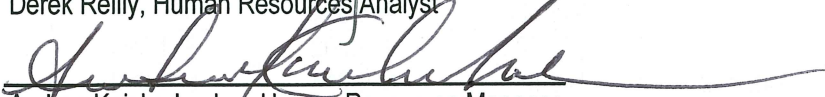
Add the position of "Infectious Disease Program Manager (X)(Y)(A)(T)".

Under Sexually Transmitted Disease Clinic:

Delete two positions of "Nurse Practitioner (X)(U)".

Add two positions of "Nurse Educator (X)(U)".

Prepared by:   
Derek Reilly, Human Resources Analyst

Reviewed by:   
Andrea Knickerbocker, Human Resources Manager

Reviewed by:  <sup>dr</sup>  
Maria Monteaquedo, Employee Relations Director

**JOB EVALUATION REPORT**

City Service Commission Meeting: January 8, 2019

**Milwaukee Public Library**

Current	Recommendation
New Position	Library Marketing Specialist PR 2EN (\$45,306 - \$63,426) One Position

Paula Kiely, Milwaukee Public Library Director, has requested a classification study for a new position within the Communications and Marketing Section of the Administrative Services Decision Unit. In studying this position, job descriptions were analyzed and discussions were held with Eileen Force-Cahill, Community Relations and Engagement Director, and Victoria Robertson, Human Resources Officer.

**Background**

This position was created in the 2017 Milwaukee Public Library (MPL) budget with the intention it would promote MPL services to the community through digital communication in line with current and future marketing strategies. Compensation Services received a request from MPL to classify this position in November 2018.

**Duties & Responsibilities**

This position will collaborate with both the Communications and Marketing Section and the Web Steering Team to maintain the MPL website, contribute to the department’s digital marketing strategy, and develop dynamic content. Its duties and responsibilities include:

60% Marketing and Communications

- Develop a comprehensive understanding of all MPL offerings, including programs and special collections.
- Collaborate with staff, the MPL Foundation, community partners, and advertising/promotional agencies to effectively execute marketing strategies in line with MPL’s mission and vision.
- Design and coordinate strategies to promote MPL to the community through marketing its products and services to residents of the City of Milwaukee and beyond.
- Plan and execute special events and media opportunities to support programs and services.
- Serve as the lead for designing marketing strategy and materials for teen programming.
- Create, plan, design, and maintain content on MPL’s website, including program-specific pages, photo galleries, and scheduling to engage target audiences via the most appropriate tools and sources.
- Continuously evaluate the MPL website and identify opportunities for improvement.
- Plan, design, and implement social media marketing campaigns, including paid advertising opportunities for specific programs and events.
- Identify new trends and products, test and advocate for change as needed.
- Train staff to use MPL’s web content management system.
- Create and maintain photo archives for MPL programs and events, including staff activities.

15% MPL Branding

- Manage the style guide for MPL brand identity and ensure MPL brand is used properly on all materials (i.e. pens, pencils, magnets, t-shirts, etc.)
- Provide recommendations for promotional products and work with vendors and other parties to procure the product, including all artwork and delivery.

15% Digital and General Print Signage

- Coordinate all digital signage with MPL's information technology team and other vendors.
- Coordinate interior and exterior print signage requests for special events, displays, library shelving, etc.
- Design signage.
- Secure vendors for what the library system is unable to produce in-house.

10% Communications and Marketing Inquiries

- Respond to general inquiries regarding library events and programs from the public and library system.
- Serve as marketing and communications representative on various internal and external committees.
- Prepare and distribute reports and correspondence.
- Serve as back-up contact to the Community Relations and Engagement Director for media inquiries.

Minimum requirements include a bachelor's degree in business administration, marketing, journalism, or closely related field; and two years of related experience in website maintenance, graphic design software, and photo editing with programs such as Adobe Creative Suite (especially Acrobat Pro, InDesign, Illustrator, and Photoshop), Microsoft Office Suite, Evanced, or other applications. A valid Wisconsin driver's license is also required. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

### Analysis

In determining the proper classification for this position, comparisons were made to related City positions including the following:

Title: Graphic Designer II Pay Range: 2BN (\$43,733 - \$52,391) Department: Common Council-City Clerk	<u>Function:</u> Prepare and produce visual communications such as flyers, signs, displays; assist in marketing campaigns; design content for webpages; and consult with vendors.
Title: Media Specialist Pay Range: 2CN (\$45,013 - \$55,825) Department: Milwaukee Fire Department	<u>Function:</u> Storyboarding, scriptwriting, videography, microphone operation, video editing, disc authoring/mastering, file maintenance, music selection, and materials acquisition.
Title: Media Producer (2018 positions) Pay Range: 2EN (\$50,053 - \$64,339) Department: Milwaukee Police Department	<u>Function:</u> Provide outreach through web/social media; clear copyrights; design and light sets; storyboard and outline production; and write reports/grants and manage budget.
Title: Water Marketing Specialist Pay Range: 2FX (\$48,670 - \$67,616) Department: Milwaukee Water Works	<u>Function:</u> Raise awareness of water quality, quantity, and value; outreach to businesses; prepare educational materials; develop presentations; and monitor customer response.

Market data was also analyzed using the Economic Research Institute (ERI) salary service. A hybrid of titles was used as this new MPL position doesn't accurately reflect one title. Titles that share functions with this position have been weighted based on the extent of time spent and scope of responsibility within a given title. The titles, weights, and like functions are detailed in the table below:



Title	Weight	Like Functions
Marketing Associate	60%	Support range of marketing activities; interact with advertising representatives and vendors; coordinate event management; and ensure prompt customer service.
Social Media Analyst	15%	Manage social media campaigns; identify trends and incorporate them into posts; oversee feeds; and develop compelling content to expand awareness.
Web Author	15%	Conceive and develop written and graphic content for a website; monitor trends; attract visitors; and gather information to determine content.
Graphic Designer	10%	Plan content, graphic aspects and presentation of material, product, or service; and utilize graphic software to design and produce finished artwork or product.

The following annual rates for this hybrid of titles have been surveyed throughout all industries within a 30-mile radius of the City of Milwaukee:

Years of Experience	10 <sup>th</sup> Percentile	25 <sup>th</sup> Percentile	Survey Mean	75 <sup>th</sup> Percentile	90 <sup>th</sup> Percentile
1	\$37,312	\$40,470	\$44,651	\$48,574	\$52,706
2	\$39,863	\$43,171	\$47,634	\$51,892	\$56,344
3	\$42,309	\$45,808	\$50,588	\$55,170	\$59,931
4	\$44,636	\$48,359	\$53,448	\$58,336	\$63,394
5	\$46,838	\$50,792	\$56,167	\$61,340	\$66,676
6	\$48,914	\$53,081	\$58,716	\$64,155	\$69,750
7	\$50,852	\$55,211	\$61,085	\$66,769	\$72,601
8	\$52,648	\$57,182	\$63,273	\$69,181	\$75,232

The rates of Pay Range 2EN (\$45,306 - \$63,426) are in line with the ERI mean pay rates for one to eight years of experience. While the titles in Pay Range 2EN are not an exact match to this new position's essential functions, the levels of responsibility are very similar. The closest comparable is that of the Police Department's Media Producer that dealt with technology-based platforms (positions funded through 2018). This report does however recommend the actual minimum and maximum rates of pay for Pay Range 2EN (\$45,306 - \$63,426) as opposed to the Police Department's Media Producer footnoted rates as the actual pay range rates are more in line with the market rates of pay.

As the duties and responsibilities for this position are unique to MPL, a title exclusive to MPL is deemed most appropriate.

### **Recommendation**

We therefore recommend that this new position in the Milwaukee Public Library be classified as Library Marketing Specialist in Pay Range 2EN (\$45,306 - \$63,426).

### **Action Required – Effective Pay Period 1, 2018 (December 31, 2017)**

#### In the Salary Ordinance

Under Pay Range 2EN:

Add the title "Library Marketing Specialist".

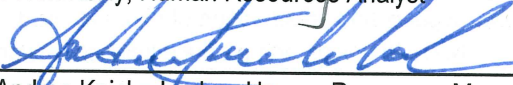
In the Positions Ordinance

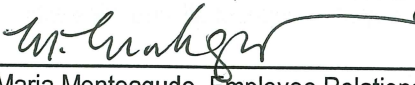
Under Library, Administrative Services Decision Unit, Communications and Marketing Section:

Delete one position of "Media Specialist".

Add one position of "Library Marketing Specialist".

Prepared by:   
Derek Reilly, Human Resources Analyst

Reviewed by:   
Andrea Knickerbocker, Human Resources Manager

Reviewed by:   
Maria Monteagudo, Employee Relations Director



# City of Milwaukee Fiscal Impact Statement

**A** **Date** 1/4/2019 **File Number** 181401  **Original**  **Substitute**  
**Subject** Communication from the Department of Employee Relations relating to classification studies scheduled for Commission action

**B** **Submitted By (Name/Title/Dept./Ext.)** Sarah Trotter / Human Resources Representative / Employee Relations / x2398

**C** **This File**

- Increases or decreases previously authorized expenditures.
- Suspends expenditure authority.
- Increases or decreases city services.
- Authorizes a department to administer a program affecting the city's fiscal liability.
- Increases or decreases revenue.
- Requests an amendment to the salary or positions ordinance.
- Authorizes borrowing and related debt service.
- Authorizes contingent borrowing (authority only).
- Authorizes the expenditure of funds not authorized in adopted City Budget.

**D** **Charge To**

- Department Account
- Capital Projects Fund
- Debt Service
- Other (Specify) \_\_\_\_\_
- Contingent Fund
- Special Purpose Accounts
- Grant & Aid Accounts

	Purpose	Specify Type/Use	Expenditure	Revenue
<b>E</b>	Salaries/Wages		See attached spreadsheet	\$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
		<b>TOTALS</b>		<b>\$ 0.00</b>

F

Assumptions used in arriving at fiscal estimate. \_\_\_\_\_

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.

- |                                    |                                    |       |
|------------------------------------|------------------------------------|-------|
| <input type="checkbox"/> 1-3 Years | <input type="checkbox"/> 3-5 Years | _____ |
| <input type="checkbox"/> 1-3 Years | <input type="checkbox"/> 3-5 Years | _____ |
| <input type="checkbox"/> 1-3 Years | <input type="checkbox"/> 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 8, 2019  
Finance and Personnel Committee Meeting of January 9, 2019

**NEW COSTS FOR 2019**

No. Pos.	Dept	From	PR	To	PR	Present Annual	New Annual	New Costs	Rollup	Total Rollup+ Sal
1	Common Council/City Clerk	New Position	N/A	Inspector General*	2IX	N/A	N/A	N/A	Partial Year Funding in 2019 Budget	
1	DPW-Water Works	Water Plant Operations Sup	1FX	Water Plant Operations Sup (+ rec rate)	1FX	\$68,323	\$74,225	\$5,902	\$1,003	\$6,905
1	DPW-Water Works	Senior Water Treatment Plant Opr.	3PN	Senior Water Treatment Plant Opr.	2GN	\$57,677	\$58,988	\$1,311	\$268	\$1,579
1	DPW-Water Works	Senior Water Treatment Plant Opr.	3PN	Senior Water Treatment Plant Opr.	2GN	\$53,871	\$58,988	\$5,117	\$1,046	\$6,163
1	DPW-Water Works	Senior Water Treatment Plant Opr.	3PN	Senior Water Treatment Plant Opr.	2GN	\$52,605	\$58,988	\$6,383	\$1,305	\$7,688
1	DPW-Water Works	Senior Water Treatment Plant Opr.	3PN	Senior Water Treatment Plant Opr.	2GN	\$51,808	\$58,988	\$7,180	\$1,468	\$8,648
2	DPW-Water Works	Senior Water Treatment Plant Opr.	3PN	Senior Water Treatment Plant Opr.	2GN	\$50,793	\$58,988	\$16,390	\$3,352	\$19,742
1	DPW-Water Works	Senior Water Treatment Plant Opr.	3PN	Senior Water Treatment Plant Opr.	2GN	\$50,456	\$58,988	\$8,532	\$1,745	\$10,277
3	DPW-Water Works	Senior Water Treatment Plant Opr.	3PN	Senior Water Treatment Plant Opr.	2GN	\$49,797	\$58,988	\$27,573	\$5,639	\$33,212
1	DPW-Water Works	Senior Water Treatment Plant Opr.	3PN	Senior Water Treatment Plant Opr.	2GN	\$48,820	\$58,988	\$10,168	\$2,079	\$12,247
2	DPW-Water Works	Senior Water Treatment Plant Opr.	3PN	Senior Water Treatment Plant Opr.	2GN	\$47,622	\$58,988	\$22,732	\$4,649	\$27,381
1	DPW-Water Works	Water System Operator	7LN	Senior Water Treatment Plant Opr.	2GN	\$58,362	\$58,988	\$626	\$128	\$754
1	DPW-Water Works	Water System Operator	7LN	Senior Water Treatment Plant Opr.	2GN	\$54,977	\$58,988	\$4,011	\$820	\$4,831
1	DPW-Water Works	Water System Operator	7LN	Senior Water Treatment Plant Opr.	2GN	\$54,371	\$58,988	\$4,617	\$944	\$5,561
1	DPW-Water Works	Water System Operator	7LN	Senior Water Treatment Plant Opr.	2GN	\$49,426	\$58,988	\$9,562	\$1,955	\$11,517
2	DPW-Water Works	Water System Operator	7LN	Senior Water Treatment Plant Opr.	2GN	N/A	N/A	N/A Title Change Only		
1	DPW-Water Works	Water Treatment Plant Opr.	3GN	Water Treatment Plant Opr.	2EN	\$44,227	\$47,208	\$2,981	\$610	\$3,591
4	DPW-Water Works	Water Treatment Plant Opr.	3GN	Water Treatment Plant Opr.	2EN	\$41,700	\$47,208	\$22,032	\$4,506	\$26,538
1	Health	Infectious Disease Epidemiologist	1GX	Infectious Disease Program Manager	1GX	\$66,435	\$74,823	\$8,388	\$1,426	\$9,814
1	Health	New Position	N/A	Public Health Nurse Supervisor	1EX	N/A	N/A	Included in File #180001		
1	Health	New Position	N/A	Nurse Educator	2HN	N/A	N/A	Included in File #180545		
1	Health	Nurse Practitioner	2HN	Nurse Educator	2HN	N/A	N/A	N/A Title Change Only		
1	Health	New Position	N/A	Program Assistant III	5IN	N/A	N/A	Included in File # 181455		
1	Library	New Position	N/A	Library Marketing Specialist**	N/A	N/A	N/A	Included in 2018 and 2019 Budgets		
32								\$163,505	\$32,944	\$196,449

Assume effective date is Pay Period 1, 2019 (December 30, 2018) unless indicated otherwise.

\*Assume effective date is Pay Period 1, 2019 (December 30, 2018) and that position is filled later in the year.

\*\*Assume effective date is Pay Period 1, 2018 (December 31, 2017).

**NEW COSTS FOR FULL YEAR**

No. Pos.	Dept	From	PR	To	PR	Present Annual	New Annual	New Costs	Rollup	Total Rollup+ Sal
1	Common Council/City Clerk	New Position	N/A	Inspector General*	2IX	N/A	N/A	N/A	Partial Year Funding in 2019 Budget	
1	DPW-Water Works	Water Plant Operations Sup	1FX	Water Plants Operations Sup (+ rec rate)	1FX	\$68,323	\$74,225	\$5,902	\$1,003	\$6,905
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1	DPW-Water Works	Water System Operator	7LN	Senior Water Treatment Plant Opr.	2GN	\$58,362	\$58,988	\$626	\$128	\$754
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2	DPW-Water Works	Water System Operator	7LN	Senior Water Treatment Plant Opr.	2GN	N/A	N/A	N/A Title Change Only		
1	DPW-Water Works	Water Treatment Plant Opr.	3GN	Water Treatment Plant Opr.	2EN	\$44,227	\$47,208	\$2,981	\$610	\$3,591
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1	Health	New Position	N/A	Nurse Educator	2HN	N/A	N/A	Included in File #180545		
1	Health	Nurse Practitioner	2HN	Nurse Educator	2HN	N/A	N/A	N/A Title Change Only		
1	Health	New Position	N/A	Program Assistant III	5IN	N/A	N/A	Included in File # 181455		
1	Library	New Position	N/A	Library Marketing Specialist**	N/A	N/A	N/A	Included in 2018 and 2019 Budgets		
32								\$163,505	\$32,944	\$196,449

Rates may not be to the exact dollar due to rounding.

