



## Department of Employee Relations

**Cavalier Johnson**  
Mayor

**Harper Donahue, IV**  
Director

**Renee Joos**  
Director  
Employee Benefits

**Nicole Fleck**  
Labor Negotiator

### Job Evaluation Report

City Service Commission Meeting: November 15, 2022

#### Employees' Retirement System

Current	Recommended
ERS-Disability Deputy Director PR 1JX (\$82,051 - \$114,879) (One Position)	Employees' Retirement System - Deputy Director PR 1QX (\$127,560 – \$178,577) FN: Minimum Recruitment \$150,520 and may be at any rate upon approval of DER and Chair of F&P. (One Position)
Pension Investment Analyst-Senior PR 2OX (\$87,472 - \$122,465) FN: Appointment may be at any rate upon approval of ERS Director and the Annuity and Pension Board. (Three Positions)	ERS Pension Investment Analyst V PR 2TX (\$120,339 - \$168,469) FN: Appointment may be at any rate upon approval of ERS Director and the Annuity and Pension Board. FN: Annual performance-based increases upon approval of the ERS Director and the Annuity and Pension Board. (Three Positions)
New Underfill Title	ERS Pension Investment Analyst IV PR 2SX (\$112,903 - \$158,060) FN: Appointment may be at any rate upon approval of ERS Director and the Annuity and Pension Board. FN: Annual performance-based increases upon approval of the ERS Director and the Annuity and Pension Board. (Underfill Title)
Pension Investment Analyst PR 2MX (\$76,988 - \$107,782) FN: Appointment may be at any rate upon approval of ERS Director and the Annuity and Pension Board. (Underfill Title)	ERS Pension Investment Analyst III PR 2RX (\$105,918 - \$148,289) FN: Appointment may be at any rate upon approval of ERS Director and the Annuity and Pension Board. FN: Annual performance-based increases upon approval of the ERS Director and the Annuity and Pension Board. (Underfill Title)
New Underfill Title	ERS Pension Investment Analyst II PR 2QX (\$99,369 - \$139,123) FN: Appointment may be at any rate upon approval of ERS Director and the Annuity and Pension Board. FN: Annual performance-based increases upon approval of the ERS Director and the Annuity and Pension Board. (Underfill Title)

Pension Investment Analyst-Associate PR 2KX (\$67,763 - \$94,870) FN: Appointment may be at any rate upon approval of ERS Director and the Annuity and Pension Board. (Underfill Title)	ERS Pension Investment Analyst I PR 2PX (\$93,232 - \$130,521) FN: Appointment may be at any rate upon approval of ERS Director and the Annuity and Pension Board. FN: Annual performance-based increases upon approval of the ERS Director and the Annuity and Pension Board. (Underfill Title)
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Note: Residents receive a rate that is 3% higher.

## Background

Employee Relations received a request from ERS Executive Director Bernard J. Allen to conduct a job evaluation study of the positions in the Employees' Retirement System. A number of ERS positions have already been approved for reallocation as a part of the business operations and human resources job study heard before the Committee on Finance and Personnel on September 14, 2022. This job evaluation study is the follow up report comprised of additional DER Compensation's recommendations for one leadership position and for the Pension Investment Analysts.

In his request, Mr. Allen notes that on behalf of the Annuity & Pension Board, that pursuant to Chapter 36 of the Milwaukee City Charter, the administration of the ERS resides with the Board and that it is an IRS tax-qualified retirement plan fiduciary with a duty of loyalty to exclusively serve the interest of ERS members and beneficiaries. This fiduciary duty under the Wisconsin law of trusts requires our legal system's highest standard of care.

Mr. Allen further stated that ERS is a City agency by state law under the governance of the Board (and is not a City department.) The ERS is essentially a specialized financial institution, unlike any other City government operations and competes for talent in the financial services employment market. Over many years the realities of the employment markets have created tension for the Board's ability to faithfully operate the pension system in accordance with its fiduciary duty due to previous constraints of the Salary Ordinance. For context, this constraint of the Mayor's salary cap has been lifted by action of legislation approved by the Common Council on September 20, 2022 and subsequently approved by the Mayor.

The Board is obligated to prudently oversee the investment of the approximately \$6 Billion of ERS trust assets, as well as its financial reporting, accounting and information technology systems. Accordingly, the Board must be able to attract and retain competent staff in these disciplines.

To assist DER in conducting this market study, Mr. Allen provided the results of a market survey conducted by the National Council of Public Employee Retirements Systems (NCPERS). NCPERS has approximately 400 member public pension plans.

The timing of this job evaluation study is critical as this fall the Board must determine the City's pension contributions requirements for the next five years. The City pension contribution requirements largely depend upon the Board's confidence level in its ability to attain its long-term expected investment return. The Board's confidence level in turn, depends on the prospects of retaining highly skilled, experienced, and credentialed investment and executive staff in order to do so.

## Position Descriptions and Recommendations

Current	ERS – Disability Deputy Director	PR 1JX (\$82,051 - \$114,879)	One Position
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Recommended	Employees' Retirement System - Deputy Director	PR 1QX (\$127,560 – \$178,577) FN: Minimum Recruitment \$150,520 and may be at any rate upon approval of DER and Chair of F&P.	One Position
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This position provides vision, leadership, and management of the disability department of the Employees' Retirement System (ERS). The incumbent will develop and implement initiatives that will enhance, improve, and ensure the management of disability applications, re-examinations, and that the general services of the Disability program follow legal requirements within Chapter 36 of the City Charter, as well as state and federal laws. This position has direct managerial oversight of the Disability Specialist Seniors who administer the daily disability operations of the ERS. This position will manage, review and coach, assign tasks, review their performance, and provide annual employment reviews of the Disability Specialist Seniors. This position will coordinate with the Medical Council and Medical Panel in the disposition of applications and re-examinations. The incumbent will be responsible to investigate, analyze and address special situations, reporting these situations to the Executive Director, suggesting solutions to the situations, and changing policies and methods to minimize organizational risk situations. Furthermore, this position will coordinate and facilitate coordination of the Disability program with the City Attorney's Office, Worker's Compensation, and the State Department of Workforce Development. The incumbent will prepare and present reports to the Executive Director regarding the status of applications and re-examinations, as well as the results of litigation. This position will analyze and respond to the impact of changing labor contracts and labor policies, legal interpretations and judicial rulings, and changes in the laws and ordinances that affect the administration of the Disability program. The incumbent will also strive to find solutions to problems, opportunities for improvement, and pursue a global effort to efficiently administer the program. This position will provide management of vendor relationships, administration of vendor contracts, selection of vendors, and coordination with vendors. This position also will act as a fiduciary to the fund. Duties and responsibilities include:

- 50% Supervise Disability Specialist Seniors – positions who administer the daily operations of the ERS; manage, review performance, provide direction, and act as a resource to the Disability Specialist Seniors; provide leadership in handling unusual and difficult circumstances in the daily operations of the administration of the Disability program; and review operations to identify organization risks and address those risks.
- 20% Plans, develops and performs research that analyzes the administration of the Disability program; provides quality assurance; ensures proper procedure in handling applications and re-examinations; finds improvements in processes that will facilitate the efficient processing of applications and re-examinations; reports to the Executive Director and the Annuity and Pension Board; and determines operational challenges, analyzes those challenges, and adapts the administration of the Disability program to meet those challenges.
- 15% Coordinates with vendors, Medical Council and Medical Panel, reviewers and hearing examiners; communicates with retirees, retiree representatives, retiree benefit providers, and other representative organizations.
- 5% Act as liaison with the medical sections of the various other departments in City government.
- 5% Take safety initiatives with the ERS by identifying physical security risks of the facility and staff; and take on a leadership role in providing guidance to management and staff in techniques to reduce safety risks in the workplace.
- 5% Act as a resource to the Executive Director as it relates to HR matters within ERS.

Minimum qualification includes a bachelor's degree in business, economics, public administration or a closely related field from an accredited college or university; and a minimum of seven years of Public Pension experience, including management of a disability program and acting as a fiduciary.

The level of responsibility, impact and accountability, and relationship responsibility of the ERS – Disability Deputy Director is comparable to that of the current Employees' Retirement System - Deputy Director. This report therefore recommends this title be classified as Employees' Retirement System - Deputy Director in Pay Range 1QX.

<b>ERS Pension Investment Analyst V</b>	
Pension Investment Analyst-Senior PR 20X (\$87,472 - \$122,465) FN: Appointment may be at any rate upon approval of ERS Director and the Annuity and Pension Board. (Three Positions)	ERS Pension Investment Analyst V PR 2TX (\$120,339 - \$168,469) FN: Appointment may be at any rate upon approval of ERS Director and the Annuity and Pension Board. FN: Annual performance-based increases upon approval of the ERS Director and the Annuity and Pension Board. (Three Positions)
<u>Basic Functions (applies to all levels of Investment Analyst)</u> <ul style="list-style-type: none"> <li>Analyze the investment portfolio, portfolio strategy, and potential changes to the strategy. Manage the analysis of individual investment managers and or asset classes such as equity, fixed income, real estate or other. For each investment manager, monitor and examine manager performance, individual holdings, risk level, and guideline compliance. Prepare quantitative analysis with respect to investment related issues. Advise the Chief Investment Officer and assist in answering inquiries and requests of the ERS Board, Investment Committee or other appropriate organizations.</li> <li>Prepares reports for management, the ERS Annuity and Pension Board, and its committees and sub-committees regarding investment matters, investment research results, and special projects.</li> <li>Execute and manage special projects and other duties as assigned.</li> <li>Provide financial analytical support to the payment of fees and the financial accounting and budgeting of investments.</li> </ul>	
<u>Education/Experience:</u> <i>(Minimum Requirements have not yet been determined by DER Staffing)</i> <ul style="list-style-type: none"> <li>Ten years of progressively responsible experience in analyzing investment and financial information; financial, investment, and quantitative analysis background; and experience in developing and preparing written summary of investment findings.</li> <li>Bachelor's degree in finance, accounting, business or a closely related field of study.</li> </ul>	
<u>Required Competencies for Promotion to ERS Pension Investment Analyst V:</u> <ul style="list-style-type: none"> <li>Earned CFA and CAIA designations.</li> <li>Demonstrates mastery of performing Due Diligence functions with respect to investment managers in all of the Fund's asset classes (including Private Equity, Hedge Funds, and Real Assets). Lead responsibilities over lower Investment Analyst Levels 1-IV. Fills in for Deputy CIO when needed.</li> </ul>	
Primarily a Due Diligence role while making contributions to Reporting, implementation, and special projects that impact Board and Investment Committee presentations and Asset Class Structure analysis. 10% travel.	

<b>ERS Pension Investment Analyst IV</b>	
<i>New Underfill Title</i>	ERS Pension Investment Analyst IV PR 2SX (\$112,903 - \$158,060) FN: Appointment may be at any rate upon approval of ERS Director and the Annuity and Pension Board. FN: Annual performance-based increases upon approval of the ERS Director and the Annuity and Pension Board. (Underfill Title)
<p><u>Education/Experience:</u> (Minimum Requirements have not yet been determined by DER Staffing)</p> <ul style="list-style-type: none"> <li>• Five to ten years of progressively responsible experience in analyzing investment and financial information; financial, investment, and quantitative analysis background; and experience in developing and preparing written summary of investment findings.</li> <li>• Bachelor's degree in finance, accounting, business or a closely related field of study.</li> </ul> <p><u>Required Competencies for Promotion to ERS Pension Investment Analyst IV:</u></p> <ul style="list-style-type: none"> <li>• Earned CFA and CAIA designations.</li> <li>• Demonstrates strong ability to independently perform Due Diligence functions with respect to investment managers in all of the Fund's asset classes (including Private Equity, Hedge Funds, and Real Assets). Requires minimal oversight.</li> </ul> <p>Primarily a Due Diligence role while making contributions to Reporting, implementation, and special projects that impact Board and Investment Committee presentations and Asset Class Structure analysis. 10% travel.</p>	

<b>ERS Pension Investment Analyst III</b>	
Pension Investment Analyst PR 2MX (\$76,988 - \$107,782) FN: Appointment may be at any rate upon approval of ERS Director and the Annuity and Pension Board.	ERS Pension Investment Analyst III PR 2RX (\$105,918 - \$148,289) FN: Appointment may be at any rate upon approval of ERS Director and the Annuity and Pension Board. FN: Annual performance-based increases upon approval of the ERS Director and the Annuity and Pension Board. (Underfill Title)
<p><u>Education/Experience:</u> (Minimum Requirements have not yet been determined by DER Staffing)</p> <ul style="list-style-type: none"> <li>• Three to five years of progressively responsible experience in analyzing investment and financial information; financial, investment, and quantitative analysis background; and experience in developing and preparing written summary of investment findings.</li> <li>• Bachelor's degree in finance, accounting, business or a closely related field of study.</li> </ul> <p><u>Required Competencies for Promotion to ERS Pension Investment Analyst III:</u></p> <ul style="list-style-type: none"> <li>• Passed Level I and Level II of the Chartered Financial Analyst (CFA) program and makes continued progress toward earning the CFA designation.</li> </ul> <p>Requires minimal oversight. Primarily Due Diligence role while still making meaningful contributions to Reporting, implementation, and special projects as needed. 10% travel</p>	

<b>ERS Pension Investment Analyst II</b>	
<i>New Underfill Title</i>	ERS Pension Investment Analyst II PR 2QX (\$99,369 - \$139,123) FN: Appointment may be at any rate upon approval of ERS Director and the Annuity and Pension Board. FN: Annual performance-based increases upon approval of the ERS Director and the Annuity and Pension Board. (Underfill Title)

**Education/Experience:** *(Minimum Requirements have not yet been determined by DER Staffing)*

- Two to three years of progressively responsible experience in analyzing investment and financial information; financial, investment, and quantitative analysis background; and experience in developing and preparing written summary of investment findings.
- Bachelor's degree in finance, accounting, business or a closely related field of study.

**Required Competencies for Promotion to ERS Pension Investment Analyst II:**

- Passed Level 1 of the Chartered Financial Analyst (CFA) program and makes continued progress toward earning the CFA designation.

Requires moderate oversight; Primarily Reporting, with meaningful implementation and Due Diligence support, and special projects. 5%-10% travel.

**ERS Pension Investment Analyst I**

Pension Investment Analyst-Associate  
PR 2KX (\$67,763 - \$94,870)  
FN: Appointment may be at any rate upon approval of ERS Director and the Annuity and Pension Board.  
(Underfill Title)

ERS Pension Investment Analyst I  
PR 2PX (\$93,232 - \$130,521)  
FN: Appointment may be at any rate upon approval of ERS Director and the Annuity and Pension Board.  
FN: Annual performance-based increases upon approval of the ERS Director and the Annuity and Pension Board.  
(Underfill Title)

**Education/Experience:** *(Minimum Requirements have not yet been determined by DER Staffing)*

- One year of experience in analyzing investment and financial information; financial, investment, and quantitative analysis background preferred; and experience in developing and preparing written summary of investment findings.
- Bachelor's degree in finance, accounting, business or a closely related field of study.
- College Seniors with relevant internship and bachelor's degree can be considered.

**Required Competencies for ERS Pension Investment Analyst I:**

- Expected to enroll and make progress in the Chartered Financial Analyst (CFA) program.

Requires significant oversight; Primarily Reporting, with meaningful implementation and Due Diligence support, and special projects. 5%-10% travel.

**Cost of Labor Considerations**

In determining the rates of pay recommended in the above chart, this report takes into consideration the cost of labor as reported by the Economic Resource Institutes, a salary survey to which DER subscribes as well as the pay data reported by the 2022 National Council of Public Employee Retirement Systems (NCPERS) Compensation Study.

**ERI Market Data 10/18/2022****Investment Strategist**

All Incumbents	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
Level 1	89,819.00	97,329.00	107,030.00	116,802.00	126,425.00	4,691	5,067	5,540	6,034	6,505	94,510	102,397	112,570	122,836	132,930
Level 2	103,402.00	112,098.00	123,280.00	134,581.00	145,630.00	6,377	6,889	7,528	8,195	8,827	109,778	118,988	130,808	142,776	154,457
Level 3	121,763.00	132,049.00	145,198.00	158,441.00	171,362.00	8,804	9,510	10,384	11,287	12,144	130,567	141,559	155,582	169,729	183,506
	Base Salaries					Incentive					Total Cash				
Years of Experience	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
7	106,282.00	115,234.00	126,735.00	138,371.00	149,748.00	6,681	7,217	7,888	8,586	9,248	112,963	122,451	134,623	146,957	158,996
6	102,832.00	111,484.00	122,613.00	133,866.00	144,893.00	6,216	6,716	7,341	7,993	8,612	109,048	118,200	129,954	141,859	153,505
5	99,295.00	107,639.00	118,385.00	129,242.00	139,901.00	5,760	6,224	6,803	7,409	7,986	105,055	113,863	125,188	136,651	147,887
4	95,690.00	103,720.00	114,073.00	124,524.00	134,801.00	5,315	5,742	6,277	6,837	7,371	101,005	109,462	120,350	131,361	142,172
3	92,041.00	99,750.00	109,703.00	119,740.00	129,626.00	4,880	5,274	5,766	6,281	6,773	96,921	105,024	115,469	126,021	136,399
2	88,372.00	95,758.00	105,308.00	114,925.00	124,413.00	4,460	4,820	5,269	5,741	6,192	92,832	100,578	110,577	120,666	130,605
1	84,710.00	91,774.00	100,918.00	110,114.00	119,201.00	4,057	4,382	4,792	5,221	5,632	88,767	96,156	105,710	115,335	124,833

*Investment Strategist: Manages the investment strategies for an organization's investment assets, such as real estate holdings, fixed income, and equity securities. Develops overall investment goals and strategies, and implements work processes. Collaborates with other investment personnel. Analyzes the performance of a variety of investments, such as mutual funds, stocks, and bonds. Utilizes knowledge of fiduciary principles, regulatory legislation, market environments, and market trends that could impact the organization's investments. Develops investment solutions and an investment offering list for clients.*

### **Analysis and Recommendation**

This report provides pay recommendations for leadership and investment positions in the Employees' Retirement System which are under the governance of the Annuity & Pension Board. Recommendations take into consideration the cost of labor in southeastern Wisconsin via market data from ERI, as well as the results of the survey conducted by NCPERS.

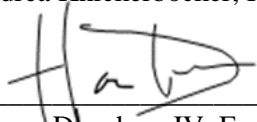
Furthermore, this report recommends the ability for the Annuity and Pension Board to conduct performance reviews and provide annual performance-based increases for key investment positions in the ERS.

A follow-up report that addresses the additional positions in the ERS will be presented before the City Services Commission and the Finance and Personnel Committee at a later date.

### **Action Required – Effective Pay Period 24, 2022 (November 13, 2022)**

**\* See addendum included in CCFN: 221005 for Salary and Position Ordinance changes.**

Prepared by: Andrea Knickerbocker  
Andrea Knickerbocker, Human Resources Manager

Reviewed by:   
Harper Donahue, IV, Employee Relations Director