



Department of Employee Relations

Cavalier Johnson
Mayor

Harper Donahue, IV
Director

Renee Joos
Employee Benefits
Director

Nicole M. Fleck
Labor Negotiator

March 10, 2023

The Honorable
Finance and Personnel Committee
Common Council
City of Milwaukee

Common Council File No. 221715 – Communication from the Department of Employee Relations relating to classification studies scheduled for the March 14, 2023 City Service Commission meeting.

Dear Committee Members:

The following classifications and pay recommendations are scheduled for the Civil Service Commission meeting on March 14, 2023.

Assessor's Office

Current	Recommended
Program Assistant II PR 5FN (\$42,153 - \$50,197) FN: Recruitment rate of \$44,257 FN: Appointment at any rate in the pay range with the approval of DER (One Position)	Program Assistant III PR 5IN (\$48,220 - \$56,878) FN: Recruitment rate of \$49,710 (One Position)

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

Municipal Court

Current	Recommended
Programmer Analyst PR 2GN (\$53,548 - \$74,974) FN: Recruitment rate of \$59,060 FN: Appointment at any rate in the pay range with the approval of DER and Chair of Finance and Personnel (Two Positions)	Court Applications and Software Developer PR 2LX (\$73,688 - \$103,160) FN: Recruitment rate of \$81,056 (Two Positions)

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

Health

Current	Recommended
Public Health Nurse 3 PR 2FN (\$50,245 - \$70,347) FN: Recruitment is at \$64,567. FN: \$30 biweekly special attainment rate for a related master's degree or nursing certification. (31 Positions) (9 ARPA Positions)	Public Health Nurse 3 PR 2IN (\$60,824 - \$85,151) FN: Recruitment is at \$76,491 FN: \$30 biweekly special attainment rate for a related master's degree or nursing certification. (31 Positions) (9 ARPA Positions)
Public Health Nurse 2 PR 2EN (\$47,136 - \$65,989) FN: Recruitment is at \$57,946 FN: \$30 biweekly special attainment rate for a related master's degree or nursing certification. (Underfill Title)	Public Health Nurse 2 PR 2HN (\$57,081 - \$79,909) FN: Recruitment is at \$71,487 FN: \$30 biweekly special attainment rate for a related master's degree or nursing certification. (Underfill Title)

Public Health Nurse 1 PR 2DN (\$44,217 - \$61,902) FN: Recruitment is at \$49,506 FN: \$30 biweekly special attainment rate for a related master's degree or nursing certification. (Underfill Title)	Public Health Nurse 1 PR 2GN (\$53,548 - \$74,974) FN: Recruitment is at \$66,810 FN: \$30 biweekly special attainment rate for a related master's degree or nursing certification. (Underfill Title)
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Health

Current	Recommended
Public Health Social Worker 3 PR 2FN (\$50,245 - \$70,347) FN: Recruitment is at \$60,852 (Seven Positions) (Four ARPA Positions)	Public Health Social Worker 3 PR 2HN (\$57,081 - \$79,909) FN: Recruitment is at \$72,781 (Seven Positions) (Four ARPA Positions)
Public Health Social Worker 2 PR 2EN (\$47,136 - \$65,989) FN: Recruitment is at \$57,468 (Underfill Title)	Public Health Social Worker 2 PR 2GN (\$53,548 - \$74,974) FN: Recruitment is at \$68,020 (Underfill Title)
Public Health Social Worker 1 PR 2DN (\$44,217 - \$61,902) FN: Recruitment is at \$55,195 (Underfill Title)	Public Health Social Worker 1 PR 2FN (\$50,245 - \$70,347) FN: Recruitment is at \$63,570 (Underfill Title)
Fatherhood Involvement Specialist 3 PR 2FN (\$50,245 - \$70,347) FN: Recruitment is at \$60,852 (Three Positions)	Fatherhood Involvement Specialist 3 PR 2HN (\$57,081 - \$79,909) FN: Recruitment is at \$72,060 FN: An employee possessing a Social Worker Certification to be paid an additional 1% and is subject to the max of the pay range. (Three Positions)
Fatherhood Involvement Specialist 2 PR 2EN (\$47,136 - \$65,989) FN: Recruitment is at \$57,468 (Underfill Title)	Fatherhood Involvement Specialist 2 PR 2GN (\$53,548 - \$74,974) FN: Recruitment is at \$67,373 FN: An employee possessing a Social Worker Certification to be paid an additional 1% and is subject to the max of the pay range. (Underfill Title)
Fatherhood Involvement Specialist 1 PR 2DN (\$44,217 - \$61,902) FN: Recruitment is at \$55,195 (Underfill Title)	Fatherhood Involvement Specialist 1 PR 2FN (\$50,245 - \$70,347) FN: Recruitment is at \$62,941 FN: An employee possessing a Social Worker Certification to be paid an additional 1% and is subject to the max of the pay range. (Underfill Title)

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Respectfully Submitted,



Harper Donahue, IV
Employee Relations Director

Attachments: Job Evaluation Reports
Fiscal Impact Statement



Department of Employee Relations

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Job Evaluation Report

City Service Commission Meeting: March 14, 2023

Assessor's Office

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Program Assistant II PR 5FN (\$42,153 - \$50,197) FN: Recruitment rate of \$44,257 FN: Appointment at any rate in the pay range with the approval of DER (One Position)	Program Assistant III PR 5IN (\$48,220 - \$56,878) FN: Recruitment rate of \$49,710 (One Position)

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

The Assessor's Office has requested a classification study of one position of Program Assistant II in Pay Range 5FN (\$42,153 - \$50,197) with a recruitment rate of \$44,257. A job description was provided, and discussions were held with Emme Tomtschik, Administrative Services Manager – Assessor.

The duties and responsibilities of this position include the following.

- 30% Assist the Board of Review (BOR) by scheduling hearings, posting meeting notices, creating, and mailing all BOR documents to taxpayer/representative; conduct both in person and virtual meetings, record all proceedings, prepare, and distribute BOR determinations; and maintain all BOR records.
- 25% Accept, verify, and log assessment appeals; and maintain related computer databases on an ongoing basis.
- 10% Prepare for Board of Assessors (BOA) meetings by preparing the ABBA (Action by Board of Assessors) and objection reports, reserving the meeting room, posting meeting notices, and distributing copies of the reports.
- 10% Answer inquiries and requests regarding BOR and BOA hearings, denials, appeals, postponements, and cancellations.
- 5% Prepare and distribute required annual reports; and prepare special reports.
- 5% Prepare necessary transcripts, affidavits, exhibits, and other documentation for the City Attorney's Office when writs are served.
- 5% Train the Office Assistant IV to do basic BOR tasks.
- 5% Assist BOR members with their IPAD devices for the hearings; and serve as a liaison when the Information Technology Management Division of the Department of Administration (DOA-ITMD) needs to service the devices.
- 5% Relay policies and procedures decided by the BOR and their attorney to the Assessor's Office.

Minimum requirements include four years of administrative support experience. Equivalent combinations of education and experience may be considered.


This position was last studied in 1996. Since then, the position has evolved so that the level of duties and responsibilities are more comparable to those of a Program Assistant III in Pay Range 5IN (\$48,220 - \$56,878) with a recruitment rate of \$49,710. This position staffs the Board of Review that holds hearings for taxpayers who wish to challenge their assessments. Cases have become more complicated involving complex valuations, laws, and procedures. Policies and procedures have changed due to decisions by the BOR and interpretations of State Statutes. This position has had to adapt to holding both virtual and in-person meetings, maintaining both physical and virtual records, assisting BOR members with their iPad touchscreen tablets, and serving as a liaison with the Department of Administration – Information Technology Management Division (DOA-ITMD) when the devices need to be serviced. This is significant as this Board may, at times, meet three times a week year round. In more recent years, this position has become responsible for training an Office Assistant IV to perform some of the tasks related to the BOR and fill in as a backup.


The requested classification of Program Assistant III is the highest level of the Program Assistant job series. These positions perform a variety of office and administrative work in support of a distinct area of operations within a city department and their work supports a significantly complex program or area of operation. In addition to requiring the equivalent knowledge of and skill normally obtained with a bachelor's degree, these positions require an extensive knowledge of technical and/or administrative information.


We therefore recommend this position of Program Assistant II in Pay Range 5FN (\$42,153 - \$50,197) with a recruitment rate of \$44,257 be reclassified to Program Assistant III in Pay Range 5IN (\$48,220 - \$56,878) with a recruitment rate of \$49,710.

Action Required – Effective Pay Period 7, 2023 (March 19, 2023)

*** Please see submitted addendum to CCFN: 221715 for Salary and Position Ordinance changes.**

Prepared by: 
Sarah Trotter, Human Resources Representative

Reviewed by: 
Andrea Knickerbocker, Human Resources Manager


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



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Job Evaluation Report

City Service Commission Meeting: March 14, 2023

Municipal Court

Current	Recommended
Programmer Analyst PR 2GN (\$53,548 - \$74,974) FN: Recruitment rate of \$59,060 FN: Appointment at any rate in the pay range with the approval of DER and Chair of Finance and Personnel (Two Positions)	Court Applications and Software Developer PR 2LX (\$73,688 - \$103,160) FN: Recruitment rate of \$81,056 (Two Positions)

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

The Municipal Court has requested two positions of Programmer Analyst in Pay Range 2GN (\$53,548 - \$74,974) with a recruitment rate of \$59,060 be studied for reclassification. A job description, and recruitment and pay data were provided. Discussions were held with Charles Hughes, Deputy Court Administrator.

The basic function of these two positions is to serve as a developer for the Municipal Court; be responsible for programming changes for the Court's Case Automated Tracking System (CATS), implementing APIs (Application Programming Interface) that integrate with other departments and organizations; perform front and back-end development of the Court's website; perform analysis and design of the Court's information system, policies and procedures, requirement gathering, design, and programming; and coordinate testing, implementation, and documentation. The duties and responsibilities of these positions include the following.

- 60% Perform application development with continuous incremental improvements and releases, adhering to new or existing operational and formatting standards; improve code when possible; execute unit and system testing of new coding prior to implementation; integrate components with third-party systems; troubleshoot and resolve any problems that may occur; and create technical documentation for reference and support.
- 10% Conduct system and business analysis; lead meetings and discussions with users and managers to define goals and requirements; make recommendations, establish deliverables, and set timelines; and collaborate with all stakeholders in the development process.
- 10% Develop and design the functional and technical specification documents that describe a proposed system modification, define the programming changes required, and translate those changes to the specific additions and modifications to the database and application.
- 10% Manage all stages of the system development lifecycle, both for CATS and the Court website, including planning, design, deployment, ongoing system maintenance and evaluation of user feedback.
- 5% Stay abreast of evolving development trends including programming languages, code management, database design and queries, and Agile project management.
- 5% Provide backup assistance to the IT Support Specialist – Senior positions with network management, troubleshooting, and supporting end users of the Court's information systems.

Minimum requirements include a bachelor's degree in computer science, information systems management, or related field; and two years of professional experience managing all stages of the system development lifecycle, reviewing, or improving code, and/or interfacing with third-party systems. Equivalent combinations of education and experience may be considered.

In the Municipal Court, there was originally one position of Programmer Analyst that was last studied in 2011. At that time, it was reclassified from Programmer I in Pay Range 515 to Programmer Analyst in 598 due to an expansion of responsibilities related to the implementation of the Department's document imaging system. In 2012, as part of a restructuring of the Salary Ordinance, the pay range for Programmer Analyst was changed from 598 to 2GN with no change in pay. A second position of Programmer Analyst was added to the Department in 2021 to better meet internal audit requirements and overall coverage for coding and other functions.


The Department indicated that the duties and responsibilities of these positions have expanded such that they are performing work that is more typical of software and application developers. These two positions handle all front and backend development to better integrate online services and automations, serve as liaisons and subject matter experts for modernization of the software platform, and provide professional level expertise in Agile processes for improved productivity. The Municipal Court has specialized software and applications for court proceedings which require a detailed knowledge of how the IT structure operates and interacts with other systems in other City departments such as the Police Department, and the Code Compliance Sections of the Health Department and the Department of Neighborhood Services.

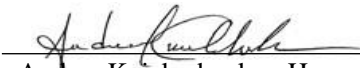
As the duties and responsibilities have increased but the classification and pay has stayed the same, the Department has had trouble recruiting for the second position. A review of other IT positions in the City indicate that these positions are more comparable to the level of Emergency Communications System Administrator, and ERS Software Developer in Pay Range 2LX (\$73,688 - \$103,160). The Emergency Communications System Administrator was recently classified in 2022 and a footnoted recruitment rate of \$81,056 was recommended and approved based on market data. We recommend this footnote also be applied to these two positions in Municipal Court. We also recommend the title "Court Applications and Software Developer" to reflect the focus and level of the positions.


We therefore recommend these two positions of Programmer Analyst in Pay Range 2GN (\$53,548 - \$74,974) with a recruitment rate of \$59,060 be reclassified to Court Applications and Software Developer in Pay Range 2LX (\$73,688 – \$103,160) with a recruitment rate of \$81,056.30.

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Andrea Knickerbocker, Human Resources Manager

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City Service Commission Meeting: March 14, 2023

Health

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

The Milwaukee Health Department has requested a market study for the Public Health Nurses due to difficulties in recruiting and retaining these employees. Current job descriptions and discussions were held with Kristen Johnson, former Commissioner of Health; Dr. Heather Paradis, Deputy Commissioner of Medical Services; Lindsey O'Connor, Health Human Resources Administrator; and Sarah Wangerin, Human Resources Representative.

The Public Health Nurses are dedicated to meeting the public health outcomes for the Clinical Services, Community Health, and Home Environmental Health Divisions:

- Public Health Nurses (PHN) assigned to the Communicable Disease Unit Program of the Clinical Services Division of MHD engages in a variety of population based and individual nursing activities in homes, schools, clinics, and community settings designed to control communicable and/or vaccine preventable diseases. The PHNs assigned to the Communicable Disease Unit Program will be part of MHD's core public health emergency response team, including outbreak investigation.
- Public Health Nurses assigned to the Sexually Transmitted Disease (STD) and HIV Program of MHD functions as part of a multi-disciplinary team to provide STD and HIV screening, assessments, counseling, and treatment of clients seeking services as Keenan Central health Clinic using established medical protocols. The PHN participates in the prevention of STD, HIV, and other communicable

diseases through one on one counseling, group education, and community outreach. The PHN also collaborates with state and federal partners as well as health care providers in the community to provide epidemiological investigation and follow up of suspected or confirmed STD and HIV cases.

- Public Health Nurses assigned to the Tuberculosis Control Clinic (TBCC) and Tuberculosis Prevention and Care Program (TBPC) of MHD provides comprehensive case management to persons with suspected or confirmed TB or Latent TB infection (LTBI) as part of a multi-specialty team; provides services including screenings, assessments, and treatment under established medical protocols, in consultation with the TBCC medical consultant; conducts and evaluates TB case investigations and participates in case conferences; and provides screening services to newly arriving refugees.
- Public Health Nurses assigned to the Milwaukee Breast and Cervical Cancer Awareness Program provide breast and cervical cancer screening to eligible women, coordinate diagnostic services, and enroll women diagnosed with breast or cervical cancer into Medicaid to pay for treatment. This position provides services that support cardiovascular risk reduction to clients who are enrolled in Wisconsin Well Women Program. This program also covers some treatment services for women with abnormal test results for high blood pressure, high blood sugar, and high cholesterol.
- Public Health Nurses assigned to the Empowering Families of Milwaukee Program (EFM) for MHD functions as part of a multi-disciplinary case management team, with the focus on the health and medical needs of families. This position conducts personal/home visits to work intensively with at-risk, pregnant women, new mothers, infants, and young children to improve maternal health, prenatal care, and early childhood health, development, and well-being. This position works collaboratively with Public Health Social Workers serving families residing within the City of Milwaukee.
- Public Health Nurses assigned to the Parents Nurturing and Caring for their Child Unit engage in a variety of population base and individual nursing activities in homes, clinics, and community settings designed to assure that healthcare is accessible and available to residents.
- Public Health Nurses assigned to the Childhood Lead Poisoning Prevention Program (CLPPP) of MHD functions as part of a multi-disciplinary case management team, with the focus on the health and medical needs of families and communities experiencing the effects of lead poisoning. This position works collaboratively with Home Environmental Health Inspectors in the Home Environmental Health Program.

Minimum qualifications for Public Health Nurse 1 include a Bachelor of Science Degree in Nursing (BSN) from an accredited nursing program; a current permit or license to practice professional nursing in Wisconsin; or eligibility to receive such permit or license. License must be obtained by the time of appointment and maintained throughout employment.

The Milwaukee Health Department has extensive documented recruitment difficulty and in most recent years, retention due to the freeze of career ladders. The high turnover rate and ongoing need to fill vacancies prompted a request for a market study. During the labor market review, it is apparent that the City of Milwaukee is significantly below the local labor market.

In conducting a market cost of labor analysis for these titles, rates of pay from the Economic Research Institute (ERI), a salary survey service to which Employee Relations subscribes and neighboring jurisdictions job postings were considered.

The following table provides wage information from ERI for Nurse – Public Health in the greater Milwaukee metropolitan area:

Area Name	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
Waukesha, Wisconsin	\$57,510	\$61,839	\$67,764	\$73,239	\$78,964
Wauwatosa, Wisconsin	\$57,240	\$61,547	\$67,445	\$72,897	\$78,602
Racine, Wisconsin	\$57,539	\$61,950	\$67,975	\$73,517	\$79,278
Madison, Wisconsin	\$58,699	\$62,829	\$68,442	\$73,594	\$78,954
Kenosha, Wisconsin	\$59,933	\$64,416	\$70,493	\$76,042	\$81,771
Milwaukee, Wisconsin	\$57,227	\$61,528	\$67,421	\$72,868	\$78,569

Source: ERI as of January 1, 2023

ERI defines a Nurse – Public Health as a position that instructs individuals and families in health education and disease prevention in community health agency. Determines, oversees, and ensures that health care information is distributed to staff education and outreach programs. Develops and implements research programs that promote and create healthy lifestyles for enrollees. Visits homes to determine patient and family needs, develops plan to meet needs, and provides nursing services. Instructs family in care and rehabilitation of patient and in maintenance of health and prevention of disease for family members. Gives treatments to patient following physician's instructions. Assists community members and health field personnel to assess, plan for, and provide needed health and related services. Refers patients with social and emotional problems to other community agencies for assistance. Teaches home nursing, maternal and child care, and other subjects related to individual and community welfare. Participates in programs to safeguard health of children, including child health conferences, school health, group instruction for parents, and immunization programs. Assists in preparation of special studies and in research programs. Directs treatment of patient by lower-level nursing personnel. Cooperates with families, community agencies, and medical personnel to arrange for convalescent and rehabilitative care of sick or injured people. May specialize in one phase of community health nursing, such as clinical pediatrics or tuberculosis.

Below are the recruitment rates for neighboring jurisdictions that would be considered our direct public sector competitors for the equivalent of our Public Health Nurse 1 title:

City/ County	Recruitment Rate	Population
Waukesha, Wisconsin	\$66,810	71,256
Walworth County, Wisconsin	\$66,706	106,799
Racine, Wisconsin	\$59,446* (*\$5,000 Sign on Bonus)	77,127
Dane County, Wisconsin	\$74,443	563,951
West Allis, Wisconsin	\$61,235	59,484
Milwaukee, Wisconsin	\$55,187	569,330

Job Announcements for listed jurisdictions from 2022 and 2023; Population as of 2021

The Milwaukee Health Department has been faced with recruitment and retention problems. A significant number of nurses have resigned and has left the department running at a 30% vacancy rate for Public Health Nurses. Due to turnover, many of the current employees are at varying stages of training and limited in the scope of their practice within their roles. This has caused the department to be stretched thin to carry out essential duties and the achievement of required objectives within the department's multiple grant-funded programs.

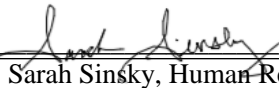
This report as it stands would cause compression, however DER is working closely with MHD to ensure a follow up report is sent in the next cycle and implemented at the same time to avoid compression with supervisors, managers and MHD leadership department wide.


This report therefore recommends the following:


Recommended
Public Health Nurse 3 PR 2IN (\$60,824 - \$85,151) FN: Recruitment is at \$76,491 FN: \$30 biweekly special attainment rate for a related master's degree or nursing certification. (31 Positions) (9 ARPA Positions)
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Action Required – Effective Pay Period 10, 2023 (April 30, 2023)

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

The Milwaukee Health Department has requested a market study for the Public Health Social Workers and Fatherhood Involvement Specialists. Job descriptions and discussions were held with Lindsey O'Connor, Health Human Resources Administrator and Sarah Wangerin, Human Resources Representative.

Public Health Social Workers

The Public Health Social Workers in the Milwaukee Health Department's Empowering Families of Milwaukee (EFM) Program function as part of a multi-disciplinary case management team that focuses on the psychosocial needs of families. Public Health Social Workers conduct personal/home visits to work intensively with at-risk pregnant women, new mothers, and infants to improve maternal health, prenatal care, and early childhood health, development, and well-being. Public Health Social Workers work collaboratively with public health nurses serving families residing within high-risk zip codes. Duties and responsibilities are as follows:

Case Management

- Provide direct consultation to help clients identify concerns, consider effective solutions, and find reliable resources.
- Work in collaboration with internal public health nurses, doulas, fatherhood specialists, public health educators, community-based agencies, and other MHD teams in providing social service referrals to MHD clients.
- Refer clients to specialists, such as childcare, financial assistance, food stamps, health insurance coverage, alcohol and drug rehabilitation, mental health counseling, and domestic violence treatment.
- Develop and maintain supportive and trusting relationships with clients and other members of the family unit to promote independent and empowered action by families.
- Provide ongoing home visits and phone contact based on family needs, as prescribed by Empowering Families protocols and the respective evidence-based home visitation model.
- Act as an advocate for families regarding needed resources from governmental, community, and private agencies.
- Maintain records and prepare reports of services and activities.
- Function as a member of the multi-disciplinary team, working in a dyad comprised of public health nurses and public health social workers; participate in case briefing sessions with other team members.
- Develop and implement case management and care plans for resolution of assessed client/family needs; document social work case management within designated database according to MHD's policies and Medicaid requirements.
- Complete developmental screening and assessments of clients' physical, social, psychological and environmental health status.
- Provide consultation from primary, secondary, and tertiary health problems.
- Provide parenting education and evidence-based curriculum to families customized to their identified goals and needs.
- Teach prevention and promote the adoption of healthy behaviors, including safe sleep, home safety, social support, and maternal child health.
- Support of facilitate parent/ family group activities held intermittently throughout the year.

Community Linkage and Advocacy

- Attend program meetings, training sessions, and community meetings; participate in the orientation and on-going training for EFM.
- Serve as a liaison with hospitals, government services, and community agencies for social service needs of mothers and infants.
- Represent the MHD and its policies and strategies in the community.
- Develop relationships between the MHD and the community to enhance advocacy for clients and their needs.

Program Evaluation

- Evaluate and provide assistance to determine the effectiveness of particular services and home visitation interventions.

- Participate in data collection, quality improvement projects, program evaluation, and preparation of reports pertinent to the objectives of the program.
- Assess community needs for input into MHD programs.

Minimum qualifications include a bachelor's degree in social work from an accredited college or university; one year of social service experience working with clients; and a valid Social Worker certification or Temporary Social Worker certification issued by the State of Wisconsin at the of appointment and maintained throughout employment.

Fatherhood Involvement Specialist

The Fatherhood Involvement Specialists in the Maternal and Child Health Division are responsible for outreach, recruitment and enrollment of expectant and parenting fathers into the Direct Assistance for Dads (DAD) Program. The DAD Project is the only long-term home visitation program in Wisconsin that offers a comprehensive, father-figure centered approach which is tailored to the nuanced needs of fathers/male-identified figures in Milwaukee. Services are offered for up to two years for children under 36 months at the point of enrollment. These positions conduct home visits with enrolled fathers, and provide evidence-based programming, assessments, and care planning to ensure optimal father involvement in their partner's and children's lives. Duties and responsibilities include the following:

60% Home Visiting/Case Management

Develop and maintain supportive and trusting relationships with fathers in the City of Milwaukee to assure optimal health and wellbeing of fathers and their families; provide ongoing home visits and phone contact based on the family's needs as prescribed by DAD Program protocols; follow the Parents as Teachers (PAT) evidence-based home visitation model and 24/7 Dad curricula; conduct home visits and complete needs assessments/care plans tailored to the participant's needs; teach positive relationship-building skills and enhance constructive involvement of fathers with family; act as an advocate for fathers regarding needed resources from governmental, community, and private agencies; complete developmental screenings and assessments of participant's and child's physical, social psychological, and environmental health status; provide education on primary, secondary, and tertiary health problems; teach prevention and promote the adoption of healthy behaviors and access to preventative health care; develop and implement case management and care plans for resolution of assessed client/family needs; document case management within electronic documentation systems and participant charts following MHD requirements; and assist with planning and facilitation of participant group meetings.

20% Case Collaboration

Function as a member of a multidisciplinary, multi-program team, working in collaboration with Public Health Nurses, Social Workers, and community health workers in the EFM (Empowering Families of Milwaukee), BOMB (Birth Outcomes Made Better) Doula and PNCC (Parents Nurturing and Caring for their Children) home visiting programs; provide case consultation and joint home visits as needed with partners in EFM, BOMB Doula, and PNCC regarding father needs and engagement; encourage father involvement in home visits; attend relevant program meetings, training sessions, and community meetings; participate in the orientation and ongoing training for the DAD Program; and participate in data collection, program evaluation, and preparation of reports pertinent to objectives of the program or as assigned.

15% Community Outreach

Conduct outreach to enroll expectant and parenting fathers with children under 36 months of age; attend appropriate fatherhood-related community meetings, events, and initiatives; establish and maintain relationships with area fatherhood programs and other community-based organizations that serve fathers and their children.

5% Peripheral Duties

Perform other related duties as assigned, including response to a public health crisis as a Milwaukee Health Department employee.

Minimum qualifications include a bachelor's degree in social work, public health, or related field.

The Milwaukee Health Department has shared that they have had low numbers in the continuous recruitments for Public Health Social Workers. There is concern as there is a current rarity that there are no vacancies, but given the current climate and demand for nurses, social workers, and other credentialed healthcare workers, MHD is struggling to attract qualified candidates and retention of the exceptional staff they currently have is priority. Especially as there are neighboring jurisdictions that are currently offering a higher rate and with a significantly reduced and less complex workload.

Date Posted	Number of Applications	Number of Eligible Candidates
4/14/2021	13	6
10/22/2021	6	2
1/21/2022	6	0
3/9/2022	5	1
5/9/2022	2	1
8/4/2022*	18	7

* Continuous recruitment

	2021	2022	2023
Resignations	3	1	0
Total positions	7	7	0
Turnover rate	43%	14%	0%
Refused offers	2	2	0
Accepted offers	2	2	2

Recruitment and Candidate data from MHD

In conversations with MHD, the employees who resigned and the candidates who refused job offers cited pay as the main reason behind their decision. In the past when there was significant turnover, there was disruption with family enrollment in the Empowering Families of Milwaukee (EFM) program, challenges meeting grant objectives, declining morale within the Community Health Division and inconsistencies between home visitors and families. In an effort to not repeat history, the Health Department requested a market study and is working with DER in the creation of a matrix that will acknowledge the experience, credentials, and competency level of current and prospective employees that will be implemented at the same time as the report.

In conducting a market cost of labor analysis for these titles, rates of pay from the Bureau of Labor Statistics (BLS), the Economic Research Institute (ERI), and neighboring jurisdictions job postings were considered.

The following tables provide wage information from BLS for Health Care Social Workers in the greater Milwaukee metropolitan area:

Occupation	Annual 10th percentile wage	Annual 25th percentile wage	Annual median wage	Annual 75th percentile wage	Annual 90th percentile wage
Healthcare Social Workers	\$50,021	\$50,806	\$63,515	\$78,458	\$83,038

Source: BLS – Published in May 2021; aged by 2% to approximate 2023 rates

BLS defines Health Care Social Workers as positions that provide individuals, families, and groups with the psychosocial support needed to cope with chronic, acute, or terminal illnesses. Services include advising caregivers, providing patient education and counseling, and making referrals for other services. Health Care

Social Workers may also provide care and case management or interventions designed to promote health, prevent disease, and address barriers to access to healthcare.

The following table provides wage information from ERI for Social Workers – Medical in southeastern Wisconsin communities:

Area Name	10th Percentile	25th Percentile	Mean	75th Percentile	90th Percentile
Waukesha, Wisconsin	\$54,988	\$58,710	\$63,878	\$68,483	\$73,379
Wauwatosa, Wisconsin	\$54,737	\$58,443	\$63,591	\$68,178	\$73,056
Racine, Wisconsin	\$54,219	\$57,836	\$62,856	\$67,331	\$72,095
Madison, Wisconsin	\$54,583	\$57,966	\$62,648	\$66,824	\$71,286
Kenosha, Wisconsin	\$57,440	\$61,470	\$67,040	\$71,963	\$77,145
Milwaukee, Wisconsin	\$54,728	\$58,428	\$63,570	\$68,154	\$73,029

Source: ERI, as of January 1, 2023

- *ERI defines a Social Worker – Medical as a position that Counsels, assesses, and assists individuals of all ages and families or groups who are affected by illnesses or injuries, including rape, physical abuse, cancer, AIDS, and Alzheimer's, that may impair their ability to function normally. Gives care beyond medical treatment, understands the situation, evaluates it, determines what patients' needs are, gives advice, makes decisions regarding what can be done to improve it, and helps make necessary arrangements to ensure ongoing quality care leading to get back to a normal life again.*

And furthermore, below are the recruitment rates for neighboring jurisdictions that would be considered our direct public sector competitors:

City/ County	Recruitment Rate	Population
Waukesha, Wisconsin	\$57,720	71,256
Wauwatosa, Wisconsin	\$58,281	47,752
Racine, Wisconsin	\$56,160	77,127
Madison, Wisconsin	\$62,483	269,196
West Allis, Wisconsin	\$61,859	59,484
Milwaukee, Wisconsin	\$55,195	569,330

Job Announcements for listed jurisdictions from 2022 and 2023; Population as of 2021

In considering the market data above, Milwaukee's recruitment rate of \$55,195 is significantly below the median rate of \$63,515 for the Milwaukee, Waukesha, and West Allis Metro Area per BLS and just above the 10th percentile rates of pay in southeastern Wisconsin per ERI.

Public Health Social Workers play a vital role in promoting health equity and addressing the social determinants of health. They work with vulnerable populations facing health or socio-economic obstacles to improve health outcomes and help reduce health disparities. As such it is essential to attract and retain the best and most qualified social workers to these positions.

This report recommends the following rates so as to reduce turnover and to improve future recruitment efforts:

Recommended
Public Health Social Worker 3 PR 2HN (\$57,081 - \$79,909) FN: Recruitment is at \$72,781 (Seven Positions & Four ARPA Positions)

Public Health Social Worker 2 PR 2GN (\$53,548- \$74,974) FN: Recruitment is at \$68,020 (Underfill Title)
Public Health Social Worker 1 PR 2FN (\$50,245 - \$70,347) FN: Recruitment is at \$63,570 (Underfill Title)

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

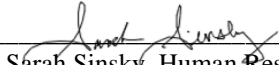
Furthermore, in 2021 the Public Health Social Worker's peer position of Fatherhood Involvement Specialists were studied to give credit to the professional level of work and its similarity to the work of Public Health Social Workers. The Milwaukee Health Department is requesting a 1% higher recruitment rate for the Public Health Social Workers on the basis that their position requires a valid Social Worker certification. The Department also requests a footnote for the Fatherhood Involvement Specialist to credit them with an additional 1% on their base rate if they achieve and maintain a valid Social Worker certification. The Department of Employee Relations supports this recommendation and therefore requests the following:

Recommended
Fatherhood Involvement Specialist 3 PR 2HN (\$57,081 - \$79,909) FN: Recruitment is at \$72,060 FN: An employee possessing a Social Worker Certification to be paid an additional 1% and is subject to the max of the pay range. (Three Positions)
Fatherhood Involvement Specialist 2 PR 2GN (\$53,548- \$74,974) FN: Recruitment is at \$67,373 FN: An employee possessing a Social Worker Certification to be paid an additional 1% and is subject to the max of the pay range. (Underfill Title)
Fatherhood Involvement Specialist 1 PR 2FN (\$50,245 - \$70,347) FN: Recruitment is at \$62,941 FN: An employee possessing a Social Worker Certification to be paid an additional 1% and is subject to the max of the pay range. (Underfill Title)

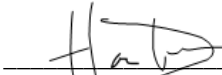
Note: Residents receive a rate that is 3% higher.

Action Required – Effective Pay Period 10, 2023 (April 30, 2023)

*** Please see submitted addendum to CCFN: 221715 for Salary and Position Ordinance changes.**

Prepared by: 
Sarah Sinsky, Human Resources Representative

Reviewed by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Harper Donahue IV, Employee Relations Director



City of Milwaukee Fiscal Impact Statement

A	Date	<u>3/13/2023</u>	File Number	<u>221715</u>	<input checked="" type="checkbox"/> Original	<input type="checkbox"/> Substitute
	Subject	<u>Communication from the Department of Employee Relations regarding the costs of classification reports scheduled at the City Service Commission on March 14, 2023.</u>				

B	Submitted By (Name/Title/Dept./Ext.)	<u>Sarah Trotter/ Human Resources Representative / Employee Relations / x2398</u>
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C	This File	<input checked="" type="checkbox"/> Increases or decreases previously authorized expenditures.
		<input type="checkbox"/> Suspends expenditure authority.
		<input type="checkbox"/> Increases or decreases city services.
		<input type="checkbox"/> Authorizes a department to administer a program affecting the city's fiscal liability.
		<input type="checkbox"/> Increases or decreases revenue.
		<input checked="" type="checkbox"/> Requests an amendment to the salary or positions ordinance.
		<input type="checkbox"/> Authorizes borrowing and related debt service.
		<input type="checkbox"/> Authorizes contingent borrowing (authority only).
		<input type="checkbox"/> Authorizes the expenditure of funds not authorized in adopted City Budget.

D	Charge To	<input checked="" type="checkbox"/> Department Account	<input type="checkbox"/> Contingent Fund
		<input type="checkbox"/> Capital Projects Fund	<input type="checkbox"/> Special Purpose Accounts
		<input type="checkbox"/> Debt Service	<input checked="" type="checkbox"/> Grant & Aid Accounts
		<input type="checkbox"/> Other (Specify)	

E	Purpose	Specify Type/Use	Expenditure	Revenue
	Salaries/Wages		\$0.00	\$0.00
			\$0.00	\$0.00
	Supplies/Materials		\$0.00	\$0.00
			\$0.00	\$0.00
	Equipment		\$0.00	\$0.00
			\$0.00	\$0.00
	Services		\$0.00	\$0.00
			\$0.00	\$0.00
	Other		\$0.00	\$0.00
			\$0.00	\$0.00
	TOTALS		\$ 0.00	\$ 0.00

F

Assumptions used in arriving at fiscal estimate. Please see attached spreadsheet.

G

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

☐ 1-3 Years ☐ 3-5 Years

☐ 1-3 Years ☐ 3-5 Years

☐ 1-3 Years ☐ 3-5 Years

H

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

I

Additional information.

J

This Note ☐ Was requested by committee chair.

Department of Employee Relations
Fiscal Note Spreadsheet for Report for Various Departments

City Service Commission Meeting of March 14, 2023
Finance and Personnel Committee Meeting of March 15, 2023

NEW COSTS FOR 2023										
Pos.	Dept	From	PR	To	PR	Annual	Annual	Costs	Rollup	Rollup+ Sal
1	Assessor's Office	Program Assistant II	5FN	Program Assistant III*	5IN	\$45,585	\$51,201	\$4,320	\$883	\$5,203
1	Health	Public Health Nurse 3	2FN	Public Health Nurse 3	2IN	\$68,469	\$78,786	\$6,746	\$1,380	\$8,125
3	Health	Public Health Nurse 3	2FN	Public Health Nurse 3	2IN	\$66,504	\$78,786	\$24,092	\$4,927	\$29,018
1	Health	Public Health Nurse 2	2EN	Public Health Nurse 2	2HN	\$61,140	\$73,632	\$8,168	\$1,670	\$9,838
4	Health	Public Health Nurse 2	2EN	Public Health Nurse 2	2HN	\$60,822	\$73,632	\$33,503	\$6,851	\$40,354
1	Health	Public Health Nurse 2	2EN	Public Health Nurse 2	2HN	\$59,050	\$71,487	\$8,132	\$1,663	\$9,795
1	Health	Public Health Nurse 1	2DN	Public Health Nurse 1	2GN	\$60,942	\$68,814	\$5,147	\$1,053	\$6,200
1	Health	Public Health Nurse 1	2DN	Public Health Nurse 1	2GN	\$56,843	\$68,814	\$7,827	\$1,601	\$9,428
4	Health	Public Health Nurse 1	2DN	Public Health Nurse 1	2GN	\$55,187	\$66,810	\$30,399	\$6,217	\$36,615
6	Health	Public Health Nurse 1	2DN	Public Health Nurse 1	2GN	\$49,506	\$66,810	\$67,885	\$13,882	\$81,767
3	Health	Public Health Nurse 1	2DN	Public Health Nurse 1**	2GN	\$49,506	\$66,810	\$8,486	\$1,735	\$10,221
11	Health	Public Health Nurse 1	2DN	Public Health Nurse 1	2GN	\$49,506	\$66,810	N/A 100% Grant Funded		
4	Health	Public Health Nurse 1	2DN	Public Health Nurse 1	2GN	\$49,506	\$66,810	N/A Unfunded Positions		
6	Health	Public Health Social Worker 1	2DN	Public Health Social Worker 1**	2FN	\$56,851	\$65,477	\$8,460	\$1,730	\$10,190
1	Health	Public Health Social Worker 1	2DN	Public Health Social Worker 1**	2FN	\$55,195	\$63,570	\$1,369	\$280	\$1,649
4	Health	Public Health Social Worker 1	2DN	Public Health Social Worker 1	2FN	\$55,195	\$63,570	N/A 100% Grant Funded		
2	Health	Fatherhood Involvement Specialist 1	2DN	Fatherhood Involvement Specialist 1**	2FN	\$56,851	\$64,829	\$2,608	\$533	\$3,142
1	Health	Fatherhood Involvement Specialist 1	2DN	Fatherhood Involvement Specialist 1**	2FN	\$55,195	\$62,941	\$1,266	\$259	\$1,525
1	Municipal Court	Programmer Analyst	2GN	Court Applications and Software Dev*	2LX	\$66,634	\$81,056	\$11,094	\$1,553	\$12,647
1	Municipal Court	Programmer Analyst	2GN	Court Applications and Software Dev*	2LX	\$59,060	\$81,056	\$16,920	\$2,369	\$19,289
57								\$246,421	\$48,586	\$295,007

Assume effective date is Pay Period 10, 2023 (April 30, 2023) unless indicated otherwise.

*Assume effective date is Pay Period 7, 2023 (March 19, 2023).

**Assume positions are 75% grant funded.

NEW COSTS FOR FULL YEAR										
Pos.	Dept	From	PR	To	PR	Annual	Annual	Costs	Rollup	Rollup+ Sal
1	Assessor's Office	Program Assistant II	5FN	Program Assistant III	5IN	\$45,585	\$51,201	\$216	\$44	\$260
1	Health	Public Health Nurse 3	2FN	Public Health Nurse 3	2IN	\$68,469	\$78,786	\$10,317	\$2,110	\$12,427
3	Health	Public Health Nurse 3	2FN	Public Health Nurse 3	2IN	\$66,504	\$78,786	\$36,846	\$7,535	\$44,381
1	Health	Public Health Nurse 2	2EN	Public Health Nurse 2	2HN	\$61,140	\$73,632	\$12,492	\$2,555	\$15,047
4	Health	Public Health Nurse 2	2EN	Public Health Nurse 2	2HN	\$60,822	\$73,632	\$51,240	\$10,479	\$61,719
1	Health	Public Health Nurse 2	2EN	Public Health Nurse 2	2HN	\$59,050	\$71,487	\$12,437	\$2,543	\$14,980
1	Health	Public Health Nurse 1	2DN	Public Health Nurse 1	2GN	\$60,942	\$68,814	\$7,872	\$1,610	\$9,482
1	Health	Public Health Nurse 1	2DN	Public Health Nurse 1	2GN	\$56,843	\$68,814	\$11,971	\$2,448	\$14,419
4	Health	Public Health Nurse 1	2DN	Public Health Nurse 1	2GN	\$55,187	\$66,810	\$46,492	\$9,508	\$56,000
6	Health	Public Health Nurse 1	2DN	Public Health Nurse 1	2GN	\$49,506	\$66,810	\$103,824	\$21,232	\$125,056
3	Health	Public Health Nurse 1	2DN	Public Health Nurse 1	2GN	\$49,506	\$66,810	\$12,978	\$2,654	\$15,632
11	Health	Public Health Nurse 1	2DN	Public Health Nurse 1	2GN	\$49,506	\$66,810	N/A 100% Grant Funded		
4	Health	Public Health Nurse 1	2DN	Public Health Nurse 1	2GN	\$49,506	\$66,810	N/A Unfunded Positions		
6	Health	Public Health Social Worker 1	2DN	Public Health Social Worker 1	2FN	\$56,851	\$65,477	\$12,939	\$2,646	\$15,585
1	Health	Public Health Social Worker 1	2DN	Public Health Social Worker 1	2FN	\$55,195	\$63,570	\$2,094	\$428	\$2,522

4	Health	Public Health Social Worker 1	2DN	Public Health Social Worker 1	2FN	\$55,195	\$63,570	N/A 100% Grant Funded		
2	Health	Fatherhood Involvement Specialist 1	2DN	Fatherhood Involvement Specialist I	2FN	\$56,851	\$64,829	\$3,989	\$816	\$4,805
1	Health	Fatherhood Involvement Specialist 1	2DN	Fatherhood Involvement Specialist I	2FN	\$55,195	\$62,941	\$1,937	\$396	\$2,333
1	Municipal Court	Programmer Analyst	2GN	Court Applications and Software Dev	2LX	\$66,634	\$81,056	\$14,422	\$2,019	\$16,441
1	Municipal Court	Programmer Analyst	2GN	Court Applications and Software Dev	2LX	\$59,060	\$81,056	\$21,996	\$3,079	\$25,075
<hr/>								\$364,061	\$72,102	\$436,163

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