



Department of Employee Relations

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May 9, 2012

To the Honorable  
Finance and Personnel Committee  
Common Council  
City of Milwaukee

Dear Committee Members;

Earlier this year, the Common Council approved a reorganization in the Department of Neighborhood Services (DNS) that resulted in the creation of new career ladders for all code enforcement inspector positions in commercial code enforcement, residential code enforcement, nuisance control enforcement, and environmental hygiene. The reorganization has allowed DNS to develop a more effective, flexible, and knowledgeable workforce responsible for handling code enforcement and nuisance control activities in a proactive manner.

Within the new classification and pay structures, the reorganization also included the creation of a new skill-based pay system. This system is designed to reward employees with the opportunity for additional pay in exchange for formal certification of the employee's mastery of skills, knowledge and/or competencies. For example, within the new residential/commercial code enforcement, environmental risk officer and the special enforcement inspector series, pay advancement is allowed when employees achieved all the core competencies identified for that specific level and successfully achieve formal certifications as summarized below:

Residential/Commercial Code Enforcement	Environmental Risk Officers	Special Enforcement Inspector
<i>International Property Maintenance and Housing Inspection Certification International Fire Code I Wisconsin Commercial Building Code International Fire Code II UDC Electric or UDC Plumbing or Degree in Architecture or Engineering</i>	<i>Certification as Asbestos Supervisor, Rabies Observer, and Swimming Pool Operator International Fire Code II Registered Sanitarian UDC Electrical or UDC Plumbing UDC Electrical and UDC Plumbing</i>	<i>International Property Maintenance and Housing Inspection Certification International Fire Code I &amp; II Wisconsin Commercial Building Code Zoning Code Examination UDC Electrical and UDC Plumbing Degree in Architecture or Engineering</i>

The career ladders will allow employees to advance at their own pace but will require evidence of consistently meeting the quantitative and core competencies and obtaining the required certifications. Such movement represents a significant deviation from step increases previously granted to these employees through provisions of labor bargaining agreements as these were primarily based on years of service and not competencies or skills.

The 2012 Salary Ordinance does not authorize pay increases or pay adjustments for general city employees. Consequently DNS employees who meet the competencies, certifications, and/or educational requirements associated with each level are not eligible for any adjustments. If there is no opportunity for pay progression after the implementation of the career ladder, employees may delay or hold off taking the certification tests (due to cost and time commitments). This will impact the department's ability to fully implement the reorganization, improve the knowledge and skills of the inspector workforce and consequently the quality and thoroughness of inspections.

There are a total of 82 employees (not including three vacancies) impacted by the aforementioned changes. The total cost of implementing the reorganization and new compensation structure was estimated at approximately \$168,000. Funding for initial implementation and estimated salary progression for this year was included in DNS's 2012 budget.

Salary adjustments as part of implementation of the new structure and salary progression opportunities throughout 2012 based on established requirements are summarized below.

**Employees receiving no salary adjustments in 2012**

A total of 35 employees will receive no salary adjustments in 2012. This includes a total of 8 Code Enforcement Interns compensated at \$26,215. When they meet the criteria to be appointed to "Inspector" positions, they will be appointed at the corresponding rate. Some of these appointments may occur in 2012.

A total of 19 Code Enforcement Inspectors I and II and 8 Environmental Hygienists and Special Enforcement Inspectors were placed in the new pay structure at their current rates of pay. DNS does not anticipate that these employees will be eligible to receive any salary adjustments in 2012 based on the established requirements.

**Employees receiving a salary adjustment as a result of placement into the new structure only**

A total of 7 Special Enforcement Inspectors received salary adjustments as a result of the implementation of the new structure but are not anticipated to be eligible for additional adjustments in 2012. The average salary adjustment for this group was 5.9%. The certifications or equivalent requirements for advancement within the Special Enforcement Inspector series include:

- Level II: *Zoning Code Examination, Wisconsin Commercial Building Code, and International Fire Code II*
- Level III: *WI UDC Electric or UDC Plumbing*
- Level IV: *WI UDC Electric and UDC Plumbing*

Level V: *Degree in Architecture or Engineering*

**Employees receiving no salary adjustment as a result of placement into new structure but expected to meet eligibility requirements to advance in 2012**

A total of 17 employees were not eligible to receive salary adjustments as a result of the immediate implementation of the new structure in 2012. However, they may become eligible for a salary adjustment later this year as summarized below:

- Eleven Code Enforcement Inspectors I may successfully pass the International Property Maintenance and Housing Inspector (IPM&HI) examination in the summer of 2012. These employees would be eligible for a 5.8% salary adjustment from \$41,495 to \$43,908.
- One Nuisance Control Officer II expected to be eligible for a .2% increase and one eligible for a 5.8% increase if they successfully pass the IPM&HI exam in the next couple of months.
- One Environmental Hygienist who may be eligible for a 1.2% increase after successfully completing the International Fire Code I exam and one Environmental Hygienist eligible for a 5.8% increase after successfully completing the International Fire Code II exam.
- Two Code Enforcement Inspectors II eligible for an adjustment of 8.2% and 15.2% respectively after successfully completing the IPM&HI examination in the summer.

*Note: the differential in the size of the increase stems from the step the employees were paid at prior to the reorganization.*

**Employees receiving salary adjustments as a result of placement into the new structure and expected to meet eligibility requirements to advance within their pay ranges later in 2012**

A total of 23 employees received salary adjustments after the implementation of the new structure and will be eligible for additional adjustments upon meeting requirements later this year. The majority of these individuals (14) were former Nuisance Control Officers who have been placed into the Code Enforcement Career Ladder as of January of 2012 after participating in six days of training and taking and passing the International Property Maintenance and Housing Inspector exam from the International Code Council. These individuals have been performing duties and responsibilities that are significantly different from their former Nuisance Control Officer responsibilities. Throughout 2012, these individuals could qualify for salary advancement from \$43,098 to \$48,133 if they successfully pass the International Fire Code I examination and meet the core competencies established for the career ladder.

### Policy Considerations

Salary increases (both COLA and steps) have been frozen for most general city positions since 2009. Salary increases and pay practices for city positions not represented by certified bargaining units post-Wisconsin Act 10 provisions will be a matter of policy for the Common

Council and subject to the “meet and confer” provisions established in Chapter 340-3 of the Milwaukee Code of Ordinances.

The Department of Employee Relations anticipates working with the Budget and Management Division to assess the availability of funds for salary adjustments for general city employees in 2013. However, we don’t anticipate recommending salary adjustment practices based on years of service or time in grade considerations, especially for positions that require formal education and training. It is our intent to identify and recommend practices that establish and maintain competitive salaries based on labor market considerations and salary adjustment opportunities that link pay to performance, skills, and/or competencies.

Given the opportunity to implement a pilot that establishes pay progression practices based on skills, competencies and credentials within DNS and the fact that funding has been made available to implement such pilot program, it is recommended that the Salary Ordinance be amended to allow pay progression for positions in DNS that are part of this career ladder. In order to implement this recommendation, it will be necessary to amend the Salary Ordinance as follows:

Under Part II, Section 4, Salary Advancement and Salary Anniversary Dates, add the highlighted language identified below:

Salary Advancement above the rate of initial appointment shall be as authorized in this Ordinance. Effective Pay Period 1, 2012, through Pay Period 26, 2012, there shall be no salary advancement for employees, unless otherwise provided in a collective bargaining agreement in full force and effect. Salary advancement practices frozen in 2012 include all special attainment steps footnoted within each pay range. **The Department of Neighborhood Services is authorized to implement salary adjustments for employees meeting core competencies and certification credentials established within new career ladders in commercial and residential code enforcement, special enforcement and environmental hygiene areas.**

Sincerely,

*Maria Monteagudo*

Maria Monteagudo

Employee Relations Director

C: Art Dahlberg

# Department of Neighborhood Services Code Enforcement Career Ladder

Revised 3-30-2012



## Code Enforcement Promotional Ladder Pay Range 3LN - Includes 6 pay steps

Employees will move through the pay steps within this pay range based on their accomplishments. Expanding ones knowledge of the building and fire codes and obtaining various certifications will enable a motivated employee the opportunity to advance to the higher pay steps. This benefits both the employee and the department.

### Intern

Interns are paid at step 1 of the pay range 3AN. Non-competitive promotion to Residential Code Enforcement Inspector or Commercial Code Enforcement Inspector requires completion of intern training requirements, successful completion of core competencies and sign off by Enforcement & Training Supervisor.

### Residential Code Enforcement Inspector or Commercial Code Enforcement Inspector - Pay Steps 1 & 2

RCEI and CCEI inspectors are paid at step 1 of pay range 3LN. RCEI and CCEI inspectors will move to pay step 2 upon successful completion of step 1 core competencies and passage of the International Property Maintenance & Housing Inspector examination. Non-competitive promotion to RCEI step 3 or CCEI step 3 requires successful completion of step 2 core competencies and passage of the International Fire Code I examination.

### Residential Code Enforcement Inspector or Commercial Code Enforcement Inspector - Pay Steps 3 & 4

RCEI and CCEI inspectors at step 3 will move to pay step 4 upon successful completion of the core competencies and obtaining certification in the Wisconsin Commercial Building Code. Non-competitive promotion to RCEI or CCEI at step 5 requires successful completion of step 4 core competencies and passage of the International Fire Code II examination.

### Residential Code Enforcement Inspector or Commercial Code Enforcement Inspector - Pay Step 5

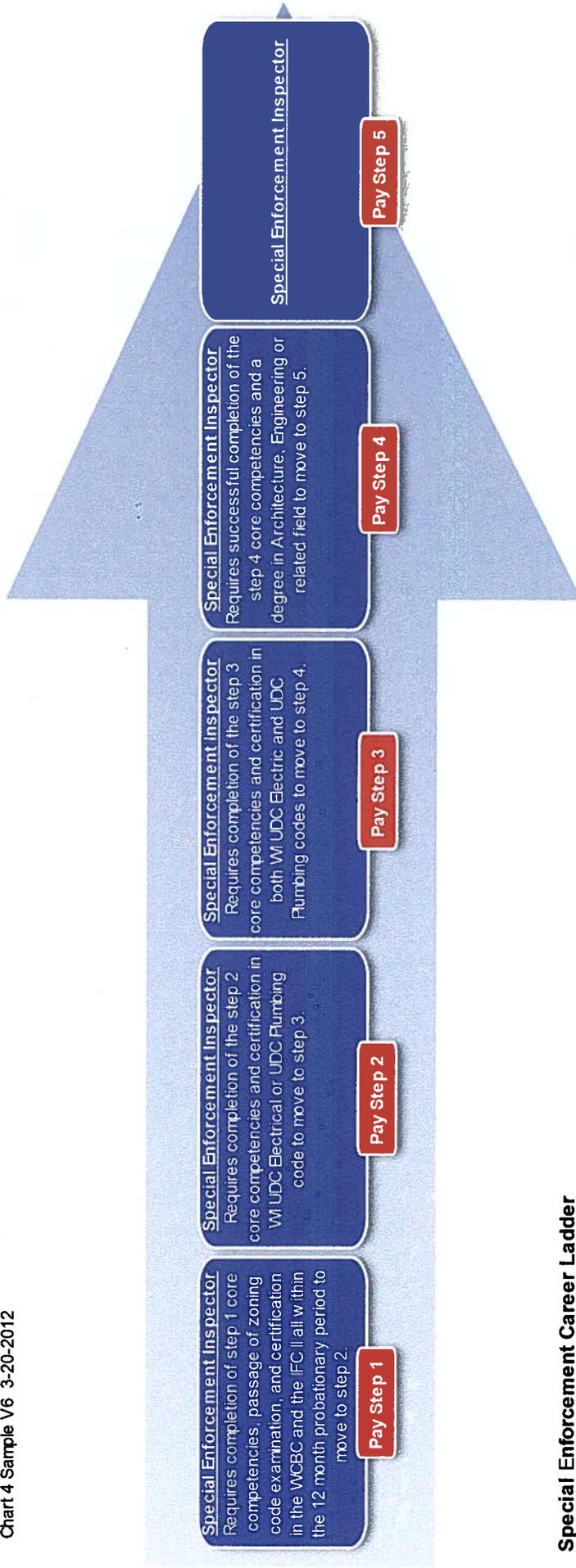
RCEI and CCEI inspectors at step 5 will move to pay step 6 upon successful completion of step 5 core competencies and obtaining certification in the Wisconsin UDC Electrical or UDC Plumbing code. If the inspector holds or obtains a degree in architecture or engineering the UDC Electrical or UDC Plumbing certification requirement will be waived.

### Special Enforcement Inspector - Pay Range 2EN

Inspectors in the Code Enforcement Career Ladder become eligible for competitive promotion to Special Enforcement after reaching pay step 3 of Residential Code Enforcement Inspector or Commercial Code Enforcement Inspector or higher. However, if promoted to Special Enforcement, the RCEI or the CCEI will be required to obtain certification in the Wisconsin Commercial Building Code and pass the International Fire Code II examination within the 12 month probationary period.

## Department of Neighborhood Services Special Enforcement Career Ladder

Chart 4 Sample V6 3-20-2012



### Special Enforcement Career Ladder Pay Range 2EN - Includes 5 pay steps

Special Enforcement inspectors will be paid at pay step 1.

Employees promoted to Special Enforcement Inspectors (step 1) will be required to successfully complete the step 1 core competencies, obtain or possess certification in the Wisconsin Commercial Building Code and International Fire Code II and obtain a passing grade on a city of Milwaukee approved zoning code competency examination all within the one year probationary period to advance to step 2.

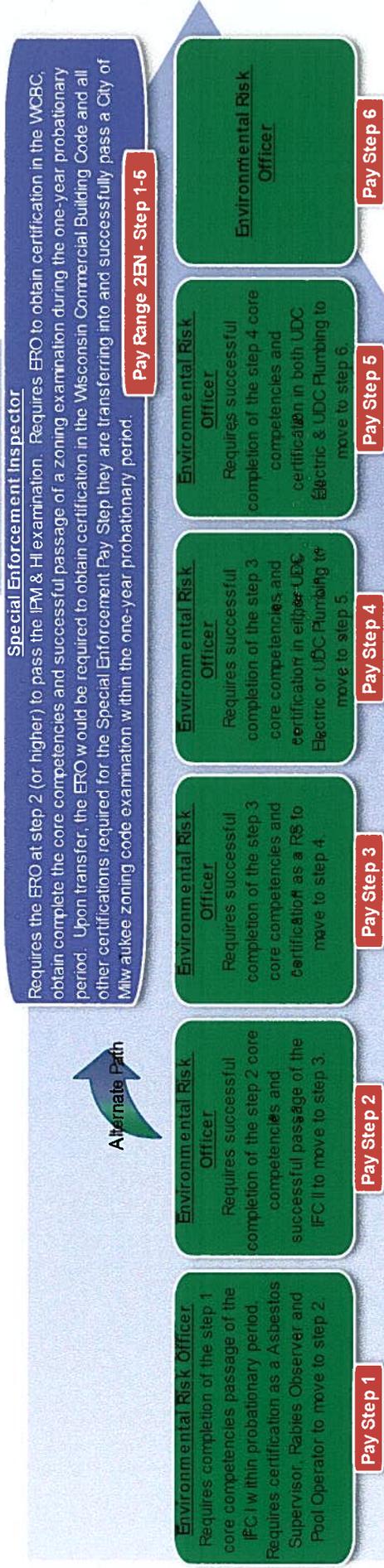
Advancement from step 2 to step 3 will require successful completion of the step 2 core competencies and attainment of the Wisconsin UDC Electrical or UDC Plumbing certification.

Advancement from step 3 to step 4 will require successful completion of the step 3 core competencies and attainment of both Wisconsin UDC Electrical and UDC Plumbing certifications.

An Special Enforcement Inspector at step 4 will advance to pay step 5 upon successful completion of the step 4 core competencies and possession of a degree in Architecture or Engineering or related field from a school accredited and approved by DER.

# Department of Neighborhood Services Environmental Career Ladder

Chart 3 Sample V6 3-20-2012



## Environmental Career Ladder

**Pay Range 2EN** - Includes 6 pay steps

Note: Environmental Career Ladder will progress along a career path that provides transfer opportunities into the code enforcement career ladder.

### Environmental Risk Officer

ERO inspectors will be paid at step 1. ERO inspectors are required to complete the step 1 core competencies and successfully pass the International Fire Code I examination within the initial 12 month probationary period. ERO at step 1 are not eligible for transfer to the Special Enforcement Career ladder.

ERO inspectors will move to pay step 2 upon successful completion of the step 1 core competencies and certification as an Asbestos Supervisor, Rabies Observer, and Swimming Pool Operator.

ERO inspector at step 2 is eligible for promotion to ERO step 3 upon successful completion of the step 2 core competencies and passage of the International Fire Code II examination.

ERO inspector at step 3 is eligible for promotion to ERO step 4 upon successful completion of the step 3 core competencies and passage of the Registered Sanitarian examination.

ERO inspector at step 4 is eligible for promotion to ERO step 5 upon successful completion of the step 4 core competencies and certification in the UDC Electrical or UDC Plumbing code.

ERO inspector at step 5 is eligible for promotion to ERO step 6 upon successful completion of the step 5 core competencies and certification in both the UDC Electrical and UDC Plumbing codes.

An ERO at step 2 or higher is eligible for competitive transfer to the Code Enforcement Career Ladder into Special Enforcement (steps 1-5). Prior to transfer the employee will be required to obtain certification in the International Property Maintenance & Housing Code. Upon transfer, the ERO would be required to obtain certification in the Wisconsin Commercial Building Code and all other certifications required for the Special Enforcement Pay Step they are transferring into and successfully pass a City of Milwaukee zoning code examination within the one-year probationary period.