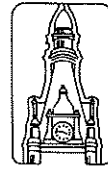


CITY OF MILWAUKEE
DEPARTMENT OF EMPLOYEE RELATIONS



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

May 17, 2019

The Honorable
 Finance and Personnel Committee
 Common Council
 City of Milwaukee

Common Council File No. 190081 – 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 May 21, 2019.

Health Department Report

Senior Leadership Positions

Current	Recommendation
Health Operations Administrator PR 1KX (\$85,757 – \$120,064) (One Position)	Chief Deputy Commissioner of Health PR 1LX (\$91,404 - \$127,962) (One Position) FN: Recruitment at any point in the range with DER and Finance and Personnel Committee Chair approval.
New Position	Deputy Commissioner of Medical Services PR 10X (\$110,689 - \$154,961) (One Position) FN: Recruitment at any point in the range with DER and Finance and Personnel Committee Chair approval.
Family and Community Health Services Director PR 1IX (\$75,478 - \$105,669) (One Vacant Position)	Deputy Commissioner of Community Health PR 1JX (\$80,442 - \$112,627) (One Position) FN: Recruitment at any point in the range with DER and Finance and Personnel Committee Chair approval.
New Position	Deputy Commissioner of Environmental Health PR 1JX (\$80,442 - \$112,627) (One Position) FN: Recruitment at any point in the range with DER and Finance and Personnel Committee Chair approval.
Public Health Planning and Policy Director PR 1JX (\$80,442 - \$112,627) (One Vacant Position)	Deputy Commissioner of Policy, Innovation, and Evaluation PR 1JX (\$80,442 - \$112,627) (One Position) FN: Recruitment at any point in the range with DER and Finance and Personnel Committee Chair approval.

Clinical Services Position

Current	Recommendation
New Position	Clinic Operations Director PR 1IX (\$75,478 - \$105,669) (One Position) FN: Recruitment at any point in the range with DER and Finance and Personnel Committee Chair approval.

Community Health Positions

Current	Recommendation
Family and Community Health Operations Manager PR 1FX (\$69,381 - \$87,270) (One Position)	Maternal and Child Health Director PR 1IX (\$75,478 - \$105,669) (One Position) FN: Recruitment at any point in the range with DER and Finance and Personnel Committee Chair approval.
Public Health Nurse 3 PR 2FN (\$62,060 - \$67,616) (One Vacant Position)	Health Project Supervisor - DADS PR 1AX (\$48,670 - \$63,426) (One Position)

Environmental Health Position

New Position	Home Environmental Health Director PR 1IX (\$75,478 - \$105,669) (One Position) FN: Recruitment at any point in the range with DER and Finance and Personnel Committee Chair approval.
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Policy, Innovation and Engagement Position

New Position	Health Data and Evaluation Director PR 1GX (\$66,435 - \$93,010) (One Position) FN: Recruitment Rate of \$74,823 FN: If position held by Angela Hagy, rates consistent with PR 1JX to be paid.
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Finance, Administration and Human Resources Positions

Business Operations Manager-Health PR 1FX (\$62,338 - \$87,270) (One Vacant Position)	Finance and Administration Manager PR 1HX (\$70,827 - \$99,154) (One Position) FN: Recruitment at any point in the range with DER and Finance and Personnel Committee Chair approval.
New Position	Human Resources Representative PR 2HX (\$54,865 - \$76,806) (One Position) FN: Recruitment at any point in the range with DER and Finance and Personnel Committee Chair approval.

New Position	Clinic Office Coordinator PR 5FN (\$40,516 – \$48,248) FN: Recruitment Rate of \$42,539 (Three Positions)
Program Assistant II PR 5FN (\$42,539 - \$48,248) (One Position)	
Office Assistant II PR 6EN (\$30,529 - \$35,922) (One Vacant Position)	

Respectfully submitted,


Maria Monteagudo
Employee Relations Director

Attachments: Job Evaluation Reports

C: Jeanette Kowalik, Jennifer Freiheit, Angela Hagy, Rebecca Rowland, Regina Jagers, Kerry Mitchell, Lori Hoffman, Dennis Yaccarino, Eric Pearson, Molly King, Nicole Fleck, Ken Wischer

JOB EVALUATION REPORT

City Service Commission Meeting: May 21, 2019

Overview

The Health Department has requested the classification of several new and changed positions as part of a large departmental reorganization. This is the first of a number of reports regarding the reorganization. This first report includes 15 positions and sets up the leadership structure and four newly organized branches within the Milwaukee Health Department (MHD) as listed below.

In studying these positions job descriptions were analyzed and discussions were held with Department representatives and the Budget Office including Dennis Yaccarino, Budget and Management Director; Molly Christianson, Budget and Management Special Assistant; Jeanette Kowalik, Commissioner of Health; Jennifer Freiheit, Health Operations Administrator; Angela Hagy, Disease Control and Environmental Health Services Director; Rebecca Rowland, Family and Community Health Operations Manager; Kerry Mitchell, Human Resources Officer (Temporary); and Lori Hoffman, Human Resources Analyst – Senior.

The Health Department indicated that the purpose of this proposed reorganization is to:

1. Provide a structure where services can be delivered as efficiently and effectively as possible.
2. Ensure supervisory responsibilities are distributed appropriately.
3. Provide additional capacity to program areas where needed to function effectively.
4. Allow for flexibility of the organizational chart as needed to address new public health issues.
5. Support efforts to bring the MHD into the national sphere as a modern public health department focusing on innovation and science.

As part of this reorganization the Department proposes to change the organizational structure. Currently the MHD is divided into the following divisions and offices.

- Consumer Environmental Health Division
- Disease Control and Environmental Health Division
- Family and Community Health Division
- Office of Policy and Planning
- Office of Violence Prevention
- Public Health Laboratory Division
- Business Operations
- Human Resources

In addition, the Medical Director, Director of Nursing, Health Communications Officer, Human Resources Officer, and Business Operations Manager reported directly to the Commissioner of Health or Health Operations Administrator.

With this reorganization the following four branches will be created and each of these branches will be led by a Deputy Commissioner.

- Clinical Services - includes all clinical and patient care functions of the MHD and guidance and consultation for the related areas of communicable and infectious disease surveillance and reporting, immunizations, sexual and reproductive health, well and wise women programs including breast and cervical health, and laboratory services.

- **Community Health** – includes all evidence-based programs in the Maternal and Child Health Division (MCH) including Women, Infants and Children (WIC), Doula, Healthcare Access, Empowering Families of Milwaukee, Strong Baby, Prenatal Care Coordination (PNCC), and the DAD (Direct Assistance to Dads) Project; and the Office of Violence Prevention (OVP) including 414Life, Trauma Informed Care, ReCast, and Ceasefire Milwaukee.
- **Environmental Health** – includes programs related to home environmental health (lead, asthma, and indoor air), consumer environmental health (food establishments, tattoo and body piercing, weights and measures), environmental health specialties (beach testing, hazardous materials (HazMat) response, and climate change), and emergency preparedness and response.
- **Policy, Innovation and Engagement** – includes Epidemiologists, Public Health Strategists and Evaluators, Vital Statistics and Communications who lead department-wide system improvement and strategy initiatives and help to ensure that MHD is focused on the future by advocating for policy change at the city, state and national level to influence population health; and occupational development work including accreditation and quality improvement/quality assurance through the Public Health Accreditation Board process and the development and implementation of the Community Health Assessment every three years, the Community Health Improvement Plan every five years, the Strategic Plan, Workforce Development Plan, and performance measures and metric.

In addition, the functions of finance, administration and human resources will be separate and the positions of Finance and Administration Manager and Human Resources Officer will also report directly to the Chief Deputy Commissioner.

With this reorganization the MHD plans to better align the mission of each branch to support the overall public health strategies of the department. The reorganization will include the addition of new positions plus the repurposing, reclassification and/or title changes of current positions. This first report includes a total of 15 new and current positions as noted in the charts below.

Senior Leadership Positions

Current	Recommendation
Health Operations Administrator PR 1KX (\$85,757 – \$120,064) (One Position)	Chief Deputy Commissioner of Health PR 1LX (\$91,404 - \$127,962) (One Position) FN: Recruitment at any point in the range with DER and Finance and Personnel Committee Chair approval.
New Position	Deputy Commissioner of Medical Services PR 10X (\$110,689 - \$154,961) (One Position) FN: Recruitment at any point in the range with DER and Finance and Personnel Committee Chair approval.
Family and Community Health Services Director PR 1IX (\$75,478 - \$105,669) (One Vacant Position)	Deputy Commissioner of Community Health PR 1JX (\$80,442 - \$112,627) (One Position) FN: Recruitment at any point in the range with DER and Finance and Personnel Committee Chair approval.
New Position	Deputy Commissioner of Environmental Health PR 1JX (\$80,442 - \$112,627) (One Position) FN: Recruitment at any point in the range with DER and

	Finance and Personnel Committee Chair approval.
Public Health Planning and Policy Director PR 1JX (\$80,442 - \$112,627) (One Vacant Position)	Deputy Commissioner of Policy, Innovation, and Evaluation PR 1JX (\$80,442 - \$112,627) (One Position) FN: Recruitment at any point in the range with DER and Finance and Personnel Committee Chair approval.

Clinical Services Position

Current	Recommendation
New Position	Clinic Operations Director PR 1IX (\$75,478 - \$105,669) (One Position) FN: Recruitment at any point in the range with DER and Finance and Personnel Committee Chair approval.

Community Health Positions

Current	Recommendation
Family and Community Health Operations Manager PR 1FX (\$69,381 - \$87,270) (One Position)	Maternal and Child Health Director PR 1IX (\$75,478 - \$105,669) (One Position) FN: Recruitment at any point in the range with DER and Finance and Personnel Committee Chair approval.
Public Health Nurse 3 PR 2FN (\$62,060 - \$67,616) (One Vacant Position)	Health Project Supervisor - DADS PR 1AX (\$48,670 - \$63,426) (One Position)

Environmental Health Position

New Position	Home Environmental Health Director PR 1IX (\$75,478 - \$105,669) (One Position) FN: Recruitment at any point in the range with DER and Finance and Personnel Committee Chair approval.
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Policy, Innovation and Engagement Position

New Position	Health Data and Evaluation Director PR 1GX (\$66,435 - \$93,010) (One Position) FN: Recruitment Rate of \$74,823 FN: If position held by Angela Hagy, rates consistent with PR 1JX to be paid.
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Finance, Administration and Human Resources Positions

Business Operations Manager-Health PR 1FX (\$62,338 - \$87,270) (One Vacant Position)	Finance and Administration Manager PR 1HX (\$70,827 - \$99,154) (One Position) FN: Recruitment at any point in the range with DER and Finance and Personnel Committee Chair approval.
New Position	Human Resources Representative PR 2HX (\$54,865 - \$76,806) (One Position)

	FN: Recruitment at any point in the range with DER and Finance and Personnel Committee Chair approval.
New Position	Clinic Office Coordinator PR 5FN (\$40,516 – \$48,248)
Program Assistant II PR 5FN (\$42,539 - \$48,248) (One Position)	FN: Recruitment Rate of \$42,539 (Three Positions)
Office Assistant II PR 6EN (\$30,529 - \$35,922) (One Vacant Position)	

Position Descriptions and Recommendations

Senior Leadership Positions

Current	Health Operations Administrator	Pay Range 1KX (\$85,757 - \$120,064)	1 Position
Recommended	Chief Deputy Commissioner of Health	Pay Range 1LX (\$91,404 - \$127,962) FN: Recruitment anywhere in the range with DER and FPC Chair approval.	1 Position

This position serves as the principal staff advisor to the Commissioner of Health regarding MHD operations and administrative services; and provides ongoing leadership and day-to-day guidance to senior management personnel who serve as Deputy Commissioners and Division Directors as part of the MHD leadership team. Duties and responsibilities include the following:

- 30% Provide direction and advice to Deputy Commissioners/Branch Directors in the areas of program planning, funding opportunities; implementation of initiatives; and integration of services and program evaluation.
- 20% Provide oversight of administrative functions within the MHD including financial activities, technical support, media relations, building services, and internal operations.
- 20% Provide leadership and coordination of activities and resources of public health programs within MHD; and make recommendations to the Commissioner of Health regarding new initiatives and operational changes.
- 10% Assist in establishing and maintaining collaborative relationships within MHD, the City, the State and the community to achieve desired public health objectives and outcomes.
- 10% Establish and maintain collaborative relationships with members of the Administration and the Common Council in promoting and obtaining support for public health initiatives.
- 10% Perform other duties as assigned by the Commissioner of Health.

Minimum requirements include a master's degree in public health, public administration, or related field and seven years of experience in public health supervision and administration, program planning, health policy development, or health care delivery systems management. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

By making this change, the role of this position will expand from overseeing operations to overseeing the entire leadership team, more clearly representing the Commissioner of Health in her absence, and making decisions on her behalf when needed. Under the proposed reorganization, this position would have four Deputy Commissioner

positions that would be direct reports. Three would be created in Pay Range 1JX (\$80,442 - \$112,627) and the recommended Pay Range 1LX (\$91,404 - \$127,962) would provide a two-level differential. Other titles in Pay Range 1LX include Assistant Director - Redevelopment Authority, Deputy Chief Investment Officer, and Deputy Library Director – Public Services.

We therefore recommend the position of Health Operations Administrator in Pay Range 1KX (\$85,757 - \$120,064) be reclassified to Chief Deputy Commissioner of Health in Pay Range 1LX (\$91,404 - \$127,962). To assist with recruitment for this and other leadership positions in MHD, we recommend recruitment flexibility anywhere in the range with approval by the Department of Employee Relations (DER) and the Chair of the Finance and Personnel Committee.

Current	New Position		1 Position
Recommended	Deputy Commissioner of Medical Services	Pay Range 1OX (\$110,689 - \$154,961) FN: Recruitment anywhere in the range with DER and FPC Chair approval.	1 Position

This position will be administratively responsible for all clinical and patient care functions of the MHD and will provide guidance and consultation for related areas of the MHD including disease surveillance and reporting, laboratory services, nursing, and home visiting. This position will also provide guidance and consultation as requested by the Commissioner of Health for other areas including research, strategic planning, clinical teaching, and community health improvement; and will serve as a liaison for the MHD to a variety of stakeholders and the general public. Duties and responsibilities include the following:

- 25% Provide and oversee medical consultations and provide administrative oversight to the Sexually Transmitted Disease (STD), Immunization, Tuberculosis (TB), and communicable disease programs including development, authorization and maintenance of up-to-date medical orders and protocols; and provide medical supervision and staff development for nursing staff.
- 20% Serve as Chief Medical Officer for the MHD and 1) develop and maintain professional relationships with the local and state medical community; and provide and collect pertinent medical and public health information; 2) serve as a liaison with the broader Milwaukee community on medical and public health issues and represent the MHD with local and state governments; and 3) serve as a liaison to various local, state, and regional public health, medical and academic groups as directed by the Commissioner.
- 15% Provide overall medical direction for nursing and other clinical services within MHD or delegate to other MHD physicians or physician consultants as appropriate; provide medical consultation, direction and support to all other areas of the MHD in collaboration with other MHD physicians and physician consultants.
- 15% Collaborate with management team on the formulation of public health policy and scope of service; and provide medical leadership and input to the MHD's functions of community assessment, assurance, and policy development at local, state, federal and national levels.
- 10% Provide guidance to other MHD programs including Maternal Child Health, Laboratory Services, Environmental Health, and Communicable Disease on surveillance, case management, reporting and epidemiological investigations.
- 10% Provide department-wide consultation and support for research, analysis, program and policy development and strategic planning in conjunction with other MHD managers; provide supervision and oversight of all medical and clinical teaching within MHD; provide consultation and direction for medical aspects of MHD emergency response, media response, limited occupational health matters, and other issues as requested by the Commissioner.

- 5% Perform other duties as assigned including responding to an emergency or broad impact event.

Minimum requirements include a medical degree (M.D.) or doctor of osteopathic medicine degree (D.O.) with an unrestricted license to practice medicine and surgery in Wisconsin; and five years of experience in a public health setting, or a master's degree in public health, public administration, health administration or similar field and three years of experience in a governmental public health setting, or Certification by the American Board of Family Medicine, Pediatrics, Internal Medicine, Obstetrics and Gynecology or Preventive Medicine and one year of experience in a governmental public health setting. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

Under the proposed reorganization this position will be one of four Deputy Commissioner positions. The other three Deputy Commissioner positions are recommended to be placed in Pay Range 1JX (\$80,442 - \$112,627). This position is recommended for the higher level of Pay Range 1OX (\$110,689 - \$154,961) as it requires a medical degree (M.D) or doctor of osteopathic medicine (D.O.). In the past, Medical Directors were under contract. In the proposed reorganization, a dedicated full time Medical Director will be able to provide guidance and consultation throughout the department and specifically oversee the Clinic and Laboratory Divisions. This position will also be able to administer written medical orders on a day-to-day and emergency basis. Although this is a unique position within the City service, other high-level professional positions with large supervisory and oversight responsibilities in the requested Pay Range 1OX (\$110,689 - \$154,961) include City Engineer, Commissioner-City Development and Deputy City Attorney.

We therefore recommend classifying this new position as Deputy Commissioner of Medical Services in Pay Range 1OX (\$110,689 - \$154,961). To assist with recruitment for this and other leadership positions in MHD, we recommend recruitment flexibility anywhere in the range with approval by the Department of Employee Relations (DER) and the Chair of the Finance and Personnel Committee.

Current	Family and Community Health Services Director	Pay Range 1IX (\$75,478 - \$105,669)	1 Position
Recommended	Deputy Commissioner of Community Health	Pay Range 1JX (\$80,442 - \$112,627) FN: Recruitment anywhere in the range with DER and FPC Chair approval.	1 Position

This position develops, implements, manages and evaluates evidence-based programs for the Maternal and Child Health Division (MCH) and the Office of Violence Prevention (OVP); provides direction, leadership and supervision to division directors, program managers, supervisors and coordinators and oversees a wide variety of grant-seeking and research activities; collaborates with the Deputy Commissioner of Medical Services and the Clinic Operations Director to assure that only the highest quality nursing and public health services are provided at MHD clinical sites and out in the community; plays a key role in the community by representing the MHD in many area partnerships, coalitions, and networks; and communicates regularly with funders, the Mayor, the Milwaukee Common Council and the media. Duties and responsibilities include the following:

- 35% Program Leadership – plan and develop overall strategy for determining Community Health goals and objectives, work plans, budgets, and collaboration among branches and divisions; engage in diverse needs-assessment activities including evaluation of community needs, program capacity, and the success of previous and current activities and projects; and coordinate and plan community health activities to ensure balanced and adequate programs.
- 30% Staff Management and Administration – Hire, train, support, supervise, and evaluate staff responsible for new and innovative community interventions and community health strategies; help establish programs for guidance and professional development of community health staff and in establishing policies, procedures,

and equitable performance standards; and lead, coordinate and contribute to staff training and educational sessions.

- 15% Community Leadership – develop and maintain collaborative relationships with other city departments, state and federal regulatory and funding agencies, medical providers, community-based organizations, advocacy agencies, and academic institutions to coordinate and consult on comprehensive city-wide efforts; represent the MHD in community groups as appropriate; and participate in community planning concerning health and social welfare.
- 15% Grant Writing and Program Development – plan mission-driven grant strategies for community health in terms of proportion of grant funding versus O&M (Operations and Maintenance) funding, strategic areas of expansion and vision for the medium to long-term future; identify and research corporate, foundation, and government sources of funding for community health activities; and champion grant opportunities within the organization, play a lead role in writing the grants, developing the budgets and building new or existing projects through those grants.
- 5% Other Duties – prepare talking points, presentations and ad-hoc reports as needed by the Commissioner of Health, Chief Deputy Commissioner of Health, Mayor and the Common Council; develop data analyses for special projects of interest; and perform other duties as assigned.

Minimum requirements include a master's degree in public health, healthcare management, public administration, community health, nursing, social work or related field and five years of experience in public health care program planning, policy development, community health assessment, or health administration with at least four of the years including program management or supervision. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

This position will now be one of the four proposed Deputy Commissioners of the organization and will serve on the senior leadership team. This position will have oversight responsibility for both the Maternal and Child Health Division (MCH) and the Office of Violence Prevention (OVP). The MCH has many grant-funded programs including a large team of those who make home visits (nurses, social workers and public health educators); the Women, Infant and Children's Program (WIC) that provides supplemental nutrition; and the newborn blood and hearing screening program. The OVP includes a team of community organizers, researchers, and program managers that work to reduce violence in Milwaukee. This combination of functions will provide a more coordinated approach to preparing for, preventing, and responding to important community health issues including violence.

With this proposed reorganization of the MHD, we recommend that this position have the new title of Deputy Commissioner of Community Health and move up one level to Pay Range 1JX (\$80,442 - \$112,627). Other positions in this pay range that also have responsibility for significant functions within the City and oversight of numerous employees include Civil Engineer V, Deputy City Clerk, and Forestry Services Manager.

We therefore recommend the position of Family and Community Health Services Director in Pay Range 1IX (\$75,478 - \$105,669) be reclassified to Deputy Commissioner of Community Health in Pay Range 1JX (\$80,442 - \$112,627). To assist with recruitment for this and other leadership positions in MHD, we recommend recruitment flexibility anywhere in the range with approval by the Department of Employee Relations (DER) and the Chair of the Finance and Personnel Committee.

Current	New Position		1 Position
Recommended	Deputy Commissioner of Environmental Health	Pay Range 1JX (\$80,442 - \$112,627) FN: Recruitment anywhere in the range with DER and FPC Chair approval.	1 Position

This position leads the Environmental Health branch and implements and evaluates cost-effective and impact-based programs in regards to home environmental health, consumer environmental health, environmental health specialties, and emergency preparedness and response. Duties and responsibilities include the following:

- 50% Strategic Planning, Innovative Direction, and Management – provide strategic planning, direction and management in the areas of home environmental health, consumer environmental health, environmental health specialties and emergency preparedness and response within a large urban and regional public health infrastructure; implement and evaluate programs with other federal, state and local governmental agencies, non-profit organizations, and private sector businesses; serve, as assigned by the Commissioner of Health, as the Incident Commander during community-wide public health emergencies and as a liaison to the City or County Emergency Operations Center; manage federal and state grants, contracts and initiatives within the City and multi-county area that are related to regional public health; formulate and recommend City policies, ordinances, resolutions, and legislative positions related to environmental health, communicable disease, and emergency preparedness and response; and generate program summaries, project updates, special reports, technical papers, grant applications, statistical analyses, and other documents as needed to support programs.
- 25% Emergency Preparedness and Response Planning – oversee emergency preparedness and response plan integration, employee response training, and homeland security exercises; ensure MHD employees are prepared to respond to a variety of emergencies or large events affecting the City's population; and strategically integrate the MHD with other City departments and community leaders in regards to emergency preparedness.
- 25% MHD Representative for Environmental Health Concerns – may be assigned by Commissioner of Health to serve as media contact for environmental health and emergency preparedness and response issues; represent the MHD in areas of technical expertise in interactions with other City departments, elected officials, outside public agencies, community groups, and private businesses and by participating on various committees, consortia, coalitions, task forces, professional organizations, and special project teams; and provide technical support and consultation to other MHD branches and divisions and other City departments regarding environmental health.

Minimum requirements include a master's degree in engineering, physical, biological or natural sciences, public or business administration, or related field and five years of experience in program management, administration, and supervision preferably within a governmental agency overseeing programs similar to those conducted within public health. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

This new position will also be one of the four proposed Deputy Commissioners of the organization and will serve on the senior leadership team. This position will provides leadership and support for the areas of home environmental health which includes lead poisoning prevention; consumer environmental health which includes monitoring food; environmental health specialties such as beach monitoring, bees and mold; and emergency preparedness and response. With this proposed reorganization of the MHD we recommend that this position have a similar title to the other Deputy Commissioners and be in the same pay range of 1JX (\$80,442 - \$112,627), except for the Deputy Commissioner of Medical Services that requires a M.D. or D.O. and is in Pay Range 10X (\$110,689 - \$154,961). As indicated earlier in the report, other positions in this pay range that also have responsibility for significant functions within the City and oversight of numerous employees include Civil Engineer V, Deputy City Clerk, and Forestry Services Manager.

We therefore recommend this new position be classified as Deputy Commissioner of Environmental Health in Pay Range 1JX (\$80,442 - \$112,627). To assist with recruitment for this and other leadership positions in the MHD, we

recommend recruitment flexibility anywhere in the range with approval by the Department of Employee Relations (DER) and the Chair of the Finance and Personnel Committee.

Current	Public Health Planning and Policy Director	Pay Range 1JX (\$80,442 - \$112,627)	1 Position
Recommended	Deputy Commissioner of Policy, Innovation and Evaluation	Pay Range 1JX (\$80,442 - \$112,627) FN: Recruitment anywhere in the range with DER and FPC Chair approval.	1 Position

This position serves as the lead for key department-wide system improvement and strategy initiatives and helps ensure that MHD is future-focused; in close coordination with the Commissioner of Health is responsible for overseeing the PHAB (Public Health Accreditation Board) accreditation process through development and implementation of Milwaukee's Community Health Assessment (CHA), MKE Elevate Community Health Improvement Plan (CHIP), and Strategic Plan; develops MHD's public policy positions through extensive research, creates and coordinates a comprehensive policy agenda, and analyzes other existing and proposed federal, state and local policies; serves as a key liaison between MHD and Wisconsin academic institutions including the University of Wisconsin-Milwaukee Zilber School of Public Health; leads the data and evaluation efforts by overseeing the creation and implementation of the MHD performance management system, consulting with division directors and managers about data tools and capacity, and providing expertise around evaluation frameworks. Duties and responsibilities include the following:

- 30% Public Health Policy and Health Strategy – represent the MHD in areas of technical expertise in interactions with other City departments, elected officials, outside public agencies, community groups, and private businesses and by participating on various committees, consortia, coalitions, task forces, professional organizations, and special project teams; coordinate MHD's legislative agenda and serve as a liaison to the City's Intergovernmental Relations Office on public health legislative review and development; identify and analyze existing and proposed federal, state, and local policies; develop MHD's public policy positions; and create policy briefs and white papers on issues that impact public health and advance health equity.
- 25% Data Evaluation, Epidemiological Surveillance, and Performance Management – lead and support data activities that advance health equity by informing decision making, resource allocation, and intervention effectiveness; work with staff to provide technical assistance to programs around data collection analysis as well as management practices; support the expansion of the department's data surveillance, infrastructure and data capacity; provide support to programs in measuring programmatic performance through the department's performance management system; and oversee the development of the Community Health Assessment and department annual report.
- 20% Strategic Health Communications – oversee the development of communications plans to ensure that MHD is communicating efficiently and effectively to internal and external stakeholders; work with staff to foster and recommend public information campaigns in a strategic context, consistent with MHD's mission and goals; work with the communications team to evaluate communications plans; manage the planning, development, implementation, and promotion of public health information campaigns and materials; and may be assigned by the Commissioner of Health to serve as the media contact in regards to policy issues.
- 15% Supervision and Project Management – manage, direct and supervise multiple staff to ensure work products are of high quality and completed in a timely manner; and directly supervise Policy, Innovation and Engagement team members, including delegating assignments, providing guidance, reviewing work products, providing feedback, and conducting performance evaluations.
- 10% Perform other duties as assigned including responding to an emergency or broad impact event.

Minimum requirements include a master's degree in biostatistics, epidemiology, public policy, public health, or related field and five years of experience in program management, administration and supervision preferably within a governmental agency. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

This position will also be one of the four proposed Deputy Commissioners of the organization and will serve on the senior leadership team. As part of the reorganization the Department wishes to centralize the data gathering and evaluation in the Policy, Innovation and Engagement Branch. This position will provide leadership and support for the areas of public health policy and health strategy; data evaluation, epidemiological surveillance, and performance management; strategic health communications; and supervision and project management. With this proposed reorganization of the MHD, we recommend that this position have a similar title to the other Deputy Commissioners and be in the same pay range of 1JX (\$80,442 - \$112,627), except for the Deputy Commissioner of Medical Services that requires a M.D. or D.O. and is in Pay Range 10X (\$110,689 - \$154,961). As this position is already in Pay Range 1JX this will only mean a title change. We agree with the requested title of Deputy Commissioner of Policy, Innovation and Evaluation.

We therefore recommend this position of Public Health Planning and Policy Director in Pay Range 1JX (\$80,442 - \$112,627) be reclassified to Deputy Commissioner of Policy, Innovation and Evaluation in Pay Range 1JX (\$80,442 - \$112,627). To assist with recruitment for this and other leadership positions in the MHD, we recommend recruitment flexibility anywhere in the range with approval by the Department of Employee Relations (DER) and the Chair of the Finance and Personnel Committee.

Clinical Services Position

Current	New Position		1 Position
Recommended	Clinic Operations Director	Pay Range 11X (\$75,478 - \$105,669) FN: Recruitment anywhere in the range with DER and FPC Chair approval.	1 Position

This position is responsible for all aspects of public health nursing and ancillary nursing services at the MHD; and provides guidance, consultation and leadership for the clinical and home visiting operations of the MHD ensuring that MHD is utilizing best practice standards in the delivery of care. Clinical operations include communicable disease; tuberculosis and immunization services, sexual and reproductive health services, and state mandated follow-up; and services related to the WELLWOMAN program. Home visiting operations include public health nursing environmental health (lead) and maternal and child health services. This position also provides guidance and consultation, at the request of the Deputy Commissioner of Medical Services, for MHD research, strategic planning, clinical placement opportunities, and community health improvement. Duties and responsibilities include the following:

- 20% Plan, direct and provide leadership to assure safe and competent public health nursing practice in all divisions by keeping abreast of current Public Health Nursing Practice standards, clinical components, state statute requirements and license standards, assuring MHD compliance.
- 20% Provide administrative and management oversight for all MHD clinical services including staffing, supplies, clinical policies and oversight of staff training.
- 15% Provide overall clinical direction for public health nursing and other clinical services within MHD; and provide consultation, direction, and support to all other areas of MHD in collaboration with other department directors.

- 15% Collaborate with the Deputy Commissioner of Medical Services on the formulation of public health policy and scope of service including nursing, nursing practice, patients and client service algorithm and standing medical orders that impact internal and external client care services, provide leadership and feedback to the department's functions of assessment, assurance and policy development at multiple levels.
- 10% Provide department-wide consultation and support for research, analysis, program and policy development and strategic planning, in conjunction with other MHD Deputy Commissioners and Division Directors; provide supervision and oversight of all medical and clinical teaching within the MHD; and provide consultation and direction for clinical aspects of MHD emergency response, media response, limited occupational health matters and other issues as requested by the Commissioner of Health.
- 15% Participate in strategic planning, outcomes-based management, and quality improvement related to nursing practice; and ensure MHD is employing best practice public health nursing standards in the provision of care.
- 5% Perform other duties as assigned including responding to an emergency or broad impact event.

Minimum requirements include a bachelor's degree in nursing and a current license to practice professional nursing in Wisconsin at time of appointment and maintained throughout employment; and five years of experience in public health, health education, nursing, social work or related field. A master's degree in nursing administration, public health, human services, management, health education, nursing, social work or related field is preferred. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

As part of the reorganization the MHD has proposed smaller, more focused divisions that work on one functional area. The directors of these divisions report directly to the Deputy Commissioner of the branch that the division is located in. A new Division of Clinic Operations is proposed and this position would be the Division Director. This position will report to the Deputy Commissioner of Medical Services, coordinate all clinic services, oversee clinic staff, and coordinate student training within the clinics. With the high range of responsibility for this position we agree with the requested level of Pay Range 11X (\$75,478 - \$105,669). This is the same level as the Consumer Environmental Health Division Director. We recommend the title of Clinic Operations Director.

We therefore recommend this new position be classified as Clinic Operations Director in Pay Range 11X (\$75,478 - \$105,669). To assist with recruitment for this and other leadership positions in MHD, we recommend recruitment flexibility anywhere in the range with approval by the Department of Employee Relations (DER) and the Chair of the Finance and Personnel Committee.

Community Health Positions

Current	Family and Community Health Operations Manager	PR 1FX (\$69,381 - \$87,270)	1 Position
Recommended	Maternal and Child Health Director	PR 11X (\$75,478 - \$105,669) FN: Recruitment anywhere in the range with DER and FPC Chair approval.	1 Position

Under the reorganization this position will manage Maternal and Child Health (MCH) programs including home visiting services to families impacted by health, social, and economic disparities; the Women, Infant, and Children (WIC) supplemental nutrition program; the Title V community-based education programming; the Community Healthcare Access Program (CHAP), the Empowering Families of Milwaukee (EFM) program, the Prenatal Care Coordination (PNCC) program and the BOMB (Birth Outcomes Made Better) Doula Program. This position provides daily supervision to program managers and works to assure impact, quality, and efficiency within each internal

process. This position also works closely with the Epidemiologist, the Finance and Administration Manager, and the Deputy Commissioner of Medical Services; and will forge partnerships within the Milwaukee community and represent the MHD in area coalitions and networks. Duties and responsibilities include the following.

- 50% Operations Management and Administration - assist the Deputy Commissioner of Community Health in program management and independently oversee all the MCH programs in the Community Health Branch; ensure that MCH programs are in compliance with internal and external deliverables and expectations; conduct quality analysis and improvement on MCH programs, and work to improve and streamline internal MCH processes and administration; write, edit, and proofread reports to foundation and government funding sources, and internal reports; and ensure that MCH program grant deliverables are finalized and submitted in a timely manner.
- 30% Staff Supervision and Administration - help hire, train, support, supervise, and evaluate MCH staff as assigned; monitor and approve time off for MCH management level staff; approve and monitor student/intern program placements within the MCH division; and conduct performance evaluations for MCH management level staff.
- 10% Grant Writing and Program Development - identify and research corporate, foundation, and government sources of funding for MCH and Community Health activities; contribute to the planning and preparation of proposals for grants or contracts; and establish and nurture relevant community partnerships.
- 10% Community and Department Leadership - represent the MHD through participation on and collaboration with external groups and consortia; participate in community planning concerning health and social welfare; respond to internal and external requests for information about Community Health activities; prepare talking points, presentations, and ad-hoc reports as needed by the Health Commissioner, the Chief Deputy Commissioner, Mayor, and Common Council.

Minimum requirements include a Master's Degree in nursing, public health, healthcare management, administration, social work, community health or human services field and three years of progressively responsible experience in public health care program planning, policy development, community health assessment or health administration including at least two years of program management or supervision. Equivalent combinations of education and relevant experience may be considered. These requirements have not yet been assessed by the Staffing Division.

The MHD is proposing that this position take on leadership of Maternal Child Health programs within the Community Health Branch and focus on the many national and local efforts around this strong public health function. This position will also focus on developing a broader strategic approach to breaking down the various silos that currently exist when caring for mothers and babies in need in Milwaukee.

Other titles within the Health Department proposed at this level of responsibility include the Clinic Operations Director and Home Environmental Health Director. Within city government the level of responsibility is comparable to the City Planning Manager in the Department of City Development.

This report therefore recommends the current position of Family and Community Health Operations Manager in Pay Range 1FX (\$69,381 - \$87,270) be reclassified as Maternal and Child Health Director in Pay Range 1IX (\$75,478 - \$105,669). To assist with recruitment for this and other leadership positions in the Health department, this report further recommends recruitment flexibility at any point in the range with approval by DER and the Chair of the Finance and Personnel Committee.

Current	Public Health Nurse 3	PR 2FN (\$62,060 – \$67,616)	1 Position
Recommended	Health Project Supervisor - DADS	PR 1AX (\$48,670 – \$63,426)	1 Position

Under the reorganization this position will provide day-to-day coordination of the DADs (Direct Assistance to Dads) Project staff and activities. This includes review of all referrals made to the project and determining which case management team member(s) will serve the family; providing field support and oversight for case management teams, using project protocols; and providing training to ensure case management teams are skilled to work with diverse communities experiencing multiple health and social service needs. This position is responsible for creating and maintaining a centralized intake and referral system to track all enrolled families and assure that services are provided to all target families. In addition this position conducts quality assurance and improvement activities for the DADs project; conducts reflective supervision with project staff; maintains a relationship with the State funder; and completes reports for the program manager, branch director and others. Duties and responsibilities include the following.

- 40% Program Management - manage intake of referrals of high-risk fathers; specifically fathers with infants under 12 months of age in need of comprehensive health and social services; assign cases to appropriate case management staff; provide oversight, support and training for case management staff; maintain the project database to track enrolled families, and current staff caseloads; monitor expenditure of flexible funds and evaluate and continually improve staff skills based on best practices.
- 25% Program Coordination and Administration - develop and implement an equitable referral process among the DADs Project staff; identify current intake sites serving families who may benefit from services; support case management teams in weekly case reviews and regular field and chart audits; and assure appropriate program staffing.
- 20% Supervision - direct and supervise case management teams; provide input into hiring of program staff, using practice standards for home visitors; assess work performance and provide mentoring, staff development, and on-going training; and promote professional development and accountability in a supportive environment.
- 15% Community Collaboration - establish relationships with multiple organizations that work with case management teams and serve the target population including health maintenance organizations, hospitals and their Neonatal Intensive Care Units, family practice doctors, pediatricians, and obstetricians, Healthy Beginnings Project, Head Start and other programs; and coordinate efforts with other community based organizations to identify available resources that meet the needs of targeted families.

Minimum requirements include a bachelor's degree in health education, public health, nursing, social work or related field and at least two years of experience in coordination of public or community health programs. Experience may include community organizing and/or collaboration, health program planning, development, implementation, and evaluation. Equivalent combination of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

This grant funded position will focus on dads who need the basics in terms of food, shelter, and medicines before being able to utilize the Health department's programs that help dads connect with their children. This approach addresses what has been a gap in services within our community and MHD. This program will bring services to dads who are coming off addictions and/or out of the correctional system and who need their basic needs addressed before they can focus on being a good father. This position will coordinate services across MHD at a strategic level. This position is now entirely grant-funded (50% Health Start, 25% Family Foundations, and 25% Title V grant).

Another title within the Health Department currently at this level of responsibility and compensation includes the Health Project Coordinator with the WIC program. Within City government there is comparability with the Associate Planner and Community Outreach Liaison in the Department of City Development, the Continuum of Care Specialist and Equal Rights Specialist in the Department of Administration, and the Sensitive Crimes Project Coordinator in the Police Department.

We therefore recommend this repurposed position be classified as Health Project Supervisor – DADS in Pay Range 1AX (\$48,670 – \$63,426).

Environmental Health Positions

Current	New Position		1 Position
Recommended	Home Environmental Health Director	PR 11X (\$75,478 - \$105,669) FN: Recruitment anywhere in the range with DER and FPC Chair approval.	1 Position

This new position will provide leadership for all activities that address identified hazards in the home environment shown to impact children's health and play a key role in the community by representing MHD in many area partnerships, coalitions and networks, and by communicating with the media. This position oversees a wide variety of grant-seeking, policy, quality improvement, and research activities. Duties and responsibilities include the following.

- 40% Leadership and Coordination - develops and oversees all activities of the Home Environmental Health (HEH) Program looking at hazards in the built environment which contribute to lead poisoning, asthma and unintentional household injuries, assures multi-faceted services to children and their families, community through the provision of housing-based primary and secondary prevention initiatives, nursing case management, community outreach and education, evaluates interventions to determine their effectiveness and cost-effectiveness in addressing home environmental health hazards and improving children's health; provides leadership for multi-disciplinary strategic planning which results in development, implementation, and evaluation of programmatic strategies; oversees the performance management system for the program and makes policy and programmatic recommendations based on performance measures; and works collaboratively with managers, staff, other city departments, community partners, and various work teams to achieve program goals and objectives in a timely manner.
- 20% Staff Management and Administration - hire, train, support, supervise and evaluate staff responsible for new and innovative interventions and HEH strategies; help establish programs for guidance and professional development of HEH staff, and in establishing policies; and lead and contribute to staff training and educational sessions.
- 15% Evaluation and Quality Improvement - engage in a variety of needs assessment activities including evaluating program capacity, community needs, the geographic burden of childhood lead poisoning, and the success of previous/current activities and projects; direct program evaluation and research activities including an analysis of service impact on target populations, data collection, comparative analysis of various housing interventions, and surveillance of key lead poisoning indicators; and ensure that programs are in compliance with internal and external deliverables and expectations, including state statutory requirements and CDC (Center for Disease Control) recommendations.
- 15% Advocacy and Coalition Building - develops and maintains collaborative relationships with other city departments, state and federal regulatory and funding agencies, medical providers, housing providers, community-based organizations, advocacy agencies, and academic institutions to coordinate and consult on comprehensive city-wide efforts; represent the MHD in other community groups as appropriate; participate in community planning concerning health and social welfare; act as a spokesperson for all HEH programs to the media as assigned; and represent the MHD at Common Council meetings.
- 10% Policy Development and Other Duties - utilizes opportunities to contribute to state and federal policy formation; provides vision and direction to the Deputy Commissioner of Community Health to advise on

citywide policy and programmatic efforts; prepare talking points, presentations, and ad-hoc reports as needed by the Health Commissioner, Deputies, Mayor, and Common Council; and develop data analyses for special projects of interest.

Minimum requirements include a master's degree in environmental health, engineering, physical sciences, biological or natural sciences, public or business administration or related field and five years of experience in environmental health within a public service agency. Experience must include at least four years of program management or supervision. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

The Health Department is proposing that this new position take on oversight of all Home Environmental Health Programs which are one part of the larger Environmental Health Branch lead by the Deputy Commissioner of Environmental Health. The primary goals of Environmental Home Health focus on hazards related to toxic substances (lead), air quality (mold and other allergens), and personal safety hazards (trips/falls). This new Director will be responsible for ensuring that Home Environmental Health programs are integrated with other programs within this branch including Public Health Emergency Response Planning, Consumer Environmental Health, and Environmental Disease Control. Other titles within the Health Department proposed at this level of responsibility include the Clinic Operations Director and Maternal and Child Health Director. Within city government the level of responsibility is comparable to the City Planning Manager in the Department of City Development.

We therefore recommend this new position be classified as Home Environmental Health Director in Pay Range 11X (\$75,478 - \$105,669). To assist with recruitment for this and other leadership positions in the Health Department, this report further recommends recruitment flexibility at any point in the range with approval by DER and the Chair of the Finance and Personnel Committee.

Policy, Innovation and Engagement Positions

Current	New Position		1 Position
Recommended	Health Data and Evaluation Director	Pay Range 1GX (\$66,435 – \$93,010) FN: Recruitment Rate of \$74,823 FN: If position held by Angela Hagy, rates consistent with PR 1JX to be paid.	1 Position

This position provides leadership, direction and expertise in the design, development, implementation, analysis, and summary of data and evaluation projects for a broad range of programs within the MHD; oversees the day-to-day administration and operations of the Data and Evaluation Division including identifying projects, developing project work plans, and working as part of project teams; overseeing a team of epidemiologists and public health evaluators who provide data and evaluation support to programs across the department; is directly responsible for developing the MHD annual report and the Community Health Assessment, and ensuring that public health data is accessible to the general public and community stakeholders; and supervising the development, implementation and maintenance of the department's performance management system and processes. Duties and responsibilities include the following:

- 35% Data Analysis, Evaluation, and Reporting – lead the development of the Community Health Assessment; identify, lead, and direct the design of data and evaluation projects in collaboration with stakeholders; and lead and direct the development and implementation of qualitative and quantitative data collection tools with stakeholder engagement.
- 20% Performance Management – identify performance measure for all areas of the MHD in collaboration with department staff; oversee the development and implementation of a performance management and

reporting system and provide frequent progress reports including performance status and quality improvement outcomes; and lead the development of the MHD annual report.

- 20% Supervision and Project Management – manage, direct and supervise multiple staff to ensure work products are of high quality and completed in a timely manner; and directly supervise Data and Evaluation team members including delegating assignments, providing guidance, reviewing work products, providing feedback and conducting performance evaluations.
- 15% Partnership and Resource Development – collaborate with other public health professionals in the development of regional and statewide strategies to improve data collection, analysis and reporting; develop and sustain partnerships with community-based organizations and academic institutions to maximize department data capacity; and participate in writing grants and other funding proposals, and develop requests for proposals and contracts for data analysis and evaluation projects.
- 10% Other Duties – perform other duties as assigned including responding to an emergency or broad impact event.

Minimum requirements include a master's degree in biostatistics, epidemiology, public policy, public health or related field and five years of experience in public health research and evaluation. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

As part of the reorganization the Department wishes to centralize data gathering and evaluation. This position will be directly supervising a team including Epidemiologists in Pay Range 1FX (\$62,338 - \$87,270) and the Vital Statistics and FIMR Manager in Pay Range 1DX (\$54,865 - \$76,806). This team will be working to provide data and analysis throughout the department to inform program practices and decision making and to assist with problem solving. We agree with the requested level of 1GX (\$66,435 - \$93,010) which is one level above Epidemiologist in Pay Range 1FX (\$62,338 - \$87,270). It is also the same level as two other supervisory management positions in MHD, Infectious Disease Program Manager and Sexual and Reproductive Health Program Manager. Both of these positions have a recruitment rate of \$74,823 and we recommend the same for this position. This will provide more of a differential from the positions that it supervises. We recommend the title of Health Data and Evaluation Director.

We therefore recommend one new position be classified as Health Data and Evaluation Director in Pay Range 1GX (\$66,435 - \$93,010). We further recommend a recruitment rate of \$74,823 and adding a footnote that provides that if the position is held by Angela Hagy, rates consistent with Pay Range 1JX to be paid.

Finance, Administration, and Human Resources Positions

Current	Business Operations Manager-Health	Pay Range 1FX (\$62,338 - \$87,270)	1 Position
Recommended	Finance and Administration Manager	Pay Range 1HX (\$70,827 - \$99,154) FN: Recruitment anywhere in the range with DER and FPC Chair approval.	1 Position

This position will serve as the chief advisor to the Commissioner of Health and senior leadership team on strategic financial planning and budgeting, grant funding allocation, and general business operations. Duties and responsibilities include the following:

- 30% Collaborate with the Commissioner, Chief Deputy Commissioner, and Human Resources to develop workforce planning strategies that effectively leverage limited budget dollars and help drive efficiency.
- 30% Develop and monitor the annual budget in consultation with the Commissioner, senior leaders across the MHD and the Budget Office; and ensure regular auditing of grant funding allocations.

- 25% Oversee and monitor departmental purchasing and accounting procedures including control of expenditures, approval of contract bids and payments for services, and contract administration.
- 10% Appear before the Common Council as a representative of MHD.
- 5% Oversee payroll staff and function; and collaborate with the Human Resources Officer on employee pay or fiscal impact issues.

Minimum requirements include a bachelor's degree in business, accounting, public administration, or related field and five years of management experience in developing major operating and capital improvement budgets. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

As part of the reorganization this position will be part of the leadership team of eight and will serve a more strategic function within the department. The position will report directly to the Chief Deputy Commissioner and will do strategic financial planning and budgeting, grant funding allocation, general business operations and work more closely with human resources. A higher level also recognizes the complicated nature of accounting for MHD with 40-60% grant funding and cross payments for salaries and resources. With the stronger range of responsibility for this position we recommend Pay Range 1HX (\$70,827 - \$99,154). Other related titles in this pay range include Budget and Management Reporting Manager and Police Budget and Administration Manager. To better reflect the focus of this position we recommend the title of Finance and Administration Manager.

We therefore recommend this position of Business Operations Manager-Health in Pay Range 1FX (\$62,338 - \$87,270) be classified to Finance and Administration Manager in Pay Range 1HX (\$70,827 - \$99,154). To assist with recruitment for this and other leadership positions in MHD, we recommend recruitment flexibility anywhere in the range with approval by the Department of Employee Relations (DER) and the Chair of the Finance and Personnel Committee.

Current	New Position		1 Position
Recommended	Human Resources Representative	Pay Range 2HX (\$54,865 - \$76,806) FN: Recruitment anywhere in the range with DER and FPC Chair approval.	1 Position

This position provides a full range of professional Human Resources services to the MHD, employees and the public and focuses on employee relations, employee and leadership development and training, and performance management. Duties and responsibilities include the following:

- 40% Employee and Leadership Development – assess skill and performance gaps across MHD; design and facilitate training programs that enhance the skills and knowledge of employees and leaders; develop and implement standard training plans for each position in MHD; seek out external training opportunities for targeted development; and facilitate employee workgroups or focus groups.
- 25% Performance Management – provide guidance and coaching to leaders regarding employee performance and conduct issues; and conduct pre-disciplinary meetings and assist with determination of disciplinary action, performance improvement plans, or other activities that serve to improve overall employee and leader performance.
- 20% Employee Relations – provide guidance and coaching to employees who need assistance in resolving workplace issues; conduct and resolve investigations based upon manager or employee complaints or reports; coordinate responses for EEOC/ERD (Equal Employment Opportunity Commission/Equal Rights Division) and represent MHD at unemployment compensation hearings.

- 10% Team Support – serve as a back-up to the Human Resources Analyst-Senior with respect to talent acquisition, staffing and FMLA (Family Medical Leave Act) administration; participate in onboarding new employees; provide input or guidance to the Human Resources Program Assistant; and serve as a back-up to the Human Resources Officer as needed.
- 5% Other Duties – perform other duties as assigned including responding to an emergency or broad impact event.

Minimum requirements include a bachelor's degree in human resources management, industrial relations, public administration, psychology, business relations hospital or related field and three years of related experience. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

As part of the reorganization, the MHD wishes to enhance the human resources team by adding another position. This new position will provide a full range of human resource functions but will focus significantly on workforce development and training. This position will provide guidance and coaching to managers regarding employee performance and conduct; develop and facilitate training programs; conduct investigations and resolve complaints; and provide guidance and coaching to MHD employees. The requested classification of Human Resources Representative provides a full range of professional human resources services and performs consultative services, research and development, and functions as a resource person for others in the department and as a coach and mentor for less experienced staff. With the duties and responsibilities listed above we agree with the requested classification of Human Resources Representative in Pay Range 2HX (\$54,865 - \$76,806).

We therefore recommend this new position be classified as Human Resources Representative in Pay Range 2HX (\$54,865 - \$76,806). As for other positions in the classification of Human Resources Representative we recommend recruitment flexibility anywhere in the range with approval by the Department of Employee Relations (DER) and the Chair of the Finance and Personnel Committee.

Current	New Position		1 Position
	Program Assistant II	PR 5FN (\$42,539 - \$48,248)	1 Position
	Office Assistant II	PR 6EN (\$30,529 - \$35,922)	1 Position
Recommended	Clinic Office Coordinator	PR 5FN (\$40,516 - \$48,248) Recruitment at \$42,539	3 Positions

These three positions will be responsible for providing high-quality, confidential administrative support to the health clinic managers and clinic staff. These positions will assume responsibility for and maintain the day-to-day operations of a clinic building. Duties and responsibilities include the following.

- Staff the reception desk, greet and welcome clients and visitors, determine nature of business, and direct clients and visitors to the appropriate program and/or information.
- Serve as the liaison for maintenance, the security guards, clients and staff coordinating building activities including but not limited to serve as a backup for shipments of supplies and receiving deliveries, schedule and coordinate evacuation and tornado drills, track testing schedule maintenance of: fire extinguishers, AED (if available) contents of first aid kits, body spill/bio hazard/OHSA kits.
- Coordinates communications and designated facility activities to ensure efficient and safe operations including but not limited to reservation of meeting rooms, create signage for building events, schedule community partner building usage, farmer's markets, summer gardening programs.

- Provide confidential administrative support to health center manager including routine correspondences, mail distribution, telephone and general reception, data entry, and other day-to-day operations.
- Serves as health center on-site contact for computer-related issues including working in collaboration with City-wide IT, first line trouble shooting and end-user support, installing computer hardware/software and training users, and perform other duties as assigned.

Minimum requirements include a four years of administrative support experience performing duties related to the position. Equivalent combinations of education and experience may be considered. These requirements have not yet been assessed by the Staffing Division.

The Health Department is proposing to once again have a 'site coordinator' to serve in a critical customer service capacity and building management role for each of the three MHD health clinics. These include the Northwest Health Center (NWHC), the Keenan Health Center (KHC), and the Southside Health Center (SSHC).

As proposed, these three positions will be the first point of contact for public visitors and clients. They will greet clients and visitors; serve as a liaison for maintenance, security guards, clients and staff; coordinate building activities and communications; provide confidential administrative support to a health center manager; and serve as the health center's on-site contact for computer-related issues.

Another title within the Health Department at this level of responsibility is Health Project Assistant. Within City government other positions at a comparable level of responsibility include Administrative Assistant III, Customer Services Representative-Lead, and Program Assistant II.

This report therefore recommends these three positions be classified as Clinic Office Coordinator in Pay Range 5FN (\$40,516 – \$48,248). Like many of the comparable titles we recommend that this classification also have a recruitment rate of \$42,539.

Action Required – Effective Pay Period 14, 2019 (June 30, 2019)

In the Salary Ordinance

Under Pay Range 1AX:

Add the title "Health Project Supervisor – DADS".

Under Pay Range 1FX:

Delete the title "Business Operations Manager – Health".

Delete the title "Family and Community Health Operations Manager (6)".

Delete footnote "(6)".

Under Pay Range 1GX:

Add the title "Health Data and Evaluation Director (2) (11)".

Create the following footnote (11):

"(11) If position is held by Angela Hagy, rates consistent with Pay Range 1JX to be paid."

Under Pay Range 1HX:

Add the footnote designation "{2}" to the title "Finance and Administration Manager".

Under Pay Range 1IX:

- Add the title "Clinic Operations Director (2)".
- Add the title "Home Environmental Health Director (2)".
- Add the title "Maternal and Child Health Director (2)".
- Delete the title "Family and Community Health Services Director".

Under Pay Range 1JX:

- Add the title "Deputy Commissioner of Community Health (2)".
- Add the title "Deputy Commissioner of Environmental Health (2)".
- Add the title "Deputy Commissioner of Policy, Innovation and Evaluation (2)".
- Delete the title "Public Health Planning and Policy Director".

Under Pay Range 1KX:

- Delete the title "Health Operations Administrator".

Under Pay Range 1LX:

- Add the title "Chief Deputy Commissioner of Health (2)".
- Create the following footnote (2):
"(2) Recruitment may be at any rate in the pay range with the approval of DER and the Chair of the Committee on Finance and Personnel."

Under Pay Range 1OX:

- Add the title "Deputy Commissioner of Medical Services (1)".

Under Pay Range 5FN:

- Add the title "Clinic Office Coordinator (2)".

In the Positions Ordinance

For new positions please see Common Council File Number 190253

Under Health Department, Executive Leadership:

- Delete one position of "Health Operations Administrator (X)(Y)".
- Delete one position of "Public Health Planning and Policy Director (X)(Y)".
- Add one position of "Chief Deputy Commissioner of Health".
- Add one position of "Deputy Commissioner of Community Health".
- Add one position of "Deputy Commissioner of Policy, Innovation, and Evaluation."

Under Business Operations:

- Delete one position of "Business Operations Manager-Health (X)(Y)".
- Add one position of "Finance and Administration Manager".
- Add two positions of "Clinic Office Coordinator".

Under Family and Community Health Services Division:

- Delete one position of "Family & Community Health Services Director (X)(Y)".
- Delete one position of "Family and Community Health Operations Manager (X)(Y)".
- Add one position of "Maternal and Child Health Director".

Under PNCC/CCC/Newborn Screening Program (O):

- Delete one position of "Office Assistant II".

Under Empowering Families of Milwaukee Program (E):

Delete one position of "Public Health Nurse 3 (X)(G)(E)".

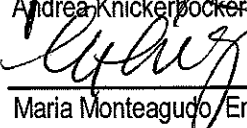
Add one position of "Health Project Supervisor-DADS".

Under Sexual and Reproductive Health Program:

Delete one position of "Program Assistant II (X)".

Prepared by: 
Sarah Trotter, Human Resources Representative

Prepared by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director