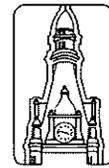


CITY OF MILWAUKEE
DEPARTMENT OF EMPLOYEE RELATIONS



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

January 10, 2020

The Honorable
 Finance and Personnel Committee
 Common Council
 City of Milwaukee

Common Council File No. 191300 – Communication from the Department of Employee Relations relating to classification studies approved at the January 7, 2020 City Service Commission meeting.

Dear Committee Members:

The following classifications and pay recommendations were approved at the City Service Commission meeting on January 7, 2020.

Department of Administration

Current	Requested
Graphic Designer II PR 2BN (\$37,425 - \$52,391) FN: Recruitment rate is \$43,733 (One Position)	Creative Design and Brand Specialist PR 2FX (\$48,670 - \$67,616) (One Position)

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

Health Department

Current	Recommended
Public Health Social Worker PR 2DN (\$42,500 - \$59,498) FN: Recruitment at \$47,095, flexibility up to \$50,716 with DER approval (Seven Positions)	Public Health Social Worker 3 PR 2FN (\$48,294 - \$67,616) FN: Recruitment at \$58,490 – flexibility within range based upon experience/credentials with DER approval (Seven Positions)
	Public Health Social Worker 2 PR 2EN (\$45,306 - \$63,426) FN: Recruitment at \$55,704 - flexibility within range based upon experience/credentials with DER approval (Underfill Title)
	Public Health Social Worker 1 PR 2DN (\$42,500 - \$59,498) FN: Recruitment at \$53,052 - flexibility within range based upon experience/credentials with DER approval (Underfill Title)

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

Respectfully submitted,

Maria Monteagudo st

Maria Monteagudo
Employee Relations Director

Attachments: Job Evaluation Reports
 Fiscal Impact Statement

Job Evaluation Report

City Service Commission Meeting: January 7, 2020

Department of Administration

Current	Requested
Graphic Designer II PR 2BN (\$37,425 - \$52,391) FN: Recruitment rate is \$43,733 (One Position)	Creative Design and Brand Specialist PR 2FX (\$48,670 - \$67,616) (One Position)

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

The Department of Administration (DOA) has requested a study of one position of Graphic Designer II in Pay Range 2BN (\$37,425 - \$52,391) with a recruitment rate of \$43,733 due to new duties and responsibilities. A new job description was provided and discussions were held with Sharon Robinson, Administration Director.

This position will be responsible for implementing innovative and forward thinking strategies and approaches related to graphic design, creative content, brand awareness, and diverse messaging to reach residents and a wide variety of audiences; and will provide work for all City departments with a special emphasis on the DOA and the Health Department due to their growing needs and mandates. Duties and responsibilities include the following.

- 25% Creative Direction - Lead in the creation and direction of materials that build recognition and a favorable perception of the City of Milwaukee government with residents and a wide variety of audiences; develop and implement graphic identity standards to position the City as innovative in the community, state, and nation; pilot creative ways to be more inclusive in City messaging, including through the use of digital platforms; manage vendors as needed; and recruit and supervise other design staff including college interns or trainees studying graphic and multi-media design.
- 25% Design - Design and create print and digital materials, and coordinate production of such materials, from start to finish, for requesting City departments with a special focus on the DOA and the Milwaukee Health Department (MHD) including print and digital advertisements, flyers, logos, brochures, invitations, and websites; and fulfill project requests from idea generation to completion including concept, design and layout, production, and coordination and fulfillment.
- 15% Digital Marketing and Web - Work with the Chief Information Officer and staff to ensure City online content attracts attention, generates interest and is easily shared with the social network; to set standards to strengthen the City's website appeal to residents and a wide variety of audiences; and to establish more uniformity.
- 15% Brand Management - Provide innovative leadership in creating a uniform brand strategy for the City.
- 10% Social Media - Lead in the creation and direction of social media strategies that appeal to a wide variety of audiences to build recognition and a favorable perception of the City of Milwaukee.
- 10% Budgeting, Planning, and Management - Work with the Chief Information Officer, Budget Director and staff to recommend budgets related to creative direction, digital marketing, and web, social media and brand management; and work to complete projects on budget and within approved budget parameters.

Minimum requirements include a bachelor's degree in art with a major in graphic design or equivalent and one year of related experience; or an associate's degree in commercial art 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.

The City has five positions of Graphic Designer II, three are in the Common Council/City Clerk's Office, one is in the Police Department, and this position under study, is located in the Department of Administration. The Department has indicated that this position was previously located in the Health Department but then, in 2012, was moved to the Department of Administration with the rationale that it would also perform work for other City departments too.

The Department now wishes to change this position to more of a hybrid position that will still perform some Graphic Designer duties but will also work to create City-wide standards and more uniformity around branding and creative content on City websites and social media. Other changes include responsibility to recruit and manage undergraduate and graduate level interns and trainees to assist with the work and respond to other City departments. This position will also be responsible to find more creative ways to reach more diverse audiences and use a wider variety of design and digital platforms.

Comparisons were made to other City positions, listed below, that also require creativity and a familiarity with social media, messaging and outreach.

<p><u>Title:</u> Graphic Designer - Lead <u>Pay Range:</u> 2CN (\$45,473 - \$55,825) <u>Department:</u> Common Council/City Clerk</p>	<p><u>Function:</u> Serve as creative lead on projects related to graphics, desktop publishing, and original design creation and design and edit web pages for Common Council members, the City Clerk, and external clients.</p>
<p><u>Title:</u> Library Education Outreach Specialist <u>Pay Range:</u> 2DN (\$50,451 - \$59,498) <u>Department:</u> Library</p>	<p><u>Function:</u> Develop new education programs and services, budgets, and gathering spaces to encourage teens to engage in reading, creative development and learning activities outside of the school setting; and utilize emerging technologies and Connected Learning principles to achieve system goals.</p>
<p><u>Title:</u> Library Marketing Specialist <u>Pay Range:</u> 2EN (\$45,306 - \$63,426) <u>Department:</u> Library</p>	<p><u>Function:</u> Collaborate with the Communications and Marketing Department and Web Steering Team to market the Library through the website, a digital marketing strategy, and development of dynamic content.</p>
<p><u>Title:</u> Certification and Communications Coordinator <u>Pay Range:</u> 2FX (\$48,670 - \$67,616) <u>Department:</u> Neighborhood Services</p>	<p><u>Function:</u> Act as departmental spokesperson, oversee media relations and all printed and electronic communications; facilitate continuing education requirements and credentialing for certified inspectors; and coordinate department's response to open records requests.</p>
<p><u>Title:</u> Diversity Recruiter <u>Pay Range:</u> 2FX (\$48,670 - \$67,616) <u>Department:</u> Employee Relations</p>	<p><u>Function:</u> Facilitate and implement various initiatives relative to recruitment and retention that supports diversity within the City service including initiatives related to internship/apprenticeship program creation, social media marketing, community outreach and networking.</p>
<p><u>Title:</u> Workforce Outreach Specialist <u>Pay Range:</u> 2FX (\$48,670 - \$67,616) <u>Department:</u> Common Council/City Clerk</p>	<p><u>Function:</u> Manage the DirectConnectMKE application, including updates and managing content; and work closely with selected case managers in county-wide employment service agencies and state job centers to streamline on-line announcements for employment, support services and job training opportunities.</p>
<p><u>Title:</u> Internet Services Coordinator <u>Pay Range:</u> 2GX (\$51,469 - \$72,063) <u>Department:</u> Administration - ITMD</p>	<p><u>Function:</u> Maintain a consistent, professional, and informative web presence for the City via the contents presented on the City's internet and intranet web sites (www.milwaukee.gov) and MINT.</p>

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

There are a number of creative marketing, recruiting and/or outreach positions in Pay Range 2FX (\$48,670 - \$67,616) including those listed above plus Community Outreach Project Liaison, Events and Outreach Coordinator, Permits and Communications Specialist, Recruiter, and Water Marketing Specialist. A review of these positions indicate that the work would be at a similar level to the position under study. For example, the Diversity Recruiter in Pay Range 2FX (\$48,670 - \$67,616) facilitates and implements various initiatives relative to recruitment and retention that supports diversity within the City service including initiatives related to internship/apprenticeship program creation, social media marketing, community outreach and networking.

The position of Internet Services Coordinator in Pay Range 2GX (\$51,469 - \$72,063) is stronger as it spends all of its time on formulating, creating, disseminating, promoting, and enforcing web page design and content standards and policies, designing and constructing web pages/sites, and responding to Web help questions. We therefore recommend the level of Pay Range 2FX (\$48,670 - \$67,616) for the position under study. We further note that this position may be reviewed again in the future as it may evolve to a higher level with the development of a program for interns and trainees and/or the expansion of other city-wide duties and responsibilities.

The Department also requested a new title that would reflect the change in duties and responsibilities. We recommend the title of Creative Design and Branding Specialist to reflect the design work and focus on city-wide branding.

We therefore recommend one position of Graphic Designer II in Pay Range 2BN (\$37,425 - \$52,391) with a recruitment rate of \$43,733 be reclassified to Creative Design and Brand Specialist in Pay Range 2FX (\$48,670 - \$67,616).

Action Required - Effective Pay Period 4, 2020 (February 9, 2020)

In the Salary Ordinance, under Pay Range 2FX
Add "Creative Design and Brand Specialist"

In the Positions Ordinance, under Department of Administration, Office of the Director,
Delete one position of "Graphic Designer II"
Add one position of "Creative Design and Brand Specialist"

Prepared by: Sarah Trotter
Sarah Trotter, Human Resources Representative

Reviewed by: Andrea Knickerbocker
Andrea Knickerbocker, Human Resources Manager

Reviewed by: Maria Monteagudo
Maria Monteagudo, Employee Relations Director

Job Evaluation Report

City Service Commission Meeting: January 7, 2020

Health Department

Current	Recommended
Public Health Social Worker PR 2DN (\$42,500 - \$59,498) FN: Recruitment at \$47,095, flexibility up to \$50,716 with DER approval (Eight Positions)	Public Health Social Worker 3 PR 2FN (\$48,294 - \$67,616) FN: Recruitment at \$58,490 – flexibility within range based upon experience/credentials with DER approval (Eight Positions)
	Public Health Social Worker 2 PR 2EN (\$45,306 - \$63,426) FN: Recruitment at \$55,704 - flexibility within range based upon experience/credentials with DER approval (Underfill Title)
	Public Health Social Worker 1 PR 2DN (\$42,500 - \$59,498) FN: Recruitment at \$53,052 - flexibility within range based upon experience/credentials with DER approval (Underfill Title)

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

Background

The Milwaukee Health Department (MHD) has requested a study of the rates of pay for Public Health Social Workers due to difficulties recruiting and retaining these employees. The department provided a current job description and discussions were held with Erica Olivier, Empowering Families of Milwaukee (EFM) Program Manager; Nicole Mutzenbauer, Human Resources Officer; and Sonia Allana, Human Resources Representative. To assist the department in recruiting for this position, this report recommends structured recruitment flexibility with placement based on levels of social work experience and related credentials with approval by the Department of Employee Relations (DER). This will create greater internal equity with comparable MHD positions and lead to recruitment and retention efforts that are more effective.

The basic function of these positions include providing counseling, consultation, and referral services to Health Department clients in multiple settings, such as homes, schools, child care centers, and health and WIC (Special Supplemental Nutrition Program for Women, Infants and Children) clinics. Additionally, the Public Health Social Worker performs case management functions, coordinates community services and resources, and serves as an advocate for families facing health or socio-economic obstacles. Duties and responsibilities include the following.

40% Consultation/Referral

Work in consultation and collaboration with Public Health Nurses and Public Health Educators in providing social services work and referrals to clients of the MHD; work and collaborate with community-based agencies in providing general information and making social services referrals, including internal MHD referrals; and refer clients to specialists for services such as childcare, financial assistance, food stamps, health insurance coverage, alcohol and drug rehabilitation, housing, mental health and domestic violence.

30% Case Management

Conduct assessments, implement or recommend appropriate intervention strategies, maintain documentation on caseload, and monitor follow up and progress; maintain records and prepare reports of services and activities; provide direct counseling to help clients identify concerns, consider effective solutions, and find reliable resources; and participate in case briefing sessions with other team members.

30% Community Linkage/Advocate

Act as a liaison with hospitals, government services and community agencies for social service needs of mothers and infants; represent the MHD and its policies and strategies in the community; develop networks and relationships in the community to serve as an advocate for clients and their needs; provide health education to families as designated by MHD related to family well-being, child development, parent-child interaction, and safety; and perform other duties as assigned.

Minimum requirements include a bachelor's degree in social work, one year of social service experience working in the community with clients, and a valid social worker license or temporary social worker license issued by the State of Wisconsin at time of appointment. A master's degree in social work is preferred.

Recruitment and Retention Challenges

The Milwaukee Health Department currently has position authority for eight positions of Public Health Social Worker. As shown in the table below, during the past five years, 12 Public Health Social Workers have left employment with MHD.

Public Health Social Worker Separations					
2015	2016	2017	2018	2019	Total
1	1	2	3	5	12

According to turnover data, Public Health Social Workers maintain employment with the Health Department, on average, for one year and eight months. Based on information gathered from employees who have voluntarily terminated their employment with MHD, these employees have taken on new comparable positions, primarily in the private sector, where they are earning \$10,000 to \$20,000 more annually than the City's current recruitment rate of \$47,095 or recruitment flexibility rate of \$50,716.

This significant turnover for Public Health Social Worker has led to disruption with family enrollment in the Empowering Families of Milwaukee (EFM) program, challenges meeting grant objectives, declining morale within the Community Health Division and inconsistencies between home visitors and families.

Market Cost of Labor Comparison

In conducting a market cost of labor analysis for this title, rates of pay from the Bureau of Labor Statistics (BLS) and the Economic Research Institute (ERI), a salary survey service to which Employee Relations subscribes, were considered.

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

Health Care Social Worker Milwaukee-Waukesha-West Allis Metro Area				
10 th Percentile	25 th Percentile	Median	75 th Percentile	90 th Percentile
\$37,516	\$45,298	\$55,825	\$64,321	\$74,807

Source: BLS. Published in May of 2018; aged by 2% to approximate 2019 rates.

BLS defines Health Care Social Workers as positions that provide individuals, families, and groups with the psychosocial support needed to cope with chronic, acute, or terminal illnesses. Services include advising family caregivers, providing patient education and counseling, and making referrals for other services. Health care social workers may also provide care and case management or interventions designed to promote health, prevent disease, and address barriers to access to healthcare.

This next table provides wage information from ERI for Social Workers - Medical in various southeastern Wisconsin communities. The rates listed are for the 10th, 25th, mean, 75th and 90th percentiles of the labor market:

Area Name	10th Percentile	25th Percentile	Survey Mean	75th Percentile	90th Percentile
Milwaukee, Wisconsin	\$53,052	\$56,602	\$61,545	\$65,928	\$70,606
Kenosha, Wisconsin	\$55,264	\$59,122	\$64,484	\$69,216	\$74,226
Racine, Wisconsin	\$51,183	\$54,589	\$59,326	\$63,524	\$68,002
West Allis, Wisconsin	\$53,300	\$56,888	\$61,882	\$66,307	\$71,024
Waukesha, Wisconsin	\$53,235	\$56,820	\$61,810	\$66,232	\$70,945
Madison, Wisconsin	\$51,995	\$55,286	\$59,857	\$63,912	\$68,248

Source: ERI. As of October 1, 2019.

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

In considering the market data above, the current minimum recruitment rate of \$47,095 and special recruitment rate of \$50,716 for the MHD's Public Health Social Worker are both significantly below the median rate of \$55,825 for the Milwaukee, Waukesha and West Allis Metro Area per BLS and below the 10th percentile rates of pay in Southeastern Wisconsin per ERI.

An internal comparison to the Public Health Nurse titles in the Health department is shown in the table below.

Title	Pay Range	Recruitment Rate
Public Health Nurse 3	PR 2FN (\$48,294 - \$67,616)	\$62,060
Public Health Nurse 2	PR 2EN (\$45,306 - \$63,427)	\$55,696
Public Health Nurse 1	PR 2DN (\$42,500 - \$59,498)	\$53,044

Analysis and Recommendation – Titles and Pay Ranges

There is a significant difference between the salaries of MHD's Public Health Nurse classifications and Public Health Social Worker classification despite similarities in essential functions. Both classifications conduct home visitations to improve maternal and child health care outcomes, make client referrals to community resources, and collaborate with

other MHD employees and social service professionals to address the needs of MHD clients and the community. Both classifications also use the same Evidence-Based Home Visitation Model, are funded by the Family Foundations Comprehensive Home Visiting Grant, overseen by the EFM Program Manager Erica Olivier, and fall under the same divisions within the Health Department.

MHD Public Health Social Workers are required to hold Certified Social Worker (CSW) licenses in addition to a bachelor's degree in social work; notwithstanding other types of licenses that social workers may possess such as; Advanced Practice Social Worker (APSW) and Licensed Clinical Social Worker (LCSW) both of which tend to be held by master's degree level Social Workers. While not required, an employee with a master's degree who holds an APSW or LCSW has the experience and credentials to work with the department's more complex and difficult assignments. Individual social worker license must be maintained annually through continuing education credits.

As Public Health Nurse 1, 2 and 3 has three titles, this report recommends creating the same title structure for Public Health Social Worker. All eight positions would be authorized at the "3" level and there would be two underfill levels of "1" and "2". Based on an analysis of the wage data this report also recommends a new pay range and recruitment rates as shown in the table below. All employees would initially be placed in the Public Health Social Worker 1 classification. When the recruitment flexibility matrix is finalized, employees may be placed prospectively into the appropriate title and pay rate based upon that employees related experience and credentials. Placement is dependent upon fund availability and determined by DER in consultation with the Budget Office.

Recommended			
Public Health Social Worker 3	PR 2FN \$48,294 - \$67,616	Recruitment at \$58,490 Flexibility within range based upon experience/credentials with DER approval	8 Positions
Public Health Social Worker 2	PR 2EN \$45,306 - \$63,426	Recruitment at \$55,704 Flexibility within range based upon experience/credentials with DER approval	Underfill Title
Public Health Social Worker 1	PR 2DN \$42,500 - \$59,498	FN: Recruitment at \$53,052 Flexibility within range based upon experience/credentials with DER approval	Underfill Title

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

These recommended rates and recruitment flexibility will acknowledge the experience, credentials and competency levels of current and prospective employees and thereby affect the ability of the Health Department to recruit and retain the most qualified candidates.

As an aside, it is important to note that Health Department representatives are reworking the previous Public Health Nurse career ladder and that these recommendations along with a market study of Public Health Nurse rates of pay will be forthcoming.

Action Required – Effective Pay Period 1, 2020 (December 29, 2019)

In the Salary Ordinance

Under Pay Range 2DN:

- Delete the title of "Public Health Social Worker (1) (15)"
- Add the title of "Public Health Social Worker 1 (1) (15)"
- Delete footnotes (1) (15) and create new footnotes (1) (15):

- (1) Recruitment is at \$2,040.46 biweekly, (\$53,051.96 annual) and may be at any point in the range based upon experience and credentials with the authority of DER.
- (15) Recruitment is at \$2,101.67 biweekly, (\$54,643.42 annual) and may be at any point in the range based upon experience and credentials with the authority of DER.

Under Pay Range 2EN:

Add the title "Public Health Social Worker 2 (16) (32)"

Create new footnotes (16) (32)

- (16) Recruitment is at \$2,142.48 biweekly (\$55,704.48 annual) and may be at any point in the range based upon experience and credentials with the authority of DER.
- (32) Recruitment is at \$2,206.75 biweekly (\$57,375.50 annual) and may be at any point in the range based upon experience and credentials with the authority of DER.

Under Pay Range 2FN:

Add the title "Public Health Social Worker 3 (9) (18)"

Create new footnotes (9) (18):

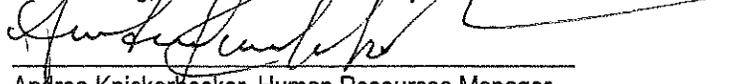
- (9) Recruitment is at \$2,249.60 biweekly (\$58,489.60 annual) and may be at any point in the range based upon experience and credentials with the authority of DER.
- (18) Recruitment is at \$2,317.09 biweekly (\$60,244.34 annual) and may be at any point in the range based upon experience and credentials with the authority of DER.

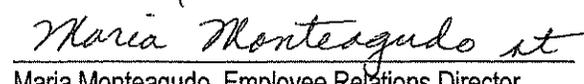
In the Positions Ordinance:

Under Health Department, Community Health Division, Empowering Families of Milwaukee (EFM)

Delete eight positions of "Public Health Social Worker (E) (X)" and add eight positions of "Public Health Social Worker 3 (E) (X)"

Prepared By: 
 Arielle Ewing, Human Resources Analyst-Senior

Approved By: 
 Andrea Knickerbocker, Human Resources Manager

Approved By: 
 Maria Montezgudo, Employee Relations Director



City of Milwaukee Fiscal Impact Statement

A **Date** 1/10/2020 **File Number** 191300 **Original** **Substitute**
Subject Communication from the Department of Employee Relations relating to the classification studies approved at the January 7, 2020 City Service Commission Meeting.

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

C **This File**

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

D **Charge To**

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

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

F

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

G

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

 1-3 Years 3-5 Years _____ 1-3 Years 3-5 Years _____ 1-3 Years 3-5 Years _____**H**

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

I

Additional information. _____

JThis Note Was requested by committee chair.

Department of Employee Relations
Fiscal Note Spreadsheet

City Service Commission Meeting of January 7, 2020
Finance and Personnel Committee Meeting of January 15, 2020

NEW COSTS FOR 2020

No. Pos.	Dept	From	PR	To	PR	Present Annual	New Annual	New Costs	Rollup	Total Rollup+ Sal
1	Administration	Graphic Designer II	2BN	Creative Design and Brand Specialist*	2FX	\$43,733	\$48,670	\$4,367	\$611	\$4,979
6	Health	Public Health Social Worker	2DN	Public Health Social Worker I**	2DN	\$47,095	\$53,052	\$10,723	\$1,871	\$12,594
1	Health	Public Health Social Worker	2DN	Public Health Social Worker I**	2DN	\$50,716	\$53,052	\$701	\$122	\$823
1	Health	Public Health Social Worker	2DN	Public Health Social Worker I**	2DN	\$51,660	\$53,052	\$418	\$73	\$490
9								\$16,208	\$2,678	\$18,886

*Assume effective date is Pay Period 4, 2020 (February 4, 2020).

**Assume effective date is Pay Period 1, 2020 (December 29, 2019). Note: these positions are 70% grant funded so new costs

NEW COSTS FOR FULL YEAR

No. Pos.	Dept	From	PR	To	PR	Present Annual	New Annual	New Costs	Rollup	Total Rollup+ Sal
1	Administration	Graphic Designer II	2BN	Creative Design and Brand Specialist*	2FX	\$43,733	\$48,670	\$4,937	\$691	\$5,628
6	Health	Public Health Social Worker	2DN	Public Health Social Worker I**	2DN	\$47,095	\$53,052	\$10,723	\$1,871	\$12,594
1	Health	Public Health Social Worker	2DN	Public Health Social Worker I**	2DN	\$50,716	\$53,052	\$701	\$122	\$823
1	Health	Public Health Social Worker	2DN	Public Health Social Worker I**	2DN	\$51,660	\$53,052	\$1,392	\$243	\$1,635
9								\$17,752	\$2,927	\$20,680

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