



**Department of Employee Relations**

January 8, 2010

**Tom Barrett**  
Mayor

**Maria Monteagudo**  
Director

**Michael Brady**  
Employee Benefits Director

**Troy M. Hamblin**  
Labor Negotiator

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

Dear Committee Members:                      Re: Common Council File Number 091146

The following classification and pay recommendations will be submitted to the City Service Commission for consideration on January 12, 2010. We recommend these changes subject to approval by the City Service Commission:

In Employees' Retirement System, one vacant position of Information Systems Manager-ERS, SG 12 is recommended for reclassification to ERS Chief Technology Officer, SG 16.

In the Department of City Treasurer, one new position is recommended for classification as an Investments and Financial Services Specialist PR 597.

In the Department of Employee Relations, two positions of Claims Processor II, PR 435 currently held by Kathleen Weege and Cynthia Newell are recommended for reallocation to Claims Processor II, PR 460. The Claims Processor I, PR 415 an underfill title is recommended for reallocation to Claims Processor I, PR 435.

In the Department of Neighborhood Services, two positions of Building Code Enforcement Inspector, PR 553 currently held by Susan Sloniker and one vacant position are recommended for reclassification to Special Enforcement Inspector, PR 572.

The job evaluation report covering the above positions, including the necessary Salary and Positions Ordinance amendments, are attached.

Sincerely,

Maria Monteagudo  
Employee Relations Director

MM:fcw

Attachments:    Job Evaluation Report  
                         Fiscal Note

C: Mark Nicolini, Renee Joos, Marianne Walsh, Troy Hamblin, Nicole Fleck, Joe Alvarado, Jerry Allen, Martin Matson, Wayne Whittow, James Klajbor, Robert Osmanski, Jim Hanna, Art Dahlberg, Thomas Mishefske, Lynne Steffen, Maria Monteagudo, Beurma Hudson, Kathleen Weege, Cynthia Newell, Richard Abelson, John English, Kenneth Wischer, Bill Mollenhauer, James Fields and Calvin Lee (DC48).

**JOB EVALUATION REPORT**City Service Commission Meeting: January 12, 2010

This report recommends appropriate classifications and compensation levels for 6 positions created or changed in conjunction with the implementation of the 2010 City of Milwaukee budget. This report contains recommendations for positions in the Employees' Retirement System, City Treasurer's Office, Department of Employee Relations, and Neighborhood Services Department.

In reviewing these positions, staff analyzed new job descriptions and held discussions with management representatives from affected departments. The following chart summarizes the recommended changes.

**EMPLOYEES' RETIREMENT SYSTEM**

Current	Request	Recommendation
Information Systems Manager-ERS SG 12 (\$73,627-\$103,077) Incumbent: Vacant	Chief Technology Officer SG 16 (\$95,030-\$133,049)	ERS Chief Technology Officer SG 16 (\$95,030-\$133,049)

**CITY TREASURER**

Current	Request	Recommendation
New Position	Investments and Financial Services Specialist SG 07 (\$53,519-\$74,922)	Investments and Financial Services Specialist PR 597 (\$58,696-\$71,293)

**EMPLOYEE RELATIONS**

Current	Request	Recommendation
Claims Processor II 2 positions PR 435 (\$35,363-\$38,963) Incumbents: <ul style="list-style-type: none"> <li>Kathleen Weege</li> <li>Cynthia Newell</li> </ul> Claims Processor I (underfill title) PR 415 (\$31,289-\$36,538)	Claims Processor II 2 positions PR 460 (\$39,507-\$44,277)  Claims Processor I (underfill title) PR 435 (\$35,363-\$38,963)	Claims Processor II 2 positions PR 460 (\$39,507-\$44,277)  Claims Processor I (underfill title) PR 435 (\$35,363-\$38,963)

**NEIGHBORHOOD SERVICES**

Current	Request	Recommendation
Building Code Enforcement Inspector – 2 positions PR 553 (\$46,607 - \$57,040*) *includes special attainment steps Incumbents: <ul style="list-style-type: none"> <li>Susan Sloniker</li> <li>One vacant</li> </ul>	Special Enforcement Inspector 2 positions PR 572 (\$48,133-\$58,788)* *includes special attainment steps	Special Enforcement Inspector 2 positions PR 572 (\$48,133-\$58,788)* *includes special attainment steps

**ACTIONS REQUIRED****Effective Pay Period 1, 2010 (December 27, 2009)**

In the Salary Ordinance, create Pay Range 597 and footnote 1 to read as follows:

**Pay Range 597**

Official Rate-Biweekly (2010)

2,257.56	2,344.21	2,434.39	2,528.08	2,625.61	2,742.05
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Investments and Financial Services Specialist 1/

1/ Appointment may be up to the fifth step of the pay range 597 with the approval of the Department of Employee Relations and the Chair of Finance & Personnel Committee.

under Salary Grade 16, add the title "ERS Chief Technology Officer 5/" and footnote 5 to read as follows:

5/ Recruitment may be at any rate in the salary grade, subject to approval by the Department of Employee Relations and the Chair of the Committee on Finance and Personnel."

under Salary Grade 12, delete the title "Information Systems Manager-ERS."

under Pay Range 553, delete the title "Building Code Enforcement Inspector."

under Pay Range 460, add the title "Claims Processor II."

under Pay Range 435, delete the title "Claims Processor II" and add the title "Claims Processor I."

under Pay Range 415, delete the title "Claims Processor I."

In the Positions Ordinance,

under Department of Neighborhood Services Residential Inspection Division, Court Section, delete two positions of "Building Code Enforcement Inspector (X)" and add two positions of "Special Enforcement Inspector (X)."

under Employees' Retirement System, Information Systems, delete one position of "Information Systems Manager-ERS (Y)" and add one position of "ERS Chief Technology Officer."

**EMPLOYEES' RETIREMENT SYSTEM**

<b>Current:</b>	<b>Information Systems Manager-ERS</b>	<b>SG 12</b>
<b>Request:</b>	<b>Chief Technology Officer</b>	<b>SG 16</b>
<b>Recommendation:</b>	<b>ERS Chief Technology Officer</b>	<b>SG 16</b>

The 2010 budget for the City of Milwaukee includes a "chief technology officer" for the Employees' Retirement System (ERS). In studying this request, the description drafted by the department was reviewed and discussions were held with Jerry Allen, ERS Executive Director, and Martin Matson, ERS Deputy Director. In addition, a report from McLagan entitled *Competitive Pay Analysis, Employees' Retirement System of the City of Milwaukee* dated April 7, 2009 was reviewed, which was contained in a report submitted by L.R. Wechsler, Ltd. dated May 14, 2009 entitled *Employees' Retirement System of the City of Milwaukee, Organizational Review: Final Report*.

The *Organizational Review* submitted by L. R. Wechsler included a review of the information technology needs of the ERS and its associated staffing needs. As illustrated on page 45 of that report, ERS currently has two contract employees who serve in lieu of a chief technology officer and a total staff of 19 employees, most of whom are external contractors. The report also outlined challenges associated with MERITS 1.0—the technical infrastructure required to maintain active member information, retired

members, and issue monthly pension checks—and recommended that ERS continue to study the feasibility of moving to MERITS 2.0 within the context of a strategic plan.

In the context of staffing levels and issues with MERITS 1.0, the *Organizational Review* also recommended that the position of “IT manager” be redefined to one of a “chief information officer” to function as a high level strategic partner and IT leader. This new, higher level “chief information officer” would envision, develop, and enhance information systems, thus significantly improve the organization’s performance and efficiency. The job description submitted for “chief information officer” contained in the *Organizational Review* and subsequently transferred to a City-defined format clearly reflects the transformation from an “IT manager” primarily concerned with day-to-day operations to that of a strategic business partner and IT leader.

Although not validated for staffing purposes, the job analysis conducted for this study indicates the most important knowledge, skills, abilities, attributes, and competencies required for successful job performance are:

- Proven leadership ability.
- Proven project management ability.
- Experience in strategic planning and execution.
- Substantial exposure to computer systems, hardware platforms, enterprise software applications
- Experience with systems design and development from business requirements analysis through to day-to-day management.
- Proven experience in IT planning, organization, and development.
- Superior understanding of the organization’s goals and objectives.
- Demonstrated ability to apply IT in solving complex issues.
- Strong understanding of human resource management principles, practices, and procedures.
- Ability to coach and develop employees.
- Ability to set and manage priorities judiciously.
- Excellent written and oral communication skills.
- Excellent interpersonal skills.
- Strong negotiating skills.
- Ability to present ideas in business-friendly and user-friendly language.
- Exceptionally self-motivated and directed.
- Keen attention to detail.
- Superior analytical, evaluative, and problem-solving abilities.
- Exceptional service orientation.
- Ability to motivate in a team-oriented, collaborative environment.

The report also documented the extreme complexity associated with the calculation of ERS benefits, citing 10 different types of retirements, which when combined, lead to 99 different retirement rules. The report states that the ERS “may be one of the most complex public pension agencies in the United States” (page 50). This complexity, most of which has been created by changes in labor contracts for 19 different labor unions over the decades, particularly those associated with uniformed employees, directly impacts the complexity of the information technology systems required by the ERS. This in turn affects the scope, type, and depth of expertise required on the part of employees to maintain the system and its many components.

In addition to MERITS 1.0, the ERS IT staff also administers the following:

- 40 servers in 2 data centers
- Database administration across multiple versions of Microsoft SQL Server
- Enterprise backup and restore processes for 100 gigabytes of information
- Network servers, workstations
- Desktop support

- Specialized vendor-supplied software
- Firewall and Internet gateways
- Development and maintenance of systems and technical documentation

From an internal perspective, meaning within City government, the classification hierarchy of the City's Information and Technology Management Division and within other city departments is as follows:

DOA-ITMD Job Classifications	
Chief Information Officer	17
Information Systems Manager	15
Enterprise Systems Manager	13
Applications Development Manager	12
Systems Analyst-Project Leader	11
Systems Analyst-Sr.	08

City-Wide IT Classification	
Police Information Systems Director	14
Library Technical Services Manager	12
Network Planning Manager-DPW	12
Functional Application Manager-Comptroller	12
Network Manager (Municipal Court, DNS)	10
Network Administrator (CCCC)	08

Although the best comparison for ERS' "chief technology officer" is found in public pension funds of comparable size and complexity as reported in McLagan's *Competitive Pay Analysis*, we must also make comparison to other information technology positions within the City's classification structure. Considering the above salary grades, middle and upper level information technology positions are compensated up to Salary Grade 11. Top management positions are compensated in Salary Grades 12 through 17.

The information presented in the *Organizational Review* and discussions with ERS leadership supports the notion that a new higher level "chief technology officer" is needed to move ERS forward. Further, the level of responsibility associated with the job, and new higher level competencies required indicate that a significantly higher level salary grade allocation is in order. What, then, should a "chief information officer" be compensated?

The *Competitive Pay Analysis* submitted by McLagan for 23 public sector funds located in the Midwest indicated the following average salaries for chief technology officer for 2008:

Salaries for Chief Technology Officer - Midwestern Public Funds			
	25 <sup>th</sup> percentile	50 <sup>th</sup> percentile	75 <sup>th</sup> percentile
Chief Technology Officer	\$93,000*	\$112,100*	\$130,500*

\*The above numbers represent base salaries only and do not include any bonuses.

Compared with this Midwestern group, the City of Milwaukee's ERS, with a portfolio of \$5.3 billion and 23,000 members, was the 3<sup>rd</sup> smallest. The largest fund with the largest number of members was the Wisconsin Department of Employee Trust funds with a portfolio of \$87.8 billion and 263,400 members.

The Salary Grade that best accommodates the survey findings is Salary Grade 16, which has a minimum, midpoint, and maximum as shown below:

Salary Grade 16			
	Minimum	Midpoint	Maximum
SG 16	\$95,030	\$114,040	\$133,049

Due to the level of responsibility associated with this job, as well as the high level competencies required such as project management, business acumen, and leadership skills, we recommend that this redefined position be allocated to Salary Grade 16. Within the organizational structure of the Employees' Retirement System, this will place the chief technology officer into the same Salary Grade as the ERS-Executive Director and the Chief Investment Officer. In order to facilitate recruitment of a well qualified person to fill this position, we further recommend that appointment be authorized at any point in the range.

The *Organizational Review* submitted by L. R. Wechsler recommended that this position be given the title of "chief technology officer". We therefore recommend the title of ERS Chief Technology Officer for this position, allocated to SG 16, with a footnote permitting recruitment at any rate in the salary range with the approval of the Department of Employee Relations and the Chair of the Committee on Finance and Personnel.

## CITY TREASURER

<b>Current:</b>	<b>New Position</b>	
<b>Request:</b>	<b>Investments and Financial Services Specialist</b>	<b>SG 07</b>
<b>Recommendation:</b>	<b>Investments and Financial Services Specialist</b>	<b>PR 597</b>

This new position of Investments and Financial Services Specialist will perform critical fund accounting and cash management functions at a professional level in the Financial Services Division of the City Treasurer's Office. Duties, responsibilities and requirements will include:

- 70% General Fund Accounting
  - Responsibilities include completing the daily cash journal summarizing receipts and disbursement processed by departments, making requisite entry into the cashing system and performing the daily close
  - Monitoring City department credit card activity of departments and processing fees to department
  - Monitoring the recording of EDI payment receipts, obtaining appropriate documents from city departments and recording in the general ledger
  - Monitoring teller variances on a biweekly basis
  - Reconciling the City's demand deposit accounts
  - Prepares financial analyses and reports
  - Administers payroll withholding taxes
  - Reconciles tax collections and settlements with other taxing jurisdictions
  - Responsible for the annual outlawing of outstanding check and redeposit of outlawed checks
  - Sends Payroll ACH file and check issue file to bank
- 25% Cash Management
  - Obtains previous day bank account activity and balance information reports
  - Determines and sets the daily cash position
  - Originates wire transfers and ACH batches for the payment of City Accounts Payable, distribution of tax collections to other jurisdictions, investment of City funds and concentration of city funds
  - Verifies that requisite funds transfers are made on a daily basis
  - Enters investment transactions in to the investment portfolio management system.
  - Reconciles the portfolio management database to city records and financial institution statement
- 5% Additional Duties
  - Compiles and maintains Standard Operating Procedures for current job duties
  - Complete other related duties or special projects.

Requirements include a Bachelor's degree in accounting, business, finance or closely related field and three years of progressively responsible experience in accounting, finance, banking, or treasury management. These requirements have not yet been validated for the purposes of staffing.

This new position has been added to the Financial Services Division to address an increased workload related to the evolution of more complex financial rules and regulations as well as increased use of electronic and credit card payments.

A similar management-level position did exist more than ten years ago although the department has indicated this new position will perform higher-level responsibilities due to increased complexity of industry rules and regulations. However, because the position's duties do not include supervision, it would appear more appropriate to recommend a non-management professional level classification.

We therefore recommend this new position be classified as Investment and Financial Services Specialist in Pay Range 597. Further, for recruitment purposes, we recommend the department have the ability to appoint up to the fifth step of the pay range with the approval of the Department of Employee Relations and the Chair of the Committee on Finance and Personnel.

<b>Pay Range 597</b>	<b>Step 1</b>	<b>Step 2</b>	<b>Step 3</b>	<b>Step 4</b>	<b>Step 5</b>	<b>Step 6</b>
Biweekly	\$2,257.56	\$2,344.21	\$2,434.39	\$2,528.08	\$2,625.61	\$2,742.05
Annual	\$58,696.46	\$60,949.49	\$63,294.02	\$65,730.05	\$68,265.84	\$71,293.31

## **EMPLOYEE RELATIONS**

**Current:** Claims Processor II PR 435  
Two Positions

**Request:** Claims Processor II PR 460  
Two Positions

**Recommendation:** Claims Processor II PR 460  
Two Positions

**Current:** Claims Processor I PR 415 (Underfill Title)

**Request:** Claims Processor I PR 435

**Recommendation:** Claims Processor I PR 435

In studying this request, documentation regarding present and revised responsibilities was reviewed, in addition to a revised job description, and discussions were held with Burma Hudson, Workers Compensation Manager for the City of Milwaukee.

The current systems of claims administration and adjudication in the Worker's compensation Division begins with two Claims Processors. These two employees enter all claims received by the Division into the system. This requires them to verify detailed employee information such as date of birth, SSN, injury, job title, home address, and so forth, and obtain an anticipated return-to-work date for each person from his or her health care provider. Claims Processors then assess each claim and, based upon established protocols, forward more complex cases to higher level adjusters for resolution.

In addition, each Processor is assigned a personal caseload consisting of less complex worker's compensation cases. Until very recently, these Processors monitored cases with 3 or less days of lost time that involved medical treatment up to 6 weeks. In monitoring cases, Processors are required to audit medical bills received for cost and appropriateness, and authorize the payment of medical bills.

Due to the elimination of a higher level adjuster in the 2010 budget, the type and complexity of claims assigned to Claims Processors changed from '3 days or less of lost time and up to 6 weeks of medical treatment' to '3 days or less of lost time and up to 12 weeks of medical treatment'. This means that Claims Processors are now handling more complex claims and the results of their decisions in authorizing medical payments will have a significantly higher financial impact.

Considering the expanded financial impact of the decisions on the part of Claims Processors, reclassification to a higher level appears appropriate. The job description submitted for these positions confirms that a higher level of knowledge and skill will be required for these positions. The minimum requirements for these positions, formerly 3 years of high-level office experience, will be changed to including an associate's degree in business and two years of high-level office experience, one of which

must have been in an insurance company, workers compensation claims office, or an accounting function. Although not validated for purposes of staffing, the job analysis indicates that individuals performing this work must be highly inquisitive and analytical; assertive; communicate well with customers; be able to multitask; and able to handle a high volume of work. It is important to note, that even at this level claims adjusting, Claims Processors must be able to understand medical information and protocols and be able to identify medical bills and courses of treatment that appear to be suspect.

We therefore recommend that Claims Processor II be reclassified from Pay Range 435 to Pay Range 460 and that the underfill title of Claims Processor I be reclassified from Pay Range 415 to Pay Range 435.

## **NEIGHBORHOOD SERVICES**

<b>Current:</b>	<b>Building Code Enforcement Inspector</b>	<b>PR 553</b>
	<b>Two Positions</b>	
<b>Request:</b>	<b>Special Enforcement Inspector</b>	<b>PR 572</b>
	<b>Two Positions</b>	
<b>Recommendation:</b>	<b>Special Enforcement Inspector</b>	<b>PR 572</b>
	<b>Two Positions</b>	

In November of 2009 the Commissioner of Building Inspection, Art Dahlberg, requested that two positions of Building Code Enforcement Inspectors in the Department's Court Section be studied. There are only two such positions in the Department, one of which is vacant. At present, there are some nine positions of Special Enforcement Inspector. They are assigned to the Condemnation Section, Targeted Enforcement (CDA) and general Residential Inspection areas.

In studying this request, job descriptions for both the current and requested classifications were studied and discussions were held with Mr. Dahlberg and Tom Mischefski, Neighborhood Services Operations Manager. The genesis of the request was the elimination of five Code Enforcement Inspector positions in the Department's 2010 budget and the Department's subsequent reassessment of its staffing needs. In addition, the Department has experienced an ongoing difficulty in recruiting Inspectors to fill the two positions in the Court Section. The reasons for this are not entirely clear but it appears that Inspectors in the Department consider the work in the Court Section and the interaction with owners/operators and their representatives to be particularly difficult.

The requested change would incorporate duties now performed by the two positions in the Court Section into the duties and responsibilities of the Special Enforcement Inspectors. When this change is implemented, the Department will have the flexibility to assign its highest level Inspectors to the Court Section as needed as well as to other areas and projects requiring having the most priority.

The two positions in the Court Section of the Department of Neighborhood Services with the title of Building Code Enforcement Inspector have duties and responsibilities that support the enforcement of legal orders in Municipal Court. They inspect and document the condition of properties to determine the extent of compliance with orders and citations in conjunction with arraignment hearings and other proceedings; investigate the ownership of properties; serve summons to responsible parties; and provide testimony in Municipal Court. The minimum requirements for this job, which are in the process of revision not as yet validated for purposes of staffing, include appointment as a Code Enforcement Inspector and maintenance of certifications in commercial building codes and Wisconsin's uniform dwelling code.

Special Enforcement Inspectors are considered to be the most experienced and skilled inspectors in residential inspection and are assigned work that carries more responsibility, requires extensive investigation and follow-up, or requires a higher degree of effort than that associated with entry-level and journey-level Code Enforcement Inspectors work. They are involved with identifying and abating special compliance problems associated with specific owners/operators, specific geographical areas, reoccurring code problems and/or problem properties.



They work with the City Attorney's Office and the Milwaukee Police Department to enforcement code issues. Special Enforcement Inspectors also function as lead workers and coaches for less experienced Code Enforcement Inspectors I and II and assist managers in developing and implementing new policies and procedures. The minimum requirements for the job of Special Enforcement Inspector (not validated for staffing purposes) include appointment as a Code Enforcement Inspector II and the maintenance of certifications in commercial building codes and Wisconsin's uniform dwelling code.

As indicated in the following table, the two positions of Building Code Enforcement Inspector in the Court Section are paid higher than Code Enforcement Inspectors I and II who are "regular" residential code inspectors, but slightly less, at least at the maximum, than Special Enforcement Inspectors.

Title	Pay Range	Minimum	Maximum	Maximum with Special Attainment Steps
Code Enforcement Inspector I	530	\$41,495	\$46,975	
Code Enforcement Inspector II	541	\$43,909	\$52,069	\$53,554
Building Code Enforcement Inspector	553	\$46,607	\$55,379	\$57,040
Special Code Enforcement Inspector	572	\$48,133	\$56,007	\$57,074

From a job evaluation perspective, the job analysis indicates that the two positions in the Court Section exercise approximately the same level of responsibility and require about the same level of knowledge, skill, and effort as Special Enforcement Inspectors. As shown in the above table, however, the two Inspectors in the Court Section are assigned to a different pay range and compensated at different rates.

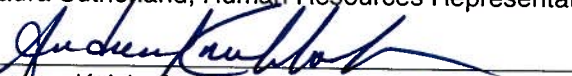
In light of the Department's need to increase the flexibility of its inspectional workforce a job analysis indicating a similar level of responsibility and degree of skill/knowledge between the positions in the Court Section and that of Special Enforcement Inspector, and the fact that the aforementioned job classifications are compensated at rates that are very similar, it appears appropriate to reclassify two positions in the Court Section to Special Code Enforcement Inspector and eliminate the classification of Building Code Enforcement Inspector.

It is therefore recommended that two positions of Building Code Enforcement Inspector in Pay Range 553 be reclassified to Special Code Enforcement Inspector in Pay Range 572.

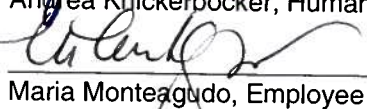
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