

JOB EVALUATION REPORT

Fire and Police Commission Meeting Date: June 7, 2012

Department: Police

Current	Request	Recommendation
Personnel Officer PR 1CX (\$50,206 - \$70,295)	Human Resources Coordinator PR 1FX (\$60,809 - \$85,129)	Police Personnel Coordinator 1DX (\$53,519 - \$74,922)

Action Required

In the Salary Ordinance, under Pay Range 1DX add the title "Police Personnel Coordinator" and under Pay Range 1CX delete the title "Personnel Officer".

In the Positions Ordinance, under Police Department, Administration Services Decision Unit, Administration 'Bureau, Human Resources Division, delete one position of "Personnel Officer" and add one position of "Police Personnel Coordinator".

Background

The Fire and Police Commission forwarded a letter from the Milwaukee Police Department (MPD) which included a request to reclassify the position of Personnel Officer in the Human Resources Division. The Human Resources Division includes the Medical Section, the Payroll Section and Human Resources. A new job description and questionnaire was submitted and discussions were held with the incumbent and the position's supervisor, Valarie Williams, Police Department Personnel Administrator.

Current:	Personnel Officer	PR 1CX
Request:	Human Resources Coordinator	PR 1FX
Recommended:	Police Personnel Coordinator	PR 1DX

The basic function of this position is to be responsible for the efficiency of the Human Resources Division; supervise the Background Investigation Division; develop and manage human resource related functions with a special emphasis on those functions governed by law such as equal employment opportunity, compliance with the Americans with Disabilities Act Amendments Act (ADAAA) and prevention of harassment and discrimination; and manage the functions of the Applicant Review Committee. The duties and responsibilities include the following:

- 50% Human Resource Administration – analyze, provide recommendations and prepare reports pertaining to various human resource issues in the MPD; advise and assist the MPD members and others with interpretation of employment laws, rules, policies, and procedures regarding a broad range of human resource issues involving City government and the Fire and Police Commission; manage the MPD's Transfer Orders and converse with Command Staff to make appropriate personnel work-location transfers; manage staffing functions covering civilian management and nonmanagement positions; oversee Personnel Analyst-Senior's staffing responsibilities and work

assignments; oversee the Background Investigation Section; respond to Unemployment Compensation inquiries regarding current and former employees, represent the MPD at Unemployment Compensation hearings, and correspond with Assistant City Attorney to seek advice and coordinate witnesses for hearings; and prepare the Equal Employment Opportunity (EEO) Report for the United States Department of Justice.

- 25% Management of the Applicant Review Committee – provide training to new applicant review members; ensure each committee is ethnically and gender balanced; ensure committees assess applicants within the approved and established guidelines; and review results with the Chief of Police in the absence of the Police Department Personnel Administrator.
- 10% Labor Relations – represent the MPD at negotiating sessions for the Milwaukee Police Supervisors' Organization (MPSO); advise MPD managers, including upper level management, on labor relations issues; participate in grievance hearings as a MPD representative and prepare a portion of the responses and settlements at procedure steps within the MPD.
- 10% In the absence of the Police Department Personnel Administrator serve as the supervisor of the Medical and Payroll Sections and attend various meetings.
- 5% Present and develop human resources training for MPD members; and manage MPD quarterly reports.

Requirements for this position include a Bachelor's Degree in Human Resources or related field (a Master's Degree is highly desirable); four years of related professional experience; excellent oral and written communication skills; and an ability to represent the MPD's position in a variety of settings, interpret contracts and communicate them to diverse levels of staff, research and analyze data and make recommendations, and work on confidential and sensitive matters.

Changes in the Position

The changes in the position include the following:

- Greater overall responsibility and accountability for monitoring the work performance of the Human Resource's Division staff as part of responsibility for the overall efficiency of the Division. Serves as a back-up to the Police Department Personnel Administrator and oversees the work of the Medical and Payroll Sections in the Administrator's absence.
- Oversees the Applicant Review Committee which reviews the backgrounds of potential new members of the MPD. Individually reviews the backgrounds of those considered for School Crossing Guard.
- Oversees the Background Investigation Section. The size of this Section fluctuates throughout the year depending on the needs of the Department. Generally one or two Police Services Specialist Investigators are assigned year round but the number may increase to fourteen when preparing for a new recruit class.

- Represents department at Unemployment Compensation hearings, works with assigned Assistant City Attorney and coordinates witnesses.
- Manages the Department's Transfer Orders and converses with Command Staff to make appropriate personnel work-location transfers.

Comparison to Other Positions

To study this position, comparisons were made to several other positions in the City including the following:

Police Payroll Supervisor in PR 1CX (\$50,206 - \$70,295)

Under the general direction of the Police Department's Personnel Administrator, oversees the operations of all department payroll functions; coordinates changes in the human resources management and online time entry systems; and represents the department in all matters relating to the department's payroll policies and operations. This position supervises four positions. Other duties include preparing personnel and payroll-related data for projections, negotiations/arbitrations, and to identify efficiencies; providing information and advice to Department supervisors and policy makers on payroll practices; testifying in arbitration hearings and in court regarding payroll matters; and prepares annual budget for the Department in the areas of salaries, wages, fringe benefits, and reimbursable funds.

Fire Personnel Officer in PR 1DX (\$53,519 - \$74,922)

Under the direction of the Fire Chief, manages personnel issues including personnel administration, labor issues, employee services, staff development, equal employment opportunity; manages and supervises the Administration Division; and is responsible to the Fire Chief and Assistant Fire Chief on all confidential matters relating to managing and supervising the office and personnel matters. This position supervises five employees. Other duties include overseeing development and implementation of personnel policies; originating and submitting documents to the Fire and Police Commission related to examination and appointment process; attending Fire and Police Commission Meetings and serving as a resource for the Fire Chief; serving as a benefits specialist and resource person for the department; coordinating with the Deputy Chief, Administration and City Attorney's Office regarding unemployment issues; and managing departmental labor contract administration policies, orders, and practices to comply with contract provisions.

Health Personnel Officer in PR 2HX (\$53,519 - \$74,922)

Under the general direction of the Health Operations Director or Commissioner of Health, manages the human resources function for the Health Department which has approximately 265 authorized positions. This includes staffing, recruitment, training, development, labor management relations, contract administration, job analysis and documentation, payroll and leave administration policies, worker's compensation and safety, performance evaluations, grievance administration, training and development, and disciplinary actions. Other duties include ensuring that all personnel related functions and decisions are in compliance with applicable federal and state employment laws, civil service rules, state statutes and local ordinances, and collective bargaining agreements; developing personnel policies and procedures, monitoring compliance, and providing guidance and direction in interpretation and enforcement; managing and monitoring leave and benefits administration policies, payroll processing, and records; managing all aspects of employment investigations; representing the Department at administrative hearings; serving as the Department's Diversity, EEO, ADA, ADA, ADA, ADA,

and Civil Rights Compliance Officer; and overseeing training and development activities and services.

Human Resources Representative in PR 2HX (\$53,519 - \$74,922)

Provides a full range of professional personnel services to assist City departments, employees, departmental staff, and the public in meeting all facets of the City's human resources needs; has a primary focus on staffing or compensation but may also provides services in the areas of Equal Employment Opportunity, organizational development, and labor relations. In any of the areas these positions will perform consultative services, research and development, and leadership which may include serving as a leader for department or City-wide projects, functioning as a resource person for others in the department, serving as a coach and mentor to less experienced staff, and representing the department before commissions, boards, and Common Council Committees.

Library Personnel Officer in PR 1DX (\$53,519 - \$74,922)

Under the general direction of the City Librarian, administers the human resource function of the Milwaukee Public Library which has approximately 375 authorized positions. This includes personnel administration, labor relations, staff development, EEO and employee safety. Duties include the filling of all vacant positions, serving as a liaison with the City Service Commission, representing the Department at meetings, keeping current with employment laws and monitoring compliance, developing full knowledge of civil service rules, regulations, and city ordinance related to human resources; recommending and preparing disciplinary actions; serving as a resource on labor contract issues and representing the Department at bargaining sessions; coordinating staff development and training; and serving as the EEO Officer and liaison with the Department of Employee Relations and Board of Trustees.

Business Operations Manager in PR 1EX (57,028 - \$79,836)

One position of Business Operations Manager in the Department of Public Works (DPW) is responsible for managing payroll operations, including serving as project leader for CityTime, the on-line time entry system; acts as a liaison between DPW and other City departments; works with Information Systems staff to design, test, and implement new applications; and supervises 11 employees including one position of Management Accountant – Senior and ten positions of Personnel Payroll Assistant III (PR 460). The Department of Public Works has approximately 2,600 authorized positions.

Labor Relations Officer in PR 2JX (\$60,809 - \$85,129)

Assists the Labor Negotiator in conducting City labor relations activities, especially those of a difficult and responsible technical nature that involves the City's largest, pattern setting unions; and assists with evaluating and monitoring Labor Relations staff work. This includes, on behalf of the Labor Negotiator, acting as a Team Leader for management negotiating teams, communicating the Labor Negotiator's policies and directives, and reviewing all contemplated contract settlements, grievance arbitration settlements, contract administration memoranda of understanding, and related policy matters; conducting labor contract negotiations; assuming primary responsibility for pension, health insurance, and other important issues including cost analysis and liaison with City Attorney; and coordinating and directing Labor Relations policy and research functions.

Police Department Personnel Administrator in PR 1HX (\$69,090 - \$96,722)

Manages and supervises the Human Resources Division; represents the Police Department in all personnel and labor relations matters; and formulates, implements, and maintains sound and effective personnel-related policies and procedures. Duties include supervising the Human

Resources Division which has 18 positions; ensuring that Departmental personnel policies, and legal and labor contract requirements are met with the highest possible standard of productivity and efficiency; representing the Chief and the Department with all labor relations matters and Fire and Police Commission matters; conducting regular briefings for Department executive staff; developing, establishing and maintaining personnel and labor relations policies and ensuring they are communicated to Department Commanders and adhered to; and overseeing personnel transactions including the preparation of Department orders. The Police Department has approximately 2,900 authorized positions.

A table of personnel-related positions is shown below:

Classification	Pay Range	Department
Human Resources Analyst	2DN (\$41,458 - \$58,037)	Underfill Title
Personnel Analyst	2DN (\$41,458 - \$58,037)	Underfill Title
Human Resources Analyst-Senior	2FX (\$47,109 - \$65,957)	Fire & Police Commission, Police, and Public Works
Personnel Analyst – Senior	2FX (\$47,109 - \$65,957)	Library and Police
Personnel Officer	1CX (\$50,206 - \$70,295)	Police
Police Payroll Supervisor	1CX (\$50,206 - \$70,295)	Police
Human Resources Representative	2HX (\$53,519 - \$74,922)	Employee Relations
Fire Personnel Officer	1DX (\$53,519 - \$74,922)	Fire
Library Personnel Officer	1DX (\$53,519 - \$74,922)	Library
Health Personnel Officer	2HX (\$53,519 - \$74,922)	Health
Labor Relations Officer	2JX (\$60,809 - \$85,129)	Employee Relations
Police Department Personnel Administrator	1HX (\$69,090 - \$96,722)	Police
Public Works Personnel Administrator	1IX (\$73,627 - \$103,077)	Public Works

Analysis

The job evaluation process focuses on major changes that have occurred in the nature and level of work associated with a position rather than on increases in the volume of work, the individual's job performance, or the qualifications of the incumbents. The analysis also focuses on internal equity considerations that compare and contrast the breadth and scope of responsibility and the level of difficulty of similarly situated positions across City government.

The analysis of the merits of recommending a change in classification and/or compensation level for this position under study is focused on:

- The extent to which the changes in duties and responsibilities have increased the complexity of the work being performed as measured by the position's impact, accountability, decision making authority, and independent judgment.
- The extent to which this position is properly classified in comparison to other personnel related positions within City government.

This position was reclassified from Personnel Analyst – Senior in Salary Grade 05 to its current title Personnel Officer in Salary Grade 06 in 1993. At the beginning of 2012 the pay range was changed to Pay Range 1CX under the new salary ordinance with no change in pay.

The basic function of this position in 1993 was as follows:

Under the general supervision of the Police Department Personnel Administrator, independently develops and manages personnel-related functions with a particular emphasis on those functions governed by law such as employment opportunity, Americans with Disabilities Act, discrimination and harassment.

Changes noted in 1993 when the position was reclassified include:

- Added responsibility and independence in the areas of equal opportunity and workforce diversity training
- Development of written policies and guidelines for civilian staffing
- Development and management of various personnel databases
- Scope and diversity of assigned research projects

Of these changes, the current position has less emphasis on developing written policies and guidelines, developing and managing various databases, and conducting research projects but does present and develop human resources training and provides training to new Applicant Review Committee members. The 1993 report noted that the position had changed from an emphasis on assisting the Police Department Personnel Administrator to working independently on various projects. The position in 1993 spent a higher percentage of time on labor relations but it was in the role of assisting the Police Department Personnel Administrator. The current position has a new responsibility as the department's personnel representative for negotiations related to the Milwaukee Police Supervisor Organization (MPSO).

The position has some new duties and responsibilities that are listed under "Changes in the Position". Some of these changes, such as managing the Applicant Review Committee, representing the department at Unemployment Compensation hearings, and managing transfer orders, are not at a higher level. Other changes, such as an increase in supervision and oversight, have resulted in the position having a greater impact and responsibility. When the position was last studied it had supervisory and oversight responsibility for one position of Administrative Specialist (which was later reclassified to Personnel Analyst – Senior), one position of Office Assistant III and one position of Police Aide. The current position supervises two positions of Personnel Analyst – Senior and the Background Investigation Section which may include one to fourteen Police Services Specialist Investigators depending on the needs of the department. The position also has oversight of the support staff who report to the Personnel Analyst – Senior positions. In the absence of the Police Department Personnel Administrator, the position under study has oversight of the Medical and Payroll Sections and fills in for the Administrator, as needed, at various meetings such as Fire and Police Commission Meetings and meetings of the Common Council Committee on Finance and Personnel.

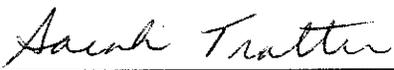
Based on the changes listed above and comparisons to other positions in the Police Department and City-wide we recommend Pay Range 1DX. This higher level recognizes the increase in supervision and oversight of other areas of the Division. It also provides a distinct difference between this position and the Personnel Analyst–Senior positions that it directly supervises. The Labor Relations Officer in Pay Range 1FX is stronger as it assists the Labor

Negotiator with city-wide responsibilities for labor negotiations and labor contract administration. A review of other positions in 1DX and 2HX (which have the same pay rates) indicates that this position should not be higher than 1DX. For example, the Health Personnel Officer in 2HX is the primary position that manages all aspects of the human resources function for the department which includes representing the department before public bodies on a regular basis and handling discipline.

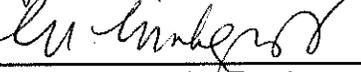
Similar to other personnel officer positions in the City such as Fire Personnel Officer and Health Personnel Officer we recommend that the title include the term "Personnel" and the individual department. The requested title was "Human Resources Coordinator" and we recommend instead "Police Personnel Coordinator".

Recommendation

Based on the analysis above we recommend this position of Personnel Officer in Pay Range 1CX be reclassified to Police Personnel Coordinator in Pay Range 1DX.

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Reviewed by: 
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