

Department of Employee Relations

JOB EVALUATION REPORTFire and Police Commission Meeting Date: July 12, 2012Department: 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) |
| Personnel Analyst - Senior PR 2FX (\$47,109 - \$65,957) | Human Resources Representative PR 2HX (\$53,519 - \$74,922) | Personnel Analyst - Senior PR 2FX (\$47,109 - \$65,957) |

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) regarding a request to reclassify three positions in the Human Resources Division. The Human Resources Division includes the Medical Section, the Payroll Section and Human Resources. The Personnel Officer reports to the Police Department Personnel Administrator and the two positions of Personnel Analyst – Senior report to the Personnel Officer. To study these positions job descriptions and questionnaires were reviewed and discussions were held with the incumbents and with 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, 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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|---------------------|---|---------------|
| Current: | Personnel Analyst - Senior (2 positions) | PR 2FX |
| Request: | Human Resources Representative (2 positions) | PR 2HX |
| Recommended: | Personnel Analyst - Senior (2 positions) | PR 2FX |

The basic function of these two positions, under the general supervision of the Police Department Personnel Administrator, is to perform a full range of professional duties relating to personnel and labor relations in the MPD. These positions assist the Personnel Officer and one of the positions supervises the Human Resources Division support staff. The duties and responsibilities include the following:

- 50% Human Resources Administration – maintain optimum staffing level for the MPD; monitor all separations and vacancies according to MPD protocol; be responsible for submitting all “Request to Fill” notices to the Budget Office for Finance and Personnel Committee Meetings and for providing correspondence to the Fire and Police Commission; provide orientation presentation to new employees; interpret employment laws, MPD rules and procedures, and labor contracts; review, process, and monitor leaves of absences and returns; prepare and/or compose personnel related documents and correspondence such as charts, job descriptions, and correspondence associated with separations, reappointments, and probationary extensions; participate in activities regarding transfers and assignments and review Personnel Orders; provide assistance and guidance to employees/supervisors regarding job related issues and problems with sensitive issues; develop employee and attendance improvement plans; and approve tuition reimbursement applications; and provide guidance, and consult with Employee Relations, regarding reimbursement issues.

- 15% Record Management – be responsible for internal and external Open Records requests, and for employee personnel records under Open Records law; assist and provide direction to staff responding to Open Records requests; and prepare Employment Verification requests for information not available through the “The Work Number”.

- 15% Recruitment, Interviewing, and Selection Activities – facilitate recruitment/appointment process for entry level and management civilian positions; oversee recruiting activities; prepare job announcement bulletins for internal and citywide postings; assist the Fire and Police Commission and Employee Relations with functions of the hiring process for MPD positions; develop interview questions and tests for internal selection processes consistent with job duties and responsibilities; review and monitor selection process of law enforcement specialty unit vacancies; monitor and coordinate recruit Police Officer and Police Aide classes; and assist Fire and Police Commission with Oral and Written Assessment raters for Police Officer, Police Aide, Police Dispatcher, and Police Telecommunicator candidates.
- 15% Employment/Labor Relations Activities – serve as a liaison with Labor Negotiator for civilian labor associations and assist in preparation of the City proposals pertaining to MPD rules and procedures; assist the Police Personnel Administrator and the Personnel Officer with tasks related to the Milwaukee Police Association (MPA) and the Milwaukee Police Supervisors' Organization (MPSO) when needed; respond to other managers, employees, and City agencies regarding labor relations issues and interpretation; and respond, provide direction, and monitor grievances.
- 5% Back-Up Activities – approve requests for Family Medical Leave and invoices in the absence of the Administrative Lieutenant of Police of the Medical Section; respond to requests for information from the Offices of the Chief, City Attorney, and outside agencies; attend Common Council Committee Meetings as directed by the Police Personnel Administrator such as Finance and Personnel and Public Safety; and supervise and assist with the Applicant Review Committee (ARC) functions in the absence of the Personnel Officer.

Requirements for this position include a Bachelor's Degree in Human Resources, Public or Business Administration or closely related field; and an ability to work with confidential and sensitive matters. Equivalent combinations of education and experience may also be considered. Two years of professional level related experience; and knowledge of municipal, state, and federal regulations and laws related to personnel matters such as the Americans with Disabilities Act Amendment Act (ADAAA), Civil Rights Act of 1991, Family Medical Leave Act (FMLA), Uniformed Services Employment and Reemployment Act (USERRA) and Public Records laws is highly desirable.

Changes in the Positions

The changes in the positions include an increase in supervision and oversight responsibilities for administrative staff and sworn officers when assigned; and one of the positions was just recently assigned the role of "Administrator" for the MPD Early Intervention Program.

Other changes listed on the incumbents' questionnaire included an increase in the number of personnel related record requests under the Open Records Law; serving as a backup for the Medical Section; and an increase in the number of employees being ordered to active military duty. Further review indicated that these were temporary changes and would not permanently affect the duties and responsibility of these positions.

Comparison to Other Positions

To study these positions comparisons were made to positions listed and described earlier in this report plus the following:

Employee Assistance Coordinator in PR 2EX (\$44,194 - \$61,871)

Provides confidential help to City workers and their families who may be dealing with issues related to stress, depression, alcohol/drug abuse, gambling, domestic violence and/or financial challenges; provides expert consultation, training and intervention; makes referrals for diagnosis, treatment and assistance; and facilitates crisis intervention with individuals and work units when needed.

Human Resources Analyst – Senior in PR 2FX (\$47,109 - \$65,957)

One position of Human Resources Analyst – Senior in Employee Relations conducts recruitment and selection processes to fill positions in general City departments and Milwaukee Public Schools. Duties include developing and implementing recruitment plans and preparing job announcements; conducting job analysis; developing valid selection processes and test components including written and essay tests, oral examinations, performance examinations, and training and experience ratings; determining time lines for each selection process, contacting raters and candidates on a timely basis; identifying and securing raters, administering oral and performance examinations, determining eligibility of applicants, and ensuring test security and adherence to selection guidelines; providing advice and assistance on staffing issues; and conducting special projects and research and analysis of tests.

Personnel Analyst – Senior in PR 2FX (\$47,109 - \$65,957)

One position of Personnel Analyst – Senior in the Library performs a full range of professional duties related to the personnel functions in the library system; assists the Library Personnel Officer, and assumes the duties and responsibilities of that position in the absence of the Library Personnel Officer. Duties include conducting preliminary interviews with applicants for all administrative support positions and other classifications as assigned; consulting with supervisors regarding selection and implementing decisions; working with Employee Relations to develop announcement sheets and examinations; conducting Library Circulation Aide orientation program; discussing and advising managers on employee performance problems and disciplinary matters; gathering facts and preparing warning notices and disciplinary actions as required; investigating personnel problems, providing counseling, and making referrals to Employee Assistance Program when needed; overseeing the sick leave control program; handling the Library's employee accident reporting system; and answering questions regarding rules, policies and procedures.

Analysis

As indicated above 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.

One of the positions under study was reclassified from Administrative Specialist in Salary Grade 02 to its current title Personnel Analyst - Senior in Salary Grade 05 in 1997. The other position was created in 2001. At the beginning of 2012 the pay range for these two positions was changed to Pay Range 2FX under the new salary ordinance with no change in pay.

The basic function of the position that was reclassified in 1997 was as follows:

Under the general supervision of the Police Department Personnel Administrator, perform a full range of professional duties related to personnel functions in the Milwaukee Police Department; assist the Personnel Officer; and supervise the Personnel Division's support staff.

Changes noted in the 1997 classification report include:

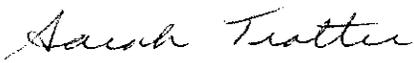
- Investigating and resolving Equal Employment Opportunity (EEO) complaints
- Working as part of a team on labor relations and grievances
- Facilitating training sessions

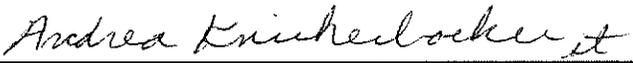
The 1997 report noted that the expansion of duties and responsibilities was largely attributable to the increase in volume and complexity of state and federal employment-related legislation. The report also noted that the position works independently and handles most aspects of the staffing process for civilian positions such as setting up and participating on interview panels, developing interview questions and assessment exercises, conducting interviews, consulting with supervisors regarding selection decisions, placing applicants, and completing and/or overseeing the necessary paperwork. Other duties and responsibilities listed in the report included participating in the activities of the Department Personnel Transfer Committee, and reviewing and preparing personnel orders; monitoring all vacancies, filling vacancies according to Department protocol and determining if personnel meet requirements for promotions; and responding to supervisor and employee inquiries regarding rules, regulations, laws and labor contract provisions.

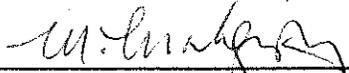
Although there have been some changes in the duties and responsibilities of these two positions the basic function has not changed. The current classification of Personnel Analyst-Senior in Pay Range 2FX is a journey level classification that provides a full-range of professional personnel duties. A comparison to other positions in the City indicate that these two positions continue to be comparable to other positions in Pay Range 2FX such as Human Resources Analyst – Senior.

Recommendation

Based on the above analysis we recommend no change in classification of these two positions of Personnel Analyst - Senior in Pay Range 2FX.

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