



# Milwaukee County


## Department of Human Resources

INTER-OFFICE COMMUNICATION

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Date: November 27, 2013

To: Supervisor Willie Johnson, Co-Chairman Finance, Personnel & Audit Committee  
Supervisor David Cullen, Co-Chairman Finance, Personnel & Audit Committee

From: Kerry J. Mitchell, Director, Department of Human Resources 

Subject: **Informational Report: 2013 Job Analysis & Evaluation Project Update**

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Attached, please find a summary of our findings during the course of the Job Analysis & Evaluation Project, which is still in progress. As a reminder, the 7 goals of this initiative include:

- a) Define, document and categorize each active County job through the creation of new standardized job descriptions;
- b) Ensure FLSA compliance;
- c) Introduce standard job competencies;
- d) Ensure ADA compliance;
- e) Establish appropriate classifications (job groups/titling);
- f) Establish equitable, understandable, compliant and externally competitive pay system;
- g) Set us up to better ensure and prioritize EEO compliance (equal and fair pay)

The attached summary is broken down by 11 key categories:

- (1) Job Title Does Not Align Based on Job Content/Market:** This means that the assigned job classification (title) does not currently align with the overall job duties/responsibilities, and/or with that of job classifications (titles) in the relative job market (public/government support services sector) with similar job duties/responsibilities. In these cases, appropriate job titles were recommended to management.
- (2) Job Content Concerns:** This means that the job content was not clearly or appropriately defined, there were supervisory or management concerns, and/or job content aligns to another job category. In these cases, HR worked with managers to clarify duties and align the job to the correct job category.

- (3) Job Reporting Relationship Concerns:** During the course of the project, at times we found that the job reported into an equivalent job classification (level), or a job classification (level) that is not responsible for performance/disciplinary actions or discharge. HR made recommendations to managers to ensure these jobs were properly aligned, given the job duties.
- (4) Job Education/Experience Requirements Do Not Align w/ Minimum Standards:** Through the course of the analysis, we are ensuring that the updated job descriptions outline appropriate minimum education and experience requirements, given the job duties.
- (5) Job Not Compliant with FLSA (Nonexempt/Exempt):** Each job is required to meet the Department of Labor's (DOL's) Fair Labor Standards Act (FLSA) requirements related to identifying if a job is overtime-eligible, eligible to receive time and one-half (1.5x) pay for any hours worked over forty (40) in a defined work week, or exempt from overtime.
- (6) Job Not Compliant with DOL EEO-1 Classification:** This category is being addressed internally within Human Resources to ensure compliance with the Department of Labor's (DOL's) Equal Employment Opportunity preferred method of identifying the race and ethnic information necessary for the EEO-1 report of job categories.
- (7) Job Pay Range Assignment Above/Below Market:** Identifies any job classifications allocated to a pay range which is currently above or below the relative job market (public/government support services sector). If applicable, the intent is for departments to absorb these recommendations as they are able over coming years.
- (8) Job with Incumbent(s) Pay Rate(s) Above/Below Market:** Identifies jobs in which there are employees whose base pay rate is above or below the relative job market's (public/government support services sector) range maximum or minimum respectively. If applicable, the intent is for departments to absorb these recommendations as they are able over coming years.
- (9) Job with EEO (Gender, Age and Race) Issues:** This category is being monitored throughout the project and being addressed accordingly as appropriate, to ensure the County is treating all employees in a compliant and equitable manner with regard to compensation.

Additional information regarding this project was provided in detail in my October 17 memo to the Finance, Personnel & Audit Committee, which I attached for your reference.

To date, our Compensation Division has completed their review of approximately 1,378 positions (461 jobs) across 26 areas of Milwaukee County. There are 12 remaining areas, 11 of which are currently being studied.

Should any Board Supervisor need additional information about this initiative, I would be happy to set up a time to meet in person.

Thank you.

2013 Job Analysis and Evaluation - Findings and Recommendations  
Inclusive Summary (Preliminary)

Org. #	Department Name	Jobs Reviewed	Positions Impacted	FINDINGS										Job w/ EEO (Gender, Age, Race) Issues *	
				Job Title Does Not Align Based on Job Content and/or Market	Job Content Concerns	Job Reporting Relationship Concerns	Job Education and/or Experience Requirements Do Not Align w/ Minimum Standards	Job Compliant w/ FLSA (NonExempt / Exempt)	Job Compliant w/ DOL EEO-1 Classification	Job Pay Range Assignment Above Market	Job Pay Range Assignment Below Market	Job w/ Incumbent(s) Pay Rate(s) Above Market	Job w/ Incumbent(s) Pay Rate(s) Below Market		
<b>Total Job Count (26 Depts)</b>				<b>461</b>	<b>1,378</b>	<b>379</b>	<b>42</b>	<b>16</b>	<b>86</b>	<b>67</b>	<b>344</b>	<b>118</b>	<b>10</b>	<b>43</b>	<b>Monitoring</b>
<b>Total Job Impact by Percentage (26 Depts)</b>						<b>82%</b>	<b>9%</b>	<b>3%</b>	<b>19%</b>	<b>15%</b>	<b>75%</b>	<b>26%</b>	<b>2%</b>	<b>9%</b>	
1000	County Board														
1120	PRB														
4000	Sheriff														
4300	House of Correction														
4500	District Attorney														
5700	Architect & Engineering														
5700	Facilities Management														
6300	DHHS-BHD														
7990	Family Care														
8000	DHHS-Operating Administrator														
9000	Parks														
9500	Zoo														
In Progress - Stats Pending															

-INFORMATIONAL ONLY-




*Milwaukee County*  
**Department of Human Resources**  
INTER-OFFICE COMMUNICATION

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Date: October 17, 2013

To: Willie Johnson Jr., Co-Chair, Finance, Personnel & Audit Committee  
David Cullen, Co-Chair, Finance, Personnel & Audit Committee

From: Kerry J. Mitchell, Director, Department of Human Resources 

**Subject: Job Analysis & Evaluation Project**

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I would like to address questions that have arisen during the budget hearings over the past several days regarding the Job Analysis & Evaluation Project. Although I discussed the compensation project in depth during my department's budget hearing this week, several Supervisors were not present, and I want to ensure everyone has access to accurate information regarding the goals of this important initiative. Below is a summary of our Job Analysis and Evaluation Project:

- 1) As previously discussed, this is not a "total compensation" project. Instead, this Job Analysis and Evaluation project is intended as the first step of many towards a comprehensive wage exercise. There are 7 key goals for this project:
  - Define, document and categorize each active County job through the creation of new standardized job descriptions;
  - Ensure FLSA compliance;
  - Introduce standard job competencies;
  - Ensure ADA compliance;
  - Establish appropriate classifications (job groups/titling);
  - Establish equitable, understandable, compliant and externally competitive pay system;
  - Set us up to better ensure and prioritize EEO compliance (equal and fair pay).
- 2) Although this project is not primarily intended as a wage exercise, we have made some pay-related recommendations to departments during the course of the project. As we discover key wage issues/concerns along the way, employee by employee, we are providing these recommendations to departments. These reclassifications/pay adjustments that are acted upon by department heads have been reflected in the monthly committee reports we prepare. We are not making wholesale wage changes as part of this initiative.
- 3) There are various aspects of this initiative and the recommendations we make that cannot be discussed in open session, including those related to EEO and pay equity.

At any time, if Supervisors are interested in discussing these items, please contact me.

- 4) Any pay increases that occur during the course of the year in 2014 must be absorbed within the department's budget. There is no separate budget that is set aside for compensation salary adjustments.
- 5) Despite concerns expressed during the course of the budget hearings, the County Executive's Office is not directing this project. They are not involved day-to-day activities of the project, and are not influencing the Compensation staff's objective review of each position at Milwaukee County.

This project is critical from a legal and compliance perspective for Milwaukee County. It will position us to effectively perform sound market analyses on our positions, our base wages and total compensation, and on our overall compensation system moving forward.

Although I have shared our project planner with the FP & A Committee in the past, I attached it for your reference. My prior offers to meet individually with Board Supervisors to provide additional clarity and explanation of this initiative still stand; I would be happy to meet when it is convenient for Supervisors to provide further information.

Please contact me with any questions. Thank you.

  
Kerry J. Mitchell, Director  
Department of Human Resources

# 2013 Job Analysis & Evaluation Project Planner

**Project/Event:** Milwaukee County - All Jobs -Analysis/Evaluation

**Project Owner/Manager:** Katrina Evans, Manager of Compensation

**PHASE 1**

**PHASE 2**

**PHASE 3**

**PHASE 4**

**Start Date**   **End Date**   **Start Date**   **End Date**   **Start Date**   **End Date**   **Start Date**   **End Date**

~Departments~

**Step 1 -** Department Head submits 2013 Department Organizational Chart to HRCompensation.

**Step 2 -** Departments complete and submit JEQs for each job to HRCompensation.

**Step 3** Compensation reviews departments' organizational charts and JEQs; reviews and assigns FLSA exemption status; ranks, classifies and prices jobs; creates formal job descriptions; completes findings & recommendation summary.

**Step 4 -** Findings and recommendations shared w/ Department Head/Directors.

01.07.2013	02.15.2013
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04.01.2013	05.10.2013
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07.01.2013	08.09.2013
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09.30.2013	11.08.2013
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01.14.2013	03.15.2013
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04.08.2013	06.14.2013
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07.15.2013	09.13.2013
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10.07.2013	12.06.2013
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~Findings/Recommendations~

03.18.2013	03.29.2013
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06.17.2013	06.28.2013
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09.16.2013	09.27.2013
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12.09.2013	12.20.2013
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Month	2013	2013	2013	2013	2013	2013	2013
January							
August							

2013 Job Analysis Evaluation Project - Phase Assignments

PHASE 1 01/07/2013 - 03/29/2013	PHASE 2 04/01/2013 - 06/28/2013	PHASE 3 07/01/2013 - 09/27/2013	PHASE 4 09/30/2013 - 12/20/2013
<p>1000 County Board 1011 County Executive 1019 DAS-Office Persons w/Disabilities 1021 Veterans Services 1040 Community Business Development 1110 Civil Service Commission 1120 Personnel Review Board 1140 Department of Human Resources 1150 DAS-Risk 1151 DAS-Admin &amp; Fiscal Affairs 1152 DAS - Procurement 2430 Child Support 3010 Election Commission 3090 Treasurer 3270 County Clerk 3400 Register of Deeds 3700 Audit (3741) 3700 Comptroller 9910 UW Extension (1 job)</p>	<p>1130 Corporation Counsel 2000 Courts 4002 Sheriff's Financial Administration</p>	<p>DEPARTMENT</p> <p>1160 DAS-IMSD 1192 Economic Development 4300 HOC 4900 Medical Examiner 5040 DOT-Airport 5100 DOT-Highways 5300 DOT-FLEET 5700 Architect &amp; Engineering 5800 DOT-Director's Office 7900 Aging</p>	<p>4000 Sheriff (Excludes 4002) 4500 District Attorney 5700 Facilities Management 6300 DHHS-BHD 7990 Department of Family Care 8000 DHHS-Operating Administrator 9000 Parks 9500 Zoo</p>