



MILWAUKEE COUNTY
JOB EVALUATION QUESTIONNAIRE

This form is designed to assist you in describing your departmental job. You are asked to fill this form out to outline the essential duties and responsibilities; and identify the knowledge, skills and abilities required to successfully perform the job. This form is used to request new job classifications, review current classifications, reclassification, reallocations, and general updates to the job description. **Note:** It is the job that is being evaluated, not the position/incumbent. Thank you for your cooperation.

GENERAL INSTRUCTIONS:

1. Before beginning, please look over the entire questionnaire. Each question should be answered completely and accurately. If a question does not apply to this job, please indicate "N/A" (Not Applicable).
2. To complete the questionnaire, please type and/or select your responses.
3. If you wish to make additional comments, please use the space available in the "Additional Comments" section on page 6 of this questionnaire.

A. JOB IDENTIFICATION INFORMATION:

Department (High Org):	1140	Division (Low Org):	1141		
Contact for this Study	Name: Luis Padilla	Email: LUIS.PADILLA@MILWAUKEECOUNTYWI.GOV			
	Title: Employee Relations Director	Phone: 278-5091			
Current Job Title:	Human Resources Manager				
Job Reports To:	Title: Employee Relations Director				
Request Type:	<input type="checkbox"/> Establish New <input type="checkbox"/> Review <input type="checkbox"/> Reclassification <input type="checkbox"/> Reallocation <input checked="" type="checkbox"/> Update Description <input type="checkbox"/> Other, Specify				

B. JUSTIFICATION STATEMENT:

1. Attach an organizational chart.
2. Explain the events or changes that made this request necessary.
Vacancy

C. ABOUT THE JOB:

Job Status:	<input checked="" type="checkbox"/> Regular Full-Time	<input type="checkbox"/> Regular Part-Time	<input type="checkbox"/> Seasonal	<input type="checkbox"/> Contract
Shift:	<input checked="" type="checkbox"/> Day	<input type="checkbox"/> Evening	<input type="checkbox"/> Night	<input type="checkbox"/> Other:
Hours Per Week:	<input checked="" type="checkbox"/> >40 Hours	<input type="checkbox"/> 32-40 Hours	<input type="checkbox"/> 20-32 Hours	<input type="checkbox"/> <20 Hours
Travel:	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No If Yes, % Travel 15%			
Will This Job Supervise/Manage?	<input checked="" type="checkbox"/> Supervise <input type="checkbox"/> Manage <input type="checkbox"/> N/A # of Direct Reports: 1-10			

D. JOB SUMMARY:

Briefly state, in several sentences, the principle purpose or function of the job. Respond by describing What the job is, What its major objective is, and Why does it exist.
Manage HR Coordinators and HR staff. Serve as a human resources partner assigned to specific departments/divisions, providing service and support to both management and staff. Support the strategic business needs of County customers by providing direction, coaching and support in the areas of employee relations, staffing, performance management, and training/development. Provide support on policies through training and mentoring.

E. ESSENTIAL DUTIES/RESPONSIBILITIES:

JOB RESPONSIBILITY LIST: Please describe the major elements of the job. List only the major functions, separately, in order of importance. Provide a one or two line descriptive statement for each duty so that it can be understood by someone not familiar with this kind of work. Weight the approximate percentage of allocated work time for each functional work activity (Round to the nearest 5%). We do not need to know HOW the function is to be performed, but rather, WHAT it is to be performed. Percentages should add up to 100%			
1.	<input checked="" type="checkbox"/> Original <input type="checkbox"/> New	Job Duty: Monitor and address employee relations concerns.	% of Time: 15
	<i>Descriptive:</i> Research and respond to management/ employee concerns. Investigate claims/allegations, document all findings, analyze information gathered, recommend and implement resolution. Focus on the most complex ER issues, delegating day to day ER matters to HR Coordinators.		
2.	<input checked="" type="checkbox"/> Original <input type="checkbox"/> New	Job Duty: Coach managers on employee performance and conduct issues.	% of Time: 30
	<i>Descriptive:</i> Provide guidance to managers regarding employee coaching and discipline, improving performance or conduct, and measuring performance. Interpret policies and educate managers on how to apply policies in employment-related matters.		
3.	<input checked="" type="checkbox"/> Original <input type="checkbox"/> New	Job Duty: Participate in the hiring process.	% of Time: 10
	<i>Descriptive:</i> Collaborate with managers and Employment/Staffing colleagues on the hiring process, from workforce planning, to reviewing applicant qualifications, to onboarding new employees.		
4.	<input checked="" type="checkbox"/> Original <input type="checkbox"/> New	Job Duty: Participate in hearings/legal proceedings on behalf of the County.	% of Time: 5
	<i>Descriptive:</i> Serve as the hearing officer at departmental grievance hearings. Testify at hearings before the Civil Service Commission and the Personnel Review Board. Work with Corporation Counsel to respond to EEOC/ERD claims.		
5.	<input checked="" type="checkbox"/> Original <input type="checkbox"/> New	Job Duty: Respond to employee and manager general inquiries.	% of Time: 5
	<i>Descriptive:</i> Answer day to day employee or manager questions. Research the more complex requests and respond accordingly.		
6.	<input checked="" type="checkbox"/> Original <input type="checkbox"/> New	Job Duty: Participate or lead key County-wide DHR projects.	% of Time: 10
	<i>Descriptive:</i> Collaborate with colleagues on a wide range of projects and initiatives that impact departments across the County. May also serve as the "lead" on key projects, developing timelines and project plans, facilitating workgroups, and reporting results.		
7.	<input checked="" type="checkbox"/> Original <input type="checkbox"/> New	Job Duty: Develop policies and departmental work rules.	% of Time: 5
	<i>Descriptive:</i> Provide guidance and leadership to managers on the development of policies and work rules. Ensure that rules are equitable and legal. Coordinate and facilitate the rollout of new policies/rules/procedures to managers and staff.		
8.	<input checked="" type="checkbox"/> Original <input type="checkbox"/> New	Job Duty: Facilitate training and development initiatives.	% of Time: 5
	<i>Descriptive:</i> Partner with Training & Development on the rollout of employee and manager training programs. May facilitate learning sessions to employees and managers.		
9.	<input checked="" type="checkbox"/> Original <input type="checkbox"/> New	Job Duty: Facilitate organizational development planning with key leaders.	% of Time: 15
	<i>Descriptive:</i> Work with leaders to develop human capital strategies that meet both current business needs and anticipated future business needs. This may include re-designing or updating organization structures, collaborating on job re-design, talent management and succession planning.		
10.	<input checked="" type="checkbox"/> Original <input type="checkbox"/> New	Job Duty: Manage HR staff.	% of Time: 30
	<i>Descriptive:</i> Responsible for the overall performance and results of assigned HR staff. This includes goal setting, performance measurement, providing coaching and feedback, and addressing performance concerns as they arise through discipline.		

F. EQUIPMENT, TOOLS & MATERIALS

Please list all equipment, tools or materials required to perform the job along with the frequency.	Frequency			Type of Equipment
	Daily	Weekly	Monthly	
1. Machinery: (i.e. Vehicles, Motorized Equipment, Heavy Machinery, etc)				
2. Hand Tools/Instruments: (i.e. Power Tools, PC's, office or laboratory equipment, weapons, etc.)	x			
3. Driving required?	<input checked="" type="checkbox"/> Yes <input type="checkbox"/> No			

G. JOB COMPETENCIES

Internal Contacts: Please select all that apply.	
<input checked="" type="checkbox"/>	Contact with employees or others primarily at a routine level involving basic information exchange.
<input checked="" type="checkbox"/>	Contact with peers and others involving explanation of information (these contacts may be within or outside department or division), and the gathering of factual information. May include the communication of sensitive or confidential information.
<input checked="" type="checkbox"/>	Contact across departments or divisions with employees involving persuasion of others, absent formal authority, to conform to a policy interpretation or recommended course of action.
<input type="checkbox"/>	Contact that requires a high degree of authority in securing understanding and cooperation of multiple departments or interests.

External Contacts: Please select all that apply.	
<input type="checkbox"/>	No contact with people outside the organization.
<input checked="" type="checkbox"/>	Limited external contact to: gather information, answer queries, or ask assistance.
<input checked="" type="checkbox"/>	Frequent external contact to: gather information, answer queries, or ask assistance.
<input checked="" type="checkbox"/>	External contact involving a requirement to maintain a continuing external working relationship with individuals, or organizations.
<input type="checkbox"/>	External contact involving the initiation and maintenance of relationships that can have a significant effect on the success of the organization.

Communication Skills: Select the level of language (ability to read, write and speak needed to successfully accomplish the essential duties of the job.) Please select all that apply.	
<input checked="" type="checkbox"/>	Read, write and comprehend simple instructions, short correspondence and memos.
<input checked="" type="checkbox"/>	Read and interpret safety rules, operating/maintenance instructions and procedure manuals.
<input checked="" type="checkbox"/>	Write routine reports, correspondence, and speak effectively before both internal and external groups.
<input checked="" type="checkbox"/>	Read, analyze, and interpret business manuals, technical procedures and/or government regulations.
<input type="checkbox"/>	Read, analyze, and interpret scientific and technical journals, financial reports and legal documents.
<input checked="" type="checkbox"/>	Prepare and/or present written communications that pertain to controversial and complex topics.

Decision-Making: Please select <u>only one</u> of the following:	
<input type="checkbox"/>	Requires minimal decision-making responsibility.
<input type="checkbox"/>	Regularly makes decisions involving how a project or operation will be conducted (i.e. sequence or method), and generally from an available set of alternatives or precedents.
<input type="checkbox"/>	Regularly makes decisions of responsibility, involving evaluation of information. Decisions may require development or application of alternatives or precedents.
<input type="checkbox"/>	Regularly makes significant decisions and final results, typically affecting the entire department. Available guides or precedents are limited. Has authority over the allocation of resources.
<input checked="" type="checkbox"/>	Significant responsibility for decisions and final results, affecting more than one department or a department with multiple units. Substantial analysis is required and many factors must be weighed before a decision can be reached.
<input type="checkbox"/>	Major responsibility for decisions and final recommendation, which may result in the formulation of strategic plans of action to achieve the broad objectives for the organization.
<input type="checkbox"/>	Primary work responsibility involves the long-range future including the scope, direction and goals of the organization.

Complexity, Judgment and Problem Solving: Please select all that apply.	
<input type="checkbox"/>	Work of a relatively routine nature. Requires the ability to understand and follow instructions.
<input type="checkbox"/>	Structured work, following a limited variety of standard practices.
<input type="checkbox"/>	Generally structured work, but involving a choice of action within limits of standard policy and procedures.
<input checked="" type="checkbox"/>	Generally diversified and moderately difficult work. Requires judgment in the adaptation and interpretation of established practices and procedures to meet problems and situations to which the application is not clearly defined.
<input checked="" type="checkbox"/>	Typically difficult or complex work. Generally governed by broad instructions and objectives usually involving frequently changing conditions and problems.
<input checked="" type="checkbox"/>	Work requires the ability to plan and perform work in light of new or constantly changing problems, work from broad instruction, and deal with complex factors not easily evaluated. Decisions require considerable judgment, initiative, and ingenuity in areas there is little precedent.
<input type="checkbox"/>	Work requires the ability to act independently in the formulation and administration of policies and programs for major departments or functions.

Supervisory/Managerial: If applicable, select the appropriate level of responsibility.	
<input type="checkbox"/>	Level 1 General instructing, scheduling, and reviewing the work of others performing the same or directly related work. Acts as "lead worker". Functional supervision only.
<input type="checkbox"/>	Level 2 Recommends personnel actions (hiring, termination, pay changes). Involves scheduling, supervision, and evaluation of work of employees who perform similar work assignments.
<input checked="" type="checkbox"/>	Level 3 Scheduling, supervision, and evaluation of work as a "manager" of the first line supervisors; or perform supervision of workers who perform distinct and separate blocks of work.
<input type="checkbox"/>	Level 4 Scheduling, supervision, and evaluation of work as a superior of "managers". Administers through subordinate managers, departmental multi-function programs or operations.
<input type="checkbox"/>	Level 5 Scheduling, supervision, and evaluation of work as a superior of those in level 4.

List the names of the Department(s)/Division(s) supervised/managed by this job:	
<ul style="list-style-type: none"> DHR -- supports field staff and/or HR Coordinators (currently two FTE) and project management 	

Are there subordinate supervisors/managers reporting to this job?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No	If yes, how many?
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Fiscal Responsibility:	
Responsible for annual operating budget for department(s)/division(s)?	<input type="checkbox"/> Yes <input checked="" type="checkbox"/> No If yes, please provide total amount?

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H. WORKING CONDITIONS

What are the physical, mental and environment demands for this job? Functions identified must coincide with the descriptive statement of essential duties and responsibilities for this job. The functions should focus on what is to be done and the processes traditionally used to achieve end results. For each of the following functional requirements, indicate the frequency in which it occurs in this job.						
PHYSICAL DEMANDS		N/A	Seldom (<25%)	Occasional (25% - 50%)	Frequent (50% - 75%)	Always (>75%)
Standing		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Walking/Running		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Sitting		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Reaching		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Climbing		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Driving		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Bending/Kneeling		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Hearing		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Talking		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Visual		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Typing		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Fine Dexterity		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Manual Dexterity		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Upper Extremity Repetitive Motion		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Lifting/Carrying	10 lbs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Pushing/Pulling	10 lbs.	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
NON-PHYSICAL DEMANDS		N/A	Seldom (<25%)	Occasional (25% - 50%)	Frequent (50% - 75%)	Always (>75%)
Analysis/Reasoning		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Communication/Interpretation		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Math/Mental Computation		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Reading		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Sustained Mental Activity (i.e. auditing, problem solving, grant writing, composing reports)		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>
Writing		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>
Other:		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
ENVIRONMENTAL DEMANDS		N/A	Seldom (<25%)	Occasional (25% - 50%)	Frequent (50% - 75%)	Always (>75%)
Work Alone		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Frequent Task Changes		<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Tedious/Exacting Work		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
High Volume Public Contact		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Dust		<input type="checkbox"/>	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Temperature Extremes		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Loud Noises		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Physical Danger		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Toxic Substances (i.e. solvents, pesticides, etc.)		<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
Other:		<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
WORK SCHEDULE: Please select all that apply.						
<input checked="" type="checkbox"/>	Routine shift hours. Infrequent overtime, weekend, or shift rotation.					
<input type="checkbox"/>	Considerable irregularity of hours due to frequent overtime, weekend or shift rotation.					
<input type="checkbox"/>	Regular and/or frequent on-call availability.					
<input type="checkbox"/>	Nature of work frequently requires irregular, unpredictable or particularly long hours. (I.e. covering double shifts, etc.)					

DEMANDS/DEADLINES: Please select all that apply.	
<input type="checkbox"/>	Little or no stress created by work, employees, or public.
<input checked="" type="checkbox"/>	Occasional stress due to deadlines or workload because of intermittent or cyclical work pressures, or occasional exposure to distressed individuals within the immediate work environment.
<input type="checkbox"/>	High volume and variable work demands and deadlines impose strain on routine basis or considerable stress intermittently; OR regular direct contacts with distressed individuals within the immediate work environment; and/or exposure to demands and pressures from persons other than immediate supervisor.
<input type="checkbox"/>	Work requires frequent, substantive contacts with people in highly stressful situations; delicacy and unpredictability of contacts routinely creates considerable strain or heavy stress regularly.

I. EDUCATION, EXPERIENCE AND LICENSE

EDUCATION	
Please indicate the MINIMUM educational level required:	
<input type="checkbox"/> HS Diploma/GED	
<input type="checkbox"/> Associate's Degree	Area of specialization/major:
<input checked="" type="checkbox"/> Bachelor's Degree	Area of specialization/major: Human Resources, Business, Psychology
<input type="checkbox"/> Graduate Degree	Area of specialization/major:
<input type="checkbox"/> Post Graduate Degree (PhD)	Area of specialization/major:
<input type="checkbox"/> Professional Degree (Law, Medicine, etc.)	Area of specialization/major:
<input type="checkbox"/> Other:	Please indicate:

WORK EXPERIENCE	
Please indicate the MINIMUM number of years of practical experience required.	
<input type="checkbox"/> No experience	
<input type="checkbox"/> Less than one year	Area(s) of experience:
<input type="checkbox"/> One to three years	Area(s) of experience:
<input checked="" type="checkbox"/> Three to five years	Area(s) of experience:
<input type="checkbox"/> Five or more years	Area(s) of experience: Human Resources, Performance Mgt, Leadership Dev

SUPERVISORY/MANAGEMENT EXPERIENCE	
Please indicate the MINIMUM number of years of supervisory/management experience required.	
<input type="checkbox"/> No experience	
<input type="checkbox"/> Less than one year	Area(s) of experience:
<input type="checkbox"/> One to three years	Area(s) of experience:
<input checked="" type="checkbox"/> Three to five years	Area(s) of experience: Human Resources
<input type="checkbox"/> Five or more years	Area(s) of experience:

LICENSE/CERTIFICATION:
What license(s), certification/certificate(s), registration(s), or other regulatory requirements/training:
PHR/SPHR preferred, not required. HR Masters preferred

J. ADDITIONAL COMMENTS

Please list additional items not covered in this questionnaire that you feel would be helpful in understanding the job.
•

K. SIGNATURES:

SUPERVISOR'S/MANAGER'S CONFIRMATION: I have completed and/or reviewed the contents of this job evaluation questionnaire and consent to its accuracy.	
Supervisor/Manager Signature:	Date:
Department/Division Head Signature: <i>Luis Padilla</i>	Date: 4/22/2015

Email the completed form to: HRCompensation@milwcnty.com. Please ensure the subject line includes the request type and Department (High Org.) number. (I.e. 2013 STUDY 1140)

Received by Human Resources - Compensation Department
Analyzed by Human Resources - Compensation Department

Initials:
Initials:

Date:
Date: