

JOB EVALUATION REPORT

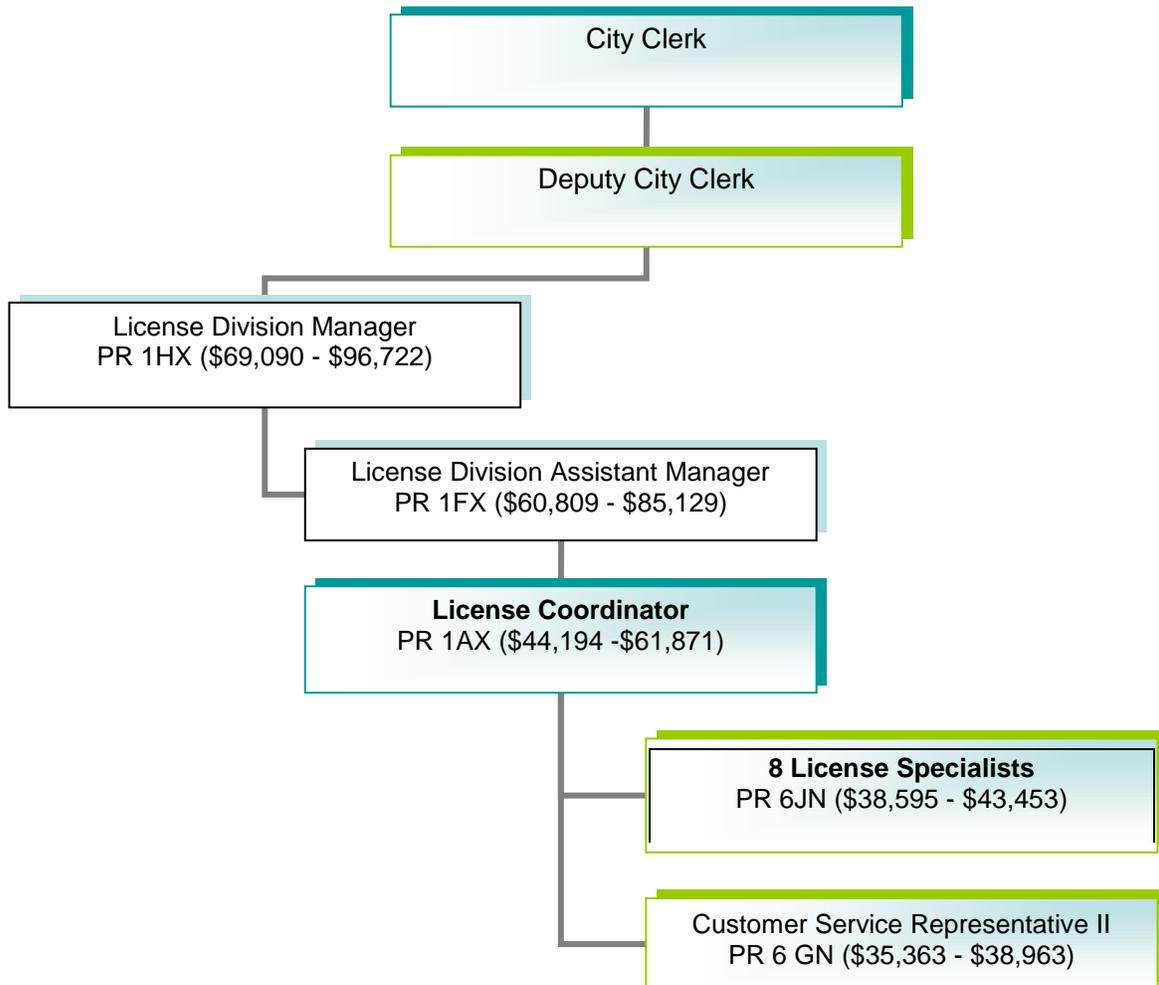
City Service Commission Meeting Date: May 14, 2013

COMMON COUNCIL-CITY CLERK-LICENSE DIVISION

Current	Requested	Recommended
License Specialist PR 6JN (\$38,595 - \$43,453) 8 positions	Career Ladder	License Specialist III PR 5GN (\$49,944) 2 positions
		License Specialist II PR 5EN (\$41,495 - \$46,676) 6 positions
		License Specialist I PR 5DN (\$38,595 - \$45,577) Underfill title
License Coordinator PR 1AX (\$44,194 - \$61,871) 1 position	Study of Position	License Coordinator PR 1CX (\$50,206 - \$70,295) 1 position

The Office of the City Clerk has requested that two job classifications in its License Division—that of License Specialist and License Coordinator—be evaluated for appropriate title and level of pay. As indicated in the following organizational chart, at the present time there are currently 8 License Specialists, one of which is vacant and one position of License Coordinator.

Office of the City Clerk, License Division



Background

Discussions with the department indicate that several interrelated organizational and technological changes have taken place that appear to be the drivers of this request: the introduction of a new information technology system referred to LIRA, concern about employee turn-over in the job; the need for a more knowledgeable and flexible work force; the need for a career ladder for License Specialists; the transfer of food licensing administering from the Health Department to the License Division; and a change in leadership in the License Division that expanded the role of License Specialists requiring more knowledge and skill on the part of employees performing the job.

In studying this request, the following written documentation was reviewed: revised job descriptions; a list of licenses administered that included fees and requirements for licenses; job descriptions for the same job in other municipalities; announcement sheets for License Coordinator and License Specialist; rates of pay for Municipal and License Clerks provided by the Bureau of Labor Statistics; and portions of the Milwaukee Code of Ordinances governing licenses. In addition, employees were interviewed about their duties and responsibilities in a group setting and the system used by employees was examined.

Discussions were also held with the City Clerk, James Owczarski, and Deputy City Clerk Rebecca Grill regarding their goals, the duties and responsibilities of License Specialist and License Coordinator now and in the future, and proposals for career ladders. The Department of Employee Relations met with affected employees to obtain their feedback and answer questions about the system proposed here.

This report is different from a typical job evaluation /classification report in that it focuses upon the future as opposed to the changes in duties and responsibilities that have affected the level of responsibility and knowledge/skill that have taken place. Although the job of License Specialist has been strengthened somewhat, the most important part of this report proposes a new career ladder for License Specialist that ties the acquisition of more knowledge and skill and job performance with the opportunity for higher rates of pay. This type of pay system is known as a knowledge or skill-based system.

The License Division

The License Division is responsible for administering and issuing over 100 types of licenses and permits on behalf of the Common Council and the Office of the City Clerk. The most well known licenses and permits processed include the following:

- Tavern manager
- Wine sales
- Cigarette and tobacco sales
- Liquor store operation
- Bartender
- Driver for a public passenger vehicle
- Farmer's market
- Food dealer
- Food peddler
- Home improvement contractor
- Public entertainment on premises
- Home improvement contractor
- Used car dealer
- Taxicab driver

A complete list of licenses and permits issued, in addition to required fees and other information, may be found on the department's website and is attached to this report as Attachment A.

Duties and Responsibilities

The basic function of a License Specialist is to process applications for licenses and permits in accordance with state statutes, city ordinances, and departmental procedures. The essential functions of the job are as follows:

- Processing applications for licenses and permits that include fees and reports from other City departments, especially from the Health Department and Police Department.
- Answering many different questions from applicants and others regarding licenses and permits such as the specific information and documents required for a license application, the process for approving or disapproving a license, fees required, the standards used in determining whether a license is granted, deadlines, and so forth.
- Responding to inquiries, some of which are complaints, from applicants and others
- Entering information into the LIRA system and updating hard copy records.
- Preparing license agendas for Common Council Committees and lists for Common Council action.
- Obtaining information from databases and physical records for reports
- Communicating effectively with a wide range of individuals including elected officials, license applicants, the general public, coworkers, employees from other City departments, business representatives, and others.
- Composing and initiating routine and non-routine correspondence and memorandums for the signature of supervisors and managers.
- Notarizing license applications and other documents

There are a myriad of questions to which License Specialists respond, including eligibility requirements for licenses, the documentation required to process licenses, and the process of obtaining approval. Since each license has somewhat different requirements, employees performing this work must know the information or be able to quickly locate it. They must also be adept at customer service.

A number of things add to the complexity of the License Specialist job. The fact that other City departments—Neighborhood Services, City Development, Health Department, and Police Department—are also involved in licensing and permits increases complexity. The fact that the job is subject to deadlines, some of which are overlapping also increases the complexity of the work. In some cases permits and other license-like authorizations are issued directly by other departments such as City Development. Many other licenses require information provided by the Police Department before they can be submitted for approval by the Licensing Committee of the Common Council. Nearly all licenses require Common Council action.

New License Specialists typically complete a six-month training period coinciding with their probationary period. The department feels that the probationary period for new employees should be increased to 12 months to expose them to complete license cycles and provide a reasonable amount of time to learn what are considered to be all of the basic licenses— those for bartenders, drivers of public passenger vehicles, those who sell products directly to consumers away from a fixed retail setting, called direct sellers, and business selling cigarettes.

As the work is currently organized, after new License Specialists have learned the basic licenses they take responsibility for processing licenses in specific area such as food licenses, vehicle licenses, and alcohol beverage licenses. More experienced employees or those with specialized skills perform special projects such as maintaining the Division's website, revising procedure manuals, training new employees, and preparing special reports. It is the goal of the License Division to expand the job of License Specialist by creating a better trained more knowledgeable, more responsible, and more flexible workforce.

The most recent job announcement, from June of 2011, provides the following minimum requirements for the job of License Specialist:

- Four years of progressively responsible office support experience that includes two years of high intensity customer contact in person or on the telephone. The type of work experience should include receiving or resolving complaints, problem solving or substantial responsibility for receiving and/or giving information.
- Successfully passing a background check that includes no convictions of a felony or misdemeanor involving a violation of the public trust

It should be noted, however, that the results of this study indicate that the aforementioned minimum requirements warrant reevaluation. The Staffing Division of the Department of Employee Relations will conduct such a reevaluation at a time in the future.

Knowledge, Skills, Abilities, and Competencies

This job analysis contained in this report indicates that the knowledge, skills, abilities, and competencies required for successful job performance, as opposed to the minimum requirements to enter the job, include the following:

- Knowledge of principles and processes for providing customer services. This includes customer needs assessment, meeting quality standards for services, and evaluation of customer satisfaction.
- Knowledge of administrative and clerical procedures and systems such as word processing software, spreadsheet software, automated databases, file and record management, form design, and other office procedures and terminology.
- Attention to detail—Achieves thoroughness and accuracy when accomplishing a task through concern for all the areas involved.
- Knowledge of the structure and content of the English language including the meaning and spelling of words, rules of composition, and grammar.
- Knowledge of laws, legal codes, regulations, agency rules, and the local democratic political process.
- Talking to others to convey information effectively.
- Giving full attention to what other people are saying, taking time to understand the points being made, asking questions as appropriate, and not interrupting at inappropriate times.
- Using logic and reasoning to identify the strengths and weaknesses of alternative solutions, conclusions or approaches to problems.
- Being aware of others' reactions and understanding why they react as they do.
- Understanding written sentences and paragraphs in work-related documents.
- Communicating effectively in writing as appropriate for the needs of the audience.
- Actively looking for ways to help people.
- The ability to tell when something has the potential to create a problem is wrong or is likely to go wrong, and inform supervisors accordingly.

Due to the fact that the duties and responsibilities of License Specialist are very similar to that of License Clerk as surveyed by the U.S. Department of Labor, the above KSAs were adopted from those created for License Clerk on the Department's O*Net site. Although the information provided on O*Net is primarily intended for those seeking career information, it is also used by employers for workforce planning, job design and redesign, employee training and development, and other human resources issues.

Changes in Duties and Responsibilities

Two changes have most impacted the job of License Specialist: the implementation of a new information technology system in 2011; and new expectations from leadership that employees will make more decisions independently and continue to acquire additional knowledge, skills, and competencies in their careers. The new automated system freed License Specialists some from lower-level work associated with paper files and gave them access to more and better information. It could be argued that the system also gave them exposure to a greater number of licensing processes and provided an opportunity to see more of the “big picture” associated with licensing. The aforementioned higher-level expectations are being implemented gradually and will become formal with the expected approval of a new career ladder.

Employee turnover, which the department stated was a major concern, was also examined. Data from the License Division from 2009 to the present indicates that during that time period, 10 License Specialists have left the License Division. The reasons for leaving are as follows:

Promotion	4 employees
Discharge or termination during probation	2 employees
Separation from employment	2 employees
Retirement	1 employee
Transfer to another department	1 employee

Considering that the total number of License Specialists has ranged from five to seven employees at any given time, this rate of turnover is significantly higher than expected or experienced in other job classifications. Although the cost of turnover is hidden, excessive turnover increases the cost of recruitment, hiring, training, and retraining.

In light of the department’s need for a better trained and flexible workforce, enhanced expectations of License Specialists, documented turnover, and the desire to provide employees with a career ladder, we are proposing three new job classifications, as shown below.

Proposed Career Ladder for License Specialists

Title	Number of Positions	Concept
License Specialist I	0	Entry-level – Underfill title
License Specialist II	6	Fully experienced level
License Specialist III	2	Lead worker and/or highest level expertise

A detailed explanation of the proposed career ladder may be found in Attachment A entitled *License Specialist Career Ladder*.

Pay Considerations

The current rate of pay for the job classification of License Specialist is \$38,595 to \$43,453 annually. As may be seen in the following table, the maximum rate of pay for the job is relatively high compared with other office support job classifications, including Office Assistant I, II, III, and IV and Customer Service Representative II and III. Historically, this has made the job an attractive promotional opportunity for office support employees in City government. Prior to approximately a year ago, all License Specialists were in fact appointed to their jobs from other

city departments. The following table shows the current compensation of License Specialists relative to other general office support job classifications.

License Specialist and Related Job Classifications
Rates current pay period 11, 2013

	Minimum	Maximum
Office Assistant I	\$ 25,652	\$ 32,103
Office Assistant II	\$ 29,780	\$ 35,041
Customer Services Representative II	\$ 35,363	\$ 38,963
Office Assistant III	\$ 33,865	\$ 37,464
Customer Services Representative III	\$ 36,902	\$ 40,836
Office Assistant IV	\$ 36,902	\$ 40,836
License Specialist	\$ 38,595	\$ 43,453
Program Assistant I	\$ 39,507	\$ 45,577
Program Assistant II	\$ 41,495	\$ 47,065
Municipal Court Clerk I	\$ 42,909	\$ 50,282
Program Assistant III	\$ 46,607	\$ 53,328

This table does not include all office support job classifications. Legal Office Assistants and Accounting Assistants, for example, are not included. Municipal Court Clerk I is included because the Bureau of Labor Statistics considers the jobs of license clerks, municipal clerks and court clerks similar enough to be combined for the purpose of wage surveys.

Office Assistants constitute the greatest number of office support employees. They are typically hired at \$25,652 and are promoted to Office Assistant II, at \$29,780, in a fairly short amount of time; \$29,780 is therefore a benchmark rate for office support employees. In order to be promoted to Office Assistant III there must be a vacancy and employees either compete for a specific position or are promoted without an examination. Vacancies at the Office Assistant IV level are relatively rare and competition for them is stiffer. Program Assistants require increasingly higher levels of responsibility for a program or aspect of a program in a department. These positions are usually considered to be paraprofessional in terms of the degree of training and education required. The Program Assistant III is considered to be a professional-level job. At the present time, then, the job of License Specialist is classified lower than Program Assistants I and II which are considered to be paraprofessional job classifications.

Following are rates of pay for court, municipal, and license clerks for May, 2011 and May, 2012 in the Milwaukee-Waukesha-West Allis area reported by the U.S. Department of Labor's Bureau of Labor Statistics (BLS) The definition used by the BLS for this group is as follows: "Performs clerical duties for courts of law, municipalities, or governmental licensing agencies and bureaus. May prepare docket of cases to be called; secure information for judges and court; prepare draft agendas or bylaws for town or city council."

Rates of Pay for Court, Municipal, and License Clerks
Milwaukee-Waukesha-West Allis
Source: U.S Department of Labor Bureau of Labor Statistics
Data as of May, 2011 and May, 2012

	10P	25P	50P	75P	90P
May 2011	\$17,810	\$29,230	\$39,070	\$45,150	\$51,790
May 2012	\$18,240	\$30,680	\$39,010	\$45,270	\$50,970

P=Percentile

The current average annual salary for License Specialist in the City Clerk’s Office is approximately \$39,000 annually. If a new compensation plan were to be created for this group what would be appropriate minimum and maximum rates of pay? Although it could be argued that the City is paying more than necessary at the minimum, currently \$38,595, consideration should be given to the fact that the complexity of work performed by License Specialists in the City’s License Division and the corresponding level of knowledge and skill required is probably higher than that required of license clerks in a smaller communities. The City of Milwaukee is the largest public employer in the metropolitan area, and its processes are complex. Secondly, the job analysis indicates that the job of License Specialist has changed and is expected to change significantly in the near future. These changes will increase the responsibility of the job and knowledge/skill required. Thirdly, if the City wishes to continue providing a promotional opportunity for office support and other employees, it would be appropriate to retain the current minimum rate of pay.

The pay system proposed for this career ladder, which includes the minimum and maximum rate of pay for the job and the administrative rules governing if, when, and how far employees may advance, is an integral part of the new career ladder for License Specialists. Based upon the department’s goals of creating a more flexible and better trained workforce, feedback from the department, and our knowledge of pay systems, we are proposing a system that will assist the department in accomplishing its goals and provide an appropriate level of compensation.

Proposed Pay Ranges for License Specialist I, II, and III

License Specialist I	\$38,595	\$45,577		
License Specialist II	\$41,495	\$43,155	\$44,881	\$46,676
License Specialist III	\$49,944			

For reasons previously stated, we recommend retaining the current recruitment rate of \$38,595. The rates of pay associated with the journey-level, the License Specialist II, is an important consideration because most employees will be expected to eventually attain the maximum rate of this level. Using the recruitment rate for Program Assistant II, which is \$41,495, we recommend creating three additional rates above \$41,495, as shown in the above table. These rates coincide with four different groups of licenses. As employees demonstrate knowledge and skill in processing one license group, two license groups, and four license groups, they will become eligible for higher rates of pay. The maximum rate of pay proposed for the journey-level represents the 75th percentile of wages as reported by the Bureau of Labor Statistics and is slightly below the maximum rate of pay for Program Assistant II in City government. Program Assistants II have responsibility for a distinct program or process within a City department or section. The rate of pay for License Specialist III is slightly below the maximum for Municipal Court Clerk I who work in the courtroom of the Municipal Court. These rates are designed to provide employees with an incentive to acquire more knowledge and skills.

Summary of Proposed Career Ladder and Pay System

The system proposed in this report is based upon employees attaining greater knowledge of licenses and critical competencies and job performance, as opposed to time on the job.

Attachment B, entitled *Pay System Administration for License Specialists*, provides a detailed explanation of how current employees will transition into the new system and new employees will move through the system. The most important aspects of the system are as follows:

- A group of managers in the City Clerk's Office, along with Employee Relations, will oversee the administration of the proposed career ladder and pay system.
- New employees will be hired as License Specialist I. Current employees will retain their current rate of pay and have the title of License Specialist I.
- Employees will be required to pass a written examination developed by the Staffing Division of Employee Relations to be promoted to License Specialist II. This applies to current employees and new hires.
- Employees will advance through the pay range for License Specialist II by demonstrating knowledge of more licenses, which have been divided into four major groups, having fully satisfactory job performance, completing a minimum amount of time on the job, and performing special projects. Promotion to License Specialist III will be accomplished by a competitive process

License Coordinator

The position of License Coordinator is a part of the management team in the License Division. As a first-line supervisor, the basic purpose is twofold: to oversee administrative processes in the Division and coach, train, and supervise License Specialists. Specific duties and responsibilities include the following:

- Conducts quality control audits of work performed by License Specialists to maintain the integrity of the licensing process.
- Works with other management team members in developing and supporting the strategic plan and mission of the License Division
- Oversees administrative functions, such as maintenance of standard operating procedures, record retention, purchasing, inventory control, payroll, grant lists, renewal extracts, website maintenance, use of the financial management system
- Trains, leads, guides, coaches, and if necessary recommends discipline of License Specialists. Assists License Specialists with the most complex licenses or unusual issues.
- Assists in developing, testing, troubleshooting and programming of license processing software. Suggests improvements and enhancements to the system and implements such.
- Provides accurate and detailed information and reports for elected officials, department heads, City managers, and members of the public via telephone, written documents, and personal conferences.
- Participates in work groups, committees, and task forces with external agencies as directed.

The minimum requirements of the position, as stated in 2002, the most recent job announcement for the position include a Bachelor's degree in business, management or

related field, two years of experience involving extensive public contact, and one year of supervisory experience

The job analysis indicates that this position has expanded its responsibilities during the recent past. This is evidenced in the duties and responsibilities stated in the previous job description and job announcement of 2002. With the introduction of a new career ladder and pay system for License Specialists, it is anticipated that this position will assume expanded responsibilities for performance management and evaluation and employee development.

The pay level for this position is closely related to the pay level of its subordinates. The current pay level for License Coordinator in PR 1 AK is \$44,194 to \$61,871 annually. In order to provide a sufficient differential between License Specialists and License Coordinator, it is therefore recommended that this position be reclassified to Pay Range 1CX which ranges from \$50,206 to \$70,295 annually. As a point of reference, \$49,944 is the proposed maximum of License Specialist III, the highest level of the License Specialist series. The recommended pay range is also that of the Water Customer Services Supervisor who supervises a group of customer service representatives in the Milwaukee Water Works.

Action Required – Effective Pay Period 13 (June 9, 2013)

In the Salary Ordinance, under Pay Range 1AX, delete the title “License Coordinator”, under Pay Range 1CX, add the title “License Coordinator”; under Pay Range 5DN, add the title “License Specialist I (3)” with footnote 3 to read as: “(3) Minimum recruitment is at \$1,484.43 (\$38,595.18) and may be up to \$1,752.98 (\$45,577.48) for current employees with the approval of the Department of Employee Relations and City Clerk.”; under Pay Range 5EN, add the title “License Specialist II (7)(8)” with footnote 7 and 8 to read as: “(7) Employee will advance to the next rate in the full range upon certification by the City Clerk of having attained and maintained at all times the level of expertise and demonstrated job performance: \$1,595.97, \$1,659.81, \$1,726.20 and \$1,795.25.; and “(8) An employee promoted into this title will receive the pay increment in the new pay range that is higher than the employee’s current rate. The employee must achieve all required level of expertise and performance up to and including the new increment within the probationary period.; under Pay Range 5GN, add the title “License Specialist III (2)” with footnote 2 to read as: “(2) The rate for this position is at \$1,920.92 (\$49,943.92).”; and under Pay Range 6JN, delete the title “License Specialist (2)”.

In the Positions Ordinance, under Common Council – City Clerk, License Division, delete eight positions of “License Specialist”, add two positions of “License Specialist III” and add six positions of “License Specialist II”.

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License Specialist Career Ladder

Higher-level job classifications require employees to possess all the competencies and requirements associated with lower-level job classes

	License Specialist I	License Specialist II	License Specialist III
Number of Positions	Zero - Underfill level for License Specialist II	6	2
General Concept and Statement of Responsibilities and Duties	<p>An entry or training job classification.</p> <p>Processes basic licenses having limited complexity under the direction of a License Specialist III or supervisor.</p>	<p>The fully experienced or journey-level.</p> <p>Independently processes an increasingly greater number and variety of licenses requiring problem identification, problem-solving, high attention to detail, a high degree of conscientiousness, skill in providing good customer service, and organizational savvy.</p> <p>Performs special projects, including the preparation of materials for Council meetings.</p>	<p>The lead worker and most knowledgeable level.</p> <p>Processes all licenses, including the most complex or sensitive.</p> <p>Performs special projects and administrative work.</p> <p>Assists in creating new processes and procedures such as when new licenses are introduced or requirements for current licenses change. Trains other employees in license regulations and work processes. Identifies processes that can be improved and makes commendations for improvement. for others.</p>
Type of Licenses Processed	Basic licenses such as those for bartenders, public passenger vehicle drivers, direct sellers, cigarettes	All basic licenses plus licenses for drivers, direct sellers, bicycle, extended-hour establishments, private alarm service businesses, and loading zones licenses or permits.	All licenses
Minimum Requirements to Enter the Job	To be determined by job analysis for purposes of employee selection.	Successful completion of one-year probationary period as a License Specialist I and passing examination for License Specialist II	To be determined by job analysis. Employees will be selected through a competitive civil service process.

License Specialist Career Ladder

Higher-level job classifications require employees to possess all the competencies and requirements associated with lower-level job classes

Competencies Required for Successful Job Performance			
	License Specialist I	License Specialist II	License Specialist III
Technical Expertise	<p>Demonstrates a basic understanding of ordinances, practices, policies, procedures and services of the License Division and applies them in daily work.</p> <p>Demonstrates an ability to learn job-related computer systems and software applications and uses these tools in carrying out work assignments.</p>	<p>Demonstrates an increasingly broader knowledge of ordinances and regulations related to licenses and applies that knowledge in processing licenses of a complex nature.</p> <p>Uses computer systems and software applications to prepare materials for notifications to licensees, prepare materials for Council meetings, and other purposes.</p>	<p>Demonstrates a comprehensive understanding of all licenses and related policies and procedures.</p> <p>Demonstrates an ability to think systemically and analytically to identify areas of improvement. Implements improvements immediately (if appropriate) or makes recommendations regarding such.</p> <p>Uses knowledge of IT systems, hardware, and applications to carry out one's work and identify work processes (or parts of processes) that can be improved using such.</p>
Customer Service	<p>Demonstrates an ability to provide prompt, quality customer service to external and internal customers by exercising patience, respect, empathy, tact, and truthfulness all interactions.</p> <p>Demonstrates an ability to learn to identify customer needs, respond to requests, and recognize when and issue should be directed elsewhere.</p>	<p>Regularly provides good customer service by identifying customer needs, responding to requests in situations where a considerable amount of knowledge is required, and directing requests to the appropriate individual if the answer is unknown.</p>	<p>Demonstrates an ability to provide prompt, quality customer service internal and external customers and exercise patience, respect, empathy, tact, and truthfulness all interactions</p> <p>Demonstrates an expert ability to act as a resource to others in order to resolve customer service issues by assisting others in creating and promoting effective customer service delivery strategies.</p>
Organizational Savvy		<p>Uses knowledge of the organizational culture in making decisions; perceives the impact and implications of such decisions.</p>	<p>Perceives organizational and political impacts and implications of decisions.</p>

Pay Administration for License Specialist Career Ladder
 Rates Current as of Pay Period 11, 2013

License Specialist I	\$38,595	45,577		
<p>New employees hired from outside the City Service after the passage and publication of implementing ordinances will receive the rate of \$38,595 upon hire.</p> <p>Employees who transfer into the job from another City department will retain their current rate of pay or be granted a "transfer" pay increase, not to exceed \$45,577.</p> <p>Upon passage and publication of implementing ordinances, current License Specialists will have the title of License Specialist I and retain their current rate of pay. Current License Specialists who have successfully completed a probationary period as a License Specialist will not be required to serve an additional such period. Current License Specialists who were hired under the requirement of completing a six-month probationary period and have not yet completed such period will continue to meet that six-month requirement.</p>				
License Specialist II	\$41,495	\$43,155	\$44,881	\$46,676
<p>To be promoted to License Specialist II, at the rate of \$41,495 all License Specialists hired after the passage and publication of implementing ordinances will be required to pass the required probationary period for License Specialist I, pass a written examination demonstrating knowledge of basic licenses, and have a rating of fully satisfactory or higher during the previous rating period. Current License Specialists will be required to meet the same aforementioned requirements to be promoted to License Specialist II.</p> <p>Employees hired after the passage and publication of implementing ordinances may advance to the rate of \$43,155 after passing the probationary period for License Specialist II, passing an assessment demonstrating knowledge of two specialized license groups, and achieving a rating of fully satisfactory or higher during the previous rating period. Current employees will be required meet the same aforementioned requirements to attain the rate of \$43,155 except the probationary period requirement, provided that they have passed a probationary period as a License Specialist. For current employees, time worked as a License Specialist in the "old" or new system will count toward the experience requirement.</p> <p>Employees may advance to \$44,881 after completing a minimum of 24 months of successful job experience as a License Specialist II, passing an examination demonstrating knowledge of two additional specialized license groups and achieving a rating of fully satisfactory or higher during the previous rating period. Current employees will be required meet the same aforementioned requirements. For current employees, time worked as a License Specialist in the "old" or new system will count toward the experience requirement.</p> <p>Employees may advance to \$46,676 after completing a minimum of 36 months of successful job experience as a License Specialist II, passing an examination demonstrating knowledge of two additional specialized license groups and achieving a rating of fully satisfactory or higher during the previous rating period. Current employees will be required meet the same aforementioned requirements. For current employees, time worked as a License Specialist in the "old" or new system will count toward the experience requirement.</p>				
License Specialist III	\$49,944			
<p>Promotion to License Specialist III will be determined by a competitive selection process.</p>				