Department of Employee Relations
Revised 2/20/17

Job Evaluation Report

Fire and Police Commission: February 16, 2017

POLICE – TECHNICAL COMMUNICATIONS

Current	Request	Recommendation
EMERGENCY COMMUNICATIONS OPERATOR II PR 5IN ($46,347 - $55,825) FN: $47,969 increment at probation completion FN: 5% additional for training and lead duties FN: recruitment flexibility with DER approval 133 positions	• Create an incentive when assigned curriculum development, classroom training, or other lead duties • Create an incentive when assigned to act as an emergency communications supervisor	EMERGENCY COMMUNICATIONS OPERATOR II PR 5IN ($46,347 - $55,825) FN: $47,969 increment at probation completion FN: 5% additional for on-the-job peer training FN: $58,685 - $61,056 when assigned curriculum development, classroom training, or related duties FN: $62,888 when assigned emergency communications supervisor duties FN: recruitment flexibility with DER approval 133 positions
TELECOMMUNICATIONS SPECIALIST PR 2FX ($48,670 - $67,616) 2 positions	• Study rate of pay	COMMUNICATIONS FACILITIES COORDINATOR PR 3SN ($66,324 - $79,874) 2 positions
TELECOMMUNICATIONS SUPERVISOR PR 1CX ($51,469 - $72,063) 1 position	• Study rate of pay	TELECOMMUNICATIONS SUPERVISOR PR 1EX ($58,462 - $81,844) FN: Recruitment at $70,967 1 position
EMERGENCY COMMUNICATIONS MANAGER PR 1IX ($75,478 - $105,669) FN: Recruitment at any rate in range with DER and FPC Chair approval.	• Study rate of pay	EMERGENCY COMMUNICATIONS MANAGER PR 1IX ($75,478 - $105,669) FN: Minimum recruitment of $83,481 and recruitment at any rate in range with DER and FPC Chair approval.

Background

This report recommends incentive footnotes for Emergency Communications Operators (ECO) that take on higher level responsibility, restructures the pay of positions that address telecommunication operations throughout the department that have emphasis on Pubic Service Answering Point (PSAP) operations, and provides a higher minimum recruitment rate for the civilian Emergency Communications Manager

In 2016 the Fire and Police Commission and Common Council approved a report that created the classifications of Emergency Communications Operator I and II and established a new pay structure to help the Milwaukee Police Department (MPD) address recruitment and retention challenges. The Emergency Communications Operator titles establish the foundation for a more skilled, flexible and responsible workforce that can be assigned to broader roles and responsibilities within this critical public safety function.

Work of the Career Ladder Team

A work group of Emergency Communications Operators, sworn managers and supervisors, and representatives from both MPD Human Resources and Employee Relations (DER) have worked toward creation a career ladder for Emergency Communications Operators in the Technical Communications Division. This report recommends additional task rates for ECOs. A final 'career ladder' report that addresses pay progression and credentials will follow in a few months. The team has developed:

- New job descriptions for Emergency Communications Operator including training and other lead work responsibilities
- New job descriptions for potential civilian supervisory positions in Technical Communications
- Job Competencies for ECOs, supervisors, and managers
- An assessment methodology for determining an employee's rate of pay within the ECO pay range that identifies and assesses an employees' experience, expertise, education, credentials and performance. MPD supervisors and Human Resources staff, Fire and Police Commission staff and DER staff will work collaboratively on this assessment to ensure a valid and fair assessment of employees.

The assessment methodology will be finalized and presented to staff in early spring 2017. Preparing sworn supervisors and managers, and civilian lead workers to administer the assessment for the ECOs will be a collaborative process that includes MPD Human Resources, Fire and Police Commission, and Employee Relations staff.

Work in MPD continues on the curriculum for training new and current ECOs, internal trainers and lead workers as well as civilian supervisory personnel. It is the intent to create and classify civilian supervisory personnel as a part of a proposed restructuring in the 2018 budget.

Position Changes - Technical Communications Division

Recommendation: **Emergency Communications Operator II** **PR 5IN ($46,347 - $55,825)**

- Retain $47,969 increment at probation completion
- Retain 5% salary adjustment for on-the-job peer training
- New $58,685 - $61,056 increments when assigned curriculum development, classroom training, or related lead training duties
- FN: $62,888 when assigned emergency communications supervisor duties
- Retain recruitment flexibility with DER approval

Emergency Communications Operators perform both call-taking and dispatch responsibilities. A call-taker answers and processes all incoming emergency and non-emergency telephone calls for police service. This includes prioritizing calls, transferring calls to the Fire Department, Sheriff's Department, or other agencies, providing suggested resources in the case of non-emergency calls, maintaining communication with callers during emergencies, and forwarding emergency calls and requests for service to an ECO performing dispatch operations. Employees use a computer-aided dispatch system, telephone, and computer in triaging a volume of 1,000,000 emergency and nonemergency calls per year. A dispatcher assigns/dispatches police units to emergencies using a computer-aided dispatching system, radio, and telephone. This requires judgement regarding the significance of requests and the assignment of an appropriate level of police resources. When Police Officers respond to a call, the dispatcher assists the officers by providing as much detailed information as possible about the incident and records all the movements and activities of the unit in real time.

The 2016 report created a footnote that provides an additional 5% pay adjustment when directed to perform lead worker related duties including curriculum development, classroom training, or peer training. This report recommends further modifying the pay incentives for higher level assignments through the following footnotes for Emergency Communications Operator II.

Footnote Rate	Responsibility
Additional 5%	When directed to provide peer training
$58,685 - $61,056	When assigned curriculum development, classroom training, or related duties
$62,888	When assigned emergency communications supervisor duties

The intent of these additional footnotes is to provide an incentive rate of pay for Emergency Communications Operations that take on the additional responsibility of a lead training role or when assigned emergency communications supervisor duties.

Current:	**Telecommunications Specialist**	**PR 2FX ($48,670 - $67,616)**
Recommendation:	**Communications Facilities Coordinator**	**PR 3SN ($66,324 - $79,874)**
	Two Vacant Positions	

The Telecommunications Specialist coordinates all activities related to the MPD telecommunications system, including the 911 PSAP. This includes administration of the Sentinel 911 system and all peripheral equipment. Coordinate with applicable departments and agencies regarding the NICE Inform Recording System; record 911 and administrative positions, update and make call stats. Manage and maintain the Avaya AES. Train department personnel on use of various applications such as NICE, Aurora, CMS, and other systems and equipment.

Minimum requirement include an Associate's Degree in Computer Science, Information Systems Technology, or closely related field and four years of systems networking experience or public safety call center experience.

In preparing these recommendations staff consulted with Chief Information Officer Nancy Olsen and has determined this position in the MPD is substantially similar to the Communications Facilities Coordinator in the Department of Administration-ITMD. This position performs technical duties to provide telecommunications services to City departments. This includes configuring, maintaining, supporting, and optimizing all telephone systems and services, voicemail, and PBX communication systems. The Communications Facilities Coordinator works with various vendors to optimize billing plans and reconcile invoice variations regularly. The person in this position also analyzes and resolves telecommunications circuit issues in a timely manner.

Because of the comparability of the positions, we recommend restructuring the pay for two positions of Telecommunications Specialist in Pay Range 2FX ($48,670 - $67,616) to Communications Facilities Coordinator in Pay Range 3SN ($66,324 - $79,874).

Current:	**Telecommunications Supervisor**	**PR 1CX ($51,469 - $72,063)**
Recommendation:	**Telecommunications Supervisor**	**PR 1EX ($58,462 - $81,844)**
	• Recruitment at $70,967	

Based on a revised job description, this position is responsible for Telecommunication Operations for the MPD. Duties and responsibilities include:

60% <u>Supervise daily telecommunications operations</u>

- verify equipment operation, check alarm statuses within the department phone and 911 system

- manage the audio recording system, records and inventory; provide recommendations for the upgrade of equipment for recording incoming calls
- Develop proposals for contracting equipment and or services; interact with vendors
- Manage maintenance contracts for telephone, recording and 911 systems and vendor contracts for the department's wireless provider
- Act as liaison for vendors responding to trouble calls or maintenance issues.
- Conduct monthly testing of backup systems (disaster recovery)
- Manage the telephones switches at all MPD facilities, provide recommendations for the upgrade of equipment
- Manage the telephone and voicemail system
- Maintain equipment inventory and adequate supplies

20% Monitor operation of PSAP. Make changes where needed to ensure efficient/reliable operation, with the major focus always being on public safety.

- Participate in user groups, discussion groups, and training opportunities relating to PSAP operations. Stay current with federal regulations for emergency call handling and emerging telecommunication technologies that impact the PSAP's ability to handle calls
- Work with other PSAP systems personnel including radio, CAD and RMS to ensure interoperability providing seamless PSAP operations
- Communicate with other PSAP agencies to maintain an open exchange of information. Work with other law enforcement agencies to ensure reliable transfer of emergency calls and information
- Actively plan for disaster recovers. Ensure personnel are aware and trained and that regular testing of systems and personnel is implemented and has follow through
- Review PSAP call statistics on a monthly basis. Prepare monthly reports on call stats for equipment and personnel.

10% Construction/Remodeling

- Review initial plans and specifications for projects and make changes where necessary
- Attend construction/remodeling meetings, review material and installation specifications, anticipate and plan for future needs
- Work with divisions to determine telecommunication/data needs
- Estimate costs for projects and request and review work orders from vendors or other city agencies.

10% Administration

- Review employee performance and perform evaluations, coaching and retraining
- Management the section budget as well as capital and project accounts. Assist in budgetary planning for the Technical Communications Division
- Write specifications for contracts and requisitions for bid
- Cultivate new vendors and suppliers for materials, equipment and services
- Maintain documentation on all telecommunications infrastructure including equipment, circuits, and building floor plans

Minimum requirements include a Bachelor's degree in computer Science, Information Systems Technology or Electrical Engineering and five years related experience.

This position manages telecommunication operations throughout the MPD that includes ensuring the efficient and reliable operation of the PSAP. This supervisor directs the work of the two Communications Facilities Coordinators that are recommended to be paid in Pay Range 3SN ($66,324 - $79,874). In order to provide a reasonable differential between the supervisor and employee's supervised, this report recommends restructuring the pay range to 1EX ($58,462 - $81,844) with a recruitment rate of $70,967.

Recommendation: **Emergency Communications Manager PR 1IX ($75,478 - $105,669)**

- Minimum recruitment at $83,481 with the ability to recruitment at any rate in the rate with the approval of DER and Finance chair

The Emergency Communications Manager manages the day-to-day and strategic direction of the department's Technical Communications Division, which handles both emergency and non-emergency calls for service. The incumbent of this position is responsible for planning, scheduling, supervising and monitoring police communications systems, coordinating equipment utilization, overseeing the division's budget, and managing personnel of approximately 182 employees.

The staff of the Technical Communications Division includes the following job classifications in the PSAP operations. The chart includes the pay rate changes proposed for other positions within this report.

Technical Communication Division, MPD

Authorized Positions	Title	Pay Range	Minimum	Maximum
1	**Emergency Communications Manager**	**1IX**	**$75,478**	**$105,669**
2	Police Lieutenant	4L	$91,435	$98,669
9	Police Sergeant	4G	$81,349	$87,644
1	Telecommunications Supervisor	1EX	$70,967	$81,844
4	Police Alarm Operator*	4C	$76,658	$81,508
2	Communications Facilities Coordinator	3SN	$66,324	$79,874
133	Emergency Communications Operator II	5IN	$46,347	$55,825

*To be administratively reclassified to Emergency Communications Operator II when vacant.

A review of the rates of pay for civilian PSAP managers or assistant managers throughout the county provided the following information. These rates have been adjusted for cost of living in comparison to Milwaukee, Wisconsin.

Jurisdiction	Title	Minimum	Maximum
Nashville, Tennessee	Communications Director	$97,873	$188,802
Waukesha, Wisconsin	Director of Emergency Preparedness	$101,483	$146,120
San Antonio, Texas	Communications Division Director	$81,272	$138,162
Louisville, Kentucky	Director of Communications		$119,664
Minneapolis, Minnesota	Emergency Communications Director	$108,779	$116,795
Montgomery County, Maryland	Communications Division Director	$59,206	$107,480
Orlando, Florida	Communications Director	$66,092	$103,268
Minneapolis, Minnesota	Emergency Communications Assistant Director	$94,266	$101,212
Louisville, Kentucky	Assistant Director of Communications	$87,028	$95,731
Oakland, California	Communications Director	$74,280	$91,332
Dane County, Wisconsin	Operations Manager	$66,860	$87,422
Brown County, Wisconsin	Emergency Management Director		$72,368

There is clearly a wide spectrum of pay for these positions throughout the country. Pay may vary depending on size of organization or jurisdiction, as well as impacted by whether a PSAP is an independent entity or under the jurisdiction of police or fire services. Because of this, this report does not recommend a change in the pay range for Emergency Communications Manager. However, in order to provide a differential in rate of pay between this manager and the employees supervised (both sworn and civilian) this report recommends a minimum recruitment rate of $83,481 and to continue the ability to recruit at any point in the pay range with the approval of DER and the Finance and Personnel Committee chair.

Implementation and next steps

With the implementation of this report, the next steps for Emergency Communications Operator will be:

- Finalizing an assessment methodology for determining an employee's rate of pay within the ECO pay range that identifies and assesses employees' experience, expertise, education, credentials and performance. MPD supervisors and MPD Human Resources, Fire and Police Commission, and DER staff will work collaboratively on this assessment to ensure a valid and fair assessment of employees. This assessment will identify job related education, certification, and experiences that will impact an employee's placement within the career ladder. Credentials achieved at any time during 2017 will impact an employee's initial placement into the career ladder.

- Work in MPD continues on the curriculum for training new and current ECOs, internal trainers and lead workers as well as civilian supervisory personnel. It is the intent to create and classify civilian supervisory personnel as a part of a proposed restructuring in the 2018 budget.

Action Required – Effective Pay Period 1, 2017 (January 1, 2017)

In the Salary Ordinance, under Pay Range 1CX, delete the title "Telecommunications Supervisor"; under Pay Range 1EX, add the title "Telecommunications Supervisor (6)" and footnote "6" to read as follows" "(6) Recruitment at $70,967."; under Pay Range 1IX, under title "Emergency Communications Manager", delete designation "2" and add designation "4" with footnote to read as follows" "(4) Minimum recruitment of $3,210.81 ($83,481.06) and recruitment at any rate in range with DER and the Chair of the Committee on Finance and Personnel."; under Pay Range 2FX, delete the title "Telecommunications Specialist"; under Pay Range 5IN, under the title "Emergency Communications Operator II", remove designation "2" and add the designations "6", "7"and "8"; with footnotes to read as follows: "(6) Additional 5% for on-the-job peer training."; "(7) $2,257.12 - $2,348.31 ($58,685.12 - $61,056.06) when assigned curriculum development, classroom training, or related duties."; and "(8) $24,18.76 ($62,887.76) when assigned emergency communications supervisor duties."

In the Positions Ordinance, under the Police Department, Technical Communications Division, delete two positions of "Telecommunications Specialist" and add two positions of "Communications Facilities Coordinator."

Prepared By: Andrea Knickerbocker
Andrea Knickerbocker, Human Resources Manager

Reviewed By: M. Monteagudo
Maria Monteagudo, Employee Relations Director