

JOB EVALUATION REPORT

Fire and Police Commission: March 15, 2018

Milwaukee Fire Department

Current	Recommendation
FIRE EQUIPMENT DISPATCHER PR 5IN (\$46,347 - \$55,825) <ul style="list-style-type: none"> • \$47,969 increment at completion of probation • \$58,685 - \$61,056 when assigned lead duties and in rotation for Fire Dispatcher–Senior • Additional 7% for acting Fire Dispatcher–Senior • Recruitment flexibility with DER approval 18 Positions	FIRE DISPATCHER PR 5IN (\$46,347 - \$57,001) <ul style="list-style-type: none"> • Career Ladder Pay Progression Steps • \$58,711, \$60,473 Lead Assignment Steps • \$60,991 when assigned Fire Dispatcher–Senior duties • Recruitment flexibility with DER approval 18 Positions
FIRE DISPATCHER–SENIOR PR 2FN (\$48,294 - \$67,616) <ul style="list-style-type: none"> • Recruitment at \$59,498 6 Positions	FIRE DISPATCHER–SENIOR PR 2FN (\$48,294 - \$67,616) <ul style="list-style-type: none"> • Recruitment is at \$60,991 • Career Ladder Pay Progression Steps 6 Positions
FIRE DISPATCH ASSISTANT MANAGER PR 1EX (\$58,462 - \$81,844) <ul style="list-style-type: none"> • Recruitment at \$59,732 2 Positions	FIRE DISPATCH ASSISTANT MANAGER PR 1EX (\$58,462 - \$81,844) <ul style="list-style-type: none"> • Recruitment at \$65,261 and recruitment flexibility at any point in the range with DER and FPC Chairperson approval 2 Positions
FIRE DISPATCH MANAGER PR 1GX (\$66,435 - \$93,010) 1 Position	FIRE DISPATCH MANAGER PR 1GX (\$66,435 - \$93,010) <ul style="list-style-type: none"> • Recruitment at \$69,829 and recruitment flexibility at any point in the range with DER and FPC Chairperson approval 1 Position
FIRE INFORMATION TECHNOLOGY MANAGER PR 1IX (\$75,478 - \$105,669) 1 Position	FIRE INFORMATION TECHNOLOGY MANAGER PR 1IX (\$75,478 - \$105,669) <ul style="list-style-type: none"> • Recruitment at any point in the range with DER and FPC Chairperson approval 1 Position

Background

This report recommends Career Ladder Pay Progression for the Fire Dispatcher and Fire Dispatcher–Senior classifications. It is the final of three reports that have recommended changes to the classification and pay of positions in the Fire Department's Dispatch Section.

- A previous report in 2016 recommended a new paraprofessional pay range for Dispatchers with increased rates of pay to assist the Milwaukee Fire Department (MFD) with recruitment and retention.
- A previous report in March 2017 created incentive task rate footnotes for dispatchers to take on higher level responsibility, created a Fire Dispatcher–Senior title to provide operational oversight on each shift, and created two Fire Dispatch Assistant Managers that will, in coordination with the Fire Dispatch Manager, provide the day-to-day management of dispatch operations and personnel.

The Career Ladder Pay Progression in this last report will be based on the combination of a Performance Review, Call Quality Assessment, and attainment of Educational Classes and Certifications that further a Fire Dispatcher's knowledge, skills, and abilities. This Career Ladder Pay Progression model would replace the Group A and B employee pay progression models for these employees beginning in 2017.

In addition, this report further recommends adjustments to the pay ranges for each of the titles based on competitive market rates of pay and for assumption of higher level duties such as Leadwork Assignments and Fire Dispatcher–Senior. This report also recommends recruitment flexibility for leadership titles with the approval of the Department of Employee Relations (DER) and the Finance and Personnel Committee Chairperson.

The transition of Fire Dispatch positions, pay ranges, responsibility-based pay incentives, and development of Career Ladder pay progression has been based upon the input of Fire Dispatchers, Fire Dispatch Managers, Fire Personnel and Business Administration staff, and MFD Leadership in collaboration with DER staff. Some of the key issues that emerged in the dialogue between employees and supervisors included the need for a pay structure that would provide for employee development and career progression; and modification of the organizational structure that would provide clear lines of responsibility, authority, and accountability.

Cost of Labor Comparisons

In reviewing the cost of labor for these positions, staff reviewed the rates of pay for similar positions in surrounding communities. The following chart show related cost of labor data in southeastern Wisconsin.

Municipality	Effective	Minimum	Maximum
City of Waukesha	January, 2016	\$51,334	\$58,760
City of Wauwatosa	January, 2016	\$43,326	\$58,056
Waukesha County	January, 2016	\$43,243	\$57,054
City of Milwaukee	July, 2016	\$46,347	\$55,825
Dane County	November, 2014	\$46,613	\$51,210
City of Muskego	November, 2014	\$37,232	\$46,592
Kenosha - Joint Services	November, 2014	\$36,816	\$46,120
City of West Allis	January, 2016	\$39,978	\$42,744
Milwaukee County	January, 2016	\$37,357	\$41,995

The current rates of pay for Fire Dispatcher appear to be competitive when compared to other jurisdictions at the starting rate. The maximum rate of pay is not as competitive when compared to other jurisdictions. In considering these market rates of pay, it is also important to take into consideration the volume and complexity of work of Milwaukee Fire Dispatchers as compared to other jurisdictions, especially in the Milwaukee metro area.

In 2016, The Milwaukee Police Department (MPD) received over 1,000,000 calls of which approximately 600,000 represented 911 calls. This number includes the approximately 155,000 calls that MPD transferred to the Milwaukee Fire Dispatchers. Milwaukee Fire Dispatchers then dispatched department resources to over 93,000 fire and Emergency Medical Service (EMS) incidents, and an additional 77,000 dispatches to private ambulance companies. As part of the department's Shared Services Initiative (in which the MFD works in cooperation with suburban counterparts), MFD responded to 922 out-of-city incidents and requested out-of-city resources on 2,887 calls.

For comparison, in 2014 the Waukesha County Communications Center answered 164,000 phone calls and entered 257,861 calls of service for 23 different municipalities Police and Fire/EMS as well as calls for service for the Waukesha County Sheriff's Department, Police Departments and Fire/EMS Departments.

Taking into consideration this comparison, this report recommends adjusting the maximum rate of pay for Milwaukee Fire Dispatchers. Specific recommendations are delineated by title below:

Recommendation: **Fire Dispatcher PR 5IN (\$46,347 - \$57,001)**
Career Ladder Pay Progression Based upon Performance Review, Call Quality
Assessment and Educational Classes and Certifications
\$58,711, \$60,473 Lead Assignment steps
\$60,991 when assigned Fire Dispatcher–Senior duties
Retain recruitment flexibility with DER approval
18 Positions

Fire Dispatchers answer and process incoming emergency and non-emergency telephone calls from the public and other parties. The MPD Technical Communications Division Emergency Communications Operators forward calls from the 911 system to the MFD Dispatch Section that require firefighting or emergency medical assistance. The type of calls received include minor to major medical emergencies, stabbings, shootings, fires, auto accidents, downed electrical wires, marine accidents, and more. Callers may be hysterical, panicked, or extremely angry when they call which makes obtaining information much more difficult.

The vast majority of calls received by Fire Dispatchers are related to medical emergencies. When speaking with callers, dispatchers ask a series of scripted questions regarding the issue presented. As the dispatchers speak with callers, they calm or reassure them as necessary, type information about the call and caller into on-screen forms, dispatch appropriate fire and medical equipment and personnel, and notify field personnel and other required parties. The information that has been typed on-screen is then forwarded to the fire personnel while they are *en route* to the incident. Importantly, dispatchers also provide callers with instructions to follow prior to the arrival of fire/medical personnel. In critical incidents, the dispatcher will remain on the line with the caller giving medical instructions or simply maintaining communications with panicked, injured, or trapped callers until first responders arrive.

Fire Dispatchers must determine the number and type of apparatus to dispatch according to location of the incident, nature/severity of the emergency, and established protocols. They also receive and transmit information regarding the call to field personnel via radio. While fire/medical personnel are on the scene, dispatchers monitor the radio channel or channels so they are able to dispatch any additional equipment or services that may be required.

Minimum requirements include:

- At least 18 years old at time of application.
 - Six months experience as a fire, police or ambulance dispatcher, or Protective Service Telecommunicator.
- OR -
- Two years of experience with multi-faceted customer contact or telephone work performing duties such as receiving and/or resolving complaints, problem-solving, or substantial responsibility for giving and receiving information while simultaneously entering data into a computer.
 - Basic computer skills and the ability to type a minimum of 30 WPM.
 - United States citizenship, or be legally authorized to work permanently for any employer within the United States.
 - Must successfully pass a background investigation.

Fire Dispatchers assigned a "lead" role take on responsibilities such as developing curriculum, providing classroom or peer training, and creating standard operating procedures. Dispatchers in these lead assignments are also those who are called upon to act as a Fire Dispatcher–Senior when required by staffing, such as during vacancies, scheduled vacations, or leaves. The assignment steps indicated below provide an incentive to dispatchers to take on this additional lead responsibility and for taking on the responsibility of a Fire Dispatcher–Senior on a temporary or intermittent basis.

A review of the market survey data shows that the minimum rate of pay is competitive when compared to other jurisdictions in the Milwaukee Metro area but the maximum rate of pay is not as competitive considering the volume and complexity of a Milwaukee Fire Dispatcher's duties. This report therefore recommends an increase to the maximum rate of pay for a Fire Dispatcher from \$55,825 to \$57,001 and the creation of the following career ladder steps for dispatcher duties and responsibilities, lead assignments, and for taking on the responsibility of a Fire Dispatcher–Senior on a temporary or intermittent basis. This report further recommends a change in title from Fire Equipment Dispatcher to Fire Dispatcher in order to be consistent with other Fire Dispatcher titles.

**Fire Dispatcher
Pay Range 5IN (\$46,347 - \$57,001)**

Step	1	2	3	4	5
Hourly	22.28	23.47	24.71	26.02	27.40
Biweekly	1,782.59	1,877.25	1,976.93	2,081.90	2,192.36
Annual	46,347.34	48,808.38	51,400.11	54,129.45	57,001.38

**Fire Dispatcher Lead Assignment Steps
Pay Range 5IN Footnote**

Step	1	2
Hourly	28.23	29.07
Biweekly	2,258.13	2,325.88
Annual	58,711.42	60,472.77

**Fire Dispatcher Assignment to Fire Dispatcher–Senior Duties
Pay Range 5IN Footnote**

Step	1
Hourly	29.32
Biweekly	2,345.83
Annual	60,991.48

This report recommends pay progression for Fire Dispatchers based upon a Performance Review, Call Quality Assessment and attainment of Educational Classes and Certifications. The addendum includes a listing of Educational Classes and Certifications as well as information on the Call Quality Assessment. The performance review will include an evaluation of the quality of dispatch functions. Dispatchers who achieve call quality standards and attain the related classes and certifications can advance within the career ladder. Dispatchers who reach and remain at step five for 26 pay periods would be eligible to receive a 2% lump sum if they otherwise meet the criteria at or above step five of the career ladder if such a provision is in place for city-wide pay progression.

Fire Dispatchers have been working toward the attainment of Call Quality and Educational Classes and Certifications since September of 2017. Therefore, implementation of career ladder pay progression is recommended effective Pay Period 1, 2017 and replaces the Group A performance assessment pay progression model for the Fire Dispatcher title in 2017.

To implement this career ladder, dispatchers would be placed into the pay range at their current rate or into a step that correlates with the employee's performance evaluation and credentials. During an initial grace period through Pay Period 18, 2018, employees would be able to advance through the career ladder steps as they attain performance evaluation levels and additional credentials. After the grace period, dispatchers would be eligible to move through the career ladder steps on their anniversary date. Dispatchers who reach and remain at step five for 26 pay periods would be eligible to receive a 2% lump sum if they otherwise meet the criteria at or above step five of the

career ladder if such a provision is in place for city-wide pay progression. Tuition reimbursement is available for the cost of successfully passing the related coursework and certifications.

Recommendation: **Fire Dispatcher–Senior PR 2FN (\$48,294 - \$67,616) Recruitment is at \$60,991**
 Career Ladder Pay Progression Based upon Performance Review, Call Quality Assessment and Educational Classes and Certifications
 6 Positions

The Fire Dispatcher–Senior title has responsibility for overseeing the daily operation of one shift of the Dispatch Section. The Fire Dispatcher–Senior oversees the receipt of emergency, non-emergency and interdepartmental calls and assures the prompt dispatch of the proper units or agencies to the scene of fire, medical or any other emergency. Duties include submitting personnel review reports to the Fire Managers, assigning duties, conducting coaching and training, maintaining reports and records, and assisting in updating policies and procedures. Depending upon volume of calls and staffing levels, this position may assume Fire Dispatcher duties. Specific duties and responsibilities include:

- Overseeing the daily operation of one shift of the Dispatch Section. Enforcing the rules of the section and the rules and regulations of the department.
- Identifying job performance concerns and coaching Fire Dispatchers in appropriate techniques to enhance job performance.
- Training probationary Fire Dispatchers in proper dispatch procedures, submitting feedback to Fire Managers on Fire Dispatcher performance, attitude and knowledge.
- Maintaining understanding of and proficiency in all aspects of computer-aided dispatch and communications systems. Participating in the development, implementations and maintenance of the CAD and communications systems.
- Working closely with various city and county departments, keeping them informed of incidents that relate to their respective authority. Attending scheduled department meetings or training exercises.
- Being accountable for the timely submission of shift reports and records. Assist in scheduling dispatchers for all shifts.
- Developing and updating dispatch policies and procedures.

This report recommends the creation of the following career ladder steps for Fire Dispatcher–Senior. The recommended minimum step is 7% above the \$57,001 maximum rate of pay of a Fire Dispatcher. This increase is in line with the provisions of the Salary Ordinance that provide for a promotional amount of 7% above the rate received prior to the promotion for positions in Pay Range 2FN and ensures that there is not pay compression between incumbents of Fire Dispatcher and Fire Dispatcher–Senior.

Fire Dispatcher–Senior
PR 2FN (\$48,294 - \$67,616) Recruitment is at \$60,991

Step	1	2	3
Hourly	29.32	30.87	32.51
Biweekly	2,345.83	2,469.93	2,600.60
Annual	60,991.48	64,218.18	67,615.60

This report recommends pay progression for Fire Dispatchers–Senior based upon a Performance Review, Call Quality Review, and attainment of Educational Classes and Certifications. The addendum includes a listing of Educational Classes and Certifications as well as information on the Call Quality Assessment. The performance review will include an evaluation of the quality of dispatch functions. Fire Dispatchers-Senior who achieve call quality standards and attain the related classes and certifications can advance within the career ladder. Fire Dispatchers-Senior who reach and remain at step three for 26 pay periods would be eligible to receive a 2% lump sum if they

otherwise meet the criteria at or above step three of the career ladder if such a provision is in place for city-wide pay progression.

Fire Dispatcher–Senior employees have been working toward the attainment of Call Quality goals and Educational Classes and Certifications since September of 2017. Therefore, implementation of career ladder pay progression is recommended effective Pay Period 1, 2017 and replaces the Group B performance review pay progression model for the Fire Dispatcher–Senior title in 2017.

To implement this career ladder, a Fire Dispatcher–Senior would be placed into the pay range at their current rate or into a step that correlates with the employee's performance evaluation and credentials. During an initial grace period through Pay Period 18, 2018, employees would be able to advance through the career ladder steps as they attain performance evaluation levels and additional credentials. After the grace period, Fire Dispatcher–Seniors would be eligible to move through the career ladder steps on their anniversary date. Fire Dispatchers–Senior who reach and remain at step three for 26 pay periods would be eligible to receive a 2% lump sum if they otherwise meet the criteria at or above step three of the career ladder if such a provision is in place for city-wide pay progression. Tuition reimbursement is available for the cost of successfully passing the related coursework and certifications.

Recommendation: **Fire Dispatch Assistant Manager PR 1EX (\$58,462 - \$81,844)**
Recruitment at \$65,261 and recruitment flexibility at any point in the range with DER and
FPC Chairperson approval
2 Positions

In collaboration with the Fire Dispatch Manager and Fire Information Technology Manager, the Fire Dispatch Assistant Managers are responsible for the supervision, quality assurance, and training of Fire Dispatchers, as well administrative upkeep of scheduling, resources, and materials. Duties and responsibilities include:

- Managing and supervising the work of Fire Dispatchers to ensure adherence to performance standards and proper procedures and providing guidance in handling difficult or complex problems. When appropriate, directing operations during large-scale, unusual, or escalating incidents, and during high activity periods.
- Conducting annual performance evaluations and recommending appropriate personnel action. Discussing job performance issues with dispatchers and coaching employees. Interpreting and communicating dispatch protocols and department policies to dispatch staff. Ensuring that department-required notifications are carried out.
- Receiving and resolving complaints from citizens, private-sector partners, other city or public safety agencies, and field responders or refer to the proper entity for resolution.
- Working with the technical services personnel to define, document, and resolve problems with the telephone, radio and CAD systems.
- Maintaining and keeping current all dispatch resource materials/forms/tools, whether electronic or hard copy. Maintaining headset and amplifier inventory, and arrange for repairs. Maintaining inventory of office supplies (including chairs), EMS kit supplies, and distribute to workstations and personnel as needed.
- Working with the Dispatch Manager to design, implement, or evaluate and update Dispatcher Section policies and procedures. Maintaining readiness of the Alternate Dispatch site, including equipment checks and inventory of supplies.
- Maintaining scheduling and staffing records, including voluntary overtime hiring, monthly mandatory overtime hiring, Fire Dispatcher and Fire Dispatcher–Senior deployment, form F-260, and vacation charts.
- Designing, planning, organizing, and carrying out the training program for new dispatchers. Creating manuals and other training program course materials. Conducting random dispatcher call reviews of the Priority Dispatch EMD program to measure protocol compliance. Ensuring, via observation or training simulation, compliance with resource deployment and radio operation protocols. Creating and maintaining standardized benchmarks for the new dispatcher training program, including checklists, worksheets, and

daily observation reports. Designing, planning, organizing, and carrying out relevant on-going training sessions for all dispatchers.

- Staying abreast of new and emerging technologies and standards for emergency Fire and EMS call handling. Attending appropriate training and participate in relevant user groups.

Minimum requirements include two years of experience as a Fire Dispatcher–Senior in the MFD or in an equivalent supervisory role at a Public Safety Answering Point (PSAP) with a similar level of volume and complexity. Equivalent experience may also be considered. Attainment of these certifications within one year of appointment and active throughout employment: Priority Dispatch Systems™ EMD Certification, American Heart Association® Healthcare Professional CPR, Association of Public-Safety Communications Officials (APCO) International Institute Certifications including Communications Training Officer (CTO) Instructor, Fire Service Communications (FSC) Instructor, Public Safety Telecommunicator (PST) Instructor, and Communications Center Supervisor (CCS).

This report recommends the following change to the minimum rate of pay for the Fire Dispatch Assistant Manager. The recommended minimum rate is 7% above the \$60,991 minimum rate of a Fire Dispatcher–Senior. This increase is in line with the provisions of the Salary Ordinance that provide for a promotional amount of 7% above the rate received prior to the promotion for positions in Pay Range 1EX. Also, because of the recent need for recruitment flexibility for similar positions, this report recommends the ability for recruitment flexibility at any point in the pay range with the authority of DER and the Chair of the Committee on Finance and Personnel. Incumbents of this title will continue to be a part of Group B for pay progression purposes. There is no immediate cost impact associated with this recommendation.

**Fire Dispatch Assistant Manager
PR 1EX (\$58,462 - \$81,844) Recruitment at \$65,261**

	Minimum	Maximum
Hourly	31.38	39.35
Biweekly	2,510.03	3,147.86
Annual	65,260.88	81,844.36

Recommendation: **Fire Dispatch Manager PR 1GX (\$66,435 - \$93,010)**
 Recruitment at \$69,829 and recruitment flexibility at any point in the range with DER and FPC Chairperson approval.
 1 Position

The Fire Dispatch Manager oversees the overall operations of the Dispatch Section in close coordination with the Fire Dispatch Assistant Managers. Duties and responsibilities include:

- Ensuring all calls are answered promptly and courteously, as well as the closest appropriate unit that is available is dispatched.
- Coordinating operations with various government agencies, business, and other departments within MFD.
- Reviewing all new orders and procedures with the Fire Dispatcher–Seniors so they can be carried out on all three shifts.
- Preparing efficiency and improvement reports when needed, coordinating any drills or training sessions as prescribed or when needed, enforcing all department policies, rules and regulations, as well as maintaining discipline within the section.
- Administering proper disciplinary action in cases involving the violation of department rules, regulations and policies, review job performances of new dispatchers, making sure they meet the performance standards.
- Developing and reviewing Fire Dispatchers', Fire Dispatcher–Seniors', and Assistant Managers' job performance, making sure they follow the current EMD protocols and dispatch procedures.

- Attending various interdepartmental meetings for the purpose of enhancing efficiency within the department, attending governmental meetings, and performing public education assignments when needed or directed by the Chief or other Chief Officers.
- Assuming personal command of the Dispatch Section on greater alarms or other extreme emergencies.
- Ensuring that all of the equipment used in dispatch operates properly.
- In absence of the Information Technology Manager, may be detailed to perform some of the duties of the Information Technology Manager as they pertain to the Dispatch Section and any other duties or responsibility directed by the Fire Information Technology Manager.
- Staying abreast of new and emerging technologies and standards for emergency Fire and EMS call handling. Attending appropriate training and participate in relevant user groups.

This report recommends the following change to the minimum rate of pay for Fire Dispatch Manager. The recommended minimum rate is 7% above the \$65,261 minimum rate of a Fire Dispatch Assistant Manager. This increase is in line with the provisions of the Salary Ordinance that provide for a promotional amount of 7% above the rate received prior to the promotion for positions in Pay Range 1GX. Also, because of the recent need for recruitment flexibility for similar positions, this report recommends the ability for recruitment flexibility at any point in the pay range with the authority of DER and the Chair of the Committee on Finance and Personnel. Incumbents of this title will continue to be a part of Group B for the purposes of pay progression. There is no immediate cost impact associated with this recommendation.

**Fire Dispatch Manager
PR 1GX (\$66,435 - \$93,010) Recruitment at \$69,829**

	Minimum	Maximum
Hourly	33.57	44.72
Biweekly	2,685.74	3,577.30
Annual	69,829.14	93,009.80

Recommendation: **Fire Information Technology Manager PR 1IX (\$75,478 - \$105,669)**
 Recruitment at any point in the range with DER and FPC Chairperson approval.
 1 Position

The Fire Information Technology Manager oversees the Technical Services/Dispatch Division which is comprised of two interrelated Sections:

- The Dispatch Section that consisting of 27 authorized positions.
- Technical Services that includes all information technology systems, equipment, software and staff for the department.

Altogether, 38 employees work in these two Sections. The Fire Technical Services Manager directly supervises a Fire Dispatch Manager, Network Coordinator–Senior, Administrative Fire Captain, and two Database Specialists.

Fire Dispatchers answer all emergency and non-emergency calls for service directed to MFD and dispatch appropriate personnel and equipment to the scenes of emergencies. While field personnel are responding to emergencies, dispatchers monitor radio communications so they can quickly respond to on-site emergencies or requests for additional resources. There are 18 positions of Fire Dispatcher, six positions of Fire Dispatcher–Senior, two positions of Fire Dispatch Assistant Manager, and one Fire Dispatch Manager.

The MFD IT staff is responsible for maintaining all information technology systems including desktops, virtual server arrays, Fire Station alerting and computer-aided dispatching system. In addition to the emergency dispatch related systems, this section is also responsible for maintaining compliance with all National Fire Protection Association and

National Fire Incident Reporting standards ensuring that accurate incident data is reported to the Department of Homeland Security. Other department-wide systems supported include records management, staffing/scheduling, and personnel/training.

In managing the Technical Services/Dispatch Division, this position performs the following duties and responsibilities:

Management of information technology systems:

- Develops long and short-range technology goals, ensuring that all existing and future technology needs are met.
- Serves as lead policy advisor to the Fire Chief on all IT issues.
- Plans, implements, and oversees IT and Dispatch budgets.
- Establishes and implements replacement of hardware and software.

Management of information technology projects:

- Works with Purchasing to develop contracts for projects and services.
- Develops specifications for bids and requests for proposals.
- Consults with bureau and division heads to ensure that all technology-related needs are taken into consideration during the planning phase of projects.

Management of the Technical Services and Dispatch Division:

- Ensures that mission-critical systems and applications are maintained and supported 24 hours a day, 7 days a week, 365 days per year.
- Ensures that calls for service are handled in an appropriate and timely fashion.
- Oversees the development of and approval of all dispatch policies and protocols.

Management of information technology and dispatch personnel:

- Gives final approval for personnel actions: hiring, discipline, termination, commendation for work.
- Coaches, trains, and mentors employees.
- Assesses workload and productivity through regular staff meetings.

Coordinates with other division heads, city departments and municipalities:

- Represents the Fire Chief on public and private committees and boards including the City of Milwaukee's Information Management Committee.
- Establishes and maintains collaborative relationships with heads of other City departments as well as public and private agencies.
- Develops memorandums of understanding between the MFD and outside departments and agencies as needed.
- Works with the City Attorney's office to craft legally acceptable language regarding official documentation.
- Ensures that all required statistical and data analyses of departmental activities are accurate and meet current national standards.

The minimum requirements for the job include a bachelor's degree in management information systems and five years of senior management experience in planning and managing large-scale information technology projects and budgets, including professional staff. This job also requires a basic understanding of firefighting services, emergency medical services, and emergency communications/dispatching.

Because of the recent need for recruitment flexibility for similar positions, this report recommends the ability for recruitment flexibility at any point in the pay range with the authority of DER and the Chair of the Committee on Finance and Personnel. Incumbents of this title will continue to be a part of Group B for the purposes of pay progression. There is no immediate cost impact associated with this recommendation.

**Fire Information Technology Manager
PR 11X (\$75,478 - \$105,669)**

	Minimum	Maximum
Hourly	36.29	50.80
Biweekly	2,903.01	4,064.20
Annual	75,478.26	105,669.20

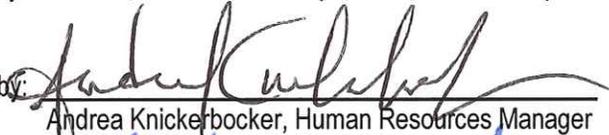
Implementation

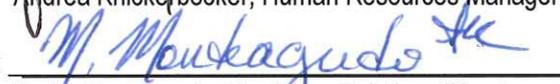
This report recommends career ladder pay progression for the positions of Fire Dispatcher and Fire Dispatcher–Senior based upon a Performance Review, Call Quality Assessment and attainment of Educational Classes and Certifications. The addendum includes a listing of Educational Classes and Certifications as well as information on the Call Quality Assessment. Based upon this review, all dispatchers would be placed into the pay ranges at their current rate or into a step that correlates with the employee’s performance evaluation and credentials. During an initial grace period through Pay Period 18 of 2018, dispatchers would be able to advance through the career ladder steps as they attain performance evaluation levels and additional credentials. After the grace period, all dispatchers would be eligible to move through the career ladder steps on their anniversary date. Tuition reimbursement is available for the cost of successfully passing the related coursework and certifications.

Certain Educational Certifications require recertification. Therefore, if a dispatcher does not maintain the certifications required for a particular career ladder step, they will be reduced in pay to the step appropriate to certifications held and would be eligible for advancement on the next anniversary date if the appropriate certifications are again attained.

Fire Dispatchers and Fire Dispatchers–Seniors have been working toward the attainment of Call Quality goals and Educational Classes and Certifications since September of 2017. Therefore, implementation of career ladder pay progression is recommended effective Pay Period 1, 2017 and replaces the Group A or Group B pay progression models for dispatcher titles in 2017.

The estimated cost of implementing these recommendations effective Pay Period 1, 2017, including a grace period through Pay Period 18, 2018 for Fire Dispatchers and Fire Dispatchers–Senior, is approximately \$30,000 in salaries.

Prepared by: 
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Reviewed by: 
Maria Monteagudo, Employee Relations Director

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

In the Salary Ordinance:

Under Pay Range 5IN:

Delete Fire Equipment Dispatcher and footnotes (7) and (8) and replace with the following title and new footnotes (7) and (8):

Fire Dispatcher (2) (7) (8)

(7) Career Ladder Position. Minimum recruitment is at \$1,782.59. A Fire Dispatcher will advance to the appropriate increment in the following range upon certification by the Fire Chief as having

attained and maintained at all times the required credentials and demonstrated job performance: 1,782.59, 1,877.25, 1,976.93, 2,081.90, 2,192.36 (46,347.34, 48,808.38, 51,400.11, 54,129.45, 57,001.38). A Fire Dispatcher who reaches and remains at step five for 26 pay periods is eligible to receive a 2% lump sum if they otherwise meet the criteria at or above step five of the career ladder.

(8) Career Ladder Assignments. A Fire Dispatcher assigned to Lead duties by the Fire Chief to be paid at the appropriate increment of 2,258.13 or 2,325.88 (58,711.42 or 60,472.77) upon certification by the Fire Chief as having attained and maintained at all times the required credentials and demonstrated job performance. A Fire Dispatcher assigned to Fire Dispatcher–Senior duties to be paid 2,345.83 (60,991.48) while on that assignment.

Under Pay Range 2FN:

Delete footnote (9) and replace with a new footnote (9):

Fire Dispatcher–Senior (9)

(9) Career Ladder Position. Minimum recruitment is at \$2,345.83. A Fire Dispatcher–Senior will advance to the appropriate increment in the following range upon certification by the Fire Chief as having attained and maintained at all times the required credentials and demonstrated job performance: 2,345.83, 2,469.93, 2,600.60 (60,991.48, 64,218.18, 67,615.60).

Under Pay Range 1EX:

Delete footnote (7) and replace with a new footnote (7):

Fire Dispatch Assistant Manager (7)

(7) Recruitment is at 2,510.03 (65,260.88) and may be at any point in the range with the approval of DER and the Chair of the Committee on Finance and Personnel.

Under Pay Range 1GX:

Add footnote (5):

Fire Dispatch Manager (5)

(5) Recruitment is at 2,685.74 (69,829.14) and may be at any point in the range with the approval of DER and the Chair of the Committee on Finance and Personnel.

Under Pay Range 1IX:

Add footnote (2) designation:

Fire Information Technology Manager (2)

In the Positions Ordinance:

Under Fire Department-Support Services Bureau Decision Unit-Technical Services/Dispatch Division:

Delete eighteen positions of "Fire Equipment Dispatcher".

Add eighteen positions of "Fire Dispatcher".

Delete six positions of "Fire Equipment Dispatcher–Senior".

Add six positions of "Fire Dispatcher–Senior".

Delete two positions of "Fire Equipment Dispatcher (0.50 FTE)".

Add two positions of "Fire Dispatcher (0.50 FTE)".

**Addendum
Fire Dispatch Career Ladder Steps and Educational Requirements**

Fire Dispatcher Career Ladder Steps and Requirements

- APCO (Association of Public-Safety Communications Officials-International) Certifications are cumulative and advancement through these steps is on the anniversary date with the exception of the initial grace period.

Title/Assignment	Step	Minimum Requirements to Achieve this Step
Fire Dispatcher	1	Requirements determined through Fire & Police Commission
Fire Dispatcher	2	Pass written assessment at end of 1 year probation Attain Emergency Medical Dispatch Certification Attain CPR Certification Achieve 70% on Call Quality
Fire Dispatcher	3	Attain APCO Public Safety Telecommunicator Certification Complete 1 additional class from approved list of courses Attain 75% on Call Quality
Fire Dispatcher	4	Complete 2 additional courses from approved list of courses Maintain APCO Public Safety Telecommunicator Certification Attain 80% on Call Quality
Fire Dispatcher	5	Complete 2 additional courses from approved list of courses Maintain APCO Public Safety Telecommunicator Certification Attain 85% on Call Quality

Fire Dispatcher Career Ladder Assignment Steps and Educational Requirements

- APCO Certifications are cumulative and advancement through these steps is on the anniversary date with the exception of the initial grace period.
- In addition to meeting the required Educational Classes and Certifications, Call Quality Assessment and Performance Review requirements, a Dispatcher must have 2 years of experience as a Dispatcher and have successfully completed the Dispatcher-Senior Acting Training before moving to the Dispatcher-Lead step.

Title/Assignment	Step	Minimum Requirements to Achieve this Step
Fire Dispatcher Lead Assignment	1	Attain APCO Communications Training Officer Certification Complete 1 additional course from approved list of courses Maintain APCO Public Safety Telecommunicator Certification Attain 90% on Call Quality
Fire Dispatcher Lead Assignment	2	Attain and maintain APCO Fire Service Communications Certification Complete 1 additional course from approved list of courses Maintain APCO Public Safety Telecommunicator Certification Maintain APCO Communications Training Officer Certification Attain 90% on Call Quality

Fire Dispatcher–Senior Career Ladder Steps and Educational Requirements

- APCO Certifications are cumulative and advancement through these steps is on the anniversary date with the exception of the initial grace period.

Title/Assignment	Step	Minimum Requirements to Achieve this Step
Fire Dispatcher–Senior	1	Requires a Vacancy and minimum requirements are determined through Fire & Police Commission
		Attain and Maintain APCO Communications Center Supervisor Certification Maintain APCO Public Safety Telecommunicator Certification Maintain APCO Communications Training Officer Certification Maintain APCO Fire Service Communications Certification Maintain APCO Communications Center Supervisor Certification Maintain 90% on Call Quality
Fire Dispatcher–Senior	2	Attain and Maintain APCO Public Safety Telecommunicator Instructor Certification Complete 1 additional course from approved list of courses Maintain APCO Public Safety Telecommunicator Certification Maintain APCO Communications Training Officer Certification Maintain APCO Fire Service Communications Certification Maintain APCO Communications Center Supervisor Certification Maintain 90% on Call Quality
Fire Dispatcher–Senior	3	Attain either APCO Fire Service Communications Instructor Certification OR Communications Training Officer Instructor Certification Complete 1 additional course from approved list of courses Maintain APCO Public Safety Telecommunicator Certification Maintain APCO Communications Training Officer Certification Maintain APCO Fire Service Communications Certification Maintain APCO Communications Center Supervisor Certification Maintain APCO Public Safety Telecommunicator Instructor Certification Maintain 90% on Call Quality

Approved List of Courses

Surviving Stress
Public Safety Telecommunicator
Bullying and Negativity in the Communications Center
Customer Service in Today's Public Safety Communications
Crisis Negotiation for Telecommunicators
Disaster Operations and the Communications Center
Communications Training Officer
Active Shooter Incidents for Public Safety Communications
Fire Service Communications
Call Processing Incidents Involving Veterans with PTSD
Communications Center Supervisor
Public Safety Telecommunicator Instructor
Comprehensive Quality
Communications Training Officer Instructor
Instructor Techniques
Fire Service Communications Instructor
Public Safety Communications Staff and Employee Retention

Flexible Choice Courses

Surviving Stress
Bullying and Negativity in the Communications Center
Customer Service in Today's Public Safety Communications
Crisis Negotiation for Telecommunicators
Instructor Techniques
Disaster Operations and the Communications Center
Active Shooter Incidents for Public Safety Communications
Call Processing Incidents Involving Veterans with PTSD
Comprehensive Quality
Public Safety Communications Staff and Employee Retention

Courses with Certifications (also require recertification)

Public Safety Telecommunicator (Dispatcher 3 Requirement)
Communications Training Officer (Dispatcher-Lead 1 Requirement)
Fire Service Communications (Dispatcher-Lead 2 Requirement)
Communications Center Supervisor (Senior 1 Requirement)
Public Safety Telecommunicator Instructor (Senior 2 Requirement)
Communications Training Officer Instructor (Senior 3 Requirement)
Fire Service Communications Instructor (Senior 4 Requirement)

Milwaukee Fire Department
Technical Services Division
Communications Section

EMD-Q Case Evaluation History

1st Quarter 2018

<u>Date of Call</u>	<u>Score</u>	<u>Compliance</u>	<u>Average</u>	<u>Review</u>
01-02-2018	95.0%	Non-Compliant	----	----
01-03-2018	89.0%	Non-Compliant	----	----
01-04-2018	100.0%	Compliant	----	----
01-05-2018	96.0%	Compliant	----	----
01-07-2018	98.0%	Compliant	95.6%	01-09-2018
01-28-2018	98.0%	Compliant	----	----
01-30-2018	100.0%	High Compliance	----	----
02-12-2018	98.0%	Compliant	----	----
02-20-2018	98.0%	Compliant	----	----
02-21-2018	98.0%	Compliant	98.4%	02-21-2018

Medical Dispatch Case Evaluation Record

Case #: 03273092	Date: 2/12/2018	Time: 16:36:03
Dispatcher name: [REDACTED]		
Complaint description: FALL		Caller party: 2nd
Agency: Milwaukee Fire Department		How obtained? E911
Position:		Shift/Team:

Case Entry

Address question asked? Yes	Address verified? Yes
Callback number question asked? Yes	Callback # verified? Yes
Chief Complaint question asked? Obvious	Asked correctly? Yes
Caller party question asked? Yes	Asked correctly? Yes
Patient count question asked? Obvious	Asked correctly? Yes
Choking question asked? N/A	Asked correctly? Yes
Age question asked? Yes	Asked correctly? Yes
Age subquestion asked? N/A	Age: 60 Years
Consciousness question asked? Yes	Asked correctly? Insig.
Breathing question asked? Yes	Asked correctly? Insig.
Breathing subquestion asked? N/A	
Gender of patient asked? Obvious	
Questions were asked out of order? No	Calming techniques used? N/A
# of freelance questions asked 0	ECCS: 1
Chief Complaint Protocol selected: 17	Selected Protocol: Correct

Case Entry Score: **100**
 Chief Complaint Selection Score: **100**

Key Questions

KQ #	Question	Asked?	Answer	Correct
1	When did this happen?	Obvious	Now (less th...	Yes
2	How far did she fall?	Obvious	Ground level	Yes
3	What caused the fall?	Correct	Unknown	Yes
4	Is there any SERIOUS bleeding?	Correct	Bleeding, no...	Yes
5	Is she completely alert (responding appropriately)?	Correct	No	Yes
6	What part of the body was injured?	Obvious	Head	Yes
7	Is she still on the floor (ground)?	Obvious	No	Yes
	Key Questions asked in order? Yes			
	# of freelance questions asked 0			
	Calming techniques used? N/A			
	ECCS: 1			
			Essential Info asked? N/A	
			Key Questions Score:	100

Dispatch Life Support Instructions

PAls appropriate? No	PDIs possible? Yes
PAls possible? No	PDIs given? Yes
PAls given? No	Correct? Minor
Correct? Correct	Calming techniques used? N/A

DLS Instructions Score: **90**

Medical Dispatch Case Evaluation Record

Final Coding

Determinant Code selected: **17 - D - 3 -**
Determinant Code as reviewed: **17 - D - 3 -**
Date reviewed: **2/21/2018**
Reviewed by: **[REDACTED]**
Agency: **Milwaukee Fire Department**

Final Coding Score: **100**

Customer Service / Total Compliance Score

Displayed service attitude: Correct	Explained actions: Correct
Used correct volume/tone: Correct	Provided reassurance: Correct
Displayed compassion: Correct	Created expectations: Correct
Avoided gaps: Correct	Used prohibited behavior: Correct

Customer Service Score: **100**

Total Compliance Score: **98**

Comments:

Incident Performance

Case #: 03273092 - Compliant

(No filter applied)

Selected Protocol: EMD

Dispatcher name: [REDACTED]

Position:

Date of Call: 2/12/2018

Complaint description: FALL

Time: 16:36:03

Agency: Milwaukee Fire Department

Shift/Team:

Caller party: 2nd

How obtained? E911

CRITICAL

Compliance

Chief Complaint Selection	Compliant
Address obtained	Compliant
Callback number obtained	Compliant
Calltaker did not shunt appropriately	Compliant
Determinant Level incorrect	Compliant
Used prohibited behavior (Customer Service Standard 8)	Compliant
Failure to follow appropriate DLS Links	Compliant
Failure to move to a more appropriate Protocol	Compliant

MAJOR

Compliance

Address asked and verified	Compliant
Callback number asked and verified	Compliant
"Tell me exactly what happened" asked	Compliant
Age not asked	Compliant
Consciousness question not asked	Compliant
Breathing question not asked	Compliant
Key Question not asked	Compliant
Level 1 diagnostic not used	Compliant
Determinant Descriptor incorrect	Compliant
Determinant Suffix incorrect	Compliant
Failure to follow appropriate protocol links	Compliant
Failure to gather appropriate Description Essentials	Compliant

MODERATE

Compliance

Any Case Entry or Key Question asked incorrectly	Compliant
Answer to any question recorded incorrectly	Compliant
Any freelance question asked	Compliant
Any freelance instruction given	Compliant
Any protocol question asked or instruction given in inappropriate area	Noncompliant
Any Case Entry subquestion not asked	Compliant
Level 2 diagnostic not used or used incorrectly	Compliant
Level 1 diagnostic used incorrectly	Compliant
Moderate DLS Deviation PAI	Compliant
Calming techniques not used when appropriate	Compliant
Incorrect gathering of appropriate Description Essentials	Compliant

Incident Performance

Case #: 03273092 - Compliant

(No filter applied)

Selected Protocol: EMD

Dispatcher name: [REDACTED]

Position:

Date of Call: 2/12/2018

Complaint description: FALL

Time: 16:36:03

Agency: Milwaukee Fire Department

Shift/Team:

Caller party: 2nd

How obtained? E911

MINOR

Compliance

Case Entry Questions asked out of order	Compliant
Gender not obtained	Compliant
Case Entry or Key Question asked incorrectly (insignificant)	Noncompliant
Case Entry 3 conditional questions asked and asked correctly	Compliant
Caller party question	Compliant
Patient count question	Compliant
Choking question	Compliant
Key Questions asked out of order	Compliant
Minor DLS Deviation PDI	Noncompliant
Customer Service Standards 1-7 – Provided or Minor Deviation	Compliant
Displayed service attitude	Compliant
Used correct volume/tone	Compliant
Displayed compassion	Compliant
Avoided gaps	Compliant
Explained actions	Compliant
Provided reassurance	Compliant
Created expectations	Compliant

Key Questions

Compliance

When did this happen?	Correct
How far did she fall?	Correct
What caused the fall?	Correct
Is there any SERIOUS bleeding?	Correct
Is she completely alert (responding appropriately)?	Correct
What part of the body was injured?	Correct
Is she still on the floor (ground)?	Correct

Overall Performance: Compliant

Comments:

Individual Performance

(No filter applied)

EMD

Name: XXXXXXXXXX

CRITICAL

Chief Complaint Selection	5	5
Address obtained	5	5
Callback number obtained	5	5
Calltaker did not shunt appropriately	5	5
Determinant Level incorrect	5	5
Used prohibited behavior (Customer Service Standard 8)	5	5
Failure to follow appropriate DLS Links	5	5
Failure to move to a more appropriate Protocol	5	5

MAJOR

Address asked and verified	5	5
Callback number asked and verified	5	5
"Tell me exactly what happened" asked	5	5
Age not asked	5	5
Consciousness question not asked	5	5
Breathing question not asked	5	5
Level 1 diagnostic not used	5	5
Determinant Descriptor incorrect	5	5
Determinant Suffix incorrect	5	5
Failure to follow appropriate protocol links	5	5
Failure to gather appropriate Description Essentials	5	5

MODERATE

All Case Entry — Correct Insignificant Incorrect

Age question	5	5	
Complaint description	5	5	
Breathing question	5	3	2
Consciousness question	5	3	2
Any freelance question asked	5	5	
Any freelance instruction given	5	5	
Any protocol question asked or instruction given in inappropriate area	5	4	1

All subquestions — Correct Insignificant Incorrect

Tell me approximately	5	5
You go check	5	5
Patient count question	5	5
Choking question	5	5
Caller party question	5	5

20 16 4

25 25

Individual Performance

(No filter applied)

EMD

Name: XXXXXXXXXX

MODERATE

Level 2 diagnostic not used or used incorrectly	5	5
Level 1 diagnostic used incorrectly	5	5
Calming techniques not used when appropriate	15	15
Calming Techniques – DLS	5	5
Calming Techniques – CE	5	5
Calming Techniques – KQ	5	5
Incorrect gathering of appropriate Description Essentials	5	5

MINOR

Case Entry Questions asked out of order	5	5
Gender not obtained	5	5
Key Questions asked out of order	5	5
Customer Service Standards 1-7 – Provided or Minor Deviation	35	35
Avoided gaps	5	5
Created expectations	5	5
Displayed compassion	5	5
Displayed service attitude	5	5
Explained actions	5	5
Provided reassurance	5	5
Used correct volume/tone	5	5

DLS – PAI

Absolute DLS Deviation PAI	5	5
Critical DLS Deviation PAI	5	5
Major DLS Deviation PAI	5	5
Moderate DLS Deviation PAI	5	5
No DLS Deviation PAI	5	5

DLS – PDI

Absolute DLS Deviation PDI	5	5
Critical DLS Deviation PDI	5	5
Major DLS Deviation PDI	5	5
Minor DLS Deviation PDI	5	2
No DLS Deviation PDI	2	2

KQ – Correct Insignificant Incorrect Not Asked Recorded Incorrectly

Is she completely alert (responding appropriately)?	3	3
What caused the back pain?	2	2
Is she an epileptic (diagnosed with a seizure disorder)?	1	1

Individual Performance

(No filter applied)

EMD

Name: XXXXXXXXXX

KQ – Correct Insignificant Incorrect Not Asked Recorded Incorrectly

Does she have difficulty speaking between breaths?	1	1
Is he behaving normally now?	1	1
Describe the pain.	1	1
Did she faint (pass out) or nearly faint?	1	1
Does she have a history of STROKE or brain tumor?	1	1
Does she have chest pain also?	1	1
Does she have difficulty breathing or swallowing?	1	1
Does she have difficulty breathing?	1	1
Has she ever had a severe allergic reaction before?	1	1
How far did she fall?	1	1
Is he breathing normally?	1	1
Is he completely alert (responding appropriately)?	1	1
Is she diabetic?	1	1
Is she pregnant?	1	1
Is she still on the floor (ground)?	1	1
Is there any SERIOUS bleeding?	1	1
What caused the fall?	1	1
What part of the body was injured?	1	1
When did this happen?	1	1
When did this start (happen)?	1	1
Ø Any mention of existing aortic aneurysm or a tearing/ripping pain in the back/flank and abdomen?	1	1
Ø What type of complaint is this?	1	1
Ø What type of seizure or condition is this?	1	1