

**JOB EVALUATION REPORT**

Fire and Police Commission: May 3, 2018

**Milwaukee Police Department**

Current	Recommendation
<p>EMERGENCY COMMUNICATIONS OPERATOR I PR 5EN (\$40,501 - \$46,724)</p> <ul style="list-style-type: none"> <li>• Probationary increment of \$41,918</li> <li>• Additional 5% for curriculum development, classroom, or peer training duties</li> <li>• Recruitment flexibility with DER approval</li> <li>• Underfill title</li> </ul>	<p>EMERGENCY COMMUNICATIONS OPERATOR I PR 5EN (\$40,501 - \$47,608)</p> <ul style="list-style-type: none"> <li>• Career ladder pay progression steps</li> <li>• Additional 5% for intermittent peer training duties</li> <li>• \$49,036 and \$50,507 training assignment steps</li> <li>• Recruitment flexibility with DER approval</li> <li>• Underfill title</li> </ul>
<p>EMERGENCY COMMUNICATIONS OPERATOR II PR 5IN (\$46,347 - \$55,825)</p> <ul style="list-style-type: none"> <li>• Probationary increment of \$47,969</li> <li>• Additional 5% for on-the-job peer training duties</li> <li>• \$58,685 - \$61,056 when assigned curriculum development, classroom training, or related duties</li> <li>• \$62,888 when assigned emergency communications supervisor duties</li> <li>• Recruitment flexibility with DER approval</li> <li>• 135 Positions</li> </ul>	<p>EMERGENCY COMMUNICATIONS OPERATOR II PR 5IN (\$46,347 - \$57,001)</p> <ul style="list-style-type: none"> <li>• Career ladder pay progression steps</li> <li>• Additional 5% for intermittent peer training duties</li> <li>• \$58,711 and \$60,473 training assignment steps</li> <li>• \$60,992, \$64,218, and \$67,616 lead assignment steps</li> <li>• Recruitment flexibility with DER approval</li> <li>• 135 Positions</li> </ul>

**Background**

This report recommends career ladder pay progression for the Emergency Communications Operator I and II classifications. It is the fourth report that has recommended changes to the classification and pay of positions in the Police Department's Technical Communications Division:

- The first report, effective January 2015, increased pay ranges for telecommunicators and the recruitment rate for dispatchers to assist the Milwaukee Police Department (MPD) with recruitment and retention.
- The second report in February 2016 recommended new paraprofessional pay ranges with increased rates of pay, provided a peer training task rate, and changed the position titles to Emergency Communications Operators I and II.
- The third report in February 2017 created incentive task rate footnotes for developing and conducting training and also for performing higher level lead work.

The Career Ladder Pay Progression recommended within this report will be based on the combination of performance reviews, call quality assessments, and the completion of training programs that further an Emergency Communication Operator's knowledge, skills, and abilities. This career ladder pay progression model would replace the Group A employee pay progression model for these employees beginning in 2018.

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 peer training responsibilities and lead worker responsibilities.

The transition of emergency communication positions, pay ranges, responsibility-based pay incentives, and development of Career Ladder Pay Progression has been based upon the input of individual Emergency Communications Operators, Police Technical Communications Division leaders including the Captain of Police, the Emergency Communications Manager, Police Lieutenants, and Police Sergeants; MPD Command Staff and Police Human Resources staff in collaboration with the Department of Employee Relations (DER). 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 a 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 depicts 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
<b>City of Milwaukee</b>	<b>March, 2016</b>	<b>\$40,501</b>	<b>\$55,825</b>
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 Emergency Communication Operators 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 Emergency Communications Operators as compared to other jurisdictions, especially in the Milwaukee metro area.

In 2016, MPD received over 1,000,000 calls of which approximately 600,000 represented 911 calls. For comparison, in 2014 the Waukesha County Communications Center answered 164,000 phone calls from the public and dispatchers entered 257,861 calls for service for Police and Fire/EMS (Emergency Medical Services) departments for 23 different municipalities as well as calls for service for the Waukesha County Sheriff's, Police and Fire/EMS Departments.

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

- Recommendation: EMERGENCY COMMUNICATIONS OPERATOR I PR 5EN (\$40,501 - \$47,608)**
- Career ladder pay progression based upon performance reviews, call quality assessments, and employee training
  - Additional 5% for intermittent peer training duties
  - \$49,036 and \$50,507 training assignment steps
  - Retain recruitment flexibility with DER approval

**EMERGENCY COMMUNICATIONS OPERATOR II PR 5IN (\$46,347 - \$57,001)**

- Career ladder pay progression based upon performance reviews, call quality assessments, and employee training
- Additional 5% for intermittent peer training duties
- \$58,711 and \$60,473 training assignment steps
- \$60,992, \$64,218, and \$67,616 lead assignment steps
- Retain recruitment flexibility with DER approval

Emergency Communications Operators (ECO) utilize the Police Department's computer-aided dispatch system and enhanced 9-1-1 system to respond to requests for service. These requests vary from life-threatening emergencies to fulfilling legal and administrative requirements for police involvement. An ECO also refers calls to the emergency medical, fire, and police dispatching services. Duties and responsibilities are as follows:

- Receive, prioritize, document, and handle calls for 9-1-1 emergency and non-emergency calls for assistance from the public and law enforcement personnel.
- Update information as received, entering it into the Computer Aided Dispatch System (CAD).
- Refer callers to other agencies according to the needs expressed and/or information required by callers.
- Determine the significance of requests for service and assign an appropriate level of police resources.
- Work collaboratively with district supervisors to monitor and control the response of police personnel to calls for police service or emergency situations.
- Operate, enter, and retrieve information using the CAD and department forms.
- Respond promptly and effectively to requests received by radio from officers and/or supervisors for personnel, equipment, or other stated needs.
- Monitor the status of units, which are out of service and take appropriate action.
- Report noncompliance by police personnel with prescribed rules, operating procedures, or FCC regulations to supervisory officers.
- Receive and process emergency and non-emergency calls for service received through the enhanced 9-1-1 system and other means.
- Contact callers who may be receiving a delayed response to their service request to determine whether to dispatch police personnel or if an alternative response is appropriate.

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.
- U.S. citizenship or legal authorization to work permanently for any employer within the United States.
- Successfully pass a MPD background investigation.

An ECO assigned to an intermittent peer training role takes on responsibility for providing on-the-job training for another ECO in all duties associated with call processing and/or radio dispatching. When given this intermittent assignment, an ECO will receive an additional 5% task rate.

An ECO assigned to a peer training/instructor role on a consistent basis provides on-the-job training and/or classroom instruction of call processing/radio dispatching to other ECOs. Responsibilities also include training other ECO peer trainers. Responsibilities for classroom instruction include development of curriculum; the review, revision

and distribution of communications related training documents; updating the assignment classification manual and handbook; maintaining ECO training records; and maintaining department equipment inventory.

An ECO assigned to lead responsibilities provides direction to other ECOs in the performance of all call-taking and/or radio dispatching functions on an on-going basis. A lead assignment includes responsibility for overseeing the daily operations of a shift. Duties include administrative and supervisory functions including: coaching, instruction and training, maintaining reports and records, and assisting in updating policies and procedures.

ECOs assigned to training duties or lead responsibilities must meet minimum experience requirements, complete train-the-trainer and/or instructor courses or lead worker curriculum, and must continue to receive satisfactory assessments in the performance of these responsibilities. These ECOs are qualified to perform all duties associated with call processing and/or radio dispatching but will typically only be utilized for those tasks in extreme situations. The assignment steps indicated below provide an incentive to ECOs to take on these additional responsibilities.

A review of the market survey data shows that the minimum rates of pay are 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 Milwaukee Police Emergency Communication Operators' duties. This report therefore recommends an increase to the maximum rate of pay for ECO titles and the creation of the following career ladder, peer training and lead assignment steps.

**Emergency Communications Operator I  
Career Ladder Steps  
Pay Range 5EN**

Step	1	2	3	4	5
Hourly	19.47	20.35	21.16	22.01	22.89
Biweekly	1,557.72	1,627.82	1,692.93	1,760.65	1,831.07
Annual	40,500.72	42,323.32	44,016.18	45,776.90	47,607.82

**Emergency Communications Operator I  
Peer Training Assignment Steps  
Pay Range 5EN Footnote**

Step	1	2
Hourly	23.58	24.28
Biweekly	1,886.01	1,942.59
Annual	49,036.26	50,507.34

**Emergency Communications Operator II  
Career Ladder Steps  
Pay Range 5IN**

Step	1	2	3	4	5	6
Hourly	22.28	23.22	24.21	25.23	26.29	27.40
Biweekly	1,782.59	1,857.90	1,936.40	2,018.21	2,103.48	2,192.36
Annual	46,347.34	48,305.40	50,346.40	52,473.46	54,690.48	57,001.36

**Emergency Communications Operator II  
Peer Training Assignment Steps  
Pay Range 5IN Footnote**

Step	1	2
Hourly	28.23	29.07
Biweekly	2,258.13	2,325.87
Annual	58,711.38	60,472.62

**Emergency Communications Operator II  
Lead Assignment Steps  
Pay Range 5IN Footnote**

Step	1	2	3
Hourly	29.32	30.87	32.51
Biweekly	2,345.83	2,469.93	2,600.60
Annual	60,991.58	64,218.18	67,615.60

This report recommends pay progression for ECOs based upon annual performance reviews that consider performance, attainment of training and/or coursework and call/dispatch quality assessments. Initial placement of employees into this career ladder includes an employee self-assessment followed by a three-person panel rating under the direction of Police Human Resources staff and includes a mechanism for employee appeals.

The assessment includes ratings of employee competence in job responsibilities, training and coursework attained, and call taking/dispatch quality. The addendum includes the ECO employee assessment form, a memo inviting employees to a briefing on the assessment process, a summary of the assessment process provided to employees, an excerpt of the call monitoring rating form, and information on the training provided to raters.

On an annual basis ECOs who achieve job performance standards, call taking/dispatch quality standards, and attain the related training requirements can advance within the career ladder on their anniversary date. ECOs who reach and remain at the top step of the career ladder for 26 pay periods would be eligible to receive a 2% lump sum if they otherwise meet the criteria at or above the top step of the career ladder and if such a provision is in place for City-wide pay progression.

Implementation of career ladder pay progression is recommended to be effective Pay Period 1, 2018 (December 31, 2017) and replaces the Group A performance assessment pay progression model for the ECO titles in 2018. ECOs would be placed into the respective pay range at their current rate or into a step that correlates with an employee's performance assessment and credentials. Placement into a career ladder step will apply to employees who hold the ECO title at the time the career ladder is implemented.

**Action Required – Effective Pay Period 1, 2018 (December 31, 2017)**

In the Salary Ordinance:

Under Pay Range 5EN:

Delete Emergency Communications Operator I footnotes (11) and (13) and replace with new footnotes (11) and (13).

Emergency Communications Operator I (11) (12) (13)
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(11) Career Ladder Position. Minimum recruitment is at \$1,557.72 (\$40,500.72). An Emergency Communications Operator I will advance to the appropriate increment in the following range upon certification by the Chief of Police as having attained and maintained at all times the required credentials and demonstrated job performance: \$1,557.72, \$1,627.82, \$1,692.93, \$1,760.65, \$1,831.07 (\$40,500.72, \$42,323.32, \$44,016.18, \$45,776.90, \$47,607.82) An Emergency Communications Operator I 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.

(13) Career Ladder Assignments. An Emergency Communications Operator I assigned to training duties by the Chief of Police to be paid at the appropriate increment of \$1,886.01 or \$1,942.59 (\$49,036.26 or \$50,507.34) upon certification by the Chief of Police as having attained and maintained at all times the required credentials and demonstrated job performance. An Emergency Communications Operator I assigned to intermittent training duties to be paid an additional 5%.

Under Pay Range 5IN:

Delete Emergency Communications Operator II footnotes (3) (4) (5) and (6) and replace with new footnotes (3) (4) and (5):

Emergency Communications Operator II (2) (3) (4) (5)

(3) Career Ladder Position. Minimum recruitment is at \$1,782.59 (\$46,347.34). An Emergency Communications Operator II will advance to the appropriate increment in the following range upon certification by the Chief of Police as having attained and maintained at all times the required credentials and demonstrated job performance: \$1,782.59, \$1,857.90, \$1,936.40, \$2,018.21, \$2,103.48, \$2,192.36 (\$46,347.34, \$48,305.40, \$50,346.40, \$52,473.46, \$54,690.48, \$57,001.36). An Emergency Communications Operator II who reaches and remains at step six for 26 pay periods is eligible to receive a 2% lump sum if they otherwise meet the criteria at or above step six of the career ladder.

(4) Career Ladder Assignments. An Emergency Communications Operator II assigned to training duties by the Chief of Police to be paid at the appropriate increment of \$2,258.13 or \$2,325.87 (\$58,711.38 or \$60,472.62) upon certification by the Chief of Police as having attained and maintained at all times the required credentials and demonstrated job performance. An Emergency Communications Operator II assigned to intermittent training duties to be paid an additional 5%.

(5) Career Ladder Assignment. An Emergency Communications Operator II assigned to Lead duties by the Chief of Police to be paid at the appropriate increment of \$2,345.83, \$2,469.93 or \$2,600.60 (\$60,991.58, \$64,218.18, or \$67,615.60) upon certification by the Chief of Police as having attained and maintained at all times the required credentials and demonstrated job performance.

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Andrea Knickerbocker, Human Resources Manager

Reviewed by: Maria Monteagudo  
Maria Monteagudo, Employee Relations Director

**Milwaukee Police Department  
 Technical Communications Division  
 Emergency Communications Operator I & II  
 Self-Evaluation Form**

**Purpose:**

The purpose of this form is to provide a personal assessment of your skills, education and experience as it relates to your duties in the Technical Communications Division (TCD). Your assessment will directly contribute to your evaluation for placement within the career ladder and related compensation.

**Instructions:**

Please complete this brief self-evaluation form, which gauges your skills, education and experience as a TCD employee. Please provide any documentation you wish to have considered or added to your training record to this form (i.e. college transcripts, CERTT transcripts, certificates of completion etc). Once the self-evaluation form is completed, place the documentation in to the provided envelope, **SEAL** it and turn it into Lieutenant Babich, Chin or Klein. **DO NOT** turn any self-evaluations forms in to a sergeant or lead worker.

**Please read this document carefully and respond thoroughly.**

The deadline for submission will be Friday, April 6, 2018. Any member not turning in a self-assessment will not be eligible for a pay increase until their next annual evaluation in 2019. Assessment forms will be evaluated for accuracy. Individuals will be provided feedback and will have the opportunity to respond.

If you have questions about this document or how to fill it out please seek assistance from a Career Ladder Committee member. General supervision was not involved in the creation of this document and may not have accurate information. Career Ladder Committee members include: Lt Chin, Sgt. Reilly, ECO Lead Jasinski, ECO Lead Lemke, ECO Lead Whitman and ECO Lead Bergemann.

You will be advised of your rating and new pay rate once the entire process is completed. Pay increases are expected to be effective Pay Period 1, 2018 with retroactive pay from that date.

Name – Please print	Title
PeopleSoft #	Date Completed

	Yes	No
Have you provided on-the-job training to another ECO?		
Are you willing to provide on-the-job training to another ECO?		

**ECOI and ECOII  
 Job Competencies**

The first section details job competencies for the positions of Emergency Communications Operator I and II. Please rate yourself on the following competencies checking the box below the appropriate number based on the following guidelines:

Level	Rating	Description
1	Unsatisfactory	Performance is below job requirements and fails to meet standards or expectations
2	Needs Improvement	Performance meets some, but not all job requirement, standards, or expectations
3	Successful	Performance consistently meets job requirements, standards, or expectations.
4	Exceeds Expectations	Performance consistently meets and frequently exceeds job requirements, standards, or expectations.
5	Exceptional	Performance consistently far exceeds job requirements, standards, or expectations

**Oral Communication**

Emergency Communication Operators are expected to communicate in a clear and professional manner when dealing with the general public, members from other agencies and with fellow MPD members. They are expected to:

- Speak in an extremely clear manner that is easy to understand, while tailoring the content of speech to the level and experience of the caller/citizen.
- Summarize or paraphrase his/her understanding of what others have said and to verify understanding to prevent miscommunication.
- Express ideas in an extremely organized, clear, and concise manner in order to be easily understood
- Ensure that information is passed on to others who should be kept informed using multiple channels to communicate information and messages
- Inform supervision about problems or the progress of situations

Competency	Level 1	Level 2	Level 3	Level 4	Level 5
<b>Oral Communication</b>					
Comments					

**Written Communication**

Emergency Communication Operators are expected to communicate in writing in a clear and professional manner. They are required to document information in public records on a consistent basis and are tasked with conveying information to others via written records and reports. They are expected to:

- Spell correctly and use grammatically correct sentence structure, with an appropriate writing style to convey organization and understanding to the reader.
- Regularly check the accuracy of their own work, quickly identify errors and make necessary corrections to ensure understanding

Competency	Level 1	Level 2	Level 3	Level 4	Level 5
<b>Written Communication</b>					
Comments					

<b>Diagnostic Information Gathering</b>					
Emergency Communication Operators are expected to interview callers/citizens/co-workers to ascertain information needed to properly categorize calls for service and also to determine the nature of the incident. They are required to clarify information, ask probing questions and understand verbal and background cues and turn that information into a picture of the event. They are expected to:					
<ul style="list-style-type: none"> <li>• Identify, question and clarify information and incidents to make logical decisions while getting complete and accurate information from citizens and callers to ensure proper handling of calls for service.</li> <li>• Interview skillfully to get the necessary facts, when citizens are reluctant to provide full, detailed information or when standard interview tactics fail, have the ability to interpret the tone of voice of a citizen or other non-verbal cues.</li> <li>• Ask questions to clarify a situation and seek out knowledgeable people to obtain information or clarify a situation.</li> <li>• Anticipate the specific information needed to clarify a situation or to make a decision; and be proactive in getting more complete and accurate information by checking with police units on the scene of incidents.</li> <li>• Understand the logical progression of events to help anticipate the needs of field units.</li> </ul>					
Competency	Level 1	Level 2	Level 3	Level 4	Level 5
<b>Diagnostic Information Gathering</b>					
Comments					

<b>Operational Communication</b>					
Emergency Communication Operators are required to work in an extremely high-stress environment and deal with multiple critical incidents or calls at one time. They are often required to use tactical communication techniques that deviate from standard customer service techniques due to the nature of the position. They are expected to:					
<ul style="list-style-type: none"> <li>• Quickly and effectively solve citizen problems while maintaining a positive demeanor.</li> <li>• Convey a command of the relevant facts and information.</li> <li>• Provide assistance, information, or other support to department members when needed.</li> </ul>					
Competency	Level 1	Level 2	Level 3	Level 4	Level 5
<b>Operational Communication</b>					
Comments					

<b>Decisiveness &amp; Adaptability</b>					
<p>Emergency Communication Operators are required to work under varying stress conditions in a dynamic and ever changing environment. They frequently shift from routine operations to incredibly stressful operations and back to routine operations during the course of the shift. They need to have a firm knowledge of their job duties to make quick decisions and judgments based on the immediate information and have to adjust and adapt to constant changes in circumstance. They are expected to:</p> <ul style="list-style-type: none"> <li>• Make confident and definitive decisions in difficult and ambiguous situations, when time is critical with the ability to remain calm when faced with excited and/or stressful communication from citizens or when facing objections and/or criticism.</li> <li>• Maintain self-control in the face of hostility and provocation while remaining calm under stress.</li> <li>• Effectively handled several problems or tasks at once in a timely manner.</li> <li>• Remain extremely calm under a great deal of stress and pressure while effectively handling a variety of complex and difficult problems, situations or tasks under rapidly changing or uncertain conditions.</li> <li>• Quickly adjust and constructively react to unforeseen circumstances, depleted resources and assignment backlogs with the ability to prioritize multiple urgent assignments/incidents with limited resources.</li> <li>• Take charge of critical incidents and provide direction, guidance and support to field units who are under extreme stress.</li> </ul>					
Competency	Level 1	Level 2	Level 3	Level 4	Level 5
<b>Decisiveness &amp; Adaptability</b>					
Comments					

<b>Attention to Communication</b>					
<p>Emergency Communication Operators are required to make various notifications and share information with various supervisory staff and other entities regarding situations that are unfolding in the City of Milwaukee. They are expected to:</p> <ul style="list-style-type: none"> <li>• Use multiple channels or means to communicate important messages.</li> <li>• Keep supervision informed about problems and progress.</li> <li>• Ensure that important information is shared with others as appropriate.</li> <li>• Actively listen and derive contextual cues from background noises to actively assess what is going on with various incidents or situations.</li> </ul>					
Competency	Level 1	Level 2	Level 3	Level 4	Level 5
<b>Attention to Communication</b>					
Comments					

<b>Analytical &amp; Forward Thinking</b>					
<p>Emergency Communication Operators are required to use independent judgment and operate with little to no supervision of their routine duties. Due to the dynamic nature of the job and the possibility that multiple incidents will take place at one time they have to use their discretion consistently to make split-second decisions that affect the well-being of others. They are expected to:</p> <ul style="list-style-type: none"> <li>• Notice even subtle discrepancies and inconsistencies in available information and take action/s to correct or clarify that information.</li> <li>• Assess and carefully consider resource management based on the priority of assignments and the amount of calls pending for police service.</li> <li>• Anticipate the consequences of situations and plan accordingly, consistently developing contingency plans for future high priority calls for service or a backlog of pending calls for service.</li> </ul>					
Competency	Level 1	Level 2	Level 3	Level 4	Level 5
<b>Analytical &amp; Forward Thinking</b>					
Comments					

<b>Technical Expertise</b>					
<p>Emergency Communication Operators are required to be proficient with several computer systems/programs and have a basic knowledge of windows operating systems. There will be times when technical equipment fails at inopportune moments and the operator is required to take immediate action to fix the problem. They are expected to:</p> <ul style="list-style-type: none"> <li>• Effectively apply technical knowledge to solve a range of problems.</li> <li>• Develop technical solutions to common and relatively simple problems using existing methods and approaches.</li> </ul>					
Competency	Level 1	Level 2	Level 3	Level 4	Level 5
<b>Technical Expertise</b>					
Comments					

<b>Personal Credibility &amp; Initiative</b>					
<p>Emergency Communication Operators are required to be proactive in their job, taking action to solve problems or address issues before they become critical issues. They must possess personal credibility to perform their job duties under a range of conditions and with limited supervision. They are expected to:</p> <ul style="list-style-type: none"> <li>• Convey a command of the relevant facts and information.</li> <li>• Take independent action to manage assignments and resources, ensuring the proper handling of assignments so as not to develop a backlog or cause unnecessary wait times for citizens/complaints.</li> </ul>					
Competency	Level 1	Level 2	Level 3	Level 4	Level 5
<b>Personal Credibility &amp; Initiative</b>					
Comments					

**ECOI and ECOII  
 Classroom and On-the-Job Trainer Competencies**

Please complete this section if you have or are performing training functions. This includes:

- On-the-job training that resulted in completion of a daily observation report (DOR) and/or
- Classroom training through the training office.

<b>Motivational Support &amp; Empowering Others</b>					
Emergency Communication Operators conducting training are required to provide motivational and constructive training while empowering newly assigned personnel to succeed. The success of a trainee is dependent on the training staff in the classroom and on the floor. They are expected to:					
<ul style="list-style-type: none"> <li>• Provide compelling training that will energize and motivate groups or individuals.</li> <li>• Express pride in trainees on a regular basis and encourages them to take pride and feel good about their accomplishments and progress.</li> <li>• Coach trainees to take charge of all aspects of their work and make decisions, even in challenging new tasks.</li> <li>• Convey a sense of confidence and certainty in the ability of a trainee to be successful.</li> <li>• Empower and enable trainees and training classes to set their own goals, consistent with division goals.</li> </ul>					
Competency	Level 1	Level 2	Level 3	Level 4	Level 5
<b>Motivational Support &amp; Empowering Others</b>					
Comments					

<b>Developing Others</b>					
Emergency Communication Operators providing training are required to provide professional development for newly assigned employees and those requiring remediation. The success of the employee is based on the trainer's ability to provide constructive feedback that is applicable to the job, which is not overbearing or adversarial. They are expected to:					
<ul style="list-style-type: none"> <li>• Provide helpful, behaviorally specific feedback and suggestions to trainees; ensuring they do not feel inferior or insulted.</li> <li>• Proactively share specific information, advice, and suggestions to help employees be more successful; effectively coach by sharing valuable insights and knowledge.</li> <li>• Recognize and reinforce the developmental efforts of trainees and celebrate their improvements.</li> <li>• Motivate trainees by expressing confidence in their ability to be successful.</li> </ul>					
Competency	Level 1	Level 2	Level 3	Level 4	Level 5
<b>Developing Others</b>					
Comments					

<b>Fostering Diversity</b>					
Emergency Communications Operators providing training are required to create an atmosphere conducive to learning by being respectful and professional with a wide variety of individuals that come from differing backgrounds. They will adapt to those differences to provide the best possible training experience. They are expected to: <ul style="list-style-type: none"> <li>• Communicate, cooperate, and work extremely well with others who have a diversity of cultural and demographic backgrounds.</li> <li>• Be very skillful at making it easy for others to feel valuable regardless of diversity in personality, culture, or background.</li> </ul>					
Competency	Level 1	Level 2	Level 3	Level 4	Level 5
<b>Fostering Diversity</b>					
Comments					

<b>Persuasive Communication</b>					
Emergency Communications Operators providing training are required to provide information in an effective manner which imparts necessary information to newly assigned employees. They must tailor language and content to the skill level of the trainee and must make adjustments when necessary to provide the best training experience. They are expected to: <ul style="list-style-type: none"> <li>• Identify and clearly present specific information or data in such a way that it will have a strong effect on others.</li> <li>• Skillfully select language and specific examples tailored to the level and experience of the audience that improves understanding.</li> <li>• Create and/or use visual information clearly to aid in understanding, and have high impact.</li> <li>• Be actively involved in orientating newly hired/assigned personnel.</li> </ul>					
Competency	Level 1	Level 2	Level 3	Level 4	Level 5
<b>Persuasive Communication</b>					
Comments					

**ECOI & ECOII  
 Lead Worker Competencies**

Complete this section if you are an Emergency Communications Operator II that has been assigned Lead duties.

<b>Fostering Teamwork</b>					
<p>Emergency Communications Operators assigned to a lead worker role are required to foster a team atmosphere by example and action. They are a conduit between management and floor personnel and must work cooperatively with all personnel to ensure the mission of the division and department is met. They are expected to:</p> <ul style="list-style-type: none"> <li>• Listen and respond in a very positive and constructive way to other team members' ideas, ensuring that they don't feel inferior or insulted; encourage and offer support for others' ideas and proposals.</li> <li>• Give honest and constructive feedback to other team members in a way that maintains their self-esteem.</li> <li>• Share his/her expertise with others in a way that is positive and productive.</li> <li>• Express disagreement in a tactful and constructive manner; ensure others do not feel inferior or insulted.</li> </ul>					
Competency	Level 1	Level 2	Level 3	Level 4	Level 5
<b>Fostering Teamwork</b>					
Comments					

<b>Developing Others</b>					
<p>Emergency Communications Operators assigned to a lead worker role are required to perform on the job training as deemed necessary and also to mentor those employees that are still learning job tasks and skills. They must provide feedback in a professional way and are expected to:</p> <ul style="list-style-type: none"> <li>• Provide helpful, behaviorally specific feedback and suggestions to others; ensure they do not feel inferior or insulted.</li> <li>• Proactively share specific information, advice, and suggestions to help others be more successful; effectively coach by sharing valuable insight and knowledge.</li> </ul>					
Competency	Level 1	Level 2	Level 3	Level 4	Level 5
<b>Developing Others</b>					
Comments					

<b>Initiative</b>					
<p>Emergency Communications Operators assigned to a lead worker role serve as the liaison between management and floor personnel, they should be aware of incidents taking place on the floor and take action to remedy problems in a respectful and professional manner. They should be ready to take action in a wide variety of situations that will benefit the division and promote a positive work environment. They are expected to:</p> <ul style="list-style-type: none"> <li>• Anticipate what needs to be done long before others do and takes immediate action.</li> <li>• Exceed what is normally required in a situation.</li> <li>• Take independent action to positively change the direction of events.</li> </ul>					
Competency	Level 1	Level 2	Level 3	Level 4	Level 5
<b>Initiative</b>					
Comments					

<b>Personal Accountability</b>					
<p>Emergency Communications Operators assigned to a lead worker role have been placed in that role based on experience and ability, they are called upon to provide “expert” insight into situations by multiple different employees at all levels. They should be proactive and positive in those interactions focusing on how to solve problems and as expected to:</p> <ul style="list-style-type: none"> <li>• Focus attention on determining what can be done to make progress rather than on why it can’t be done or blaming others for problems; do not let anything get in the way of progress.</li> </ul>					
Competency	Level 1	Level 2	Level 3	Level 4	Level 5
<b>Personal Accountability</b>					
Comments					

**ECO I & ECO II  
 System Skill and Ability  
 Policy and Procedure Compliance**

The following section assesses the level of skills and ability with the CAD, Telephone and Radio systems, the three systems that employees use on a regular basis. Complete the rating that relates to your level of responsibility.

- If you have the ability to perform a particular skill – indicate **Yes** and rate yourself on the skill
- If you do not have the ability to perform a particular skill – indicate **No** and do not rate yourself on the skill
- *While you may be confident enough to provide training on a system, you must already be providing on-the-job or classroom training on a particular function in order to be rated on that skill.*

Level	Rating	Description
1	Unsatisfactory	Performance is below job requirements and fails to meet standards or expectations
2	Needs Improvement	Performance meets some, but not all job requirement, standards, or expectations
3	Successful	Performance consistently meets job requirements, standards, or expectations.
4	Exceeds Expectations	Performance consistently meets and frequently exceeds job requirements, standards, or expectations.
5	Exceptional	Performance consistently far exceeds job requirements, standards, or expectations

<b>CAD System – Call Taker</b>	Yes/No	Level 1	Level 2	Level 3	Level 4	Level 5
Have the ability to utilize the Event Entry window, map and command line to perform call-taker functions						
Have the ability to train others to utilize the CAD system to perform call-taker functions						
Comments						

<b>CAD System – Radio Dispatcher</b>	Yes/No	Level 1	Level 2	Level 3	Level 4	Level 5
Have the ability to utilize the CAD system to perform radio dispatcher functions						
Have the ability to train others to utilize the CAD system to perform radio dispatcher functions						
Comments						

<b>Telephone System</b>	Yes/No	Level 1	Level 2	Level 3	Level 4	Level 5
Have the ability to utilize the Sentinel 911 telephone application to process calls for service						
Have the ability to fix minor technical problems with workstations and assist others with the system						
Have the ability to train other employees to utilize the Sentinel 911 application, and fix minor technical problems						
Have the ability to train other employees, fix minor technical problems and assist others using emergency backup phones and CAMA phones						
Comments						

<b>Radio System</b>	Yes/No	Level 1	Level 2	Level 3	Level 4	Level 5
Have the ability to navigate around the dispatch radio console, change profiles, switch channels, and handle emergency button activations. Have the ability to operate the handheld radio, switch profiles and change channels.						
Have the ability to perform more complex or rarely utilized radio functions such as programming or deleting modules. Have more advanced knowledge of the handled radio including switching back to analog functions. Have the ability to fix minor radio malfunctions.						
Have the ability to train other employees on the proper use of radio equipment						
Comments						

**Adherence to Code of Conduct, Policies and Procedures**

Knowledge	Yes/No	Level 1	Level 2	Level 3	Level 4	Level 5
Adherence to the MPD Code of Conduct, TCD standard operating instructions, assignment classification manual, and MPD standard operating procedures; and have understanding and knowledge of MPD SOP and TCD SOI.						
Have a more advanced knowledge and understanding of MPD SOP and TCD SOI with the ability to impart that knowledge to others in the form of formal training or general explanation						
Have been involved in the revision and/or creation of policies and/or procedures associated with MPD SOP and/or TCD SOI.						
Comments						

### Microsoft Office Software Competency

As an employee takes on more complex duties within the division they are required to use Microsoft Office software in addition to the CAD, Telephone and Radio systems. Microsoft Office software programs are utilized to perform job functions in the Training Office and as a Lead Worker. Please rate your proficiency level with the following Microsoft Office software programs using the following guidelines:

Unfamiliar	Have not worked with the software program.
Basic	Familiar with the software program but have not worked with it extensively, but capable of navigating the program but with limited ability to make use of all features.
Moderate	Makes use of the software program/s for special projects or assignments, capable of navigating features and performing complex tasks using the program
Advanced	Uses the program on a daily basis to perform assigned job functions, capable of performing complex tasks using the program and capable of imparting that knowledge to others

Word	Unfamiliar	Basic	Moderate	Advanced
Excel	Unfamiliar	Basic	Moderate	Advanced
PowerPoint	Unfamiliar	Basic	Moderate	Advanced
Access	Unfamiliar	Basic	Moderate	Advanced
Outlook	Unfamiliar	Basic	Moderate	Advanced
SharePoint	Unfamiliar	Basic	Moderate	Advanced
Total				
Comments				

**Additional Knowledge/Skill/Ability/Education**

Please provide a list of other knowledge, skills, ability or education you possess that contributes to your expertise as an Emergency Communications Operator within the Technical Communication Division.

- List and provide a description of each knowledge, skill, or ability with software or technology including your level of expertise. (basic, moderate, advanced) For example: Shotspotter, CentreVu, NICE Inform, etc.
- List and attach certificates of completion for any NENA, APCO or related professional training courses.
- List college level coursework and/or degrees and submit a copy of your transcript.
- Please attach a copy of your MPD CERTT transcript. If you are not familiar with how to access that record, please ask a supervisor for instructions.

*Note: All documentation should be submitted with this assessment form. Please attach additional pages if necessary.*

Experience and Level of Expertise	Rating	Education:	Rating

# MILWAUKEE POLICE DEPARTMENT MEMORANDUM



**Date:** Friday, March 15, 2018

**TO:** All ECOI & ECOII TCD MEMBERS

**FR:** Robert MALASUK  
Emergency Communications Manager

**CC:** Arvis WILLIAMS  
Human Resources Administrator

**RE:** ECO Career Ladder Information Sessions

The Technical Communications Division will be hosting Informational Sessions regarding the upcoming Career Ladder Placement process. The dates, times and locations are as follows:

- **Monday, March 19, 2018 – West side of the EOC**
  - 7:30am to 8:30am; 2:30pm to 3:30pm; and 3:30pm to 4:30pm
- **Tuesday, March 20, 2018 – West side of the EOC**
  - 7:30am to 8:30am; 2:30pm to 3:30pm; and 3:30pm to 4:30pm
- **Monday, March 26, 2018 – West side of the EOC**
  - 7:30am to 8:30am; 2:30pm to 3:30pm; and 3:30pm to 4:30pm

General topics include:

- Overview of the entire project and creation of the self-evaluation documents
- Overview of the self-evaluation / supervisory panel review process
- Pay scale placement / rates and continued timeline for pay increases

All members are strongly encouraged to attend however all sessions are **voluntary and NO OVERTIME is authorized.**

You will be given your self-assessment documents at the information session. If you choose not to attend the information will be provided for you later. Please keep track of this packet of information as TCD supervision will not have additional copies to give out.

This is your opportunity to ask questions about this process and how it will affect your pay increase this year and in the future. Personnel from the Career Ladder Committee, MPD HR and City of Milwaukee DER will be on site to explain the process and answer any questions you may have.

## **Career Ladder Self-Assessment Process Excerpt**

Each employee will complete one self-evaluation document. Completed forms will be sealed in the provided envelope and returned only to a shift commander. The forms WILL NOT be returned to sergeants or lead workers. This will ensure confidentiality and proper storage until panel review.

Each self-evaluation document will be reviewed by a panel of three supervisors/lead workers who have been approved by the Emergency Communications Manager. At least one member of the panel will be a supervisor/lead worker who is familiar with the employee's performance. Each panel will also include a member of the Career Ladder Committee. The committee created the document; are familiar with its purpose, intent and scoring mechanism and will ensure proper use. MPD HR staff will provide "rater" training to all panel members and will be present during the panel reviews to ensure that all employees are treated fairly and without bias.

Each panel will take the employee's self-assessment into consideration. They will determine, based on their knowledge of the employee, if the score given is appropriate. If the score is too high or too low it will be adjusted by the panel and documentation will be sought to demonstrate why. Each panel will come to an agreed upon composite score. If they are unable to do so another panel will review the employee.

Each employee will meet with a supervisor to review results. Employees that feel their scores are inaccurate or "unfair" will be able to appeal to the Emergency Communications Manager but must provide documentation to prove they should be at a higher score than what is currently assessed.

Employees who have been through field training to be an ECOII but have chosen to remain as an ECOI will be paid an additional five percent for whatever hours they are called upon to perform ECOII duties in emergency situations. Employees who perform field training must perform this function on a regular basis to be considered for a permanent pay rate as a field trainer.

## TELECOMMUNICATOR MONITORING EXCERPT

Name: \_\_\_\_\_ PS#: \_\_\_\_\_

Monitoring Date: \_\_\_\_\_ Time: From \_\_\_\_\_ To \_\_\_\_\_

Position Number: \_\_\_\_\_ 911 or Admin: \_\_\_\_\_

**Call #1:**

CAD Cali # (if applicable): \_\_\_\_\_

Synopsis of call: (ex: Caller reporting battery DV with injuries, 3<sup>rd</sup> party caller reporting PDO accident); \_\_\_\_\_

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**Evaluation of call (circle your answer to each question):**

1. Was the telecommunicator courteous and professional?	Yes	No	N/A	3 pts
2. Did the telecommunicator gather enough preliminary information to gain an understanding of the caller's situation/question/request?	Yes	No	N/A	11 pts
3. Properly transferred to fire department for medical response?	Yes	No	N/A	11 pts
4. How was the call processed?				
A. Entered CAD Call for Squad Response				
B. Entered closed call				
C. Other (e.g. update existing call): _____				
Was the call processed properly?	Yes	No	N/A	11 pts
5. Entered the correct location of the assignment in CAD?	Yes	No	N/A	11 pts
6. Classified properly in CAD?	Yes	No	N/A	6 pts
7. Prioritized properly in CAD?	Yes	No	N/A	6 pts
8. Entered caller's name in CAD?	Yes	No	N/A	4 pts
9. Verified caller's phone number in CAD with proper formatting?	Yes	No	N/A	4 pts
10. Contact field was completed correctly in CAD?	Yes	No	N/A	2 pts
11. Language field was completed correctly in CAD?	Yes	No	N/A	2 pts
12. Entered promptly in CAD (3 minutes or less)?	Yes	No	N/A	6 pts
13. Was the entry accurate?	Yes	No	N/A	3 pts
14. Was the entry understandable?	Yes	No	N/A	3 pts
15. Was the entry complete (all required data entry fields)?	Yes	No	N/A	4 pts
16. Detailed descriptions?	Yes	No	N/A	3 pts
17. Used Info folders in CAD for descriptions?	Yes	No	N/A	2 pts
18. Was the call processing explained to the caller?	Yes	No	N/A	2 pts
19. Supervisor and/or SCD notified (if applicable)?	Yes	No	N/A	6 pts

Pts for call #1 \_\_\_\_\_

Possible Pts for call #1 \_\_\_\_\_

% Score for call #1 \_\_\_\_\_

Comments Regarding Call #1:

[90% is Passing Score]

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Milwaukee Police Department  
Human Resources Division

**ECO Supervisor Panel Rater  
Training**

Facilitated by the MPD  
HR Personnel Management Team  
April 9, 2018





# Phase I – 8 RATER BIASES THAT IMPACT EMPLOYEE ASSESSMENTS - EVALUATIONS



# HALO EFFECT



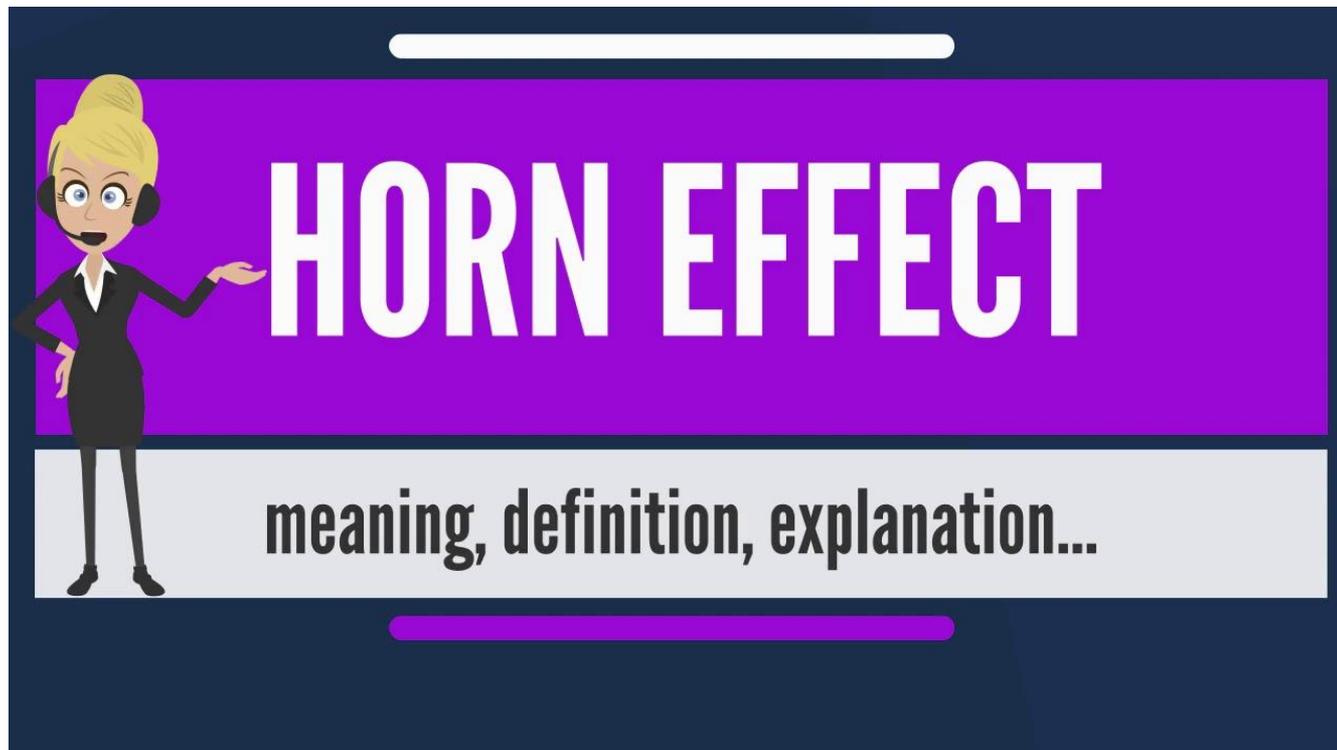
# HALO EFFECT

## Halo Effect

*Drawing general impression of individual on the basis of a single characteristic. i.e. if someone is good at one dimension, he/she is perceived to be good at other dimensions as well.*



# HORN EFFECT



**HORN EFFECT**

meaning, definition, explanation...

The slide is framed in a dark blue border. At the top center, there is a white horizontal line. At the bottom center, there is a purple horizontal line. On the left side, a cartoon woman with blonde hair in a bun, wearing a black business suit and a headset, stands with her right hand on her hip and her left hand pointing towards the title. The background of the slide is split into a purple upper section and a light grey lower section.

# HORN EFFECT

## Horn Effect

*Based on one **NEGATIVE** quality, we assumed the person is **BAD**. i.e. we perceived the whole person, based on **ONE** quality.*



# CENTRAL TENDENCY- Everyone Is Great .... Everyone Is Average



# LENIENCY BIAS

**RATING EMPLOYEES MORE  
FAVORABLY THAN THEIR  
PERFORMANCE MERITS**

FRIENDS  
FOREVER



# **STRICTNESS/HARSHNESS BIAS**

**RATING EMPLOYEES MORE SEVERELY  
THAN THEIR PERFORMANCE  
MERITS**





# CONTRAST EFFECT BIAS



# RECENCY BIAS





# SIMIILAR TO ME EFFECT

Similar-to-Me Effect

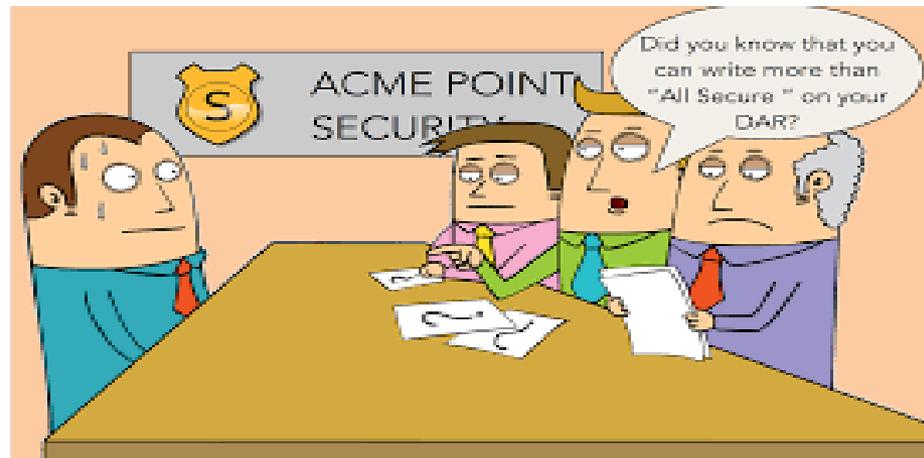
The tendency for people to perceive in a positive light others who are believed to be similar to themselves in any of several different ways.



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14

# PHASE II UNDERSTANDING THE RATING CRITERIA

CRITERIA ?	
Criteria	Reasons for Criteria?
1	
2	
3	
4	
5	



# Exceeds Expectations

- Above average/minimum requirements
- Goes beyond everyday duties (assist others)
- Very detail/descriptive in performance
- Looks for initiatives extra duties/assignments
- Not your 9 to 5 Employee/Team Player
- Understands the Dept. Mission/Vision/Goals

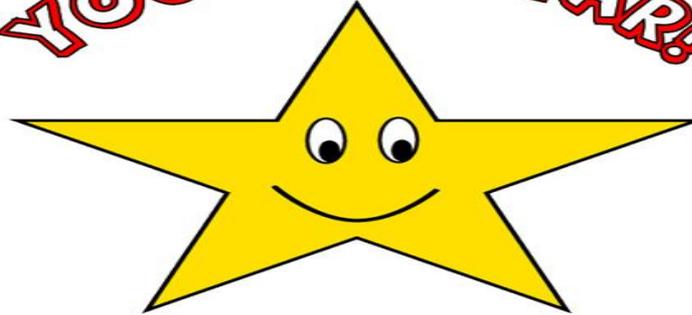


# Exceeds Expectations Cont.

- Demonstrates a desire to be promoted
- Builds skill sets certifications/coaching opportunities  
- finds ways to stand out



YOU'RE A STAR!



What does it mean to be.....

**“EXCEPTIONAL”**

Description:

“Performance consistently far exceeds job requirements, standards, or expectations”

# “Exceptional”

## Exceeds Expectations

- Going beyond every-day duties
- Not your “9-5” employee
- Enhance/build skills
- Team player
- Understands mission of TCD and working towards the greater good for ALL TCD staff

(...AND THEN SOME!!!)



## Exceptional

- High level of taking initiative/ responsibility/ ownership
  - Self initiation.... Streamlining/developing processes
- Analyzing situations/ problem solving

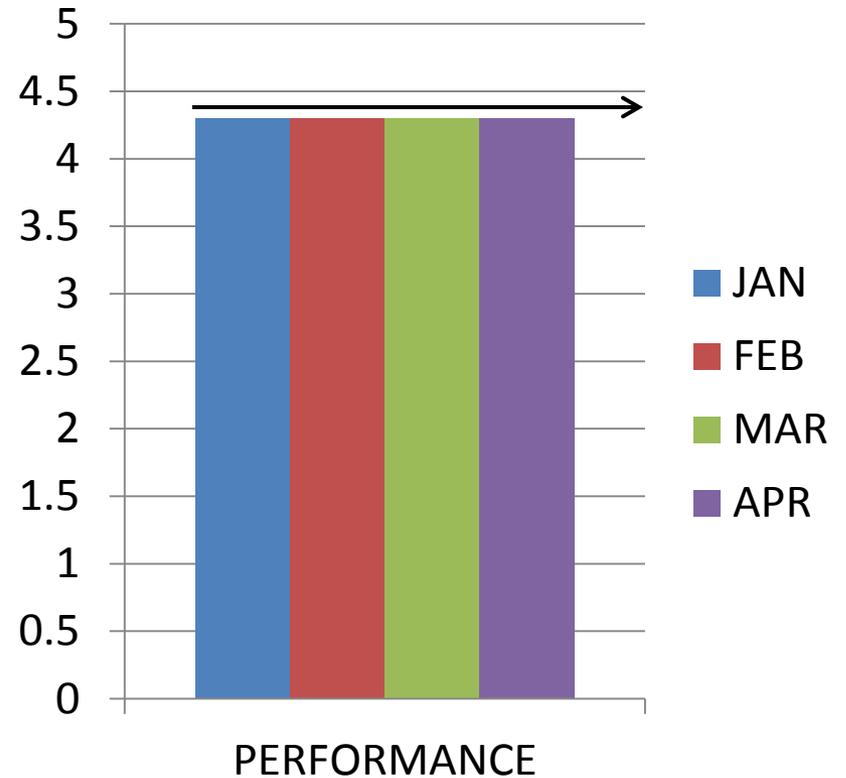
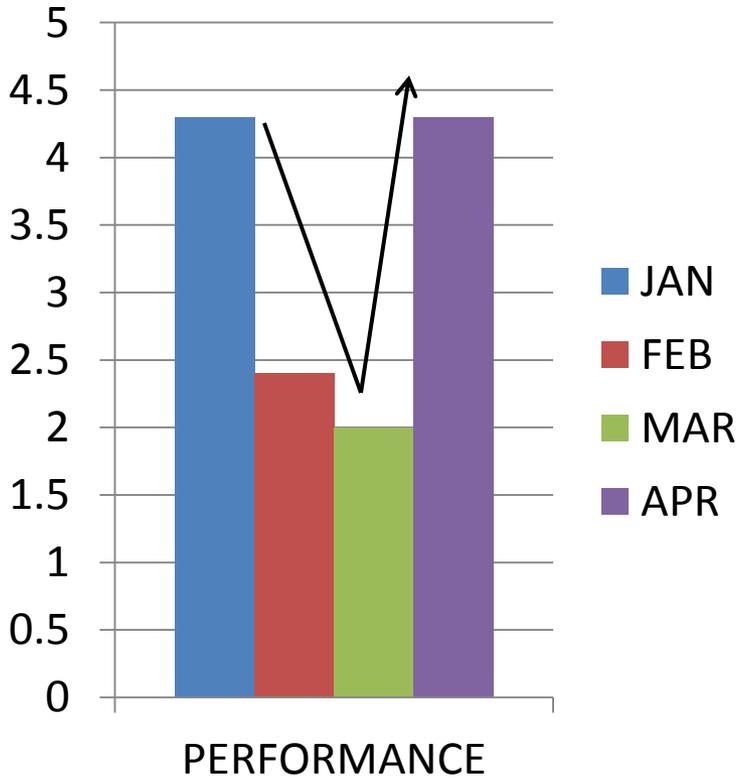
# “Exceptional”

(THE BIGGEST DIFFERENCE)

**Exceeds Expectations**



**Exceptional**





What does it mean to be.....

“EXCEPTIONAL”

*Continuously* and on a *regular basis*

far exceeds job requirements,  
standards or expectations



What does it mean to be.....

**“EXCEPTIONAL”**

High performance level is the  
“NORM” for the employee!



# PHASE III- Evaluation Consensus WHAT DOES THAT MEAN?



# Evaluation Consensus

The Consensus Recommendation Form must be completed through joint input and discussion.



# Evaluation Consensus

- First review and assess the Self-Evaluation Form thoroughly and completely individually. You will use your Supervisor Evaluation Form for this process.
- Do not discuss this portion of the assessment with your group members.



# Evaluation Consensus

- As a group, discuss each Job Competency to arrive with the Consensus Recommendation Level the employee will receive as a final score.



# Evaluation Consensus

- The Direct-Supervisor will fill out and lead the consensus evaluation process.
- It is important for each group member to be open-minded, so you are able to understand each other's rationale for assessing the respective Level.

# Evaluation Consensus

- The direct-supervisor of the employee will be the most influential in helping the group come to a Consensus Recommendation, because they will have the greatest first-hand knowledge of the individual's job performance.
- If a group cannot reach a Consensus Recommendation, the Self-Evaluation will be given to another group.



# QUESTIONS AND ANSWERS

