



Department of Employee Relations

Tom Barrett
Mayor

Maria Monteagudo
Director

Michael Brady
Employee Benefits Director

Troy M. Hamblin
Labor Negotiator

September 10, 2010

Fire and Police Commission
City Hall, Room 706A

Attention: Michael G. Tobin, Executive Director

Dear Commissioners:

Enclosed is a report concerning the reclassification of a position titled Fleet Maintenance Supervisor for distribution to each Commissioner, the Executive Director, and for other distribution as necessary.

Sincerely,

Maria Monteagudo
Director of Employee Relations

MM:fcw

Enclosures: Job Evaluation Report

C: Chief of Police Edward Flynn
Assistant Chief of Police Monica Ray
Chief of Staff Joel Plant
Valarie Williams
Pamela Roberts
Troy Hamblin

JOB EVALUATION REPORT

Fire and Police Commission Meeting Date: September 16, 2010

Department: Police

Present	Request	Recommendation
Fleet Maintenance Supervisor SG 05 (\$47,109 - \$65,957) Employee: James Bocek	Fleet Maintenance Manager SG 08 (\$57,028 - \$79,836)	Police Fleet Manager SG 07 (\$53,519 - \$74,922)
<p>Rationale: Considering the changes that have taken place in this position, the most important of which was assuming overall responsibility for the management of the Police Department's fleet with a budget of \$3.9M for repairs, equipment and vehicles, and responsibility for 28 employees, reclassification of this position is appropriate.</p>		

Action Required

In the Salary Ordinance, under Salary Grade 07 add the title "Police Fleet Manager" and under Salary Grade 05, delete the title "Fleet Maintenance Supervisor."

In the Positions Ordinance, under Police Department, Administration Bureau, Safety Division, Facilities Services Section, delete one position of "Fleet Maintenance Supervisor" and add one position of "Police Fleet Manager."

Background

The Milwaukee Police Department requested that the position of Fleet Maintenance Supervisor held by James Bocek, be evaluated to determine an appropriate pay level and job title. The original request, which was submitted in March of this year and later amended in May, stated the duties and responsibilities of this manager had increased by virtue of assuming "full responsibility for managing our department fleet . . . and would now play an active role in the procurement of police equipment and the installation." In studying this request, the staff reviewed documentation available for the position, including a revised job description written by the Police Department and a job analysis questionnaire completed by employee currently filling the job. In addition, the staff interviewed Mr. Bocek at his work site to gain detailed information about the job's duties and responsibilities and any changes that had occurred in job content.

Duties and Responsibilities

Working under the general direction of Assistant Chief of Police Monica Ray who has overall responsibility for several major functions in the Administration Bureau, the Fleet Maintenance Supervisor is responsible for overall management of the Police Department's fleet consisting of some 760 vehicles, about 70 of which are replaced each year. The Department's current budget for vehicles and equipment is approximately \$1.9 M; another \$1.6 M is budgeted for repairs. In carrying out these responsibilities, this position has responsibility for some 28 employees; oversees installation of some equipment in vehicles; procures vehicles and

equipment; oversees the inventory of vehicles and equipment; sets maintenance schedules; ensures that repairs are completed; monitors contracts with vendors for washes and oil changes; and reviews invoices from the Department of Public Works for repairs.

The types of vehicles that comprise the Police Department's fleet include:

- Marked vehicles
- Unmarked vehicles
- 2 mobile command units
- Bomb squad vehicle
- 55+ motorcycles
- A school bus
- 2 skid loaders
- 21 vans

Many companies and organizations employ fleet managers who are responsible for the acquisition, maintenance, and disposal of vehicles. A distinctive feature of fleet management in law enforcement is the extensive use of communications, information technology and safety systems that must be installed in vehicles. A state-of-the-art law police car typically includes radar; a wireless two-way radio; suspect transport enclosure; firearm locker; mobile data terminal; video camera; automatic license plate number recognition system; and a speed recording device separate from a radar device; safety systems including lights, flashers, and sirens; and pursuit termination devices. Some of these systems require specialized installation and all systems and devices require ongoing maintenance.

The major areas of responsibilities associated with this position are as follows:

- **Management of vehicle services**
- **Budgeting**
- **Vehicle maintenance**
- **Staff supervision**

Management of vehicle services, which is estimated to require approximately 60% of the position's time, includes the following:

- Procuring vehicles and equipment. This includes writing specifications for vehicles.
- Scheduling all repairs, which are performed by the Department of Public Works.
- Establishing vehicle availability.
- Maintaining and upgrading computerized vehicle equipment records.
- Communicating with contractors, vendors, manufacturers, and repair shop personnel.

Budget responsibilities include the following:

- Monitoring a \$1.9 M budget for equipment and \$1.6 M budget for vehicle repairs.
- Approving invoices for payment of new vehicles, emergency equipment, light bar sirens, all safety equipment installed in vehicles, tires, and car washes
- Reviews all invoices of repair costs submitted by the Department of Public Works

Vehicle maintenance duties include:

- Establishing and carrying out a maintenance schedule for all vehicles
- Monitoring contracts with vendors for car washes and oil changes,
- Overseeing the evaluation of the Department's fleet. This includes an annual evaluations all vehicles and equipment in a specified age group.
- Determining which vehicles and what equipment needs to be taken out of service and disposing of vehicles and equipment in an economical and timely manner
- Monitoring lubrications for the fleet; maintaining fuel storage tanks and allocating fuel for all Police District Stations.

Staff Supervision includes:

- Supervising the work of all day-shift personnel assigned to the garage, including Police Officers, Garage Attendants, Vehicle Service Assistants, Police Service Specialists, and Electronic Technician Assistants.
- Scheduling personnel
- Training staff on the installation of equipment and how to diagnose repairs needed
- Responds to first-step grievances

Other duties include:

- Working with Department personnel to maintain leased vehicles
- Warehousing confiscated vehicles
- Organizing the use of Department vehicles participating in authorized private events
- Working with committees to determine the equipment to be installed in vehicles
- Coordinating vehicle equipment and supplies with district Commanders
- Providing chauffeuring service for Police personnel, dignitaries, and guests, as required.

Knowledge, Skills, Abilities and Attributes (KSAs)

- Knowledge of all vehicle systems--engines, drive drains, electrical systems, bodies, frames, electrical systems, suspension systems, brakes, wheels, and tires.
- Ability to plan and prioritize work
- Knowledge of management principles and techniques
- Ability to train, supervise, coach, motivate, and if necessary, discipline employees
- Ability to schedule personnel effectively
- Ability to use standard office hardware and software
- Ability to establish and maintain good business relationships with many individuals inside and outside of the Police Department, including the command staff.
- Knowledge of bidding processes and requirements
- Ability to prepare and monitor budgets and expenses.
- Ability to prepare specifications for equipment and vehicles
- Ability to provide guidance to Electronic Technicians in installing equipment
- Ability to respond to changing work priorities
- Ability to respond to grievances
- Ability to audit invoices for repairs
- Ability to monitor contracts with vendors

Although the current job description states that the minimum requirements for the job are a high school diploma and five years of experience in fleet management, noting that a "degree in management or closely related field" is desirable, the job analysis indicates that minimum requirements of the position should be revised to reflect an increased level of responsibility and knowledge and skill required, as detailed below. It is not uncommon for the position of fleet manager to require a bachelor's degree in business or management. At the time this position becomes vacant and the Department wishes to recruit a new fleet manager, the Staffing Division of the Department of Employee Relations will analyze this job from a staffing perspective to identify the KSAs needed at time of hire and minimum requirements for the job.

Analysis

Beginning in the second quarter of this year, a number of changes took place that impacted this position. Before approximately the first quarter of 2010, the Fleet Maintenance Supervisor reported to the Buildings and Fleet Manager, SG 10, who had responsibility for all of the Department's facilities and its fleet. After the Buildings and Fleet Manager retired, the Fleet Maintenance Supervisor began reporting to an Assistant Chief of Police in charge of the Department's Administration Bureau.

As a result of the change, the Fleet Maintenance Supervisor's purchasing authority increased from a limit of \$2,000 to \$10,000. This higher level of purchasing authority allows the Fleet Maintenance Supervisor to independently obtain bids for services of less than \$10,000 directly from vendors and decide which vendor will be awarded a contract for services or goods. Much of the specialized equipment that is installed in Police vehicles is consequently purchased directly by the Fleet Maintenance Supervisor.

In addition, this position now has responsibility for creating specifications for vehicles and equipment, which the previous Buildings and Fleet Manager performed. Lastly, this position provides guidance to Electronic Assistant Technicians who install equipment in Police vehicles. These changes indicate that the position has now assumed a higher level of responsibility and requires a higher level of knowledge and skill.

It should be noted that the Fleet Maintenance Supervisor does not supervise or direct any personnel who are engaged in the repair of Police vehicles, which is somewhat unusual for a fleet manager. Repair work is instead performed by mechanics in the Department of Public Works (DPW) under the direction of Fleet Repair Supervisors. For that reason, one of the critical duties of the Fleet Maintenance Supervisor is to carefully review all of the repair invoices submitted by DPW for accuracy and consistency.

Although there is no direct comparison to the Fleet Services Supervisor, the positions of Fleet Supervisor II, SG 05, and Fleet Supervisor III, SG 07, in the Department of Public Works provide a point of reference. (The Fleet Operations Manager for the Department of Public Works, which has responsibility for all aspects of the City's fleet of vehicles, except many of the aspects of fleet management in the Police Department, is allocated to SG 13.)

Fleet Repair Supervisors II, SG 05, in the Department of Public Works function as a first-line supervisors for approximately 20 mechanics and other employees who repair light vehicles, such as cars and trucks or very large heavy-duty equipment such as garbage trucks, street sweepers, and construction equipment. Fleet Repair Supervisors III, SG 07 function as second-level managers for a function or operation. One Fleet Repair Supervisor III manages all light

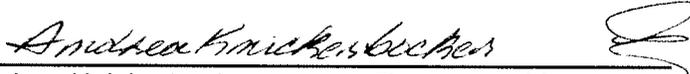
vehicle repairs on the first shift. The second manages repairs for heavy equipment on the first shift and the third Fleet Supervisor III managers all repairs for heavy equipment on the second shift.

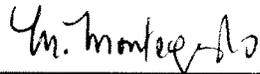
Considering the changes that have taken place in this position, the most important of which was assuming overall responsibility for the management of the Police Department's fleet with a budget of \$3.9M for repairs, equipment and vehicles, reclassification of this position is appropriate. We are therefore recommending that this position be reclassified to Salary Grade 07, equivalent to the Fleet Repair Supervisor III in DPW. This is considered a fiscally conservative recommendation. By way of comparison, data from salary.com indicates that the base salary for two-thirds of fleet managers in Milwaukee ranges from \$67,530 to \$92,664. It is further recommended that this position be retitled to Police Fleet Manager, SG 07.

Recommendation

It is recommended that the position of Fleet Maintenance Supervisor, SG 05 be reclassified to Police Fleet Manager, SG 07.

Prepared by: 
Laura Sutherland, Human Resources Representative

Reviewed by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Montegudo, Employee Relations Director