



Department of Employee Relations

**Tom Barrett**  
Mayor

**Maria Monteagudo**  
Director

**Michael Brady**  
Employee Benefits Director

**Deborah Ford**  
Labor Negotiator

February 15, 2016

Fire and Police Commission  
City Hall, Room 706A

Attention: MaryNell Regan, Executive Director

Dear Commissioners:

Enclosed are reports concerning the classification of an Athletic Trainer and the reclassification of the Health and Safety Officer in the Fire Department for distribution to each Commissioner, the Executive Director, and for other distribution as necessary.

Sincerely,

Maria Monteagudo  
Director of Employee Relations

MM:fcw

Enclosures: 2 Job Evaluation Reports

C: Fire Chief Mark Rohlfling, Assistant Fire Chief Gerard Washington, Battalion Chief Erich Roden, and Yvette Rowe



**JOB EVALUATION REPORT**

Fire and Police Commission Meeting Date: February 18, 2016

**FIRE DEPARTMENT**

Current	Request	Recommendation
New Position	Athletic Trainer/Injury Prevention Coach PR 2GX (\$51,469 - \$72,063)	Athletic Trainer PR 2EN (\$45,306 - \$63,426)

**Action Required**

In the Salary Ordinance, under Pay Range 2EN, add the title "Athletic Trainer."

In the Positions Ordinance, under the Fire Department, EMS/Training/Education Bureau Decision Unit, Health and Safety Division, delete one position of "Athletic Trainer/Injury Prevention Coach" and add one position of "Athletic Trainer."

**Background**

Chief Mark Rohlfing has requested the classification of this new position in the Fire Department. A new job description was reviewed for this position.

**Duties and Responsibilities**

The Athletic Trainer, working under the direction of the Fire Department's Health and Safety Coordinator, will coordinate and implement the Fire Department's Fitness/Injury Prevention Program, Injury Rehabilitation Program, and serve as the Department's liaison to the City of Milwaukee Employee Assistance Program (EAP). Specific duties and responsibilities are as follows:

- Collaborates with Health and Safety Officer (HSO) and Peer Fitness Trainers (PFTs) to create and conduct Department-wide injury fitness/injury prevention trainings and activities such as FIT Camps or Health and Fitness Classes. Develops and disseminates injury prevention exercise, movement, and media productions.
- Mentors and coordinates continuing education training for the MFD Peer Fitness Training Team.
- Manages and operates the Injured Firefighter Conditioning Program, developing rehabilitation packages specific to injured firefighters' needs for more efficient and comprehensive returns to health and duty.
- Assists the Health and Safety Officer with coordinating and presenting health and fitness seminars, primarily to groups within the Department.
- Coordinates firefighter fitness assessments and develops and maintains a confidential tracking system to record all fitness and injury prevention activities. Manages the day-to-day operations of the various fitness programs.
- Manages the fitness facilities at the Training Division for the Injured Firefighter Conditioning Program. Maintains exercise equipment inventory for the entire department.
- Assists the Health and Safety Officer with the development of fitness programs, phase progression for sworn personnel, MFD recruit and cadet programs, and civilian staff.
- Manages and operates the Fire Department's Orthopedic Urgent Care Program to assess minor orthopedic injuries with the goal of preventing further injury and losing time on the job; recommending corrective actions within the scope of an athletic trainer or referrals when care exceeds scope of practice.
- Sits on all Fire Department fitness committees, e.g., Fitness and Performance Steering Team.

- Visits firehouses, reviews firefighting operations and policies, and participates in ride-alongs to learn firefighting operations and culture and promote health, wellness, and fitness
- Works with academia and other community-based resources to develop injury prevention strategies. Acquires additional certifications to enhance the health, fitness, and injury rehabilitation programs.

The minimum qualifications for entry into the job, as stated on the description prepared by the Fire Department, are bachelor's degree in athletic training or kinesiology, or a certification in Strength and Conditioning Specialist Certificate (CSCS) and three years' experience coaching / training high school or college athletes, tactical athletes (e.g., military, fire, police), or sports medicine clients. These requirements have not been assessed for purposes of staffing.

This new position is the first and only athletic trainer in the City's employ. The following table provides salary information for athletic trainers in selected metropolitan areas in the Midwest.

Wages of Athletic Trainers in Selected Midwestern Metropolitan Areas  
Source: Bureau of Labor Statistics May 2014

Geographic Area	Annual Mean Wage	Relative Standard Error
Lansing Michigan	\$53,150	3.00%
Milwaukee Wisconsin	\$45,790	7.00%
Indianapolis Indiana	\$45,370	3.40%
Omaha Nebraska	\$44,820	5.80%
Chicago Illinois	\$43,330	5.80%
Des Moines Iowa	\$42,770	5.20%
Minneapolis Minnesota	\$42,420	5.20%
Detroit Michigan	\$42,110	5.00%
Average	\$44,970	

The table below provides salary data from ERI, a service to which Employee Relations subscribes. As may be seen, the salaries of athletic trainers are presented from three different data sets: a 50-mile radius of Milwaukee, Southeastern Wisconsin, and states in the upper Midwest defined as Illinois, Iowa, Wisconsin, and Minnesota.

ERI's Salary Assessor ®					
Athletic Trainer					
Area Name	10th Percentile	25th Percentile	ERI Survey Mean Annual	75th Percentile	90th Percentile
50-Mile Radius of Milwaukee	39,327	42,296	46,305	49,985	53,889
SE Wisconsin	38,904	41,800	45,744	49,334	53,113
Central Upper Midwest	39,158	42,072	45,988	49,576	53,382
Annualized Salary Trend: 2.5% (Adjustment: 0.21%)					
Data as of: 1/1/2016					
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There are also two major differences between the job of athletic trainer envisioned by the Fire Department and the job represented in these surveys. The requirements for the job, as stated by the Fire Department's description, include a bachelor's degree. Secondly, the position will be responsible for coordinating the work of 19 peer athletic trainers. These requirements do not exist for the athletic trainer represented in the survey data. In fact, two-thirds of

the jobs in the ERI survey do not require a bachelor's degree. Although it remains to be seen what the actual minimum requirements of the job will be, this survey data provides a benchmark from which a pay level may be established.

The Fire Department has requested that this job be established in pay range 2GX (\$51,469- \$72,063). When identifying related positions in City government, those in public health occupations are the most closely related to the position in terms of nature of work performed and minimum requirements. All professional public health positions in the Health Department require a minimum of a bachelor's degree to enter the job and many of these professionals are responsible for coordinating educational programs. The following job classifications indicate pay levels for these positions.

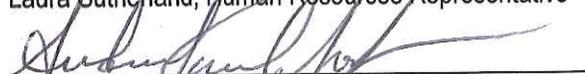
**Public Health Job Classifications in City Government**

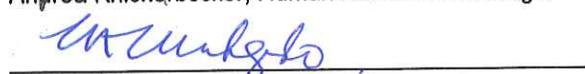
Title	Pay Range	Minimum	Maximum
Nurse Practitioner	2HN	\$58,157	\$76,806
Lead Microbiologist	2HN	\$61,356	\$76,806
Public Health Nurse Coordinator	2GN	\$56,234	\$72,063
Public Health Nurse 3	2FN	\$62,060	\$67,616
<b>Athletic Trainer Requested Pay Range</b>	<b>2FX</b>	<b>\$48,294</b>	<b>\$67,616</b>
Microbiologist III Virologist III	2FN	\$54,942	\$67,616
Public Health Nurse 2	2EN	\$55,696	\$63,427
Employee Assistance Coordinator	2EX	\$45,306	\$63,426
Health Project Coordinator-Childhood Wellness Health Project Coordinator-Violence Prevention	2EX	\$45,306	\$63,426
Public Health Nurse 1	2DN	\$53,044	\$59,498
Public Health Educator II	2CN	\$45,473	\$55,825
Public Health Educator I	2BN	\$41,025	\$52,391

The salary survey indicates that the going rate for an athletic trainer in Milwaukee is approximately \$46,000 annually. Considering the additional requirement of a bachelor's degree and responsibility for coordinating 19 peer fitness trainers, it is reasonable that the recommended rate of pay would be higher. Placement of the job in the Pay Range 2EN, at the same as Public Health Nurse 2 represents a comparable level of responsibility, education and experience.

It is therefore recommended that this position that this new position be classified as an Athletic Trainer and allocated to Pay Range 2EN (\$45,306 - \$63,426).

Prepared by:   
Laura Sutherland, Human Resources Representative

Reviewed by:   
Andrea Knickerbocker, Human Resources Manager

Reviewed by:   
Maria Monteagudo, Employee Relations Director

**JOB EVALUATION REPORT**

Fire and Police Commission Meeting: February 18, 2016

**FIRE DEPARTMENT**

Current	Request	Recommendation
Health and Safety Officer PR 2GX (\$51,469 - \$72,063)	Study of Position	Fire Health and Safety Manager PR 2IX (\$58,462 - \$81,844)
<p>Rationale: The scope of programmatic responsibilities associated with this position has increased since the time of its creation 10 years ago. Considering the fiscal and human impact of these health, safety, and risk reduction programs, it is recommended that the position be placed at a pay level commensurate with other high-level program managers.</p>		

**Action Required**

In the Salary Ordinance, under Pay Range 2GX, delete the title "Health and Safety Officer" and under Pay Range 2IX, add the title "Fire Health and Safety Manager".

In the Positions Ordinance, under Fire Department, EMS/Training/Education Bureau Decision Unit, Health and Safety Division, delete one position of "Health and Safety Officer" and add one position of "Fire Health and Safety Manager".

**Background**

In November of 2015, in a letter to your Commission, the Fire Chief Mark Rohlfing requested that the Health and Safety Officer be studied for an appropriate title and pay level based the expansion of the job in a number of areas. In studying this request, the following documents were reviewed: the Chief's correspondence to your Commission; the current description for the job; previous description of the job; and a job analysis questionnaire completed by the employee performing the job and reviewed by his immediate supervisor. The information presented in these documents was thorough and very detailed.

**Duties and Responsibilities**

The Health and Safety Officer manages all of the Fire Department's health, safety, and wellness programs. This is accomplished by managing and coordinating the work of two health and wellness teams, a 19-member Peer Support Team, 20 Peer Fitness Trainers, and an orthopedic services contractor. As of 2016, this Officer will supervise a new Athletic Trainer who will coordinate and perform the day-to-day work required of the Injured Firefighter Conditioning Program and Peer Fitness Training Program.

The major responsibilities of the job fall into the following areas:

- Occupational safety
- Health and wellness
- Program administration
- Liaison and outreach work

Occupational health and safety duties and responsibilities include conducting safety audits, investigating injuries, analyzing and reporting the results of investigations, ensuring local and national compliance with equipment, and maintaining data regarding injuries and safety efforts, and involvement with rehabilitation cases. The employee

performing the job plays a key role in working with the Worker's Compensation Section to ensure ongoing collaboration between all parties concerning Firefighters' injuries.

The health and wellness component of the job includes designing, implementing, and managing all programs regarding health, wellness, Firefighter fitness, and injury prevention. The Health and Safety Officer manages and coordinates the Wellness Fitness Initiative, a widely recognized national health and wellness program for the Fire service that includes Firefighter fitness, annual medical evaluations, a Peer Support/Critical Incident Stress Management Program, firefighter injury rehabilitation and case management, health education, and data management.

Liaison and outreach work requires communicating and coordinating information and activities with Local 215 of the International Association of Firefighters and other City agencies. The employee performing the job also assists other governmental agencies in developing and operating occupational safety programs, makes presentations at conferences related to Firefighter health, wellness, and safety, and represents the Milwaukee Fire Department on community-based boards and task forces.

The Wellness Program includes all activities related to physical and mental health, fitness, injury rehabilitation and case management, and health education for all members of the Fire Department

The job description created by the Fire Department states that the position requires a bachelor's degree in health administration, public health, business administration or closely related area, a minimum of minimum of four years of experience in employee safety, accident prevention, health and wellness administration and/or injury rehabilitation. It also states that four additional years of work experience are desirable. These requirements represent the Fire Department's assessment of the minimum requirements of the job but they have not been assessed for purposes of staffing.

This job was created and filled in 2006. Since that time, its duties and responsibilities have expanded significantly and now include the following responsibilities:

- Managing and coordinating two health and wellness teams comprised of 39 employees
- Training and supervising 19 Peer Fitness Trainers
- Developing policies, processes, and protocols for health and wellness programs
- Developing and managing an annual budget of approximately \$425,000
- Monitoring the work of contractors
- Coordinating annual physical examinations of Firefighters
- Managing the injury rehabilitation program for Firefighters

### **Analysis and Comparisons**

The job analysis indicates that the scope of health, wellness and safety initiatives managed by this position has increased significantly during the last 10 years. The level of responsibility for program development and administration, outreach, and fiscal administration has therefore increased significantly. In addition, the knowledge and skill required to perform the work, particularly in these same areas as well as contacts with others inside and outside of City government. In essence, the job has changed from that of a health and safety officer to a health and wellness program manager with responsibility for occupational safety, including an injury rehabilitation program in a department with a firefighting force of approximately 850.

We were not able to locate comparative salary survey data for this position, but from an internal perspective, the nature of work performed by this job is related to positions in City government with responsibility for the

management/coordination of public health programs, occupational safety, and risk management. Positions with similar levels of programmatic responsibility include:

Department	Title	PR	Minimum	Maximum
DER	Workers Compensation and Safety Manager	1IX	\$75,478	\$105,669
DER	Fiscal and Risk Manager	2KX	\$66,435	\$93,010
Health	Home Environmental Health Manager	1FX	\$62,338	\$87,270
Health	Violence Prevention Research Coordinator	1FX	\$62,338	\$87,270
Health	Public Health Laboratory Operations Manager	1EX	\$58,462	\$81,844
Health	Men's Health Manager	1DX	\$54,865	\$76,806
Health	Consumer Environmental Health Supervisor	1DX	\$54,865	\$76,806
Health	Family and Community Wellness Manager	1DX	\$54,865	\$76,806
DPW	Safety Supervisor	1CX	\$51,469	\$72,063
DPW	Safety Specialist-Senior	2CN	\$45,306	\$63,426

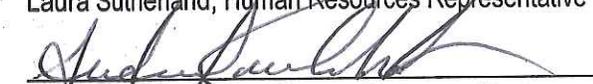
For the most part, public health program managers are grouped in PR 1DX (\$54,865-\$76,806) and public health division managers in PR 1FX (\$62,338-\$87,270). The Safety Supervisor for the Department of Public Works, is in PR 1CX (\$51,469-\$72,063), and a Fiscal and Risk Manager in Employee Relations is allocated to PR 2KX (\$66,435-\$93,010).

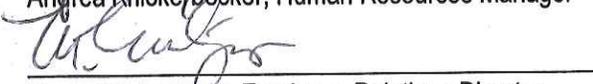
The position under study is currently allocated to PR 2GX (\$51,469-72,063). The programs managed by this Officer impact a workforce of some 850 sworn firefighting personnel who provide emergency medical services, firefighting, and community education and outreach. Firefighters must maintain a level of physical fitness to perform their jobs safely and effectively and prevent injuries. When one considers worker's compensation, medical costs, sick leave pay, and short and long-term disability pay, the financial impact of time lost from the job due to workplace injuries and chronic health conditions can be significant. When injuries occur, it is in the best interest of the employer and employees to work together to rehabilitate those injured so they can return to work as soon as possible once their rehabilitation has been completed. Likewise, it is in the best interest of the employer to promote health and wellness programs for employees.

Considering the potential fiscal impact and human impact of the programs managed by the position under study and the significant growth in the scope of these programs during the past 10 years, reclassification of the position to a higher level is appropriate. Considering other related positions in City government, as illustrated in the above tables, this report recommends placement in Pay Range 1EX (\$58,462) which places the position higher than the public health program managers but lower than the public health division managers.

In terms of the position's job title, it appears that the Health and Safety Officer is a recognized title in the firefighting profession. It is therefore recommended that words "Health and Safety" be retained and the position be reclassified to Fire Health and Safety Manager in Pay Range 2IX (\$58,462-\$81,844).

Prepared by:   
 Laura Sutherland, Human Resources Representative

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 Maria Monteagudo, Employee Relations Director