



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 three new positions of Inspector of Police and the reclassification of Information Systems Manager - MPD and the reorganization of the Police Telecommunicator and Police Dispatcher positions for the Police 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: 3 Job Evaluation Reports

C: Chief of Police Edward Flynn, Chief of Staff Joel Plant, Assistant Chief Carianne Yerkes, Inspector Terrance Gordon, Lieutenant Michele Graham, Captain Andra Williams, Chuck Burki, Pamela Roberts, Katrina Whittle, Bryan Rynders, and Dan Rotar





Department of Employee Relations

Tom Barrett
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Deborah Ford
Labor Negotiator

February 17, 2016

Fire and Police Commissioners
City Hall, Room 706A

Attention: MaryNell Regan, Executive Director



Dear Commissioners:

One of the classification reports before your commission at the February 18, 2016 meeting includes creation of an Emergency Communications Operator job series in the Police Department Technical Communications Division. With the approval of these recommendations by your commission, the Finance and Personnel Committee and the Common Council; employees in the current titles of Police Telecommunicator, Lead Police Telecommunicator, and Police Dispatcher would then be promoted into a new title in the Emergency Communications Operator series.

According to the Fire and Police Commission Rule XI, Section 7A, employees promoted to a higher level title are to serve a probationary period of one year. However, because these employees will continue to perform essentially the same duties and responsibilities in a new title, we request that your commission specify that these employees not serve a new probationary period.

Any employees appointed or promoted to an Emergency Communications Operator title at a future time that is not connected with the implementation of this report would serve the one year probationary period.

Sincerely,


Maria Monteagudo
Employee Relations Director

C: Chief of Police Edward Flynn, Chief of Staff Joel Plant, Assistant Chief Carianne Yerkes, Inspector Terrance Gordon, Captain Andra Williams, Human Resources Specialist Pamela Roberts, Human Resources Analyst-Senior Katrina Whitley



JOB EVALUATION REPORT

Fire and Police Commission Meeting Date: February 18, 2016Department: Police

Current	Request	Recommendation
Three New Positions	Inspector of Police Pay Range 4QX (\$85,757 - \$120,064)	Inspector of Police Pay Range 4QX (\$85,757 - \$120,064)

The Police Chief, Edward Flynn, has requested classification of three new positions being proposed for creation at the February 24, 2016 Finance and Personnel Committee meeting. The Police Chief wishes to have these three positions created as part of the new reorganization of the Police Department that was submitted and approved by the Fire and Police Commission at the February 4, 2016 meeting. A new job description was provided for these positions and discussions were held with Pamela Roberts, Human Resources Specialist.

The basic function of these three positions is to be responsible for the oversight of all operations of the Department and have complete charge of the Department during those hours when the command staff is not on duty; ensure the efficient and effective operation of the Department in the delivery of services by exacting compliance with all rules, regulations, and standard operating procedures; ensure adherence to all orders and directives of the Chief of Police; and ensure the maintenance of the general good order of the Department through constant oversight of all its operations. The specific duties and responsibilities include the following:

- Ensure that the basic police functions of protecting lives and property; suppressing criminal activity; enforcing all laws, ordinance, and traffic regulations; and maintaining public peace are efficiently and effectively carried out.
- Exact compliance with all rules, regulations, standard operating procedures, and directives and orders of the Chief of Police.
- Maintain proper discipline throughout the Department; conduct line inspections and take corrective action where deficiencies are noted.
- Supervise all major occurrences and ensure that prescribed procedures are adhered to and that all personnel perform their duties in a proper manner.
- Inform the Assistant Chief of Police of all major occurrences and other incidents of significance.
- Inspect staffing levels of all operating units and take corrective action where deficiencies are noted.
- Monitor the response to calls for police service to ensure a timely response and proper disposition.
- As assigned by the Assistant Chief attend meetings with other agencies and citizen groups, oversee the management of Captains of Police and their subordinates, act as a project manager for various projects; and perform all other duties as assigned.
- Perform other duties as may be assigned by the Chief of Police.
- Act as the deputy bureau commander to the Assistant Chief of the Neighborhood Patrol Bureau, Assistant Chief of the Investigations and Intelligence Bureau, or the Assistant Chief of the Risk Management Bureau when needed
- Perform the duties of the Assistant Chief in their absence in an acting capacity.
- Perform staff inspections and audits; and work with the Inspection Division to conduct auditing functions.

The new reorganization includes the establishment of a Staff and Line inspection function under Risk Management. These three new positions will assist with this function and provide nighttime and daytime inspections and have general oversight responsibilities for the full Department during those hours when the command staff is not on duty. They will all be located in the Risk Management Bureau and will report to the Assistant Chief of Police of the Risk Management Bureau.

With the new reorganization the three current positions of Inspector of Police will each serve as a Deputy Bureau Commander for the Bureaus of Neighborhood Patrol, Investigations and Intelligence, and Risk Management. They will continue to have substantial supervisory and oversight responsibilities within their assigned Bureau.

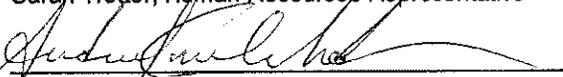
Although the focus is different for the current and new positions of Inspector of Police they all have substantial supervisory and oversight responsibilities and are comparable in level. We therefore recommend these three new positions be classified as "Inspector of Police (1)" in Pay Range 4QX (\$85,757 - 120,064). Please note that footnote "(1)" provides that "Recruitment may be at any rate in the pay range with the approval of the Employee Relations Director and the Chair of the Committee on Finance and Personnel."

Prepared by:



Sarah Trotter, 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

POLICE DEPARTMENT

Current	Request	Recommendation
Information Systems Manager- Milwaukee Police Department PR 2LX (\$70,827 - \$99,154)	Study of Position	Information Services Manager- Milwaukee Police Department PR 1IX (\$75,478 - \$105,669) FN: Recruitment may be at any rate in the pay range with the approval of DER and the Chair of the Committee on Finance and Personnel.

Action Required

In the Salary Ordinance, under Pay Range 2LX, delete the title "Information Systems Manager – Milwaukee Police Department" and under Pay Range 1IX, add the title "Information Services Manager – Milwaukee Police Department (2)" with footnote designation "2" attached.

In the Positions Ordinance, under the Police Department, Administration Decision Unit, Information Technology Division, delete one position of "Information Systems Manager – MPD" and add one position of "Information Services Manager – Milwaukee Police Department".

Background

The Department of Employee Relations has received a request from Chief of Police Edward A. Flynn to study for proper classification the position of Information Systems Manager-Milwaukee Police Department. The department has submitted a revised job description for this position and discussions were held with Police Information Systems Director Chuck Burki and Human Resources Specialist Pamela Roberts.

Duties Responsibilities and Requirements

Reporting to the Police information Systems Director, this manager will ensure the effective and efficient day-to-day operation of the Police Department's network, client servers, databases, and equipment, which includes managing the IT staff, and work with the Director to research, develop, implement, and support cost-effective technology solutions for all aspects of the department. Duties, responsibilities and requirements include:

Operational Management

- Manage operations staffing, including recruitment, supervision, scheduling, development, evaluation, and disciplinary actions.
- Ensure the efficient utilization of IT resources – including personnel and equipment – across the organization
- Approve purchase of equipment and supplies in order to meet operational requirements of the business.
- Oversee all reports and documentation related to network and systems operations.
- Develop maintenance schedules for network and systems equipment.
- Manage the deployment, monitoring, maintenance, development, upgrade, and support of IT systems, including networks, data centers, servers, PCs, operating systems, and associated hardware.

- Develop and implement all functional policies and procedures, including those for network architecture, standards, purchasing, and service provision.
- Manage operations staffing, including recruitment, supervision, scheduling, development, evaluation, and disciplinary actions.
- Practice asset management for IT hardware, software, and equipment.

Strategy and Planning

- Lead Police IT operational planning and projects, and organize and negotiate the allocation of IT resources.
- Work with stakeholders to define business and systems requirements for new technology implementations.
- Conduct system feasibility studies and testing.
- Develop business case justifications and cost/benefit analyses for IT spending and initiatives.
- Analyze existing operations and make recommendations for the improvement and growth of the network infrastructure and IT systems.

Acquisition and Deployment

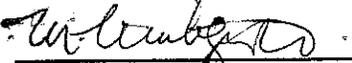
- Manage the deployment, monitoring, maintenance, development, upgrade, and support of IT systems, including networks, servers, PCs, operating systems, and associated hardware.
- Analyze existing operations and make recommendations for the improvement and growth of the network infrastructure and IT systems.
- Conduct research and remain current with the latest technologies and solutions in support of procurement efforts.
- Develop requests for proposal.

The minimum requirements recommended by department include a Bachelor's degree in information or computer science and five years of progressively responsible work experience.

Due to the fact that this position will now manage a staff of information technology employees and also have responsibility for strategy and long-term planning, it is recommended that the pay level of the position be placed in the appropriate section of the Salary Ordinance, with other supervisors and managers, and its pay level established in Pay Range 1IX (\$75,478 - \$105,669). This is the same pay level as that of the Enterprise Resource Planning Manager in the Information Technology Management Division. This high-level manager has responsibility for the planning (including upgrades), development, implementation and extensions of all City-wide financial and human resources systems and related modules with a staff of information technology professionals. In order to enhance recruitment for the position, it is also recommended that the Police Department have the authority to recruit (hire) a new employee at any rate in the range, contingent upon the prior approval of the Employee Relations Director and Chairperson of the Finance and Personnel Committee.

Prepared by: 
Laura Sutherland, Human Resources Representative

Prepared by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo, Employee Relations Director

Job Evaluation Report

Fire and Police Commission Meeting: February 18, 2016

Summary

This report recommends the creation of two new civilian job classifications of Emergency Communications Operator I and Emergency Communications Operator II in the Technical Communications Division of the Milwaukee Police Department (MPD) in lieu of the current classifications of Police Telecommunicator and Police Dispatcher. The report also recommends changing the designation of these positions from Section 6 "Clerical" to Section 5 "Paraprofessional" and placing them in the corresponding pay ranges of the Salary Ordinance as described below.

The consolidation of the Telecommunicator and Dispatcher classifications and the implementation of rates of pay that are closer to the relevant labor market will help the MPD address recruitment and retention problems experienced over the last several years. The creation of the Emergency Communications Operator family will establish the foundation for a more flexible and cross-trained workforce that can be assigned to broader roles and responsibilities based on the actual needs of this critical public safety function performed by civilian employees. This staffing model will allow the MPD to better manage fluctuating workload and staffing levels throughout the year.

It is anticipated that changes to the minimum experience and skills requirements at time of hire and examination processes that measure dimensions such as ability to learn and apply information, situational judgment, and ability to reason will help the Fire and Police Commission and the MPD hire highly qualified individuals who can successfully complete all pre-employment requirements, including the background check and transition into the new Emergency Communications Operator roles with minimum difficulty.

The report also recommends assessing the appropriateness of the current chain of command structure and the opportunity to fund and create entry level civilian supervisory positions to provide direct oversight to these positions as well as potential career paths for individuals with leadership potential.

Current						Proposed					
#	Title	PR	Min	Prob. Incr.	Max	#	Title	PR	Min	Prob. Incr.	Max
55	Police Dispatcher	6NN	41,688	43,147	49,249	133	Emergency Communications Operator II (ECO II)	5IN	46,347	47,969	55,825
6	Lead Police Telecommunicator	6IN	41,141		43,335	10 Aux	Footnote: Additional 5% for leadworker, curriculum development, classroom, or peer training duties Footnote: Appointment at any rate in the range based upon related emergency communications experience and credentials with the approval of Employee Relations.				
72	Police Telecommunicator	6GN	36,252	37,521	39,943		Emergency Communications Operator I (ECO I) Footnote: Additional 5% for curriculum development, classroom, or peer training duties Footnote: Appointment at any rate in the range based upon related emergency communications experience and credentials with the approval of Employee Relations	5EN	40,501	41,918	46,724

Background

Based upon a request from the Milwaukee Police Department, the Department of Employee Relations (DER) has reviewed and studied a number of issues related to the civilian jobs of Police Telecommunicator, Lead Telecommunicator, and Police Dispatcher in the Technical Communications Division of the MPD. Over the last several years, the Fire and Police Commission and the Police Department have experienced significant difficulty attracting and retaining candidates for these critical positions. Since 2010 a total of 42 resignations and 5 voluntary demotions have impacted workload demands for current employees, creating challenging working conditions for positions that by design deal with high levels of intensity and stressful conditions.

While the initial review of these positions encompassed pay as the central issue impacting recruitment and retention challenges, other issues related to the staffing model, organization structure, chain of command, minimum job requirements, pay progression and career advancement were also reviewed as they clearly have a direct impact on the department's ability to staff these emergency communication positions as well as the ability to provide effective emergency communication services to the community.

Current Environment

The current staffing model employed in the Technical Communications Division includes the following job classifications, authorized number of positions, and pay ranges.

Authorized Positions	Title	Pay Range	Minimum	Probationary Increment	Maximum
1	Emergency Communications Manager	11X	\$75,478		\$105,669
2	Police Lieutenant	4L-836	\$84,442		\$91,123
9	Police Sergeant	4G-831	\$75,127		\$80,941
1	Telecommunications Supervisor	1CX	\$51,469		\$72,063
4	Police Alarm Operator*	4C-804	\$64,744		\$68,885
2	Telecommunications Specialist	2FX	\$48,294		\$67,616
55	Police Dispatcher	6NN	\$41,688	\$43,147**	\$49,249
6	Lead Police Telecommunicator	6IN	\$41,141		\$43,335
72	Police Telecommunicator	6GN	\$36,252	\$37,521**	\$39,943

* To be administratively reclassified to Police Dispatcher when vacant.

** Rate achieved after newly hired employees successfully complete probation.

The duties and responsibilities of the emergency communications civilian positions are summarized below. It is important to recognize that the Technical Communication Division currently employs two groups of civilian employees performing separate and distinct jobs that are highly interrelated.

Police Telecommunicators answer and process all categories of incoming emergency and non-emergency telephone calls for police service. They prioritize calls, transfer calls to the Fire Department, Sheriff's Department, or other agencies, provide suggested resources in the case of non-emergency calls, and maintain communication with callers, if necessary, during emergencies, and forward emergency calls and requests for service to Police Dispatchers. They use a computer-aided dispatch system, telephone, and computer in triaging a volume of approximately 1,000,000 emergency and nonemergency calls per year. The current minimum requirements for the job of Police Telecommunicator include two years of high-intensity customer contact or telephone work, basic computer proficiency, the ability to type 30 WPM, and the ability to clearly speak and understand English.

Lead Police Telecommunicators serve as lead workers by assisting in the management of operations during a shift including training, troubleshooting, and directing the work of other telecommunicators. The current minimum requirement for the job of Lead Police Telecommunicator includes two years of experience successfully performing the work of a Police Telecommunicator.

Police Dispatchers assign/dispatch police units to emergencies using a computer-aided dispatching system, radio, and telephone. This requires judgment regarding the significance of requests and the assignment of an appropriate

level of police resources. When Police Officers respond to a call, Dispatchers assist the Officers by providing as much detailed information as possible about the incident and record all the movements and activities of the unit in real time. The current requirements for the job of Police Dispatcher are six months of experience as a fire, police or ambulance dispatcher or protective service telecommunicator or two years of experience of high-intensity telephone work; basic computer skills and the ability to type 30 WPM.

(Note: The City's desire to civilianize dispatch functions performed by Police Officers filling Police Alarm Operator positions in 1999 resulted in years of litigation. A final agreement approved by the Common Council (File#040478) in 2004 preserved the City's ability to hire civilian dispatchers for these positions instead of Police Alarm Operators represented by the MPA and the ability to change the remaining Police Alarm Operators to civilian positions through attrition. There are 4 remaining Police Alarm Operators left in the Division who continue to be represented by the MPA.

In order to understand the complexity of the jobs and the knowledge, skills and abilities required to perform the work, staff from DER met with 24 employees from all three civilian classifications at their worksite. The purpose of these interviews was to obtain first-hand information regarding the duties and responsibilities of the jobs, how the jobs had changed, and employees' perspective on job requirements, training, pay, and the work environment. During these discussions, detailed descriptions of the jobs and the section's extensive procedures and policies manual (standard operating procedures) were reviewed. Discussions were also held with command staff in the area, including Sergeants, Lieutenants, and the Captain.

The Captain of Police is the commanding officer of all operations associated with emergency communications and related work, subject to orders of the Assistant Chief of central command and Chief of Police. This includes all staff, operating procedures, technology, equipment, and materials. The Captain is responsible for the proper design, installation, maintenance and operation of all equipment assigned to the area, observance of all applicable rules and regulations of the Department and Federal Communications Commission; preparation of budget estimates and requisition of services, supplies and materials; preparation of specifications for equipment, and the preparation of all communications required by the Department of the Federal Communications Commission. It should also be noted that the Police Department is currently recruiting for a new civilian Emergency Communications Manager to take on this role in the division.

Police Sergeants assist perform administrative work, such as scheduling personnel, and also assist Dispatchers and Telecommunicators by providing answers to procedural and policy questions and obtaining resources needed. Lieutenants function as shift commanders, assisting the staff as required, especially in obtaining police resources for Dispatchers.

The following themes and issues emerged as critical in defining the current environment from discussions with employees and command staff. They have been categorized by area to help present the challenge and identify potential solutions:

Staffing Model and Minimum Requirements

- The current staffing model does not support a flexible and cross-trained workforce able or willing to handle both functions- the intake and processing of emergency calls and the dispatch of officers and resources to respond to emergencies. During periods of high call volume, employees and to some extent sworn personnel are unable to function as back up, either because they have not been trained or because they don't have the experience. This staffing model compromises management's ability to adequately staff the emergency communications function.
- The minimum requirements for these positions fail to recognize the complexity associated with the stresses of processing and responding to high volume, high intensity, emergency calls while recording, analyzing information and adhering to standard protocols that may vary by district per instructions from the respective commanders. New hires need to have relevant experience and skills to be able to handle emergency communications. Customer service, while an important and relevant experience requirement, should be considered along with other requirements including: the ability to multi-task, ability to prioritize tasks based on level of urgency, conflict resolution and communications skills during periods of stress. The high turnover rate of individuals within their first couple of

years of employment seems to be an indication that the screening and the testing used to hire individuals for these positions may not be adequate in producing the caliber of employee needed.

Scope of Work

- The duties and responsibilities of Police Telecommunicators have increased in complexity and difficulty since first established due to the volume of calls and severity of issues associated with calls. Training in the areas of critical incidents, stress management, mental illness, domestic violence awareness, and criminal law has become essential in preparing these individuals to tackle the demands of their jobs. The ability of employees to receive the needed training is reduced with high vacancy rates as they are required to staff multiple shifts leaving limited time for training and development.
- The duties and responsibilities of Police Dispatcher are more demanding and complex due to changes in technology, autonomy of individual police districts in setting different dispatch protocols, limited police resources, and staff vacancies. At one time, two Police Dispatchers could be dedicated to a particular emergency call if needed. At present, one Police Dispatcher deals with one call. The City of Chicago assigns two dispatchers to one call. There is a benefit to having the flexibility for two Dispatchers to work on one call as a dispatcher must simultaneously receive, process, and respond both verbally and in writing. This is particularly the case when a police response to a situation becomes more complicated, involving multiple parties and actions.

Oversight Structure

- Sworn supervisors overseeing the work of civilian emergency communications staff has resulted in a management structure that lacks the experience and ability to perform the ground work in cases of emergencies during unexpected and unanticipated absences or during periods of high volume. While sworn guidance and direction is an essential component of a successful emergency communication program, the ability to step in and do the actual work as needed is limited under the current environment.
- Lead Telecommunicators are currently providing guidance, direction, and oversight to Telecommunicators in addition to training. These functions, especially the ones that deal with performance or behavior management issues, should be handled by supervisory personnel.
- The frequent rotation of sworn personnel and command staff in and out of the Technical Communications Division has resulted in limited institutional knowledge of emergency communications and the demands and challenges of these critical civilian positions. A comprehensive analysis of the challenges and opportunities associated with improving work processes and staffing models becomes difficult when a significant amount of time has to be devoted to learning the job and understanding the nature and complexity of the operations.

Vacancy Rates and Working Conditions

- There are 26 Police Telecommunicator vacancies, 3 Lead Police Telecommunicator vacancies, and 6 Dispatcher vacancies. Employees are extremely concerned about the working conditions that require them to work double shifts with limited advance notice and the mandatory work schedules imposed during planned absences of other staff members. While employees understand that the ability to work unpredictable hours may be a requirement of the job, this occurrence is happening more regularly given vacancy rates. These extra hours may or may not result in overtime hours given current overtime provisions of the Milwaukee Code.
- The large number of vacancies has also impacted the ability of the employees to take breaks during shifts, take earned vacation or attend training.

Rates of Pay

- The erosion of wages during the last ten years has been a central factor in the City' ability to recruit and retain qualified employees, resulting in more vacancies, longer work hours, and low morale. These positions were formerly represented by ALEASP. Wages from 2007 through 2012 were frozen because of the lack of a voluntary settlement

for the 2007-2009 period and the enactment of Wisconsin Act 10. The employees' frustration is further exacerbated by the continued salary increases received by sworn personnel within the Technical Communications Division.

- Dispatchers expressed frustration with the rates of pay of 4 Police Alarm Operator positions (scheduled to be converted to civilian positions based on attrition) in contrast to their compensation level. Some Dispatchers indicated feel that the salary of Dispatchers should be closer to the salary of those employees currently holding Police Alarm Operator positions.
- There is currently limited to no incentive for employees to agree to develop training curriculum or perform classroom or peer to peer training. The current footnote provides for Communications Training Pay (CTP) of \$.65 per hour for on-the-job training. However this amount is not added to the employee's base salary and it is not pensionable.

Analysis and Recommendations

An understanding of the workflow and the infrastructure necessary to effectively process emergency communications requires a workforce that is highly skilled, cross-trained, and flexible. The nature of the operations and the exposure to sensitive situations under high levels of stress require employees who feel valued, appreciated, and motivated.

In order to create the foundation that will allow the FPC and the MPD to move to this organizational structure and staffing model, this report recommends creating a new Emergency Communications Operator (ECO) job series consisting of Emergency Communications Operator I (ECO I) and Emergency Communications Operator II (ECO II) and reclassifying current Police Telecommunicator and Dispatcher positions as illustrated in the following table.

Current	Recommended
Police Dispatcher	Emergency Communications Operator II (ECO II) With an additional task rate available for employees with lead worker, curriculum development, classroom, or peer training duties and responsibilities.
Lead Police Telecommunicator	
Police Telecommunicator	Emergency Communications Operator I (ECO I) With an additional task rate available for employees with curriculum development, classroom, or peer training duties and responsibilities.

This report further recommends that all positions be established at the Emergency Communications Operator II level to allow for significant flexibility for MPD to assign staff to perform all emergency communication functions based on demonstrated competency and skill. Consequently, as business needs dictate, employees will only achieve the recommended ECO II level, when they demonstrate competency in the performance of all emergency communications functions and are available to perform them as determined by the MPD. Placement of current Telecommunicators into the Emergency Communicator Operator series will be determined by the MPD in consultation with DER and the FPC based on actual work performed and level of proficiency. It is important to recognize that although all positions will be authorized at the Emergency Communications Operator II level, placement into that level will not be automatic.

In determining the rates of pay for the Emergency Communications Operator I and II levels, DER reviewed internal equity and external competitiveness factors. The recommended rates of pay for these positions are consequently based upon an evaluation of the relative worth of these jobs based upon the factors of knowledge/skill, responsibility exercised, and working conditions in comparison to other City of Milwaukee classifications and the rates of pay for emergency communications personnel in the relevant labor market.

The recommended rates for the new Emergency Communications Operator positions are presented below.

Current						Proposed					
#	Title	PR	Min	Prob. Incr.	Max	#	Title	PR	Min	Prob. Incr.	Max
55	Police Dispatcher	6NN	41,688	43,147	49,249	133	Emergency Communications Operator II (ECO II)	5IN	46,347	47,969	55,825
6	Lead Police Telecommunicator	6IN	41,141		43,335	10 Aux	Footnote: Additional 5% for leadworker, curriculum development, classroom, or peer training duties Footnote: Appointment at any rate in the range based upon related emergency communications experience and credentials with the approval of Employee Relations.				
72	Police Telecommunicator	6GN	36,252	37,521	39,943		Emergency Communications Operator I (ECO I) Footnote: Additional 5% for curriculum development, classroom, or peer training duties Footnote: Appointment at any rate in the range based upon related emergency communications experience and credentials with the approval of Employee Relations	5EN	40,501	41,918	46,724

Within the City of Milwaukee classification and pay structure, the recommended ECO I level is consistent with the highest level of the Personnel Payroll Assistant series, the Tow Lot Assistant IV classification in the Department of Public Works, and the Police Records Specialist III and Police Services Specialist-Investigator classifications within the MPD. The recommended level for ECO II is comparable to the highest level of the Program Assistant series. Furthermore a new pay range maximum of \$55,825 is equivalent to that of professional level positions (requiring formal degrees) including Accountants, Chemists, and Librarians in the City of Milwaukee. The labor market data used in arriving at the recommended rates is presented below:

Proposed Emergency Communications Operator I and II Rates of Pay
Compared to Similar Positions in Southeastern Wisconsin

Municipality	Effective Date	Range Minimum	Range Maximum
City of Waukesha*	January, 2016	\$51,334	\$58,760
City of Wauwatosa	January, 2016	\$43,326	\$58,056
City of Milwaukee-Emergency Communications Operator II	Proposed	\$46,347	\$55,825
Dane County	November, 2014	\$46,613	\$51,210
City of Milwaukee-Emergency Communications Operator I	Proposed	\$40,501	\$46,724
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

*A new pay plan has been proposed for the City of Waukesha for 2017 creating a single rate of pay of \$51,334 for communicators/dispatcher.

**Rates shown are for West Allis residents. Non-resident rate is 2% less. Trainees earn about \$11/hour with no benefits.

There does not appear to be a predominant one model or best practice in terms of the number of different job classifications in an emergency communications operation. In some jurisdictions, particularly smaller operations, the job of telecommunicator and dispatcher are combined into one job. In cities, a notable one being the City of Chicago, the two jobs are separate.

The recommended rates will significantly increase the City's ability to compete for qualified personnel at time of hire. DER is also recommending adding a footnote to the Salary Ordinance that allows appointment anywhere in the range with DER approval based on prior emergency communication experience. This will serve as an incentive for experienced personnel to apply for Milwaukee positions as they will not have to start at the minimum of the pay range and may be eligible to receive a salary increase as a result of the appointment. The addition of a footnote increasing base pay by 5% when directed to perform lead worker related duties, including curriculum development, classroom or peer training duties will provide a significant incentive for employees to engage in these lead worker activities until a different oversight and supervisory structure is available.

In addition, DER has discussed the need for stronger civilian oversight and the development of formal career paths for the Technical Communications Division within MPD with the Budget and Management Division. Although outside the scope of the classification review, we believe that the City should explore the creation of a first line civilian supervisory level with positions that are primarily responsible for overseeing and directing the day to day activities of all Emergency Communications Operators including performance management and training instead of relying on lead workers or inexperienced sworn personnel to provide this oversight. This first line supervisory level would also represent a viable career path for Emergency Communications Operators who wish to advance to positions of leadership within this field either within MPD or create advancement opportunities for experienced emergency communications personnel from other jurisdictions. The MPD should task the recently created Emergency Communications Manager with the development and implementation of a plan to integrate a continuing sworn presence with a new civilian command structure for this Division. Such model could increase the stability in the command structure, increase the knowledge base of the command staff, and enhance the career opportunities for emergency communications operators.

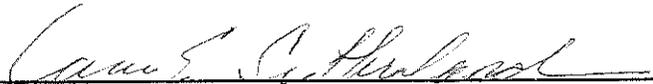
DER is also recommending the development of a career ladder for the new Emergency Communications Operator classifications given the significant amount of resources and credentials readily available through the Association of Public Safety Communication Officials (APCO) and the National Emergency Number Association (NENA). Recommendations for a career ladder for this group could be developed for inclusion with the 2017 City Budget.

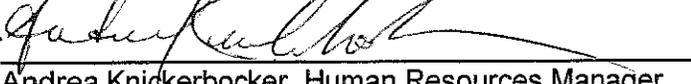
A separate Common Council file has been introduced that will include recommendations relative to hours of work and overtime provisions for civilian employees covered by the Fair Labor Standards Act. In order to implement the changes recommended in this report, the following Salary and Positions Ordinance amendments will be needed.

Action Required

In the Salary Ordinance, under under Pay Range 5EN, add the title "Emergency Communications Operator I (11)(12)" with footnotes to read as follows: "(11) Additional 5% for curriculum development, classroom, or peer training duties."; "(12) Appointment at any rate in the range based upon related emergency communications experience and credentials with the approval of Employee Relations."; under Pay Range 5IN, add the title "Emergency Communications Operator II (3)(4)" with the footnotes to read as follows: "(3) Additional 5% for leadworker, curriculum, development, classroom, or peer training duties."; "(4) Appointment at any rate in the range based upon related emergency communications experience and credentials with the approval of Employee Relations."; under Pay Range 6GN, delete the title "Police Telecommunicator (8)(9)" and delete footnotes "8" and "9" in their entirety; under Pay Range 6IN, delete the title "Lead Police Telecommunicator (3)" and delete footnote "3" in its entirety; under Pay Range 6NN, delete the title "Police Dispatcher (2)(3)" and delete footnotes "2" and "3" in their entirety.

In the Positions Ordinance, under the Police Department, Administration Services Decision Unit, Technical Communications Division, delete 72 positions of "Police Telecommunicator", delete 6 positions of "Lead Police Telecommunicator"; delete 55 positions of "Police Dispatcher (G)", delete 10 positions of "Police Telecommunicator – Auxiliary"; add 133 positions of "Emergency Communications Operator II (G)" and add 10 positions of "Emergency Communications II – Auxiliary".

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