



Department of Employee Relations

Tom Barrett
Mayor

Maria Monteagudo
Director

Michael Brady
Employee Benefits Director

Deborah Ford
Labor Negotiator

May 13, 2016

Fire and Police Commission
City Hall, Room 706A

Attention: MaryNell Regan, Executive Director

Dear Commissioners:

Enclosed is a report concerning the reclassifications of three Battalion Chief, Fire and one Battalion Chief, Fire – EMS for 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

Enclosure: Job Evaluation Report

C: Fire Chief Mark Rohlfing, Assistant Fire Chief Gerard Washington, Battalion Chief Erich Roden, Battalion Chief John Schwengel, Battalion Chief David Votsis, Battalion Chief Steven Riegg, Battalion Chief John Litchford, Yvette Rowe, and Juliet Battle



JOB EVALUATION REPORT

Fire and Police Commission Meeting: May 19, 2016

FIRE DEPARTMENT

Current	Request	Recommendation
Battalion Chief, Fire PR 4MX (\$88,559 - \$96,201) Three Positions	Deputy Chief, Fire PR 4OX (\$97,158 - \$106,190) Four Positions	Deputy Chief, Fire PR 4OX (\$97,158 - \$106,190) Four Positions
Battalion Chief, Fire-EMS PR 4MX (\$88,559 - \$96,201) FN: 5% lump sum when assigned to EMS One Position		
Four Battalion Chiefs are responsible for managing four Departmental Divisions—Emergency Medical Services, Fleet and Facilities/Building, Training, and Special Operations. The level of responsibility of these four positions increased significantly with the addition of managerial/administrative responsibilities, including budget preparation and management, the creation and revision of policies and procedures affecting the entire Fire Department, and expansion of programs and services. This report recommends reclassifying the positions to Deputy Chief, Fire.		

Action Required

In the Salary Ordinance, under Pay Range 4MX, delete the title "Battalion Chief Assistant EMS Coordinator", remove designations "1, 2" from the title "Battalion Chief, Fire" and delete the footnotes "1 and 2" in their entirety.

In the Positions Ordinance, under Fire Department, Operations Bureau Decision Unit, Firefighting Division and Special Operations Division, Special Operations, delete one position of "Battalion Chief, Fire" and add one position of "Deputy Chief, Fire"; under Construction and Maintenance Division, delete one position of "Battalion Chief, Fire" and add one position of "Deputy Chief, Fire"; under EMS/Training/Education Bureau Decision Unit, EMS (Emergency Medical Services) Division, delete one position of "Battalion Chief, Fire-EMS" and add one position of "Deputy Chief, Fire"; under Training Division, delete one position of "Battalion Chief, Fire" and add one position of "Deputy Chief, Fire";

Background

On February 11, 2016, Fire Chief Mark Rohlfing submitted a request to the Fire and Police Commission to reclassify four positions of Battalion Chief, Fire to Deputy Chief, Fire in conjunction with a reorganization taking place in the Milwaukee Fire Department. This request was then referred to Employee Relations. In his correspondence, the Fire Chief stated that each Battalion Chief in question has responsibility for managing the operations of a major division of the Department and as such, exercises significantly more responsibility than 15 other Battalion Chiefs who typically supervise 40 to 50 firefighting/emergency medical response personnel on one shift. (Five Battalion Chiefs are typically assigned to each shift.) For the sake of simplicity, we will use the term Battalion Chief when referring to these jobs instead of the formal title of Battalion Chief, Fire.

The following documents were reviewed during the course of this study:

- Revised job descriptions for the four Battalion Chiefs that are the subject of this study
- A letter of correspondence to the Fire and Police Commission of February 11, 2016
- A new organizational chart indicating reporting relationships and proposed job titles
- The Department's adopted 2016 budget

- Detailed examples of senior-management level work performed by each Battalion Chief position in the areas of budget creation and management, policy creation and revision, and the management of each Chief's Division
- Departmental policies created or maintained by Battalion Chiefs in the positions under study including professional development for Firefighters; guidelines for HazMat assignments, Dive assignments, and Fire Boat Response; and Community Paramedic Program.

Duties and Responsibilities

Battalion Chief – Training Division

This Battalion Chief is a part of the Department's senior management team. The basic function of the job is to manage all aspects of training, retraining, and development for new recruits, Fire Cadets, current firefighting employees, and senior management. This Battalion Chief creates and submits the Training Division's yearly budget to the Fire Chief which includes personnel-related costs, funds for turnout gear, station wear, requested travel/training funds, and fire prevention funds. The most high-profile training program for which this Battalion Chief is responsible is a 14-week training program for Firefighter recruits. This position also manages a two-year training program for Fire Cadets and provides educational opportunities regarding fire prevention for Milwaukee residents, including school children. Responsibilities include all aspects of the training cycle—conducting needs analyses, developing curriculum, determining delivery methods, delivering training, and evaluating the effectiveness of training. In addition, this senior-level manager, in conjunction with the Fire Chief, establishes physical performance standards for trainees.

Battalion Chief – Construction and Maintenance Division

As part of the Department's senior management team, the responsibilities of this Battalion Chief fall into two areas: managing the Department's fleet of vehicles, equipment, and apparatus; and managing the maintenance, renovation, and repairs of the Department's 38 buildings. This includes preparing and monitoring budgets in both areas; managing the procurement of supplies, parts, equipment, and materials; planning capital improvement projects; directly supervising two first-line supervisors with a total staff of 23; establishing policies and procedures; and performing employee relations work.

Budget responsibilities include preparing annual budgets for the purchase of vehicles and equipment, estimating the cost of repairs for vehicles and equipment, estimating energy costs, and preparing estimates of capital improvement costs. The Battalion Chief performing this job recently presented the 2017 capital budget to the City's Capital Improvement Committee.

Battalion Chief – Special Operations Division

This Battalion Chief also serves as part of the Department's senior management team, managing all aspects of the Department's special teams encompassing 26 officers. Special Operations units include the following: a Heavy Urban Rescue Team, Hazardous Materials Team Officers, Marine Operations Officers, Fire Investigation Unit, Tactical Emergency Medical services Officers, Incident Command Post Officers, and Honor Guard Commanders. Responsibilities include creating and monitoring the budget for the Division, creating and revising policies related to special operations units, supervising personnel, and representing the Milwaukee Fire Department with approximately a dozen outside municipalities and organizations. These organizations include the Milwaukee County Shared Services Committee, Operations/Command Subcommittee; Southeast Wisconsin Maritime Safety/Security Committee; Milwaukee County Local Emergency Planning Committee, Chairperson of the Emergency Response Subcommittee.

Battalion Chief – Emergency Medical Services (EMS)

The mission of the job is to manage the operations of the Emergency Medical Services Division. Like the other Battalion Chief positions under study, this position functions as part of the Department's senior management team with responsibility for budget preparation and management, supervision of personnel, policy creation and revision,

and representation of the Fire Department to approximately ten outside agencies. At the present time there are five employees in the EMS Division: three Fire Captains, a Fire Paramedic Field Lieutenant, and an office assistant.

This Division has a significant fiscal impact: in 2015 the Department received over \$5.2 million for providing emergency medical services. The Department has contracted with a billing agency and collections agency to administer the volume of bills associated with these services. The Battalion Chief in charge of EMS has responsibility for billing and collections. An example of policy creation/revision was the creation of policies and procedures for the Community Paramedic House, firehouse dedicated to the Community Paramedic Mobile Integrated Health Program. This initiative allows Paramedics to proactively interact with patients who have used the 911 emergency medical services the most, assist them in navigating the health care systems, and locating other resources that may be needed.

Other responsibilities of this Battalion Chief include administering any training needed or required for licensing; developing and coordinating the Multiple Casualty Incident Operations Plan; providing oversight for the Community; administering billing and collection operations; managing contracts and ensuring budget compliance for EMS-related materials, equipment, supplies, and services; coordinating EMS disaster planning and operations; and representing the Fire Department on boards and commissions, as directed.

Discussion

The Fire Chief has requested that these four jobs, as described in the foregoing, be reclassified because they are "responsible for overseeing very large and significant areas of the department, working without a great deal of direct supervision, making high-level decisions, having significant budget responsibilities, and writing and implementing department-wide policies and procedures." We tend to agree with the Chief's assessment, particularly that the operations and programs under the oversight of these managers have a department-wide impact.

The provision of emergency medical services (EMS) provides a good example. The vast majority of calls for service from the Department involve emergency medical services, generating \$5.2 million per year in payments. The policies, protocols, and training provided by the EMS Division therefore have a significant impact upon the entire Fire Department. The same is true for training operations in that the standards set by the Battalion Chief in that Division (in concert with the Fire Chief) have a direct impact upon the ability of the workforce to provide services to residents in an effective and efficient manner. The training provided to new recruits is especially noteworthy. Similarly, managing the Special Operations Division has a department-wide impact because of the high-profile of special operations. Furthermore, this Battalion Chief job requires technical knowledge in various kinds of search, rescue, and recovery operations including underwater operations and collapsed buildings. Finally, the job of Battalion Chief who has responsibility of the purchase and maintenance of the Department's fleet of vehicles, equipment and apparatus has a direct effect the department's ability to provide services to the public. In addition, responsibility for the renovation, maintenance, and repair of all of the Fire Department's facilities, in partnership with the Department of Public Works, affects all Fire Department personnel and operations.

In conclusion, as illustrated in the foregoing discussion, Fire Chief Rohlfing has increased the level of four Battalion Chiefs who are the subject of this report by adding significant managerial and administrative responsibilities such as preparing and managing each Division's budget, creating and revising policies and procedures, and expanding programs and services. For that reason, reclassification to Deputy Chief as requested by the Fire Chief appears appropriate. The following pay ranges are provided below for reference.

Pay Ranges for Fire Department Commanders

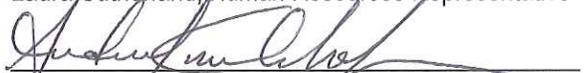
Title	Pay Range	Minimum	Recruitment Rate	Maximum
Fire Chief	4SX	110,688.76		154,960.78
Assistant Fire Chief	4RX	97,420.44	At any rate in range with approvals	136,395.22
Deputy Chief, Fire	4OX	97,157.84		106,189.72
Battalion Chief, Fire-EMS*	4MX	88,558.86		96,201.04
Battalion Chief, Fire	4MX	88,558.86		96,201.04

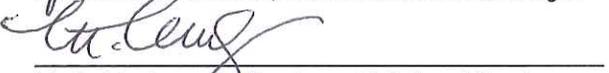
*One position receives 5% annual, lump sum, non-pensionable payment when assigned to the Bureau of Emergency Medical Services

Recommendation

It is therefore recommended that four positions of Battalion Chief, Fire be reclassified to Deputy Chief, Fire. It should be noted that if these recommendations are approved, it will no longer be necessary to retain the Salary Ordinance provision that provides a 5% lump sum to one Battalion Chief, Fire assigned to the Bureau of Emergency Medical Services.

Prepared by: 
Laura Sutherland, Human Resources Representative

Prepared by: 
Andrea Knickerbocker, Human Resources Manager

Reviewed by: 
Maria Monteagudo Employee Relations Director