

Job Evaluation Report

Fire and Police Commission Meeting: July 14, 2016

Fire Department

Current	Request	Recommendation
Fire Technical Services Manager PR 1GX (\$66,435 - \$93,010)	Study of Position	Fire Information Technology Manager PR 1IX (\$75,478 - \$105,669)

Action Required

In the Salary Ordinance, under Pay Range 1GX, delete the title "Fire Technical Services Manager" and under Pay Range 1IX, add the title "Fire Information Technology Manager".

In the Positions Ordinance, under the Fire Department, Support Services Bureau Decision Unit, Technical Services/Dispatch Division, delete one position of "Fire Technical Services Manager" and add one position of "Fire Information Technology Manager".

Background

In November of 2015, the Fire Chief Mark Rohlfing submitted a number of requests related to a Department reorganization including the position of Technical Services Manager, Pay Range 1GX. The rationale for the request, as stated in the Chief's communication was that the position had undertaken new duties and responsibilities that had increased the job's level of responsibility and knowledge/skill required.

In studying this request, the staff reviewed a revised job description for the position and a Job Analysis Questionnaire completed by the employee performing the job and reviewed by her immediate supervisor. In addition, the employee performing the job was interviewed to obtain a detailed understanding of the position's duties and responsibilities.

Position Overview

The position reports to the Assistant Fire Chief of the Support Bureau. Its basic function is to manage the Technical Services/Dispatch Division that is comprised of two interrelated sections:

- The emergency communications and dispatching section consisting of 21 authorized positions
- All information technology systems, equipment, software and staff for the Department.

Altogether, 33 employees work in these two sections. The Fire Technical Services Manager directly supervises a Fire Dispatch Manager, Network Coordinator-Senior, Administrative Fire Captain, and two Database Specialists.

Fire Equipment Dispatchers in the Communications Section answer all emergency and non-emergency calls for service directed to the Fire Department and dispatch appropriate personnel and equipment to the scene of emergencies. While field personnel are responding to an emergency, Dispatchers monitor radio communications so they can quickly respond to on-site emergencies or requests for additional resources required. There are 21 authorized positions of Fire Equipment Dispatchers.

The Fire Department IT staff is responsible for maintaining all information technology systems from desktops to virtual server arrays, to a computer-aided dispatching system. In addition, a number of applications that are used

across the entire Department, including staffing and scheduling, emergency medical services, reporting, administrative work, and training systems.

In managing the Technical Services/Dispatch Division this position performs the following duties and responsibilities:

Management of information technology systems

- Develops long and short-range technology goals, ensuring that all existing and future technology needs are met.
- Serves as lead policy advisor to the Fire Chief on all IT issues
- Plans, implements, and oversees IT and Dispatch budgets
- Establishes and implements replacement of hardware and software

Management of information technology projects

- Works with Purchasing to develop contracts for projects and services
- Develops specifications for bids and requests for proposals
- Consults with bureau and division heads to ensure that all technology-related needs are taken into consideration during the planning phase of projects

Management of the emergency communications and dispatch section

- Ensures that mission-critical systems and applications are maintained and supported 24 hours a day, 7 days a week, 365 days per year
- Ensures that calls for service are handled in an appropriate and timely fashion
- Oversees the development of and approval of all Dispatch policies and protocols

Management of information technology and dispatch personnel

- Gives final approval for personnel actions: hiring, discipline, termination, commendation for work
- Coaches, trains, and mentors employees
- Asses workload and productivity through regular staff meetings

Coordinates with other division heads, city departments and municipalities

- Represents the Fire Chief on public and private committees and boards including the City of Milwaukee's Information Management Committee
- Establishes and maintains collaborative relationships with heads of other City departments and public and private agencies
- Develops memorandums and understanding between the Fire Department and outside departments and agencies as needed
- Works with the City Attorney's Office to craft legally acceptable language regarding official documentation
- Ensures that all required statistical and data analysis of departmental activities is accurate and meets current national standards.

The minimum requirements for the job, as stated on the job description prepared by the Department include a bachelor's degree in management information systems and five years of senior management experience planning and managing large-scale information technology projects and budgets, including professional staff. This job also requires a basic understanding of firefighting services, emergency medical services, and emergency communications/dispatching.

Changes in Duties and Responsibilities

The job analysis indicates that the following duties and responsibilities have been added to the job:

- Preparing, implementing, and monitoring the budget for emergency communications/ dispatching and information technology operations which totals \$838,100 in City funds and \$1.2 million from a grants and includes 33 positions.
- Preparing Requests for Proposals (RFPs) and bid documents for information technology and other services
- Functioning as a higher-level manager in regard to employee relations and human resources issues. (More authority has been delegated to the manager and supervisors in the communications/dispatch area.)
- Implementation of National Emergency Call Center Standards and Best Practices
- Management of large-scale information technology projects
- Full authority to develop and implement shared services agreements other municipalities

This position is ultimately responsible for ensuring that all information technology systems, including the computer-aided dispatch system, is running 24/7/365. This Manager is responsible for long and shorter-term planning, budget and project development, project implementation, the development and approval of IT policies and procedures, and the management of human resources within two sections. The development of shared services with other municipalities, which includes representing the Fire Chief on a state board in the information technology, represents the most significant expansion of the job.

The following chart provides an overview of management positions responsible for information technology systems and emergency communications in City departments.

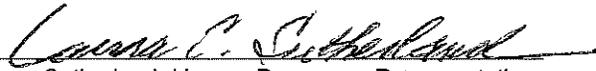
**Top Information Technology Management
 and Emergency Communications Positions
 In City Government**

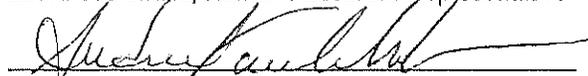
Title	Department /Division	PR	Minimum	Maximum
Chief Information Officer	DOA-ITMD	1NX	\$103,841	\$145,382
Police Information Systems Director	Police	1MX	\$97,420	\$136,395
Emergency Communications and Policy Director	Department of Administration	2NX	\$80,442	\$112,627
ERS Chief Technology Officer	Employee's Retirement System	1MX	\$97,420	\$136,395
Emergency Communications Manager	Police	1IX	\$75,478	\$105,669
Water Information Technology Manager	DPW-Water	1IX	\$75,478	\$105,669
Telecommunications Manager	DOA-ITMD	1IX	\$75,478	\$105,669
Assistant Director-Library Information Technology and Technical Services	Library	1IX	\$75,478	\$105,669
Fire Technical Services Manager	Fire	1GX	\$66,435	\$93,010
Network Manager	Municipal Court, Police, Library	1GX	\$66,435	\$93,010

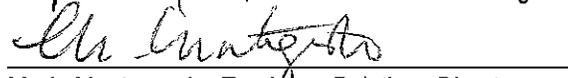
As may be seen, the Fire Technical Services Manager is presently equated with Network Managers who manage the IT systems of the Municipal Court and Milwaukee Public Library. As also may be seen, project leaders and single contributors (those with no supervisory responsibility) are compensated at comparatively high pay levels due to the high level of technical knowledge and skill required to perform the jobs. It should be noted that Network Managers manage a small information technology staff. They do not have responsibility for information technology and an entire emergency communications dispatching operation operating around the clock 365 days per year. For that reason alone, the position under study warrants upgrading.

Due to the changes that have taken place in the job, and the criticality of maintaining the communications/emergency dispatch system, it appears appropriate to recommend that the position be allocated two levels higher, to the same pay range as that occupied by the Emergency Communications Manager in the Police Department that has responsibility for the Police Department's 911 emergency communications and dispatching. In addition, the two other managers in Pay Range IIX, the Water Information Technology Manager and Telecommunications Manager, like the position under study, have responsibility for long and short-term planning, budget development and oversight, project management, policy development, and employee relations/human resources.

It is therefore recommended that the position of Fire Technical Services Manager be reclassified to Fire Information Technology Manager in Pay Range 1IX (\$75,478 – \$105,669). A change in title is recommended to more clearly communicate the nature and level of the work performed, especially to those from outside agencies and municipalities.

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