



## Department of Employee Relations

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REVISED 2/15/22

### Job Evaluation Report

Fire and Police Commission Meeting: February 17, 2022

#### Fire Department

Current	Recommendation
Fire Dispatch Manager PR 1GX (\$67,763 - \$94,870) FN: Recruitment is at \$71,226 and appointment may be at any rate in the pay range with the approval of DER and the Chair of the Finance and Personnel Committee (One Position)	Fire Dispatch Manager PR 1GX (\$67,763 - \$94,870) FN: Recruitment is at \$87,193 and appointment may be at any rate in the pay range with the approval of DER.  (One Position)
Fire Dispatch Assistant Manager PR 1EX (\$59,632 - \$83,481) FN: Recruitment is at \$66,566 and appointment may be at any rate in the pay range with the approval of DER and the Chair of the Finance and Personnel Committee (Two Positions)	Fire Dispatch Assistant Manager PR 1EX (\$59,632 - \$83,481) FN: Recruitment is at \$77,903 and appointment may be at any rate in the pay range with the approval of DER.  (Two Positions)
Fire Dispatcher-Senior PR 2FN (\$49,260 - \$68,968) FN: Recruitment is at \$62,212 and appointment may be at any rate in the pay range with the approval of DER: (\$62,212 - \$68,968) (Six Positions)	Fire Dispatcher-Senior PR 2FN (\$49,260 - \$68,968) FN: Recruitment is at \$68,613 and appointment may be at any rate in the following pay range with the approval of DER: (\$68,613 - \$84,386) (Six Positions)
911 Dispatcher PR 5IN (\$47,274 - \$55,763) FN: Recruitment is at \$49,638 and appointment may be at any rate in the pay range with DER approval: (\$49,638 - \$58,141)  FN: 911 Dispatcher (Peer Training and Projects) Additional 5% in the following range: (\$59,886 - \$61,682)  FN: 911 Dispatcher (Fire Dispatcher-Senior Assignment): (\$62,212)  (24 Positions plus 2 @ 0.50 FTE)	911 Dispatcher PR 5IN (\$47,274 - \$55,763) FN: Recruitment is at \$64,125 and appointment may be at any rate in the following pay range with the approval of DER: (\$64,125 - \$78,865)  FN: 911 Dispatcher (Peer Training and Projects) - Additional 5%  FN: 911 Dispatcher (Fire Dispatcher-Senior Assignment): (\$68,613)  (24 Positions plus 2 @ 0.50 FTE)

<p>911 Telecommunicator PR 5IN (\$47,274 - \$55,763) FN: Recruitment is at 44,192 and appointment may be at any rate in the pay range with the approval of DER: (\$44,192 - \$55,763)</p> <p>FN: 911 Telecommunicator (Intermittent Peer Training): Additional 5% but at minimum \$49,638</p> <p>(Underfill Title)</p>	<p>911 Telecommunicator PR 5IN (\$47,274 - \$55,763) FN: Recruitment is at \$55,761 and appointment may be at any rate in the following pay range with the approval of DER: (\$55,761 - \$68,579)</p> <p>FN: 911 Telecommunicator (Intermittent Peer Training): Additional 5%</p> <p>(Underfill Title)</p>
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**Police Department**

Current	Recommendation
<p>911 Dispatcher PR 5IN (\$47,274 - \$55,763) FN: Recruitment is at \$49,638 and appointment may be at any rate in the pay range with the approval of DER: (\$49,638 - \$58,141)</p> <p>FN: 911 Dispatcher (Lead): Additional 7% in the following range: (\$62,212 - \$68,968)</p> <p>FN: 911 Dispatcher (Classroom Training): Additional 5% in the following range: (\$59,886 - \$61,682)</p> <p>FN: 911 Dispatcher (Intermittent Peer Training): Additional 5% but at minimum (\$59,886)</p> <p>(137 Positions - includes classroom trainers and Leads)</p>	<p>911 Dispatcher PR 5IN (\$47,274 - \$55,763) FN: Recruitment is at \$64,125 and appointment may be at any rate in the following pay range with the approval of DER: (\$64,125 - \$78,865)</p> <p>FN: 911 Dispatcher (Lead): Additional 7% in the following pay range: (\$68,613 - \$84,386)</p> <p>FN: 911 Dispatcher (Intermittent Peer Training): Additional 5%</p> <p>(137 Positions - includes Leads)</p>
<p>911 Telecommunicator PR 5IN (\$47,274 - \$55,763) FN: Recruitment is at \$44,192 and appointment may be at any rate in the pay range with the approval of DER: (\$44,192 - \$55,763)</p> <p>FN: 911 Telecommunicator (Intermittent Peer Training): Additional 5% but at minimum \$49,638</p> <p>(Underfill Title)</p>	<p>911 Telecommunicator PR 5IN (\$47,274 - \$55,763) FN: Recruitment is at \$55,761 and appointment may be at any rate in the following pay range with the approval of DER: (\$55,761 - \$68,579)</p> <p>FN: 911 Telecommunicator (Intermittent Peer Training): Additional 5%</p> <p>(Underfill Title)</p>

Note: Residents receive a rate that is 3% higher.

**Background**

The Department of Employee Relations has worked collaboratively with the Milwaukee Police Department, the Milwaukee Fire Department, and other members of the Executive Steering Committee, who are dedicated to reducing the high turnover rates and to improve recruitment efforts for 911

Dispatchers and 911 Telecommunicators in the MPD Technical Communications Division and MFD Technical Services/Dispatch Division. This report recommends increasing rates of pay for these titles to compensate incumbents fairly and competitively in comparison to the labor market, and to address pay compression with titles within these divisions.

### **Analysis**

The Police and Fire departments are experiencing increased difficulty in attracting and retaining 911 Dispatchers and 911 Telecommunicators. Turnover data shows that new hires have remained in these positions for an average of three years. From 2018 to present, 74 employees have exited these positions with 2021 seeing the highest turnover with a combined total of 27 exits. Currently, the Fire Department's Technical Services/Dispatch Division has a 50% vacancy rate for these titles, operating with 12 out of 24 Dispatchers. The Police Department's Technical Communications Division has a vacancy rate of 23% for these titles, operating with 105 out of 137 Dispatchers and Telecommunicators. Although the vacancy rate appears to be much lower for the Police Department, staffing levels include 911 Dispatcher Leads in those numbers as it is an assignment instead of a title as it is in the Fire Department. For context, the Police Department is the first point of contact for all 911 calls in the City of Milwaukee, and handles a higher volume of calls in comparison to the Fire Department.

Work performed by the both 911 Dispatchers and 911 Telecommunicators is fundamentally different and more complex than the average work performed by administrative support classifications. These jobs in the City of Milwaukee Public Service Answering Points (PSAP) require extensive training with a curriculum that could be considered comparable to that of a core college course. The 911 Dispatch and 911 Telecommunicator training takes place in a classroom setting where incumbents are taught how to perform the duties of the job and perform simulated versions of duties before advancing to 'on-the-job training'. Training also consists of a series of written and performance examinations, which incumbents are required to successfully complete.

The training process for both departments is challenging, rigorous, interactive, and requires a high-level of commitment. Often times, incumbents are advised to perform independent study outside of normal work hours in order to successfully pass examinations and to retain pertinent information. The ability to retain information such as city-wide hundred block numbers and names, call-types, identifiable numbers and functions related to police squads and fire apparatus, radio terminology, and district borders are examples of the types of information that must be retained, in addition to acquiring the ability to perform functional duties. The functional components include tasks such as the ability to ask investigative interview questions, provide pre-arrival instructions, and the ability to dispatch appropriate units to calls for service. Competencies require situational judgement, problem-solving, decision-making, and the ability to communicate effectively while simultaneously deescalating high-stress situations and obtaining information.

The work of a 911 Dispatcher or Telecommunicator requires a high level of commitment from employees; a commitment level that could be considered comparable to that of a Police Officer. For example, work within both Public Service Answering Points often requires mandatory overtime with limited notice. These assignments can vary from 4-8 hours, in addition to an eight hour shift that has just been completed. These circumstances often lead to poor work life balance, low morale, and burnout by employees in this work group. This reality can in turn impact employees' work performance and can pose a risk to field personnel and citizens.

Additionally, the work performed by the City of Milwaukee's 911 Dispatchers and 911 Telecommunicators is more complex and demanding when compared to other municipalities in Southeast Wisconsin, as the City's PSAP's serve a much larger population and receive a higher volume of calls as

detailed in the charts below. This often leads to staff that have been hired and trained at City of Milwaukee Public Service Answering Points, to seek employment at other municipalities where they are able to perform less demanding work for a higher rate of pay.

Municipality	Census Population (April 2020)
<b>City of Milwaukee</b>	<b>577,222</b>
Waukesha County	406,978
Racine County	197,727
Ozaukee County	91,503
City of West Allis	60,325
City of Wauwatosa	48,387
City of Greenfield	37,803
City of Oak Creek	36,497
City of Mequon	25,142

Municipality	Incoming 911 Emergency Calls	Incoming Non-Emergency Calls
<b>City of Milwaukee – Police</b>	<b>577,937</b>	<b>219,553</b>
<b>City of Milwaukee – Fire</b>	<b>158,850</b>	<b>66,422</b>
Waukesha County	88,845	159,526
City of South Milwaukee	35,493	30,975
Washington County	25,072	72,110
Ozaukee County	18,500	86,072
City of West Allis	16,470	119,506
City of Oak Creek / St. Francis	10,059	80,138
City of Franklin	6,727	37,491
City of Greendale / Hales Corners	4,035	54,509

Based upon the above analysis, this report recommends increasing rates of pay for the title of 911 Dispatcher and 911 Telecommunicator in order to support recruitment and retention efforts. Recommendations take into consideration the level, complexity, and commitment level of the work performed.

### Cost of Labor Comparisons

In determining the rates of pay for 911 Dispatcher and 911 Telecommunicator, DER reviewed rates of pay for comparable positions at other Public Service Answering Points in Southeastern, WI. The recommendations that follow are based on an analysis of the below listed rates while considering the structure, level of work, and duties performed by 911 personnel for the City of Milwaukee. There does not appear to be a singular model or best practice in terms of the combination of work performed by other PSAP's. At other municipalities with smaller operations, work performed by telecommunicators and dispatchers often combines Police, Fire, Medical emergency, and non-emergency calls.

Municipality	Minimum	Maximum
Racine County	\$58,406	\$78,548
City of Greenfield	\$50,981	\$57,637
City of West Milwaukee	\$49,899	\$58,469
<b>City of Milwaukee - 911 Dispatcher</b>	<b>\$49,638</b>	<b>\$58,141</b>
City of Wauwatosa	\$48,547	\$66,643
Waukesha County	\$47,445	\$62,754
Ozaukee County	\$45,386	\$56,763
Village of Bayside	\$44,824	\$53,331
City of Oak Creek	\$44,283	\$55,848
<b>City of Milwaukee - 911 Telecommunicator</b>	<b>\$44,192</b>	<b>\$55,763</b>
City of Mequon	\$41,600	\$55,016
Milwaukee County	\$37,170	\$45,760
City of West Allis	\$37,731	\$43,139

### Recommendations

Based upon the above data and subsequent analysis, this report recommends increasing rates of pay for 911 Dispatchers and 911 Telecommunicators to reduce turnover and improve recruitment efforts. This recommendation proposes increasing the recruitment rate for 911 Telecommunicator to \$55,761 and increasing the recruitment rate for 911 Dispatcher to \$64,125, which is slightly above the minimum rate of pay for comparable positions at the Racine County. Furthermore, this report recommends new maximum rates of pay for both titles to ensure that rates of pay for employees assigned to these classifications are competitive within the labor market. As noted above, the current vacancy rates for these titles in MFD Technical Services/Dispatch Division is 50%, and MPD Technical Communications Division is 23%. These vacancies are a result of numerous employee exits for reasons such as higher minimum rates of pay at other municipalities and poor work life balance.

Currently, Racine County compensates their 911 Dispatchers in the range of \$58,406 - \$78,458. The duties for these positions are similar to those of the City of Milwaukee's 911 Dispatcher classification, where rates are currently in the range of \$49,638 - \$58,141. The rates of pay at smaller municipalities - where the work is less complex and less comparable - are also higher than the rates of pay for City of Milwaukee classifications.

The training for 911 Dispatchers and 911 Telecommunicators is more challenging and the functional duties are more complex compared to other Public Service Answering Points in neighboring jurisdictions due to the City's larger population and higher call volume. Because of current staffing shortages, there are ongoing overtime mandates for City of Milwaukee staff. As stated previously, newer staff hired into these classifications are maintaining employment with the City of Milwaukee for an average of 3 years. When the City of Milwaukee loses these employees, they are often taking positions with other emergency dispatch centers where the compensation is higher and the workload is less strenuous.

Therefore, to increase staffing levels and increase retention, this report recommends the following:

## Fire Department Recommendations

### Fire Dispatch Manager (One Position)

PR 1GX (\$67,763 - \$94,870)

Recruitment is at \$87,193 and appointment may be at any rate in the pay range with the approval of DER.

Manages functions of the fire dispatch center which receives fire and medical calls for emergency and non-emergency service. Oversees Emergency Communications staff and dispatch center operations. Maintains records of fire dispatch center communications. Maintains records of fire dispatch and call-taking activities. Prepares and maintains operational budget. Develops, updates, and maintains records of dispatch center policies and procedures. Develops quality improvement plans.

### Fire Dispatch Assistant Manager (Two Positions)

PR 1EX (\$59,632 - \$83,481)

Recruitment is at \$77,903 and appointment may be at any rate in the pay range with the approval of DER.

Assist the Fire Dispatch Manager with oversight of fire dispatch center staff and operations. Acts as Fire Dispatch Manager in manager's absence. Supervises quality control checks of entries into Computer Aided Dispatch system (CAD). Prepares and manages schedules to ensure adequate staffing levels. Compiles various sets of statistical data, and analyzes data to identify trends.

### Fire Dispatcher-Senior (Six Positions)

PR 2FN (\$49,260 - \$68,968); Actual Range: (\$68,613 - \$84,386)

Recruitment is at \$68,613 and appointment may be at any rate in the pay range with the approval of DER.

Monitors performance of 911 Dispatchers/Telecommunicators to ensure quality of service. Provides performance feedback to staff. Schedules and administers training to 911 Dispatchers/Telecommunicators. Assist with maintenance of Computer Aided Dispatch System (CAD). Performs dispatch and telecommunicator duties to assist with staff shortages and high call volumes. Assist with scheduling to ensure appropriate coverage during shifts.

### 911 Dispatcher (24 Positions plus 2 @ 0.50 FTE)

PR 5IN (\$47,274 - \$55,763); Actual Range: (\$64,125 - \$78,865)

Recruitment is at \$64,125 and appointment may be at any rate in the pay range with the approval of DER.

- 911 Dispatcher (Peer Training and Projects) - Additional 5%
- 911 Dispatcher (Fire Dispatcher-Senior Assignment): (\$68,613)

Uses radio system and Computer Aided Dispatch System (CAD) to dispatch protective service personnel to calls for service. Prioritizes calls for service to ensure that most time sensitive calls are dispatched in a timely manner. Responds promptly and effectively to requests received by radio from officers and/or supervisors for personnel, equipment or other stated needs.

**911 Telecommunicator (Underfill Title)**

PR 5IN (\$47,274 - \$55,763); Actual Range: (\$55,761 - \$68,579)

Recruitment is at \$55,761 and appointment may be at any rate in the pay range with the approval of DER.

- 911 Telecommunicator (Intermittent Peer Training): Additional 5%

Receives, prioritizes, documents and handles calls for 911 emergency and non-emergency calls for service from the public and protective service personnel. Updates information as received, entering it into the Computer Aided Dispatch System (CAD). Refers callers to other agencies according to the needs expressed and/or information required by callers.

**Police Department Recommendations****911 Dispatcher (137 Positions - includes Leads)**

PR 5IN (\$47,274 - \$55,763); Actual Range: (\$64,125 - \$78,865)

Recruitment is at \$64,125 and appointment may be at any rate in the pay range with the approval of DER.

- 911 Dispatcher (Lead): Additional 7% or the minimum of the following range, whichever is greater: (\$68,613 - \$84,386)
- 911 Dispatcher (Intermittent Peer Training): Additional 5%

Uses radio system and Computer Aided Dispatch System (CAD) to dispatch protective service personnel to calls for service. Prioritizes calls for service to ensure that most time sensitive calls are dispatched in a timely manner. Responds promptly and effectively to requests received by radio from officers and/or supervisors for personnel, equipment or other stated needs. This role will now include 911 Dispatchers dedicated to an ongoing training assignment.

**911 Telecommunicator (Underfill Title)**

PR 5IN (\$47,274 - \$55,763); Actual Range: (\$55,761 - \$68,579)

Recruitment is at \$55,761 and appointment may be at any rate in the pay range with the approval of DER.

- 911 Telecommunicator (Intermittent Peer Training): Additional 5%

Receives, prioritizes, documents and handles calls for 911 emergency and non-emergency calls for service from the public and protective service personnel. Updates information as received, entering it into the Computer Aided Dispatch System (CAD). Refers callers to other agencies according to the needs expressed and/or information required by callers.

**Implementation**


If approved, the recommendations of this report will have an effective date of Pay Period 5, 2022 (February 20, 2022). As employees ultimately transition into the new Department of Emergency Communication, their rate of pay, including footnoted rates as a result of ongoing assignments, will be considered the employee's base rate of pay. This does not apply in the case of intermittent on-the-job training assignment.

A companion job evaluation report for the Department of Emergency Communications details recommended titles and pay ranges for this new department.

**Action Required – Effective Pay Period 5, 2022 (February 20, 2022)**

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