



Department of Employee Relations

Tom Barrett
Mayor

Maria Monteagudo
Director

David Heard
Fire and Police Commission
Executive Director

Michael Brady
Employee Benefits Director

Troy M. Hamblin
Labor Negotiator

November 27, 2006

To the Honorable
The Committee on Finance and Personnel
Common Council
City of Milwaukee

Dear Committee Members: Re: Common Council File Number 060478

The following reclassification was approved by the Board of Fire and Police Commissioners on November 16, 2006:

In the Police Department, one position of Communications Maintenance Manager, Pay Range 836, held by Samuel Steffan, was reclassified to Communication Systems Manager, Pay Range 839.

The job evaluation report covering the above position, including the necessary Salary and Positions Ordinance amendments, is attached.

Sincerely,


Maria Monteagudo
Employee Relations Director

MM:pb

Attachments: Job Evaluation Report
 Fiscal Note

c: Mark Nicolini, Renee Joos, Marianne Walsh, David Heard, Troy Hamblin, Joe Alvarado, Chief Nannette Hegerty, Deputy Chief Monica Ray, Inspector Vincent Flores, Valarie Williams, Samuel Steffan and Thomas Klusman (MPSO)

JOB EVALUATION REPORT (Revised)

Fire and Police Commission Meeting Date: November 16, 2006

Incumbent: Samuel Steffan

Department: Police Department

Present	Request
Title: Communications Maintenance Manager*	Title: Study of Position
Salary: Pay Range 836 (\$56,638 - \$68,440)**	Salary: Study of Position
Step: Step (\$68,440)**	Source: Department
Recommendation:	
Title: Communication Systems Manager Salary: Pay Range 839 (\$63,327 - \$76,905)** New Rate: \$71,151**	
Rationale: This position oversees a specialized critical function in the City which has expanded with the changes in technology and working with radio interoperability between the Police Department and other City Departments such as Fire, Health, and Public Works; the Housing Authority and outside agencies. We therefore recommend the position be reclassified to Communication Systems Manager in Pay Range 839. We further recommend that the footnote for this title be changed so that when the position becomes vacant it is civilianized and reallocated to Salary Grade 009 (\$58,448 - \$81,824) 2006 Rates.	

*In a 1995 classification study the following footnote was created for this title: "Position to be civilianized and reallocated to Salary Grade 007 when vacated by Samuel Steffan".

**2003 Rates

Action Required

In the Salary Ordinance, under Pay Range 836, delete the title "Communications Maintenance Manager 2" and delete footnote "2" in its entirety. Under Pay Range 839, add the title "Communication Systems Manager 2" and add the following footnote: "2 "Position to be civilianized and reallocated to Salary Grade 009 when vacated by Samuel Steffen."

In the Positions Ordinance, under Police Department, Administration Services Decision Unit, Communications Division, delete one position of "Communications Maintenance Manager" and add one position of "Communication Systems Manager."

Background

In a letter dated January 18, 2006, Nannette Hegerty, Chief of Police, requested a study for reclassification of the Communications Maintenance Manager position which is assigned to the Communications Division. A Job Analysis Questionnaire was completed and discussions were held with the incumbent; the position's supervisor, Vincent Flores, Inspector of Police; and Valarie Williams, Police Department Personnel Administrator.

Duties and Responsibilities

The basic function of this position is to be responsible for the efficient, reliable delivery of radio communications for the Housing Authority and the Departments of Police, Fire, Health and Public Works. The duties and responsibilities are as follows:

35% Wireless Infrastructure Delivery

- Manage all radio communication systems within the City; and assure reliable operation of such systems by direct monitoring and assignment of personnel/supervisors to specific and global concerns.
- Design/engineer new radio communication systems; plan for future wireless communication needs of various City agencies; and design modifications and enhancements of existing wireless infrastructure to meet changing use needs in a cost effective manner.
- Design and implement infrastructure monitoring and quality assurance guidelines; and direct personnel in the use of such guidelines and monitor their compliance.
- Set standards for the installation, maintenance, repair and modification of wireless infrastructure; assure personnel adhere to such standards; and make improvements based on employee suggestions.
- Design and implement wireless data systems; keep abreast of developments in the wireless data field; make necessary improvements to current systems for improved performance; and design and recommend replacement of existing data infrastructure to meet changing needs.
- Monitor all wireless infrastructure to determine useful economic life and replacement cycling to gain the maximum benefit at the lowest total cost of ownership.
- Manage, update, and create the Federal Communications Commission (FCC) licensing for all wireless radio infrastructure, systems and equipment.

25% Radio Interoperability

- Define and design methods and systems to allow disparate radio systems to communicate amongst each other.
- Interact with various law enforcement agencies to determine the interagency information sharing requirements.
- Refine and modify interoperability infrastructure to improve exchange of information.
- Meet with others to develop capabilities to allow federal agencies, the military, public utilities, transportation, and critical private industries to communicate with the Departments of Police, Fire, Health and Public Works.
- Work towards changes in the Federal radio rules, regulations, and procedures to allow better utilization of scarce radio spectrum for interoperability purposes.
- Act as a liaison and facilitator to move disparate public safety agencies towards common and simplified information sharing goals.

20% Next Generation Technology

- Maintain active participation with various radio industry groups to keep abreast with new and emerging wireless technologies.
- Design and implement pilot projects to demonstrate advances in the radio field, with an emphasis on improved communications for users.
- Incorporate new technologies into existing radio infrastructure, where such changes result in better exchange of voice and data, as well as reduced operating costs.
- Maintain involvement with user groups to steer and direct future communication capabilities towards achievable goals and away from technology that will soon be obsolete.
- Interact with various agencies on a regular basis to determine their emerging needs to better mesh next generation technologies to radio users.

10% Public Safety Answering Point (PSAP) Support

- Monitor the functionality of enhanced 911 (E911) infrastructure and facilitate any major repairs. E911 includes the receiving of name, address and phone number of person calling.
- Coordinate the interaction of multiple systems in operation in a PSAP such as dispatching, call taking, computer aided dispatch (CAD), audio recording, power conditioning, and alarm reporting.
- Manage operation of radio dispatching consoles, develop improvements to radio dispatch functions and direct the implementation.
- Provide disaster recovery management of major outages and degradations of PSAP operations.
- Design enhancement to the Milwaukee PSAP to accommodate regional dispatching/interoperability capabilities.

10% Section Administration

- Manage the efficient operation of the Communications Maintenance Section to deliver services, and define and implement procedures and standards to assure employees attain consistent, reproducible goals and results.
- Evaluate employee performance and provide coaching and retraining as needed.
- Manage the Section's operating budget; and the capital and project accounts.
- Develop new procedures to address changing radio infrastructure and user expectations.
- Cultivate new vendors and suppliers for supplies, materials, and equipment for shop operations.
- Ensure employee safety and compliance with applicable Occupational Safety and Health Administration (OSHA) regulations.

Requirements for this position include post high school education in wireless communication and five years of experience in supervision and oversight of wireless communication systems. Other requirements include knowledge of the City radio communication systems and how they interact with various subsystems and users, and radio interference causes and resolutions; skills in computer word processing, database utilization, and equipment programming; an ability to manage projects; and possession of a General Class or higher Federal Communications Commission (FCC) Radio Telephone Operators License.

Changes in the Position

As indicated in the questionnaire the changes in this position include the following:

- The Police Department has moved from a relatively simple and easily defined radio infrastructure to a radio system that is much more complex and has more systems that interact with each other. For example, changes in the past were limited to a single system improvement and data functions did not exist. A more complex radio system requires more active involvement and a higher level of managing and predicting system viability.
- The addition of radio interoperability between the Police Department and other City Departments and outside agencies which requires this position to interact with numerous radio systems and users. This position must champion and lead the radio users of the various agencies and departments to accomplish goals in the public interest.
- Improvements in technology have become more dynamic so this position must work harder to keep up with changes and implement them as needed. Further, radio users are more familiar with new technology and how it can improve their work product so they may demand more than the status quo from the current radio infrastructure and systems. This position must interact more with radio users to keep up with the demand for newer technology.

- PSAP's require more functions than in the past. Interoperability between systems places a strain on the PSAP system that didn't exist before and can result in more potential for confusion and system failure.
- Constant review and oversight of finances is needed to stay within funding that has become increasingly tighter each year. More work is being asked of the Section with no increase in staffing. Employees are being reviewed in greater depth to assure maximum utilization of human resources.

Analysis

This position was last studied in 1995 when it was reclassified from Police Electronic Technician in Pay Range 810 to Communications Maintenance Manager in Pay Range 836. The 1995 report also stated that when this position becomes vacant it will be civilianized and be placed in the Management Pay Plan in Salary Grade 007 with the same title. With this report we have reviewed sworn positions and positions in the Management Pay Plan so that a recommendation can be made for the current incumbent and for the future when the position becomes vacant. We also reviewed related positions from the cities of Columbus, Ohio; Miami, Florida; Philadelphia, Pennsylvania; Phoenix, Arizona; and Portland, Oregon to compare duties, responsibilities, requirements and salaries.

This position manages the Communications Maintenance Division for the Police Department and also has responsibility for radio communications in the Housing Authority and the Departments of Fire, Health and Public Works. It has responsibility for one position of Electronic Technician Supervisor in Salary Grade 007, nine positions of Electronic Technician in Pay Range 290 and one position of Office Assistant IV. The position of Electronic Technician Supervisor was studied in 2003 when it was reclassified from Electronic Technician Foreman in Pay Range 834 to Electronic Technician Supervisor in Salary Grade 006. Due to recruitment difficulties and a review of the labor market the position was reallocated to Salary Grade 007 in April of this year. The position under study should therefore be reallocated upwards if for no other reason than to establish a difference in pay between this position and the Electronic Technician Supervisor which reports to him. As indicated above, however, the position under study has also experienced some changes since the position was studied in 1995.

In the 1995 report a description of the position's responsibilities included managing the ongoing operation of the City's radio communications system, designing radio and related systems, updating required federal licenses, overseeing radio communications budgeting and procurement activities, ensuring that the Electronic Technicians are trained and other supervisory functions. All of these functions are still present today but with less emphasis on supervision since that is a primary responsibility for the position of Electronic Technician Supervisor. There is, however, more emphasis on changes in technology and interoperability between the Police Department and other City Departments and outside agencies.

It can be argued that many jobs in the in City Service have been affected by changes in technology to varying degrees but positions, like the one under study, whose main focus is to manage, design and/or plan various technological systems have been affected more. Ten years ago, when this position was last studied, the radios had voice operation only. In the middle to late 90's the Police Department added data functions such as the mobile computers that were put into the police cars. Through a wireless connection the police officers have access to a mapping function, CAD, and records. The increase in complexity of these operations has increased the level of responsibility for this job under study since it has responsibility for the efficient and reliable delivery of radio services.

The issue of interoperability between departments and outside agencies has also affected this position to a higher degree since it has planned, designed, and interacted with other departments

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and agencies to help reach the goal of having radio systems interoperate between departments and jurisdictions.

Comparisons to other Sworn Positions in the Milwaukee Police Department

When this position was studied in 1995 it was compared to Lieutenant of Police and placed in the same pay range 836. The report indicated that the position, like Lieutenants of Police, handled higher level administrative duties and was most comparable to Lieutenants that worked in specialized areas. As the duties and responsibilities of the position under study has expanded with the changes in technology and the issue of interoperability between departments and outside agencies a more comparable sworn position is the Captain of Police in Pay Range 839.

The duties and responsibilities of a Captain of Police vary according to assignment. Captains assigned to a Police District are responsible for the enforcement of all laws, ordinances, and traffic regulations; and the delivery of police services within the District. Responsibilities include protection of lives and property, suppression of criminal activity, maintenance of public peace, and the fostering of police-citizen cooperation in accomplishing the above tasks. These positions are responsible, directly or indirectly, for approximately 150 employees. Other Captains work in a specific functional area such as the Captain assigned to the Data Services Division which has responsibility for the work of approximately 25 positions that work with information technology or the Captain assigned to the Communications Division which has responsibility for the work of approximately 60 positions.

While the position under study has a smaller staff than these Captain positions it also is responsible for a highly specialized, critical function within the department. The consequence of error is high and would have an impact throughout the department. The title of Communications Maintenance Manager is still a good descriptor of the position and is comparable to titles used by many other jurisdictions. We therefore recommend that the position of Communications Maintenance Manager in Pay Range 836 be reallocated to Pay Range 839.

Comparisons to Positions in the Management Pay Plan

As indicated earlier this position is to become civilianized and reallocated to a salary grade in the Management Pay Plan when it becomes vacant. The 1995 report stated that the position should be reallocated to Salary Grade 007 based on comparisons, at that time, to other positions in the management pay plan. With the expanded duties and responsibilities noted above we compared the position under study to positions in Salary Grades 008, 009, and 010 as shown below.

Business Systems Coordinator (Salary Grade 008)

The basic function of this position is to be responsible for the performance of special project assignments which include business process analysis and desktop tools development, business process model development and maintenance, and the analysis, design, development, implementation, documentation and maintenance of office automation based computer systems and programs. Requirements include a Bachelor's Degree in Computer Science, Management Information Systems, or closely related field and three years of experience in programming development, support, maintenance, and/or related experience. Other requirements include strong analytical, problem solving, and communication skills; and experience with the analysis, documentation and design of administrative and business operations practices and systems, and applying desktop and server based office automation technologies to administrative and business operations practices and systems.

Systems Analyst – Senior (Salary Grade 008)

This classification is located in several departments. The basic function of the position located in the Police Department is to design information systems for the Department, supervise system

implementation, and initiate changes to the existing system. In the development of various systems this position works closely with the department to analyze needs, design appropriate mainframe or client server systems, estimate costs, and recommend treatment of systems-generated data. This position supervises one position of Programmer Analyst and two positions of Microcomputer programmer Analyst. Requirements include a Bachelor's Degree in Information Management, Computer Science, Mathematics, Business Administration, or related field and four years of professional systems analysis experience in a mainframe or client server environment. Equivalent combinations of education and experience may also be considered.

Water Plant Automation Manager (Salary Grade 009)

The basic function of this position is to direct and oversee the Plant Automation Group, specifying, operating, and maintaining critical information technology systems relative to the control and automation of the water treatment plants and delivery system. This position has full responsibility for the SCADA system (Supervisory Control and Data Acquisition) and has a leadership role in selecting and implementing the hardware and software technologies which will be used in these systems. This position supervises a Network Coordinator-Senior in Salary Grade 006, a Network Coordinator-Associate in Salary Grade 004, an Electrical Mechanic, and two positions of Program Assistant II. It also fills in for the Electrical Services Supervisor II in his absence. Requirements include a Bachelor's Degree in Electrical Engineering, Computer Programming or related field or five years of experience as an Electrical or Maintenance Supervisor or in an Information Technology position with significant skills and course work in the SCADA system. This position must also have a complete understanding of the operation of control and monitoring systems utilizing Programmable Logic Controllers (PLCs) and specialized SCADA equipment.

Infrastructure Support Services Manager (Salary Grade 009)

The basic function of this position is to be in administrative charge of the Field Operations Section's field support services which include Traser Yard, stores facilities at three separate yards, equipment repairs, machine shop, and the municipal asphalt plant. Seven positions report directly to this position including three supervisors. Requirements include a Bachelor's Degree in Civil, Electrical or Mechanical Engineering plus two years of street maintenance work including one year of exposure to asphalt plant procedures or eight years of experience in Field Operations with two years at the Street Repair Supervisor level or above. This position also requires a thorough knowledge of plant machinery, construction machinery equipment, materials, tools and supplies.

Electrical Supervisor II (Salary Grade 010)

The basic function can vary according to location but a position in the Department of Public Works Operations Division manages the Electrical Service Unit which provides electrical installation, operations, maintenance, repair, and construction services for all City of Milwaukee Departments and public buildings. The position supervises 13 Electrical Mechanics as well as other staff assigned to the Unit. Requirements include a Bachelor's Degree in Electrical Engineering and five years of experience in the design, maintenance, and construction of electrical control systems and/or facilities electrical distribution systems or equivalent combinations of education and experience.

Electrical Services Manager (Salary Grade 010)

This position is located in the Department of Public Works – Infrastructure Division and the basic function is to plan, coordinate, schedule, and supervise the installation, operation, maintenance and repair of street, alley, special lighting, and traffic signals and their associated equipment. This includes staffing, materials, and equipment allocation. There are three positions and each one is responsible for one functional area of street lighting, construction, maintenance, or operations. The position is responsible for 60 employees including 18 Electrical Mechanics, 10 Electrical Workers, and over 30 positions of different laborers. Requirements include a Bachelor's Degree in Electrical Engineering and two years of experience in the power application and utilization field or four years of experience as a licensed journey-level Electrician in the installation and maintenance of outdoor

lighting facilities or three years of experience in an Electrical Mechanic position and successfully completion of the Electrical Mechanic Apprenticeship Program for the City of Milwaukee or equivalent combinations of education and experience.

Police Buildings and Fleet Manager (Salary Grade 010)

The basic function of this position is to manage the repair, remodeling, and maintenance of 15 buildings used by the Police Department, the maintenance of over 700 vehicles, department printing and stores services, and the restitution and recovery program for damaged department property and vehicles. This includes preparing and managing a budget of \$4.5 million dollars. This position directly supervises seven management positions and has responsibility for 90 employees. Requirements include a Bachelor's Degree in Mechanical Engineering and seven years of work experience including two years of supervisory responsibility. Equivalent combinations of education and experience may also be considered.

A review of the above positions indicates that although the positions of Business Systems Coordinator and Systems Analyst - Senior in Salary Grade 008 require higher level education and training than the position under study, the scope of the work is also specific to particular project assignments or designing and developing a particular system or program. Supervisory duties are limited and unlike the position under study they do not oversee a Division. The positions of Water Plant Automation Manager and Infrastructure Support Services Manager in Salary Grade 009 are a better match to the position under study. The Water Plant Automation Manager is also overseeing a critical function within the City and has responsibility for specifying, operating, and maintaining critical information technology systems relative to the control and automation of the water treatment plants and delivery system. The Infrastructure Support Services Manager has a wide scope of responsibilities to provide support to the Infrastructure Division of Public Works. Although the knowledge required is more mechanical and less technical in nature the breadth of knowledge is comparable and includes a thorough knowledge of plant machinery, construction machinery equipment, materials, tools, and supplies. The positions of Electrical Supervisor II and Electrical Services Manager in Salary Grade 010 also require a high level of technical knowledge but are broader in scope. For example, the Electrical Supervisor II manages the electrical installation, operations, maintenance, repair and construction services for all City of Milwaukee Departments and public buildings. The position of Police Buildings and Fleet Manager manages the repair, remodeling, and maintenance of 15 buildings used by the Police Department and the maintenance of 700 vehicles. The position supervises seven management positions and has responsibility for 90 employees. The position requires a Bachelor's Degree in Mechanical Engineering and seven years of work experience or the equivalent.

A review of the management job evaluation factors indicates that the levels should be increased. Based on our review the management job evaluation factors should be as follows:

<u>Factor</u>	<u>Level</u>	<u>Points</u>
Impact and Accountability	10	158
Knowledge and Skill	7	94
Relationships Responsibility	9	67
Working Conditions	2	7

Total Points: 326

(Salary Grade 009: 306 – 352 points)

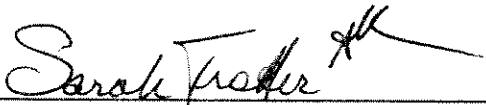
Our review of related positions in other cities indicates that the recommended level of pay would be appropriate. The average adjusted pay for similar positions is \$58,952 - \$81,669. To indicate that the position has expanded to performing more than just maintenance functions, we recommend the title be changed to Communication Systems Manager.

Samual Steffan, Communications Maintenance Manager
Police Department . . . # 8

November 16, 2006

Recommendation

Based on the above analysis we recommend this position of Communications Maintenance Manager in Pay Range 836 be reclassified to Communication Systems Manager in Pay Range 839. We further recommend that when the position is vacated by the current incumbent it be civilianized and reallocated to Salary Grade 009 of the Management Pay Plan.

Prepared by: 
Sarah Trotter, Human Resources Representative

Reviewed by: 
Maria Monteagudo, Employee Relations Director