



Department of Employee Relations

**Tom Barrett**  
Mayor

**Maria Monteagudo**  
Director

**Michael Brady**  
Employee Benefits Director

**Deborah Ford**  
Labor Negotiator

December 11, 2014

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

Dear Committee Members:

Re: Common Council File Number 140563

The following classification and pay levels were approved by the Board of Fire and Police Commissioners on **December 4, 2014**:

In the Police Department, classification and pay recommendations were recommended for Police Telecommunicator, Pay Range 6GN, Lead Police Telecommunicator, Pay Range 6HN and Police Dispatcher, Pay Range 6NN.

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

Sincerely,

Maria Monteagudo  
Employee Relations Director

MM:fcw

Attachment: Job Evaluation Report  
Fiscal Note

C: Mark Nicolini, James Carroll, Bryan Rynders, John Ledvina, Deborah Ford, Nicole Fleck, Chief of Police Edward Flynn, Chief of Staff Joel Plant, Captain Andra Williams, Valarie Williams, Pamela Roberts, and Cynthia Ratliff



**Job Evaluation Report**

Fire and Police Commission Meeting: December 4, 2014

**Police Department**

<b>Current</b>	<b>Request</b>	<b>Recommendation</b>
Police Telecommunicator PR 6FN (\$33,188 - \$36,714) 72 positions	Study of Positions	Police Telecommunicator PR 6GN (\$36,252 - \$39,943) 3.5% Probationary Increment: \$37,521 72 positions
Lead Police Telecommunicator PR 6HN (\$35,778 - \$39,408) 6 positions	Study of Positions	Lead Police Telecommunicator PR 6IN (\$41,141 - \$43,335) 6 positions
Police Dispatcher PR 6NN (\$36,906 - \$49,249) 54 positions	Study of Positions	Police Dispatcher PR 6NN (\$41,688 - \$49,249) 3.5% Probationary Increment: \$43,147 54 positions

**Action Required**

In the Salary Ordinance, under Pay Range 6FN, delete the title "Police Telecommunicator (6)(8)" and footnote "8" in its entirety; under Pay Range 6GN, add the title "Police Telecommunicator (8)(9)" with the footnotes to read as follows: "(8) Recruitment is at \$1,394.31 (\$36,252.06) with a 3.5% probationary increment of \$1,443.11 (\$37,520.86)"; "(9) Employees required to provide on-the-job training at a console shall receive Communications Training Pay (CTP) of (\$.65) per hour for each hour that training is provided. CTP shall not have any sum deducted for pension benefits and shall not be included in base salary for determining pension benefits or any other fringe benefits."; under Pay Range 6HN, delete the title "Lead Police Telecommunicator (7)" and footnote "7" in its entirety.; under Pay Range 6IN, add the title "Lead Police Telecommunicator (4)" with footnote "4" to read as follows: "(4) Recruitment is at \$1,582.35 (\$41,141.10)."; and under Pay Range 6NN, delete footnote "3" and replace with the following footnote: "(3) Employees to be paid in the following range effective Pay Period 1, 2015: \$1,603.38 to \$1,894.21 (\$41,687.88 to \$49,249.46) with a 3.5% probationary increment of \$1,659.50 (\$43,147.00)."

**Background**

In October of 2014 the Department of Employee Relations (DER) received a request to study the adequacy of pay levels for Police Telecommunicators and Lead Police Telecommunicators. In conducting this review, discussions were held with a number of individuals in the Milwaukee Police Department (MPD) including Captain Andra Williams, the commander of the Technical Communications area and Valarie Williams, Human Resources Administrator.

Discussions with the MPD brought forward a number of concerns related to the duties and responsibilities, requirements, and rates of pay for these jobs including the following:

- The adequacy of the current recruitment rate to attract qualified candidates
- Anecdotal information that employees have resigned to take higher paid positions with other emergency communications operations in the metropolitan area
- The adequacy of the current rates of pay as compared to other emergency dispatching jobs in the Milwaukee area, and
- Position responsibility and the degree of knowledge and skill required

- The need for a career ladder to support the development of a more flexible and knowledgeable workforce in light of constantly changing communications technology and new workplace demands

This report addresses the first of these concerns by addressing rates of pay, particularly recruitment rates, as the jobs currently exist. Staff from DER has begun a joint job analysis with the staff of the Fire and Police Commission (FPC) that will be used to provide further recommendations related to hiring and compensation. The job analysis will yield updated minimum requirements, a revised selection process, and a revised selection instrument. This information will also assist in further recommendations on job classifications, pay levels and pay progression. During 2015, DER will work with the MPD to further address these issues. This will include discussions with sworn managers, civilian leadership, employees performing the work, information technology professionals, and the new civilian manager of this emergency communications area budgeted for 2015.

One possible outcome of these discussions may be the development of a career ladder such as that created for Police Records Specialists. The creation of a career ladder would provide the foundation for the Department to develop a more flexible and knowledgeable workforce. At the same time such a career ladder would provide employees with an opportunity to continuously improve their knowledge and skills and also advance their compensation.

### **Nature of Work and Minimum Requirements**

Emergency communications work in the MPD is divided between Police Telecommunicators and Police Dispatchers. Police Telecommunicators answer emergency (911) and nonemergency calls, log calls, enter information about calls, transfer calls to Fire Equipment Dispatchers, and forward information pertaining to law enforcement work Police Dispatchers. Police Dispatchers then send law enforcement officers to a scene and remain in contact with them *enroute* and at the scene.

The current minimum requirements for Police Telecommunicator include:

- two years of high-intensity customer contact or telephone work which includes receiving and resolving complaints, problem solving ability, or having substantial responsibility for receiving and giving information, and
- basic computer proficiency and the ability to type 30 words per minute.

The current minimum requirements for Police Dispatcher include:

- six months of work experience as a fire, police or ambulance dispatcher; or two years of experience performing high intensity telephone work that includes receiving and resolving complaints, problem-solving, or having substantial responsibility for giving and receiving information while simultaneously entering data into a computer; and
- ability to type 30 words per minute.

Current Police Telecommunicators interested in advancing to the position of Police Dispatcher are required to compete in the open examination for Police Dispatchers. Twenty of the current Police Dispatchers previously held a Police Telecommunicator title. The staff of the Fire and Police Commission is currently undertaking a formal job analysis to assess the adequacy of these minimum requirements for both positions.

**Analysis**

Over the years, the work of the MPD Technical Communications Division, like all such operations, has become more complex. Sophisticated equipment and technology such as digital phones, trunked radios, and Computer Aided Dispatch systems with maps and real-time tracking is now being utilized. At the same time, the demand for emergency communication services continues to grow. As a consequence, the degree of knowledge and skill required to competently perform the job of Police Telecommunicator and Police Dispatcher has increased and employees need to update their knowledge and skills on a regular and ongoing basis.

Wage information for Police, Fire, and Ambulance Dispatchers reported by the U.S Department of Labor’s Bureau of Labor Statistics (BLS) for the Milwaukee, West Allis, and Waukesha area as of May 1, 2013 was the primary source used to compare pay levels to the local labor market. Some information was also available for local municipalities. If these wages had been aged to reflect 2014 rates, they would be increased by approximately 1.6%, the average wage growth in this area since that time, as reported by the Economic Research Institute (ERI).

**Pay Levels for Telecommunicators and Police Dispatchers  
Compared with Police, Fire, and Ambulance Dispatchers  
In the Milwaukee, Waukesha, West Allis Area  
May 1, 2013**

Department of Labor, Bureau of Labor Statistics				
10 <sup>th</sup> Percentile	25 <sup>th</sup> Percentile	50 <sup>th</sup> Percentile	75 <sup>th</sup> Percentile	90 <sup>th</sup> Percentile
\$33,010	\$38,940	\$43,530	\$48,120	\$55,590

City of Milwaukee Positions			
Title	PR	Minimum	Maximum
Police Dispatcher	6NN	\$36,906	\$49,249
Lead Police Telecommunicator	6HN	\$35,778	\$39,408
Police Telecommunicator	6FN	\$33,188	\$36,714

As defined by the BLS, Police, Fire, and Ambulance Dispatchers:

Operate radio, telephone, or computer equipment at emergency response centers; receive reports from the public of crimes, disturbances, fires, and medical or police emergencies; and relay information to law enforcement and emergency response personnel. In addition they may maintain contact with callers until responders arrive.

Other job titles typically associated with this job include: Communications Officer, Public Safety Dispatcher, 911 Dispatcher, Emergency Communications Dispatcher, Police Dispatcher, and Telecommunicator.

The position of Police Dispatcher at the MPD is directly comparable to the BLS job. The Police Telecommunicator at the MPD is somewhat comparable to the BLS job in that these positions perform a portion of the job typically performed by Police, Fire, and Ambulance Dispatchers. Specifically Police Telecommunicators answer and log emergency and nonemergency calls and forward calls to Police Dispatchers.

In addition, pay information was obtained from several emergency communications operations in Southeastern Wisconsin and is shown below.

**Police Dispatcher Pay Rates in Southeastern Wisconsin**

Municipality	Minimum	Maximum
City of Wauwatosa	\$41,248	\$56,576
City of Waukesha	\$49,171	\$56,264
Dane County	\$46,613	\$51,210
City of Milwaukee – <b>Police Dispatcher</b>	\$36,906	\$49,249
City of Muskego	\$37,232	\$46,592
City of Kenosha	\$36,816	\$46,120
Milwaukee County	\$33,102	\$40,890
City of Milwaukee – <b>Police Telecommunicator</b>	\$33,188	\$36,714

Although this is a limited survey, these results do seem to indicate that the City of Milwaukee's rates are not competitive with the local labor market, especially in terms of recruitment rates. While pay freezes for employees in these titles have had an impact, the survey data from the BLS would indicate that Milwaukee's pay levels would not be competitive with the local labor market even if those increases had occurred. The maximum rate of pay for Police Dispatcher at the MPD is approximately at the 75<sup>th</sup> percentile for the BLS survey.

**Recommendations**

In order to begin addressing current pay levels, we are recommending that the pay ranges for Police Telecommunicator, Lead Police Telecommunicator, and Police Dispatcher be revised effective Pay Period 1, 2015. These pay ranges were developed in consideration of the following factors:

- the goals and recommendations of the Department
- employees' current rates of pay and how these recommendations would affect individuals
- the financial impact of the change
- the need to create an adequate differential to recognize *bona fide* differences in responsibility and knowledge/skill between jobs; and
- an understanding that these recommendations are just a first step in a comprehensive examination of job classifications, pay ranges, career ladders, and training and development of employees in the emergency communications area.

**Proposed Pay Ranges  
 Police Telecommunicator, Lead Police Telecommunicator, and Police Dispatcher  
 Effective Pay Period 1, 2015**


Job Title	Pay Range	Minimum/Maximum
Police Telecommunicator	6GN	\$36,252 - \$39,943 3.5% probationary period increment: \$37,521
Lead Police Telecommunicator	6IN	\$41,141 - \$43,335
Police Dispatcher	6NN	\$41,688 - \$49,249 3.5% probationary period increment: \$43,147

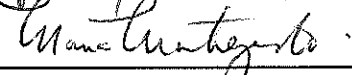
If these new pay ranges are adopted, rates of pay for employees in these job classifications will be adjusted as of Pay Period 1, 2015. These changes will affect the pay of all current Police Telecommunicators and Lead Police Telecommunicators as the recommendations change both the minimum and the maximum rates of pay for these classifications. These recommendations will affect eight Police Dispatchers as the recommendation changes only the minimum

recruitment rate and probationary period rate. The fiscal impact of these recommendations in terms of salaries is \$202,556 which represents 0.12% of the Police Department salaries budget of \$165 million.

Further consideration and recommendations on the pay ranges for these positions will forthcoming after staff from DER, the MPD and the FPC complete a comprehensive study of these positions.

Prepared by:   
Laura Sutherland, Human Resources Representative

Reviewed by:   
Andrea Knickerbocker, Human Resources Manager

Reviewed by:   
Maria Montegudo, Employee Relations Director