



Department of Employee Relations

April 19, 2000

John O. Norquist
Mayor

Jeffrey Hansen
Director

Florence Dukes
Deputy Director

Frank Forbes
Labor Negotiator

Michael Brady
Employee Benefits Manager

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

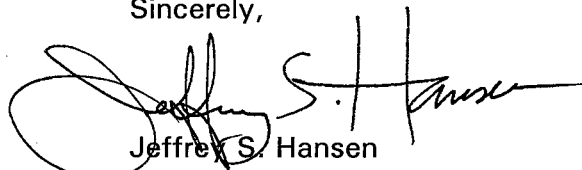
Ladies and Gentlemen: Re: Common Council File Number 001446

The following reclassification recommendation will be submitted to the Board of Fire and Police Commissioners for consideration on April 26, 2001. We recommend this change, subject to approval by the Fire and Police Commission.

In the Police Department, one vacant position of Chief Operator of Police Alarm, Pay Range 835, is recommended for reclassification as Telecommunications Supervisor, Salary Grade 006.

The job evaluation report containing the necessary Salary and Positions Ordinance amendments is attached.

Sincerely,



Jeffrey S. Hansen
Employee Relations Director

JSH:pb

Attachments: Job Evaluation Report
 Fiscal Note

c: Chief Arthur Jones, Konrad Ellenberger, Valarie Watson, Joseph Czarnezki, and Laura Engan

JOB EVALUATION REPORT

Fire and Police Commission Meeting Date: April 26, 2001

Incumbent: VACANT Department: POLICE

Present	Request
Title: Chief Operator of Police Alarm	Title: Communications Operation Officer
Pay Range: 835 (\$49,264-\$59,809)	Salary: Study position
Step: N/A	Source: N/A
Recommendation: Title : Telecommunications Supervisor Salary: 006 (\$41,572 - \$58,206)	
<p>Rationale: Over the past 10 -12 years the Police Department has gradually civilianized the dispatch process. Changes in the technology of police dispatching have made possible the civilianization of numerous telecommunications positions formerly filled by sworn personnel.</p> <p>The basic functions of this position require an individual with a combination of supervisory and technical skills and call-taking/dispatching experience - not direct law enforcement experience. Because this position will not be called upon to perform duties associated with those of sworn classifications, there is no need to fill the position with a sworn police officer. Civilianizing the position will achieve cost savings and will enhance the career ladder for existing civilian positions in the Communications Division.</p>	
<p>History: In 1983 the position was reclassified from Pay Range 834 to Pay Range 835.</p>	

Action Required:

In the Salary Ordinance under Pay Range 835, delete the title "Chief Operator of Police Alarm". Under Salary Grade 006 add the title "Telecommunications Supervisor".

In the Positions Ordinance under Police Department, Administration/Services Decision Unit, Technical Services Bureau, Communications Operations Division, delete the title "Chief Operator of Police Alarm" and substitute therefor the title "Telecommunications Supervisor".

Background:

In April, 2000, we received a request to reclassify the vacant position of Chief Operator of Police Alarm to a civilian management position. Interviews and discussions were held with the head of the Communications Division, Captain James Galezewski, and with the position's immediate supervisor, Lieutenant James Cleveland, and Personnel Administrator Valerie Watson.

The request to study this job and to civilianize it is an extension of the civilianization of telecommunications and dispatch functions that has occurred in the Police Department over the past fifteen years. In the late 1980's the Fire and Police Commission approved the civilian positions of Police Telecommunicator and, later, of Lead Police Telecommunicator. In 1999 the Fire and Police Commission extended civilianization to positions performing dispatching duties when it approved the civilian title of Police Dispatcher.

The position under study has been filled for a number of years with a sworn employee. However, the basic functions of this position require an individual with a combination of supervisory and technical skills and call-taking/dispatching experience - not direct law enforcement experience. Moreover, this position will not be called upon to perform duties associated with those of sworn classifications. Thus, there no longer is a need to fill the position with a sworn police officer. Civilianizing the position will achieve cost savings and will enhance the career ladder for existing civilian positions in the Communications Division.

Duties and Responsibilities:

The primary duties of the position are the administration of the telecommunications system, supervision of emergency, non-emergency and inter-departmental calls; the ensuring of the prompt entry of assignments into the computer-aided dispatch (CAD) system; the maintenance of discipline and submission of personnel review reports; the conducting of training and the maintenance of records and reports. In addition this position is responsible for the operation of the mailroom. Specific duties and responsibilities include the following:

- 20% Assist with supervising the daily operation of the Communications Division, consistent with department policy. Enforce the rules of the section and the rules and regulations of the department.
- 20% Serve as back-up to the Telecommunications Specialist in regards to equipment and maintenance contracts.
- 10% Audit the actions of subordinates during receipt of emergency and non-emergency calls and entry of assignments into the CAD system.

- 10% Instruct telecommunicator trainees in proper processes, procedure and knowledge needed to efficiently function in the Communications Division. Develop and present training to Lead Police Telecommunicators and Police Telecommunicators.
- 10% Management of the audio recording system, its tapes, records and inventory. Provide recommendations for the upgrade of equipment for recording incoming calls.
- 10% Supervision and management of personnel and operation of the MPD mail room. Formulate procedures; administer budget and maintenance of equipment.
- 5% Serve as control officer for the division's records for purposes of retention and destruction.
- 5% Manage and interpret records and data that relate to the control and enforcement of ordinances and laws regulating the misuse of emergency telephone numbers.
- 5% Draft equipment specifications for telecommunications and maintenance contracts.
- 5% Other duties and assigned.

Evaluation of factors:

The City uses a formal qualitative factor comparison system to evaluate (classify) management positions. This system requires that each management position be compared to all other positions with regard to these job evaluation factors:

· Impact and Accountability	Weighted 45%
· Knowledge and Skill	Weighted 35%
· Relationships Responsibility	Weighted 15%
· Working Conditions	Weighted 05%

The actual process used by the job analyst is one of careful comparison and contrast of the position under study and related positions on a "factor-by-factor" basis. The other positions used as a basis for comparison usually include those slightly higher and lower in salary grade, those in the same occupational group, and those in the same department as the position under study. Once appropriate comparisons have been made, the job analyst makes a judgement as to the appropriate level to be assigned in each of the four factors. A corresponding number of points are subsequently assigned according to a predetermined chart, which then translates into a salary grade once all of the points have been added.

Analysis:

The unique nature of this public safety position makes it difficult to compare with other civilian management positions within the City. The position's duties and responsibilities fall into three broad categories: Training/Supervision, Technical and Records-related Management duties. Based on this breakdown of responsibility areas, the most comparable civilian management position are Fire Dispatch Manager¹ in the Fire Department's Communications Section and Water Communication Center Supervisor in the Water Works. Although the Water Communication Center position is not as directly related to public safety as is the Fire Dispatch Manager, the nature of the work is similar enough to warrant inclusion as a comparable position.

Summaries of the duties and responsibilities of the comparable positions are as follows:

Fire Dispatch Manager: The basic function of the position is to ensure the proper receipt of emergency and non-emergency calls and the prompt dispatch of Fire Department forces to the scene of fire, medical, and other types of emergencies. This position is responsible for the administration and operation of the Communications Section and for the enforcement of policies, rules and regulations. This position has supervisory responsibility for approximately 25 positions, develops and updates training and policy manuals, and instructs dispatcher trainees and first line supervisors the in proper processes, procedures, and knowledge needed to efficiently function in the Communications Section. The position is responsible for maintenance and retrieval of telephone and radio transmission recordings and for scheduled checks of electrical and computer equipment. The Communications Section is a round-the-clock operation and consequently, this position is subject to recall at any time of the day in event of equipment failure, staffing shortage or greater alarms. This promotional position will be open to employees with several years of experience as a Fire Dispatch Supervisor.

Water Communication Center Supervisor: The basic function of this position is the management and direction of the Control Center and the management and coordination of various internal and public, electronic, and traditional communications functions. This position ensures the proper receipt and recording of emergency and non-emergency water service calls. The position has overall responsibility for coordination of the investigation of service calls and the call-out and dispatching of repair crews. This position also coordinates and maintains various print and Internet public information components and manages and oversees email and telephone systems for the Water Works. The Control Center is a round-the-clock operation, and the position is subject to after hours calls and call-ins for serious problems such as control systems outages. The position supervises 5 positions and requires a bachelor's degree in Business Administration or a related field and customer service and utility operational experience.

¹ Currently filled by a sworn employee, the Fire Dispatch Manager position will formally exist in the Communications Section upon vacation by the current incumbent.

The job evaluation levels and corresponding point amounts and total points for these positions are as follows:

Title/SG	IA (Pts)	KS (Pts)	RR (Pts)	WC (Pts)	Total
Fire Dispatch Manager SG 007	9 (138)	6 (80)	6 (38)	1 (5)	261
Water Comm. Center Supervisor SG 006	6 (91)	6 (80)	6 (38)	1 (5)	214

IMPACT AND ACCOUNTABILITY

This factor evaluates the degree to which an employee can influence policy and operations, giving consideration to such aspects as consequence of error and ability to affect results. These positions work independently, training and deploying personnel, organizing work and supervising the activities of their respective sections. Much of the work supervised by the fire and police positions is governed by extensive rules and procedures. Although providing guidance, the sheer number and breadth of such rules and procedures and the need to enforce subordinates' strict adherence to them within a paramilitary organization require extensive exercise of judgement.

Like the comparable positions, the Chief Operator position has responsibility for evaluating and improving the procedures used by subordinates, which can have an impact on their sections' productivity and efficiency. All the positions under study either take disciplinary action or recommend such action. Although all the positions compare similarly on several aspects of Impact and Accountability, they differ in regard to the volume and critical importance of call activity managed by them. The Fire Dispatch Manager and the position under study rate higher in this regard than does the Water Works position. Of the three positions the operations managed by the Fire Dispatch Manager have the most direct impact on public safety, the highest consequence of error and thus, the highest rating on the Impact and Accountability factor. The operations supervised by the position under study, although the beginning point for 911 emergency response calls, do not directly involve the dispatching and control of equipment and personnel performing law enforcement activities. Although the Water Works position does manage dispatching and coordination of equipment and personnel to water main breaks, the volume of responses is not as high as that corresponding to comparable fire and police positions. In addition restoration of water service generally does not have the same level of importance as emergency police and fire operations and thus, rates lower on this factor. Based on a consideration of all aspects of the position, we have rated it at level seven -higher than Water Communication Control Supervisor but lower than Fire Dispatch Manager - on the Impact and Accountability factor.

KNOWLEDGE AND SKILLS

The qualifications required for the position under study include five years of experience as a Telecommunicator or Police Dispatcher, knowledge and experience with 911 systems, PBX and digital and audio recording systems. Formal college

training is extremely desirable in this position but, as with the comparable positions, there is considerable emphasis on experiential qualifications. The position requires a fairly high level of computer literacy and technical understanding of telephone systems. On this aspect the position compares favorably with the Water Works position. The Chief Operator position and the comparable positions all require a high level of communication skill, sensitivity and tact. Basic good writing skills for the composition of reports is required of all three positions. Based on the foregoing comparisons, we have given the position a rating of six, equal to the comparable positions, in the area of Knowledge and Skills.

RELATIONSHIPS RESPONSIBILITY

This factor measures the ability to meet and deal with others, giving consideration to such factors as type and frequency of meetings, their scope and the importance to the City of establishing and maintaining relationships. The position under study evaluates subordinates' ability to deal with the public. In this aspect the position is similar to the Water Works position. The position also and has frequent contact with Electrical Services, the Police Department Radio Shop and in regard to the 911 system, with Ameritech. When responding to telecommunications equipment service requests the position may have contact with all levels of the Police Department. The Fire Dispatch Manager position has less responsibility for contacts with the public, but this is balanced by frequent contact with upper level management within the Fire Department, other City departments and outside agencies. Based on a consideration of the various aspects of this dimension, we have given the position a rating of six on the Relationships Responsibility factor.

WORKING CONDITIONS

The position under study performs his or her duties within the Police Communications Section of the Police Administration Building. In the future the workplace location will change to the new communications center, which is currently under construction. Both of these workplaces are for all practical purposes equivalent to an office environment. For this reason we have given the position a rating of one in the area of Working Conditions.

The above evaluation results in a total of 227 points, which places the position in Salary Grade 006, as illustrated below:

<u>Factor</u>	<u>Level</u>	<u>Points</u>
Impact & Accountability	7	104
Knowledge & Skills	6	80
Relationships Responsibility	6	38
Working Conditions	1	<u>5</u>
Total Points		227

Salary Grade 006
(Salary Grade 006: 201 - 230)

Civilianization

Over the past 10-12 years there has been a gradual civilianization of positions within the Communications Division. Civilianization of this position is an extension of that process into the supervisory ranks. The position under study does not perform duties consistent with those of sworn police officers. The basic function of the position is to supervise civilian call-takers and ensure the efficient receipt of emergency and non-emergency calls. A civilian employee can efficiently perform such duties. Civilianizing this position will have the additional beneficial result of enhancing the career ladder for civilian employees within the division.

Civilianizing the position under study will save tax dollars. If the position were approved at Salary Grade 006, the top step would be approximately \$2,300 below that of the top step of the Chief Operator of Police Alarm classification (2000 rates compared). Additional savings will result from the lower fringe benefit costs for civilian positions and from the elimination of annual, mandatory training for sworn positions.

The job description for this position states that 50% of the duties and responsibilities are supervisory. Although the position also has a strong technical dimension and a related records management component, the essential nature of the job is supervisory. For this reason we feel that the title "Telecommunications Supervisor" would be more descriptive and would parallel the titles of comparable positions.

Recommendation:

In view of the foregoing analysis, we recommend that the position of Chief Operator of Police Alarm, Pay Range 835, be reclassified to Salary Grade 006 with the title "Telecommunications Supervisor".

Prepared by: Joseph Alvarado
Human Resources Representative

Reviewed by: [Signature]
Employee Relations Director