

## JOB EVALUATION REPORT

Fire and Police Commission Meeting Date: **July 10, 2014**

### POLICE DEPARTMENT

Current	Request	Recommendation
Administrative Specialist - Senior PR 2EX (\$45,306 - \$63,426)	Study of Position	Police Records Assistant Manager PR 1CX (\$51,469 - \$72,063)
Office Supervisor II PR 2CN (\$39,881 - \$55,825)	Study of Position	Police Records Supervisor PR 1AX (\$45,306 - \$63,426) Recruitment is at \$49,286
Office Coordinator PR 5EN (\$38,706 - \$43,379)* 1 position	Study of Positions	Police Records Specialist III PR 5EN (\$42,539 - \$47,850) 18 positions
Office Assistant IV PR 6HN (\$36,164 - \$40,019)* 1 Position		Police Records Specialist II PR 5DN (\$39,566 - \$44,546) Underfill Title
Office Assistant III PR 6FN (\$30,664 - \$35,806)* 4 Positions		Police Records Specialist I PR 6FN (\$34,717 - \$41,936) Underfill Title
Transcriptionist III PR 6FN (\$30,664 - \$35,806)* 1 Position		
Office Assistant II PR 6EN (\$29,183 - \$34,341)* 10 Positions		
Transcriptionist II PR 6EN (\$29,183 - \$34,341)* 1 Position		

\*ALEASP Rates of Pay

### Background

In December of 2012 the Milwaukee Police Department requested the study of supervisory and support positions in the Records Management Section. Staff reviewed new job descriptions and held discussions with Police Records Manager Elvan Cole, Inspector of Police Mary Hoerig, Human Resources Administrator Valarie Williams, and Human Resources Specialist Pamela Roberts. Staff also consulted with Administrative Specialist-Senior Drita Spahiu, Office Supervisor II Patty Krauser, and support staff in the Records Management Section on changes to the work of the section and the duties of the employees.

The Milwaukee Police Department is the 28<sup>th</sup> largest law enforcement agency in the United State with response to over 200,000 calls for service each year. The Milwaukee Police Department Records Management System assists the department in ensuring the accurate and complete entry of incident reports into the Tiburon System. The procedures of this system direct the proper use of Wisconsin State Statutes and Incident Based Reporting, which in turn impact crime analysis and tactical planning.

In 2012, the Milwaukee Journal Sentinel reported that a great number of criminal incidents had been misclassified for the purpose of showing a downward trend in crime for the City of Milwaukee. It should be noted that at the time of this reporting, the Milwaukee Police Department had, for several months, been focused on problems with criminal statistics. To this end, Records Management Section staff and other administrative resources were tasked with

identifying the sources and causes of these issues and initiating corrective measures to avoid any reoccurrence. After the Journal Sentinel reported these allegations, Chief Flynn requested an FBI audit.

The Milwaukee Fire and Police Commission, Milwaukee Public Safety Committee and the Common Council evaluated and discussed the allegations as well as the Police Department's internal efforts that had been undertaken. Ultimately, the Fire and Police Commission made the determination to pursue a type of audit known as an attestation engagement. This audit was conducted in 2012 by PRI Management Group, an independent public safety consulting and auditing firm. The results of this audit were provided to the Milwaukee Fire and Police Commission in December of 2012. The audit report made the assertion that, as a result of reorganization and changes to work processes, the Milwaukee Police Department Records Management Section now had a robust quality control process in place to ensure that the classification (type of crime) and coding is correct. The report also stated that errors in the Tiburon records management system and a previous lack of internal controls, coupled with deficient National Incident Based Reporting System (NIBRS) training and individual performance are what led to previous errors in crime statistics tracked by the Milwaukee Police Department.

The corrective measures taken by the Milwaukee Police Department in changing work procedures for the Records Management Section include maintaining two or more methods for recording reported crime statistics. The Section staff members follow NIBRS rules and regulations to report crimes to the State of Wisconsin and to the FBI. The Automated Reporting System (ARS) and Records Management System (RMS) establish individual records on each incident reported. On a day-to-day basis Records Management Section supervisors research, review, and verify the crime codes that have been entered. Supervisors also conduct ongoing audits of incident details entered both within the section and department-wide.

The result of these efforts has been significant. In 2013, the Milwaukee Police Department reported 166,278 incident reports to the State of Wisconsin and the FBI with an error rate of two or less.

### **Changes to the Records Management Section**

The Milwaukee Police Department requested this study of positions in the Records Management Section in order to determine the proper classification level and pay for its related positions. The work of the Records Management Section was reorganized in 2012 in response to issues identified with the classification and coding of crime reports. This reorganization increased staff member's level of responsibility for quality assurance of the correct charges reflected in the classifying and coding of crime reports processed within the department. Records Management Section staff now provide the final review of complex crime reports entered into the Tiburon Automated Reporting System prior to submission to the State of Wisconsin and the Federal Bureau of Investigation (FBI).

Records Management Section staff work in one of five work teams that process the following types of crimes. These crime groupings require increasing levels of knowledge and skill in verifying the correct charges in coding and classification, with Group #1 being the most difficult. These groupings include:

- Group #1: Person crimes such as assault, homicide, sexual assault, prostitution
- Group #2: Robbery, motor vehicle theft, fraud, drugs, gambling
- Group #3: Burglary, theft
- Group #4: Arson, vandalism, phone complaints, lost property
- Group #5: Driving under the influence, traffic offenses, vehicle crashes

The amount and level of training for Records Management Section staff members is now more comprehensive. Initial Uniform Crime Reporting (UCR) and National Incident Based Reporting System (NIBRS) training now includes:

- Training from the Criminal Justice Information Services Division of the FBI that covers methodology for Uniform Crime Reporting and the National Incident Based Reporting System (NIBRS).
- In-house training provided by Records Management Section supervisors on both the National Incident Based Reporting System (NIBRS) and the Wisconsin Incident Based Reporting System (WIBRS). Records Management Section supervisors receive training from the State of Wisconsin Office of Justice Assistance and then in-turn provide instruction on the State reporting guidelines to staff members.
- In-house training on the use of the Automated Reporting System (ARS) and the Records Management System (RMS). The training materials for these programs are created by the Records Management Section supervisors.
- Training on a computerized auditing system used to assess the quality of crime classification and coding throughout the department. This training is created and presented by the Records Management Section supervisors.

Staff members are now responsible for creating reports for command staff on crime patterns and trends throughout the City of Milwaukee based upon data extracted from the reporting and coding systems described above.

**Current: Administrative Specialist - Senior PR 2EX**  
**Recommendation: Police Records Assistant Manager PR 1CX**

This position reports to the Police Records Manager and is responsible for the efficiency of the Records Management Section. Duties, responsibilities, and requirements include:

- Serve as a subject matter expert regarding ARS/RMS; respond to questions from Police districts or bureaus regarding ARS reports; and resolve disputes regarding ARS reports on crime coding or state statutes.
- Serve as Police department liaison with the FBI regarding ARS coding issues; ensure that policies and procedures related to records processes are adhered to; audit random reports for correct crime coding; and monitor ARS backlog to promote timely processing.
- Maintain discipline; and recommend and administer corrective action.
- Establish minimum staffing levels; approve schedules; review and monitor sick time usage; and be responsible for overtime control and budget.
- Evaluate the performance of subordinates; establish and maintain specific work goals and objectives, and quantitative and qualitative work standards to be achieved by subordinates; and plan, delegate, communicate and control work assignments and special projects concerning subordinates.
- Advise supervisors and subordinates of developments that impact job duties; and ensure proper communications.
- Be responsible for the health and maintenance of the records processes.

Requirements include a related Bachelor's Degree and two years progressively responsible supervisory experience. Equivalent combinations of experience and education may be considered.

### Changes to Position

The reorganization of the Records Management Section increased this position's responsibility for quality assurance in classifying and coding crime reports both within this Records Management Section as well as throughout the Police department. This position manages work processes and supervises Section staff members that now provide the final review of complex crime reports entered into the Tiburon Automated Reporting System prior to submission to the State of Wisconsin and the Federal Bureau of Investigation (FBI). This work now includes determining when files are completed and are then "frozen and transferred", when reports submitted by District personnel will be "unapproved", and when clarifications of facts and charges will be required, as well as further investigations to complete a report before it may be resubmitted.

This position, along with the current Office Supervisor II, provides the following training:

- Training on both the National Incident Based Reporting System (NIBRS) and the Wisconsin Incident Based Reporting System (WIBRS) to Section staff members as well as Police Department members.
- Training throughout the department on use of the Automated Reporting System (ARS) and the Records Management System (RMS). The training materials for these programs are created by the Records Management Section supervisors.
- Training department-wide on the computerized auditing system used to assess the quality of crime classification and coding performed throughout the department. This training is created and presented by the Records Management Section supervisors.

### Analysis and Recommendation

As the Records Management Section has transitioned to responsibility for quality assurance in correcting charges reflected in the classifying and coding of crime reports, this position has taken on responsibility for revising work processes and ensuring staff development throughout the Police Department.

The position has become a subject matter expert in the coding and classifying of crimes through training from the Criminal Justice Information Services Division of the FBI on the topics of Uniform Crime Reporting and the National Incident Based Reporting System (NIBRS); provides training throughout the Police Department on both the National Incident Based Reporting System (NIBRS) and the Wisconsin Incident Based Reporting System (WIBRS); provides training for Section staff on use of the Automated Reporting System (ARS), the Records Management System (RMS), and the Section's computerized auditing system; and directs staff in creating reports for command staff on crime patterns and trends throughout the City of Milwaukee based upon data extracted from the reporting and coding systems.

This position also serves as second-in-command to the Police Records Manager (PR 1DX). The job analysis indicates that this position has expanded its responsibilities and that the level of required knowledge and skills has increased.

Comparisons to other related supervisory positions in City government include:

Title	Pay Range	Minimum	Maximum
Call Center Supervisor	1AX	\$45,306	\$63,426
Administrative Services Supervisor Customer Service Specialist	1BX	\$48,294	\$67,616
License Coordinator Water Revenue Collections Supervisor	1CX	\$51,469	\$72,063
Customer Service Manager Police Records Manager	1DX	\$54,865	\$76,806

With the increase in knowledge, skill, and responsibility this position is now more comparable to that of the License Coordinator (PR 1CX) in the City Clerk License Division. The License Division is responsible for administering and issuing over 100 types of licenses and permits. The License Coordinator oversees the administrative processes in the Division, supervises License Specialists and conducts quality control audits of work performed to maintain the integrity of the licensing process.

We therefore recommend that this position be reclassified to Police Records Assistant Manager in Pay Range 1CX (\$51,469 - \$72,063)

**Current:** Office Supervisor II PR 2CN  
**Recommendation:** Police Records Supervisor PR 1AX

This position supervises the daily operations of the Records Management Section. Duties, responsibilities, and requirements include:

- Review ARS reports for accuracy and timely processing; prepare daily ARS backlog report and integrity database entries; provide expertise regarding ARS/RMS; and respond to questions from department work locations regarding ARS reports.
- Orient new employees; assign, review and approve daily work assignments, identify areas requiring retraining; submit monthly probationary reports; prepare annual evaluations; monitor work processes and suggest improvements; and assist in developing operating procedures.
- Establish and maintain off-day schedules; provide final review and approval of payroll; review sick leave reports and monitor usage; maintain personnel files; and prepare OC (oleoresin capsicum – pepper spray) inspection reports.
- Monitor work in progress and reassign personnel as needed.
- Fill in for higher level supervisor as needed.

Requirements include a related Bachelor's Degree and one year of supervisory or lead worker experience. Equivalent combinations of experience and education may be considered.

#### Changes to Position

As the work of staff has transitioned from a data entry process to a quality assurance process of the classifying and coding of crime reports, this position has been integral to improving work processes and developing staff members. The position provides support to staff and other department work locations by providing expertise on the myriad of reporting and auditing systems used within the Section. As the level of work in the Section has increased, this position also has critical responsibility for performance feedback.

### Analysis and Recommendation

This position is an integral part of the management team in the Records Management Section. As a first-line supervisor, the basic purpose is twofold: to oversee administrative processes in the Section and coach, train, and supervise staff.

The job analysis indicates that this position has expanded its responsibilities and that the level of required knowledge has increased as a result of the Section's restructuring. In order to recognize this increase in knowledge and skill, it is recommended that this position be reclassified to Police Records Supervisor in PR 1AX (\$45,306 - \$63,426). The recommended pay range is also that of the Call Center Supervisor in the Department of Administration. We further recommend a recruitment rate of \$49,286 to maintain a sufficient differential in pay between the Police Records Supervisor and the Police Records Specialist III (PR 5EN). This represents a 3% differential in rate of pay compared to the maximum rate of \$47,850 for the classification of Police Records Specialist III discussed below.

We therefore recommend this position be reclassified to Police Records Supervisor in Pay Range 1AX (\$45,306 - \$63,426, with a recruitment rate of \$49,286).

<b>Current:</b>	<b>Office Coordinator</b>	<b>PR 5EN</b>
	<b>Office Assistant II, III, &amp; IV</b>	<b>PR 6EN, 6FN, 6HN</b>
	<b>Transcriptionist II &amp; III</b>	<b>PR 6EN, 6FN</b>
<b>Recommendation:</b>	<b>Police Records Specialist III (18 positions)</b>	<b>PR 5EN</b>
	<b>Police Records Specialist II (underfill title)</b>	<b>PR 5DN</b>
	<b>Police Records Specialist I (underfill title)</b>	<b>PR 6FN</b>

Staff members in these positions provide quality assurance by providing the final review of complex crime reports entered into the Tiburon Automated Reporting System prior to submission to the State of Wisconsin and the FBI. Duties and responsibilities include:

- Match the nature of call to the appropriate State Statute(s).
- Read crime report narratives and supplements to ensure the elements of the crime support the State Statute selected by the Police officer.
- Select the correct NIBRS code to match the crime.
- Determine if the proper format is used for names and locations.
- Add information missing on report tabs including names, aliases, property evidence, etc.
- Add pertinent information to the Modus Operandi tab to assist Department personnel in performing statistical crime analysis.
- Ensure that proper involvement codes have been selected.
- Match arrest information in crime reports with the arrest charges in the Corrections Management System and make any necessary corrections.
- Perform NIBRS incident control validation to check for reporting errors.
- Interpret the error-based messages and make the appropriate corrections.
- Enter incident reports into the Data-Integrity Database; and notify the Police Officer and supervisor of any adjustments and/or corrections made to the report.
- Resolve reporting disputes with Police Officers.
- Complete the Data Integrity Worksheet, noting the rationale used to make corrections to the reports.
- Collaborate with team members to resolve questions regarding unusual reports and/or circumstances.
- Provide support to Police Officers regarding their reporting questions and/or concerns.

Requirements include four years of office support experience. Experience working with a law enforcement records management system or equivalent is preferred.

### Changes to Positions

This reorganization has increased staff member's level of responsibility for quality assurance in classifying and coding crime reports processed within the department. These positions provide the final review of complex crime reports entered into the Tiburon Automated Reporting System prior to submission to the State of Wisconsin and the Federal Bureau of Investigation (FBI).

Previously, staff provided a data entry review of the crime reports entered into the Tiburon system in round the clock shifts. To support consistency, Records Management Section staff members are now all assigned to the day shift and have been assigned to one of five work teams that focus on types of crime. Each team has a designated lead staff member with the expertise in the coding and classification of the most complex and difficult crimes.

Staff members now receive the training listed below.

- In-house training provided by Records Management Section supervisors on both NIBRS and WIBRS.
- In-house training on the use of the ARS and the RMS.
- Training on a computerized auditing system used to assess the quality of crime classification and coding throughout the department.

### Analysis and Recommendation

Comparisons were made to other paraprofessional and office support classifications in City government.

Title	Pay Range	Minimum	Maximum
Program Assistant III	5IN	47,779	54,669
License Specialist III	5GN		51,200
Legal Office Assistant IV	6MN	41,610	49,946
Program Assistant II	5FN	42,539	48,248
License Specialist II	5EN	42,539	47,850
License Specialist I	5DN	39,566	44,546
Program Assistant I	5EN	40,501	46,724
Legal Office Assistant III	6KN	38,629	45,391
Council File Specialist	6JN	39,611	44,546
Legal Office Assistant II	6IN	38,629	43,335
Office Assistant IV	6HN	37,830	41,863
Accounting Assistant I	6GN	36,252	39,943
Office Assistant III	6FN	34,717	38,406
Office Assistant II	6EN	30,529	35,922

As mentioned earlier in this report, Records Management Section staff work in one of five work teams that process different types and complexity of crimes. A new staff member to the Section would be trained to verify the correct charges in coding and classification for the more basic crimes, and then over time, be trained for the increasingly complex and difficult crimes.

These crime groupings are listed below, with Group #1 being the most difficult crimes to code and classify.

- Group #1: Person crimes such as assault, homicide, sexual assault, prostitution
- Group #2: Robbery, motor vehicle theft, fraud, drugs, gambling
- Group #3: Burglary, theft
- Group #4: Arson, vandalism, phone complaints, lost property
- Group #5: Driving under the influence, traffic offenses, vehicle crashes

For this reason, we recommend classification of these positions at three different levels of the title of 'Police Records Specialist' to coincide with the knowledge and expertise that staff members acquire over time. All positions would be classified at the highest level of Police Records Specialist and staff members would underfill the position based on knowledge, skill, and documented performance.

Staff performing work at the highest level would need to possess the expertise to code and classify the full range of crimes including the most complex and difficult. Staff at this level would function as lead workers and in addition to the responsibilities listed above would also perform these duties.

- Provide periodic analytical support to the Intelligence Fusion Center (IFC)
- Provide training to Department personnel on the Tiburon System
- Research and resolve discrepancies within the system
- Provide FBI certification training to Department members
- Conduct sporadic internal audits to ensure reporting accuracy.

The level of work performed by staff at the highest level of responsibility compares to the work performed by the paraprofessional classification of License Specialist II (PR 5EN). License Specialists administer and issue over 100 types of licenses and permits on behalf of the Common Council in the Office of the City Clerk. A License Specialist processes applications for licenses and permits in accordance with state statutes, city ordinances, and departmental procedures. This includes interactions with applicants on the process for approving or disapproving licenses, standards used to determine if a license is granted, fees required, and/or deadlines. Specialists respond to inquiries and complaints, enter information into the department database system, prepare License Committee agenda items, and initiate correspondence for managers. License Specialist's II administer and process the most complex licenses and permits.

For this highest level of responsibility we recommend the title of Police Records Specialist III in Pay Range 5EN. Minimum requirements would include at least two years of successful performance as a Police Records Specialist and successfully passing a promotional test to verify job-related knowledge and expertise.

For the Records Management Section members at an intermediate level of responsibility we recommend the title of Police Records Specialist II in Pay Range 5DN. Promotion to this level would require at least one year of successful performance as a Police Records Specialist I and successfully passing a promotional test to verify job-related knowledge and expertise.

The recommended classification of Police Records Specialist I in Pay Range 6HN would serve as the entry-level classification of this series and would require four years of office support experience, preferably with experience in police enforcement records management.

Recommendation for Pay Ranges and pay progression increments within these ranges are as follows:



Title/Level	Pay Range	Increment			
		1	2	3	4
Police Records Specialist III	5EN	\$20.45	\$21.27	\$22.12	\$23.01
		\$1,636.11	\$1,701.56	\$1,769.61	\$1,840.40
		\$42,538.86	\$44,240.56	\$46,009.86	\$47,850.40
Police Records Specialist II	5DN	\$19.02	\$19.78	\$20.57	\$21.42
		\$1,521.77	\$1,582.64	\$1,645.95	\$1,713.29
		\$39,566.02	\$41,148.64	\$42,794.70	\$44,545.54
Police Records Specialist I	6FN	\$16.69	\$17.78	\$18.93	\$20.16
		\$1,335.26	\$1,422.05	\$1,514.48	\$1,612.93
		\$34,716.76	\$36,973.30	\$39,376.48	\$41,936.18

We therefore recommend that eighteen positions within the Records Management Section be reclassified to Police Records Specialist III in Pay Range 5EN (\$42,538.86 - \$47,850.40) with the two underfill titles of Police Records Specialist II in Pay Range 5DN (\$39,566.02 - \$44,545.54) and Police Records Specialist I in Pay Range 6FN (\$34,716.76 - \$41,936.18).

We further recommend that staff members be able to progress within a pay range on an annual basis if they receive a fully successful rating on a written performance evaluation.

### Implementation Considerations

Current Records Management Section staff members hold the various titles of Office Assistant IV (PR 6HN), Transcriptionist III (PR 6FN), Transcriptionist II (PR 6EN), Office Assistant III (PR 6FN), and Office Assistant II (PR 6EN). At the time of implementation, unless currently holding a higher level title with a higher rate of pay, staff members will be promoted to the minimum of Police Records Specialist I (PR 5EN) or to the next highest step.

Movement into the levels of Police Records Specialist II and III will require completion of minimum amounts of successful experience working in the Records Management Section, as well as passing a promotional examination that will assess knowledge and expertise. Current experience completing the work will be considered toward the required experience. These promotional tests will be developed in cooperation with the Records Management Section supervisors, the Milwaukee Police Department Human Resources Section, and the Fire & Police Commission testing staff. Development of these promotional tests would begin with the implementation of this report.

For the initial implementation of these titles only, staff members who successfully meet the requirements for a specific title would be recommended for promotion to that title on a date that coincides with the effective date of this report.

The recommendations contained in this report were shared with Records Management Section staff on June 24<sup>th</sup>, 2014.

### Action Required

In the Salary Ordinance,

under Pay Range 1CX, add the title "Police Records Assistant Manager".

under Pay Range 1AX, add the title "Police Records Supervisor (5)" with footnote 5 to read as follows:

(5) Recruitment is at \$1,895.62 biweekly, (\$49,286.12 annual).

under Pay Range 5EN, add the title “Police Records Specialist III (8) (9)” with footnotes 8 and 9 to read as follows:

- (8) Employee will advance to the next rate in the following range upon certification by the Chief of Police of having attained and maintained at all times the level of expertise and demonstrated job performance: \$1,636.11, \$1,701.56, \$1,769.61 and \$1,840.40.
- (9) An employee promoted into this title will receive the pay increment in the new pay range that is higher than the employee’s current rate. The employee must achieve all required levels of expertise and performance up to and including the new increment within the probationary period.

under Pay Range 5DN, add the title “Police Records Specialist II (4) (5)” with footnotes 4 and 5 to read as follows:

- (4) Employee will advance to the next rate in the following range upon certification by the Chief of Police of having attained and maintained at all times the level of expertise and demonstrated job performance: \$1,521.77, \$1,582.64, \$1,645.95, \$1,713.29.
- (5) An employee promoted into this title will receive the pay increment in the new pay range that is higher than the employee’s current rate. The employee must achieve all required levels of expertise and performance up to and including the new increment within the probationary period.

under Pay Range 6FN, add the title “Police Records Specialist I (11) (12)” with footnotes 11 and 12 to read as follows:

- (11) Employee will advance to the next rate in the following range upon certification by the Chief of Police of having attained and maintained at all times the level of expertise and demonstrated job performance: \$1,335.26, \$1,422.05, \$1,514.48, \$1,612.93.
- (12) An employee promoted into this title will receive the pay increment in the new pay range that is higher than the employee’s current rate. The employee must achieve all required level of expertise and performance up to and including the new increment within the probationary period.

In the Positions Ordinance, under the Police Department, Administration Services Decision Unit, Records Management Section, delete the entire section and replace as follows:

Records Management Section

Police Records Manager .....	1
Police Records Assistant Manager.....	1
Police Records Supervisor.....	2
Police Records Specialist III .....	18
Police Sergeant .....	2

Police Officer .....	3
Office Supervisor II .....	1
Office Assistant IV.....	3
Office Assistant III .....	1
Office Assistant II .....	14
Microfilm Technician.....	1

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