

To: Ms. Jennifer Palmbos

From: Rick Labib-Wood, MGT Consulting Group

Date: 10/30/2023

Re: Job Description, Position Classification, Pay Grade Allocation, and FLSA Recommendation on two positions in the Emergency Medical Services Department (EMS).

One of the two position is an existing job classification to which some duties have been more clearly articulated as well as an increase in leadership and managerial responsibility; the other proposed position will add a new job classification title to the department:

- Updated job description: **PROJECT MANAGER – EMS**
 - Proposed new description: **EDUCATION & QUALITY IMPROVEMENT MANAGER – EMS**
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This memo responds to your request for a classification review of the two positions.

1. PROJECT MANAGER – EMS

- Livingston County, Michigan, is the 10th largest among Michigan’s 83 counties. For an Emergency Medical Services program to provide the best outcomes possible for county residents in need of emergency life-saving intervention and transport, all of the EMS system’s operations and “hardware,” i.e., the equipment including, for example, vehicles, medical supplies, gurneys, oxygen delivery systems, fully functioning, well stocked EMS stations, must be up-to-date, fully operational, and ready to respond immediately upon each notification. These various system components serve a county-wide population of 193,866 residents (2020 U.S. Census), with a reported growth of 9.27% (*World Population Review* website) compared to the 2010 U.S. Census that counted 180,967 residents. This rapidly increasing population lives in in a 40% rural 60% urban county of some 565 square miles of land.

The “Project Manager – EMS” position has primary responsibility to manage the infrastructure and equipment side of the EMS system as well as day-to-day operational activities. This includes responsibility for the department’s capital inventory and improvement plans, ensuring that equipment meets operational needs such as capabilities for UHF, VHF and 800 MHz communications. Responsibilities of the position include taking a leadership role whenever a new station is to be established both in terms of the design of the station and the acquisition and placement of all required equipment, bringing to the capital facilities process the subject-matter and operational expertise needed to ensure best, relevant design and outfitting of a new station. There is also the managerial responsibility for planning and implementing proper safety protocols and regular training of operational staff to achieve highest levels of safety. This position is the highest level in the department and next to the executive level of director and deputy director. When assigned, may act as Deputy EMS Director in the latter’s absence and is tasked to assist the Director and Deputy EMS Director in overall planning and management of the department.

2. EDUCATION & QUALITY IMPROVEMENT MANAGER – EMS

- Livingston County's EMS Department has undertaken a major expansion training effort as a means to address locally the impact of an ongoing, nation-wide shortage of emergency medical services personnel.

Rather than passively waiting for qualified applicants to appear in time to staff vacancies, the Department now offers multiple cycles a year of the kind of training programs that produce high quality paramedics. These are being funded through a combination of grants and tuition. Many of the new graduates prefer to remain locally employed in their new field. They then become the cadre of enthusiastic new hires who are helping to fill vacancies resulting from turnover and from the opening of new EMS stations. What formerly was a modest training schedule with a supervisor and one or two instructors, has transformed into a major effort not only of significantly more training, but a quality improvement feedback loop that enhances both the training effort and the quality of emergency medical responses that reach the County's citizenry.

The proposed new position of "Education & Quality Improvement Manager – EMS" is a much-needed resource to manage the dual prongs of expanded education and heightened quality improvement through analysis and program development. The level and scope of the duties and responsibilities, and the kinds of policy development and implementation effort that the department is assigning warrant a management-level position for this aspect of EMS training and operation.

The recommended grade allocations and FLSA placements for these two classifications are as follows:

- PROJECT MANAGER – EMS is recommended to be reallocated from Grade 11 to Grade 12. The minimum annual salary for this grade is \$84,274.61, and the maximum is \$100,628.21 on Livingston County's 7-step salary schedule (not including merit steps 8 and 9). This recommendation is based on internal pay relationships among the department's job classifications. This is one pay grades less than the Deputy EMS Director and at least one grade higher than any other position it might manage and supervise.
- FLSA: MGT Consulting Group recommends that the updated job "Project Manager – EMS" continue to be classified as Exempt as it does have a supervisory role over other employees, including selection, performance evaluation, and discipline if required, and does not perform for any significant amount of time the same work as non-exempt positions in the department.
- EDUCATION & QUALITY IMPROVEMENT MANAGER – EMS for initial allocation at Grade 11. The minimum annual salary for this recommended grade is \$78,770, and the maximum is \$95,037 on Livingston County's 7-step salary schedule (not including merit steps 8 and 9). The significance, scope, and breadth of the training and quality improvement programs approach those of the Project Manager-EMS in the training and knowledge planning classification but do not carry the same level of operational urgency and immediacy of impact resulting from those operations. This is a key management-level position just below the top tier of departmental oversight and leadership.

- FLSA: MGT Consulting Group recommends that the proposed job be classified as Exempt as it does have a supervisory role over other employees, including selection, performance evaluation, and discipline if required, and does not perform for any significant amount of time the same work as non-exempt positions in the department.

Attached is the proposed updated job class description for “Project Manager – EMS” and the proposed new job class description for “Education & Quality Improvement Manager – EMS.”

Thank you for this opportunity to be of service to Livingston County. This information serves as the starting point for final review and recommendation to the Personnel Committee and then to the full Board of Commissioners regarding the proposed job class descriptions, grade placements, and FLSA classifications.