



AGENDA OF THE PERSONNEL COMMITTEE

TUESDAY, OCTOBER 24, 2023, 4:30 PM

In person at City Hall, Room 203 - Council Chambers.

Virtual attendance also available via Zoom.

A. Zoom Meeting Information.

I. Join Zoom Meeting Online:

<https://us02web.zoom.us/j/86846491807?pwd=K3NJQlNxdXUlcjB2RlR0TWVTUkYdz09>

Or call in by phone: +1 312 626 6799

Meeting ID: 868 4649 1807

Passcode: 298054

If you wish to speak at this public meeting or leave a comment, please fill out the online [Comment Form](#) prior to the meeting. More detailed [Zoom Instructions](#) can be found online.

B. Roll Call.

C. Approval of the Agenda.

D. Approval of Minutes.

- I. Approval of the Minutes from the 10/10/23 Personnel Committee meeting.

E. Regular Business.

- I. For consideration with possible action on the request to fill the following replacement positions and all subsequent vacancies resulting from internal transfers.
 - a. Truck Driver
2. For consideration with possible action on the implementation of the updated City Pay Plan as recommended by the Carlson Dettmann market analysis.
3. For consideration with possible action on the 2024 City of Green Bay and City of Green Bay Fire Fighters Local 141, International Association of Fire Fighters AFL-CIO 158 labor agreement.

The Committee may convene in closed session pursuant to § 19.85(1)(e), Wis. Stats., for purposes of deliberating or negotiating public employee contracts for competitive or bargaining reasons. The Committee may thereafter reconvene in open session pursuant to § 19.85(2), Wis. Stats., to report the results of the closed session and consider the balance of the agenda.

F. Informational.

1. Report of Routine Personnel Action Items
2. Next Meeting: November 28, 2023

G. Adjournment.

- 1) THIS MEETING IS RECORDED: THE VIDEO OF THIS MEETING AND MINUTES ARE AVAILABLE ONLINE AT www.greenbaywi.gov
- 2) ACCESSIBILITY: Any person wishing to attend who requires special accommodation because of a disability, should contact the City Safety Manager at 920-448-3125 at least 48 hours before the scheduled meeting time so that arrangements can be made.
- 3) QUORUM: Please take notice that a majority or quorum of the Common Council will attend this Personnel Committee meeting and will constitute a meeting of the Common Council for purposes of discussion and information gathering relative to this agenda.
- 4) REPRESENTATION: The party requesting the communication, or their representative, should be present at this meeting.



Report to the
Personnel Committee
of the City of Green Bay

MEETING DATE

October 24, 2023

PREPARED BY**AGENDA ITEM # E.I**

For consideration with possible action on the request to fill the following replacement positions and all subsequent vacancies resulting from internal transfers.

a. Truck Driver

BACKGROUND**RECOMMENDATION****FISCAL IMPACT****ATTACHMENTS**

1. Personnel Committee Request to Fill Memo - 10.24.23
2. Truck Driver - R. Thomas 10.20.23

MEMORANDUM



Human Resources Department

To: Personnel Committee

From: Emma Baierl
Human Resources Generalist

Re: Request to Fill Vacant Positions

Date: October 24, 2023

The Human Resources Department is requesting authorization to fill the following replacement positions approved as part of the 2023 budget and all subsequent vacancies resulting from internal transfers. The justification reports are attached.

- Truck Driver - Replacement position due to the retirement of Robert Thomas effective on October 20, 2023. This position is budgeted at \$21.60 - \$25.42 per hour. (Pay Grade F)

**Position Fill Request
Justification Report
October 11, 2023**

Position Title: Truck Driver – DPW Operations Division/Street Section

- 1. If this position is a replacement position, please indicate the reasons for the vacancy. If this is not a replacement position, please indicate the reasons for requesting the position.**

 X **Replacement Position** **Not a Replacement Position**

This vacancy results from the retirement of Robert Thomas effective at the end of the regular workday on Friday, October 20, 2023.

- 2. Is this position included in the current budget? If not, please list how this position will be funded (grant, internship, etc.). Please list the salary range of the position.**

Yes, this position is currently funded in the DPW operating budget. The current salary range for a Truck Driver is \$21.60 - \$25.42/hour (Pay Grade F).

- 3. Please list the functions and any special information regarding this position.**

Truck Drivers perform a full range of duties including, but not limited to, hauling material with dump trucks, operating equipment, plowing snow, spreading ice control material, pothole patching, beam guard rail repair, asphalt patching, daily equipment maintenance, and general labor assignments necessary for DPW to perform core functions.

- 4. Does the position generate revenue or reduce expenses? If so, provide an estimated amount.**

This position does not generate revenue for the City. But the use of in-house labor and equipment reduces the need to contract City services to outside sources.

- 5. Please explain why current staff is unable to absorb duties of this position.**

Loss of a Truck Driver position represents a reduction in DPW's ability to provide Street Section services in a timely manner, including snow plowing, curbside yard and garden waste collection, pavement repair, etc.

- 6. If duties of position are presently being done, how are they done?**

Duties associated with any vacant position are assigned to other Street Section employees. When there is a lack of personnel, assignments are prioritized, incomplete assignments are postponed or not completed.

- 7. What service would be reduced or eliminated if this position is not filled?**

DPW cannot reduce or eliminate its core services. However, a reduction in staff will result in a lower level of service to residents and will increase the amount of time required to complete those services.

8. What are the alternative methods and costs of accomplishing the work?

Reducing the level of services provided to City residents, working overtime to maintain the expected level of service, or outsourcing of services.

9. Are there union issues?

No

10. Other supporting comments.

None



Report to the
Personnel Committee
of the City of Green Bay

MEETING DATE

October 24, 2023

PREPARED BY**AGENDA ITEM # E.2**

For consideration with possible action on the implementation of the updated City Pay Plan as recommended by the Carlson Dettmann market analysis.

BACKGROUND**RECOMMENDATION****FISCAL IMPACT****ATTACHMENTS**

- I. Personnel Committee - 2024 Proposed Pay Plan Update 10-24-23



Human Resources Department
100 North Jefferson Street - Room 500
Green Bay, Wisconsin 54301-5026
www.greenbaywi.gov

Phone 920.448.3147
Fax 920.448.3128

MEMORANDUM

To: Personnel Committee

From: Joseph Faulds, Chief of Operations

Re: Amended City of Green Bay Employee Compensation Recommendation

Date: October 24, 2023

RECOMMENDATION

A recommendation was presented at the previous Personnel Committee meeting based on the recent market assessment conducted by Carlson and Dettman. The following was the recommendation for employees on the City Pay Plan for the 2024 budget and a historical review of the current pay plan:

- To implement the 50th/75th percentile plan starting January 1, 2024.
- Provide a 2% COLA on April 1, 2024.
- Employees will receive his or her annual step increase or increase in the performance range based on City policies.

2017 CLASSIFICATION AND COMPENSATION STUDY

The City implemented a new classification and compensation plan in 2017. Since the prior classification study was conducted in the 1980's, the 2017 study involved extensive internal review of positions as well as market comparisons with public sector entities. The purpose of the 2017 classification and compensation study was to:

- Establish a pay structure that created pay grades and classifications to ensure internal alignment and internal equity.
- Develop a pay structure that allows the City to recruit and retain talent.
- Increase the City of Green Bay salary plan to the 50th percentile of the market.
 - Hybrid plan (7 steps and a performance range).
 - Movement through the plan/pay grade steps is based on satisfactory performance.
 - Step 7 is the control point or midpoint of the pay grade (100% of the market).
- Create consistent guidelines for hiring and employee movement through the plan.
 - Employees generally hired between Steps 1 – 4.
 - Employees hired at Step 1 are eligible for a step increase after 6 months of employment.
 - Employees hired at Step 2 or higher are eligible for a step increase after 1 year of employment.

2023 EMPLOYEE MARKET ASSESSMENT

On May 2, 2023 the Common Council approved the contract for Carlson Dettman Consulting to conduct a market assessment for all City positions under the City's Pay Plan.

Market Assessment Objectives:

- The purpose of the study is to create a pay structure that either maintains the 50th percentile or exceeds the 50th percentile to help the City recruit and retain employees.
- The focus is strictly on the external wage and market comparability of each position.
- The market assessment did not include the review of each job classification and the respective job duties of the positions to determine placement of each position in the pay plan.
 - There were limited positions that were reviewed for placement in the pay plan and the list of positions is attached.

Market Comparisons:

- The study used a variety of public sector comparables and survey data including private and public sector wage data to evaluate our benchmark positions.
 - See Attached List of Comparables in the attached Carlson Dettman Presentation.
- Nonexempt positions tend to be compared to more localized comparables and exempt positions tend to be compared on a more regional/statewide basis.

Findings:

- Carlson and Dettmann presented (2) plan options for consideration:
 - 50th percentile or "Meet-the-Market" plan, or
 - 50th/75th percentile blend that places wages for City positions in a more competitive position than the 50th percentile plan.
- Compared to the 50th/75th market target our employees are:
 - Top one third of jobs are 11% behind the market
 - Lower two-thirds are 6% behind the market
- The 50th/75th market plan provides the City with the same hybrid plan structure but different minimums for Pay Grades A through F.
- Control point to increase approximately 11% for each pay grade

Implementation:

- Each employee will be placed on a step of the appropriate pay grade that provides an increase based on the employee's rate of pay on December 31, 2023.
- If the employee's rate of pay on December 31, 2023 is higher than the control point in the appropriate grade, then that employee will be placed at that current rate of pay.
 - See Attached Distribution Breakdown.
- Employees will maintain their annual performance evaluation and eligibility for an increase in 2024 based on City policies.
- Employees will receive a 2% COLA on April 1, 2024.
- All employees will have an overall minimum wage increase of 3% in 2024.
- Cost: Carlson Dettman estimated that the cost of implementation would be about 3% of payroll or about \$900,000.

2023 MARKET ASSESSMENT POSITION REVIEW

The following positions were reviewed as part of the 2023 Market Assessment:

Positions reviewed due to supervisor-to-subordinate compression concerns:

- Police Commander
- Police Captain
- Assistant Fire Chief
- Battalion Chief

The Police Commander and Assistant Fire Chief positions maintained the same paygrade (Pay Grade P) but were advanced through the proposed plan to avoid compression with the Police Captain and Battalion Chief. The Police Captain and Battalion Chief positions were moved from Pay Grade M to Pay Grade O.

Positions reviewed due to reclassifications:

- Assistant IT Director – Pay Grade N
- Deputy City Attorney – Pay Grade O
- Deputy City Clerk – Pay Grade I
- Financial Analyst – Pay Grade H
- Streets Foreperson – Pay Grade H
- Sr. GIS Analyst – Pay Grade K

New positions reviewed:

- Deputy Treasurer – Pay Grade M
- AmeriCorps Field Assistant – Pay Grade F
- Transit Operations Director – Pay Grade M

EMPLOYEE FEEDBACK

During the Personnel Committee meeting and since October 10th, Human Resources has received feedback as noted below:

- Generally, employee feedback has been positive.
 - Increase in wages from January 1, 2024 implementation.
 - Placed on a lower step to provide higher earning potential.
 - Thankful for the City taking action to provide more competitive wages.
- Concerns from employees
 - Retention Concerns
 - Employees moving from the performance range in the current pay plan to the performance range in the proposed plan do not see an increase during the implementation of the plan.
 - Employees do not feel valued receiving a small increase moving into a step on the new pay plan (less than 1% increase).
 - Moving down in steps places employees closer to new hires.
 - Why can't employees move to their current step in the proposed pay plan?
 - Seniority and Leapfrogging concerns
 - Involves employees moving to step 1 or minimum step.
 - Employees hired within 2-3 year time frame will move to the same step.
 - Maintaining the same performance evaluation date may create leapfrogging.

Carlson Dettman Implementation Options:

1. Increase to the minimum:
 - a. Approximately 158 employees impacted and move to lowest step.
 - b. Remaining employees stay at same wage/salary and then eligible to move to the next step during his/her performance review.
 - i. Approximate implementation cost is \$590,000.
2. Increase to Step: City Staff Proposal
 - a. Each employee will be placed on a step of the appropriate pay grade that provides an increase based on the employee's rate of pay on December 31, 2023.
 - b. If the employee's rate of pay on December 31, 2023 is higher than the control point in the appropriate grade, then that employee will be placed at that current rate of pay.
 - i. Approximate implementation cost is \$900,000.
 - ii. This is the current proposal outlined above.
3. Guaranteed ATB 1% Increase; then Increase to Step:
 - a. Each employee's base wage (12/31 wage) is increased 1% and then placed on a step that provides an increase.
 - b. Approximate implementation cost is \$1,120,000.
4. Compression Relief Model or Guaranteed ATB 2%:
 - a. Each employee is placed on a step based on years of service and employees in the performance range receive a 2% increase.
 - b. Approximate implementation cost is \$2,400,000.

Alternative Proposals

Alternative Proposal #1

- Implement the new pay plan where there is a guaranteed 1% increase to an employee's base wage (12/31 wage) and then an increase to step.
- Provide a 2% COLA on April 1, 2024.
- Maintain employee annual increase and change the increase in the performance range to 2%
- Approximate additional cost: \$200,000.
 - i. Ensures employees in the performance range receive an increase at implementation.
 - ii. Provides an increase of at least 1% for all of the employees moving to a step in the new pay plan.
 - iii. Provides those in the performance range a performance evaluation increase closer to a step increase.
 - iv. Everyone will receive at least an annual wage increase of at least 5%.

Alternative Proposal #1A

- i. Move the 2% COLA up to second pay period of 2024.
- ii. Approximate additional cost: \$335,000.

Alternative Proposal #2

- Each employee will be placed on a step of the appropriate pay grade that provides an increase based on the employee's rate of pay on December 31, 2023.
- If the employee's rate of pay on December 31, 2023 is higher than the control point in the appropriate grade, then that employee will be placed at that current rate of pay.
- Provide a 3% COLA in the second pay period of 2024.
- Maintain step increases and change the increase in the performance range to 2%
- Approximate additional cost: \$590,000.
 - i. Provides a larger COLA for all employees and earlier in the year.
 - ii. Addresses concerns from those in the performance range having a minimum annual wage increase of 3% to a minimum annual wage increase of 5%.
 - iii. Does not address concern from employees placed on a step of the pay structure resulting in less than a 1% implementation increase.

Alternative Proposal #3

- Implement the new pay plan to ensure each employee receives at least a 1% increase.
- Provide a 3% COLA in the second pay period of 2024.
- Maintain step increases and change the increase in the performance range to 2%
- Approximate additional cost: \$790,000.
 - i. This addresses the concerns from employees who are in the performance range and not receiving an increase and those employees who are receiving less than 1% of an increase moving to a step.
 - ii. Provides those in the performance range an increase closer to a step increase.
 - iii. Minimum increase to annual wage is 6%.

Distribution of Increases for Placement on the Schedule

1. Increase to Step:

Distribution of Increases for Placement on Schedule	
Category	
Increase of 10% or higher	13
Increase of 5% - 9.9%	41
Increase of 2% - 4.9%	202
Increase of 1% - 1.9%	84
Increase of 0.9% or less	71
No Increase	25
Currently Paid Over Range Maximum	0

2. Guaranteed ATB 1%; then Increase to Step:

Distribution of Increases for Placement on Schedule	
Category	
Increase of 10% or higher	13
Increase of 5% - 9.9%	41
Increase of 2% - 4.9%	247
Increase of 1% - 1.9%	126
Increase of 0.9% or less	0
No Increase	0
Currently Paid Over Range Maximum	0

Implementation Examples

1. Increase to Step:

- a. Employee A: Below the Minimum in the new pay plan
 - i. Current Pay Plan Pay Grade F: Step 5 \$24.16 on 12/31/23
 - ii. Placed on Pay Grade F: Step 1: \$24.68
 - About a 2% increase to go onto the plan
- b) Employee B: In-between steps in the new pay plan
 - i. Current Pay Plan Pay Grade F: Step 6 \$24.79 on 12/31/23
 - ii. Placed on Pay Grade F: Step 2 \$25.39
 - Approximately a 2.5% increase to go onto the plan
- c) Employee C: In-between Steps in the new pay plan
 - i. Current Pay Plan Pay Grade F: Step 3 \$25.33 on 12/31/23
 - ii. Placed on Pay Grade F: Step 2 \$25.39
 - Approximately a .3% increase to go onto the plan
- d) Employee D: Performance Range
 - i. Current Pay Plan Pay Grade F: Performance Range: \$29.00 on 12/31/23
 - ii. No increase based on pay is above the control point.
 - iii. Placed on Pay Grade F: Performance Range: \$29.00

2. Guaranteed ATB 1%; then Increase to Step:

- a. Employee A: Below the Minimum in the new pay plan
 - i. Current Pay Plan Pay Grade F: Step 5 \$24.16 on 12/31/23
 - ii. 1% increase= \$24.40
 - iii. Placed on Pay Grade F: Step 1: \$24.68
 - Approximately a 2% increase to go onto the plan
- b. Employee B: In-between steps in the new pay plan
 - i. Current Pay Plan Pay Grade F: Step 6 \$24.79 on 12/31/23
 - ii. 1% increase to current wage = \$25.04
 - iii. Placed on Pay Grade F: Step 2 \$25.39
 - Approximately a 2.5% increase to go onto the plan
- c. Employee C: In-between steps in the new pay plan.
 - i. Current Pay Plan Pay Grade F: Step 3: \$25.33 on 12/31/23
 - ii. 1% increase to current wage = \$25.83
 - iii. Placed on Pay Grade F: Step 3 \$26.09
 - Approximately a 3% increase to go onto the plan
- d. Employee D: Performance Range
 - i. Current Pay Plan Pay Grade F: Performance Range: \$29.00 on 12/31/23
 - ii. 1% increase to current wage= \$29.29
 - iii. Placed on Pay Grade F: Performance Range: \$29.29
 - 1% increase to go onto the plan.

Recruitment Examples:

Current Open Positions

Current Posting

New Pay Plan Posting

DPW Laborer

\$21.60-\$22.89

\$24.68-26.09

Mechanic

\$26.25-\$27.00

\$29.13-29.99

Park Maintenance Worker

\$21.60-\$22.89

\$24.68-\$26.09

Parking Enforcement Officer

\$17.33-\$18.36

\$20.62-\$21.19

City Pay Plan
Recommended 2024 Wage Structure: Hybrid Plan
Exempt (Salaried)

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Performance Range	Max.
	85%	87.5%	90%	92.5%	95%	97.5%	100%		115%
S	\$132,891	\$136,802	\$140,691	\$144,602	\$148,512	\$152,422	\$156,333	\$156,354	→ \$179,774
	Chief of Operations Finance Director				Public Works Director				
R	\$122,179	\$125,757	\$129,355	\$132,954	\$136,552	\$140,130	\$143,728	\$143,749	→ \$165,298
	City Attorney Development Director Fire Chief IT Director				Municipal Judge Parks, Recreation and Forestry Director Police Chief Transit Director				
P	\$103,438	\$106,475	\$109,512	\$112,549	\$115,606	\$118,643	\$121,680	\$121,701	→ \$139,942
	Assistant Fire Chief Assistant Public Works Director				Police Commander				
O	\$98,072	\$100,963	\$103,834	\$106,725	\$109,616	\$112,486	\$115,378	\$115,398	→ \$132,683
	Battalion Chief Chief Building Official Deputy City Attorney Deputy Development Director				Deputy Parks Director Operations Director Police Captain Utility Manager				
N	\$92,706	\$95,451	\$98,176	\$100,901	\$103,626	\$106,350	\$109,075	\$109,096	→ \$125,445
	Assistant City Engineer Assistant Finance Director City Assessor				Deputy IT Director Human Resources Manager				
M	\$87,360	\$89,918	\$92,498	\$95,056	\$97,635	\$100,194	\$102,773	\$102,794	→ \$118,186
	Park Superintendent				Deputy Treasurer				
L	\$81,994	\$84,406	\$86,819	\$89,232	\$91,645	\$94,058	\$96,470	\$96,491	→ \$110,947
	Assistant City Attorney Business Manager City Clerk Civil Engineer III Fleet Manager Housing Administrator Office of Violence Prevention Director				Park Planner Principal Planner Procurement Manager Public Works Superintendent Risk Manager Sr. Programmer Analyst				
K	\$76,648	\$78,894	\$81,162	\$83,408	\$85,654	\$87,922	\$90,168	\$90,189	→ \$103,688
	Administrative Manager Appraiser III Chief of Staff City Forester Civil Engineer II Housing & Zoning Enforcement Supervisor Maintenance Manager Park Facilities Superintendent				Payroll Manager Programmer Analyst Recreation Manager Sr. Economic Development Specialist Sr. GIS Analyst Wildlife Sanctuary Superintendent Zoning Administrator				

City Pay Plan
Recommended 2024 Wage Structure: Hybrid Plan
Exempt (Salaried)

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Performance Range	Max.
	85%	87.5%	90%	92.5%	95%	97.5%	100%		115%
J	\$71,302	\$73,403	\$75,504	\$77,605	\$79,685	\$81,786	\$83,886	\$83,907	→ \$96,470
	Administrative Supervisor				Park Facilities Supervisor				
	Civil Engineer I				Park Supervisor				
	Communications Coordinator				Planner II				
	Construction Inspection Manager				Public Works Supervisor				
	Financial Supervisor				Recreation Supervisor				
	Forestry Supervisor				Resiliency Coordinator				
	Grant Administrator - Limited Term				Sr. Accountant				
	Municipal Court Administrator				Transit Operations Supervisor				
	Office Manager				Wellness Administrator				
I	\$65,957	\$67,891	\$69,826	\$71,760	\$73,715	\$75,650	\$77,584	\$77,605	→ \$89,232
	Accountant				GIS Analyst				
	Chief Naturalist				Human Resources Generalist II				
	Community Development Specialist				Project and Program Manager				
	Curator of Animals				Software Support Specialist				
	Deputy City Clerk				Safety Coordinator				
	Economic Development Specialis				Workplace Culture Specialist				
	Erosion Control Specialist								
H	\$60,590	\$62,379	\$64,147	\$65,936	\$67,725	\$69,493	\$71,282	\$71,302	→ \$81,973
	Building Services Supervisor				Neighborhood Development Specialist				
	Financial Analyst				Planner I				
	Human Resources Generalist I				Real Estate Specialist				
	Naturalist				Sr. Animal Keeper				
G	\$55,224	\$56,867	\$58,490	\$60,112	\$61,734	\$63,357	\$64,979	\$65,000	→ \$74,734
	Design Specialist				Mobility Coordinator				

City Pay Plan
Recommended 2024 Wage Structure: Hybrid Plan
Non-Exempt (Hourly)

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Performance Range	Max.
	85%	87.5%	90%	92.5%	95%	97.5%	100%		115%
K	\$36.85	\$37.93	\$39.02	\$40.10	\$41.18	\$42.27	\$43.35	\$43.36 →	\$49.85
	Commercial Building Inspector				Electrician Foreperson				
J	\$34.28	\$35.29	\$36.30	\$37.31	\$38.31	\$39.32	\$40.33	\$40.34 →	\$46.38
	Administrative Operations Supervisor				Electrician				
	Building Inspector				Plumbing/Heating Inspector				
	Crime Analyst				Systems Analyst				
	Criminalistic Specialist				Financial Services Administrator				
	Electrical Inspector								
I	\$31.71	\$32.64	\$33.57	\$34.50	\$35.44	\$36.37	\$37.30	\$37.31 →	\$42.90
	Communications Technician				Mechanic Foreperson				
	Engineering Technician				Network Specialist				
	FOG Inspector				Right-of-Way Specialist				
	IT Specialist				Sewer Worker Foreperson				
	Master Plumber								
H	\$29.13	\$29.99	\$30.84	\$31.70	\$32.56	\$33.41	\$34.27	\$34.28 →	\$39.41
	Accounting Assistant				HVAC Specialist				
	Appraiser II				Housing Inspector				
	Benefits Specialist				Mechanic				
	Building Services Coordinator				Paralegal				
	Buyer				Park Ranger II				
	City Sealer				Sewer Technical Worker				
	Conservation Corps Coordinator				Signs Worker Foreperson				
	Engineering Aide III				Sr. Carpenter				
G	\$26.55	\$27.34	\$28.12	\$28.90	\$29.68	\$30.46	\$31.24	\$31.25 →	\$35.93
	Account Clerk III				Painter				
	Appraiser I				Paratransit Coordinator				
	Arborist II				Park Maintenance Foreperson				
	Carpenter				Park Ranger I				
	Community Liaison				Parts Clerk				
	Compliance Coordinator				Payroll Specialist				
	Crime Prevention Coordinator				Pool Maintenance Specialist				
	Executive Assistant Executive				Public Arts Coordinator				
	Secretary Financial Analyst				Purchasing Assistant				
	HVAC Technician				Resident Services Coordinator				
	Marketing Coordinator				Sewer Maintenance Worker				
	Operator II				Signs Operator				

City Pay Plan
Recommended 2024 Wage Structure: Hybrid Plan
Non-Exempt (Hourly)

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Performance Range	Max.
	85%	87.5%	90%	92.5%	95%	97.5%	100%		115%
F		\$24.68	\$25.39	\$26.09	\$26.80	\$27.50	\$28.21	\$28.22 →	\$32.44
	Account Clerk II				Legal Assistant				
	Administrative Clerk II				Maintenance Technician				
	Arborist I				Neighborhood Compliance Inspector				
	Building Maintenance Technician				Operator I				
	Conservation Corps Field Assistant				Park Maintenance Worker				
	Dispatcher				Parking Maintenance Technician				
	Document Center Lead				Signs Laborer				
	Engineering Aide II				Time Clerk				
	Evidence Technician				Truck Driver				
	Laborer								
E			\$23.35	\$23.99	\$24.64	\$25.29	\$25.94	\$25.95 →	\$29.83
	Custodian II				Locate Technician LTE				
	Development Support Specialist				Maintenance Clerk				
	Engineering Aide I				Public Records Specialist				
	Human Resources Assistant				Support Assistant				
	Inspections Support Specialist								
D			\$21.98	\$22.59	\$23.20	\$23.81	\$24.42	\$24.43 →	\$28.08
	Administrative Clerk				Records Clerk				
	Transit Service Technician								
C			\$20.62	\$21.19	\$21.76	\$22.34	\$22.91	\$22.92 →	\$26.35
	Custodian I				Parking Enforcement Officer				
	Office Clerk				Word Processor				
B			\$19.25	\$19.79	\$20.32	\$20.86	\$21.39	\$21.40 →	\$24.60
A			\$17.89	\$18.39	\$18.89	\$19.38	\$19.88	\$19.89 →	\$22.86

City of Green Bay, WI

Compensation Project Summary

September 12, 2023

Presented By | Matt Shefchik, AVP Total Rewards Consulting
Ashley McCluskey, Analyst

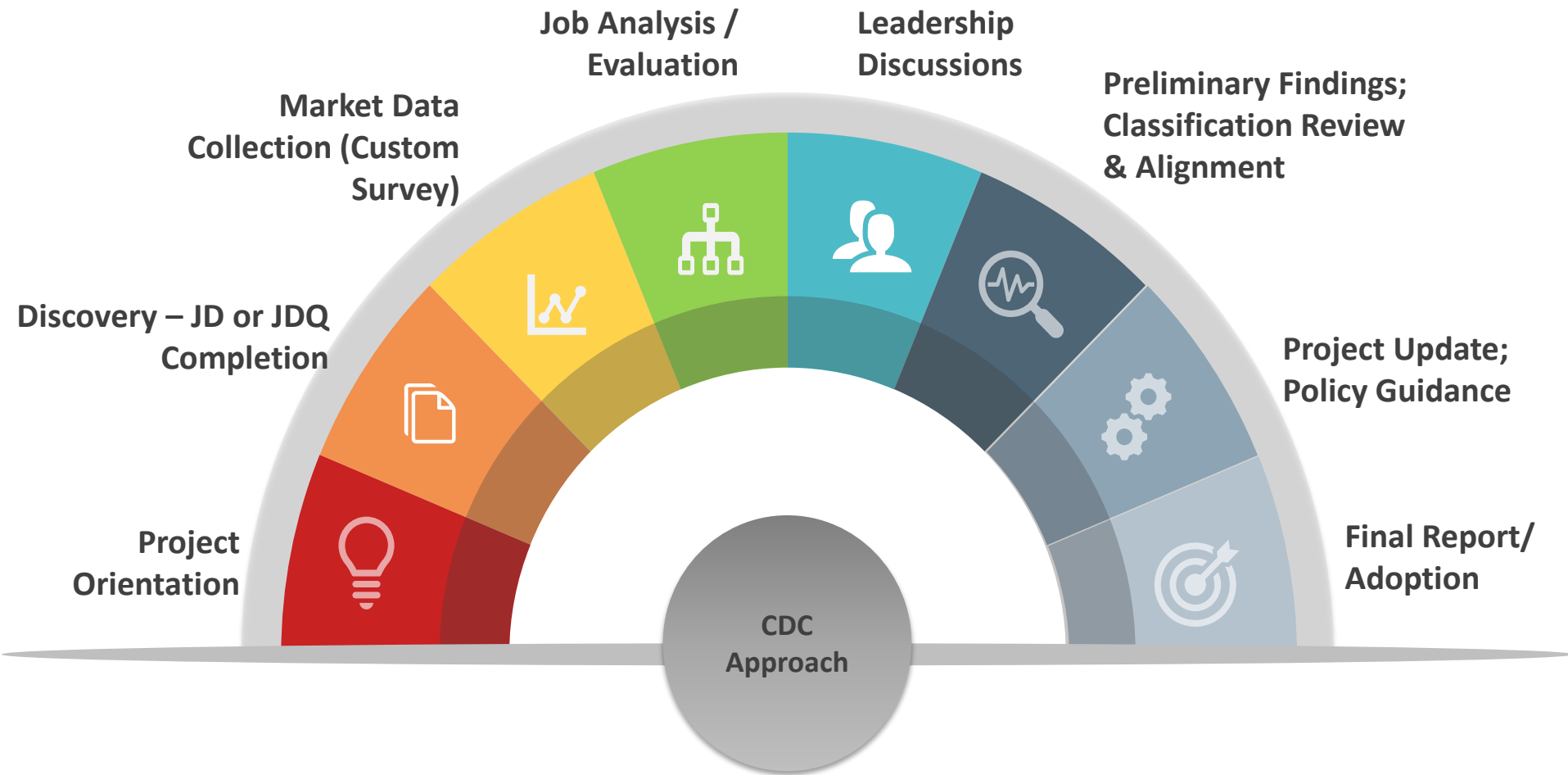
Carlson Dettmann Consulting,
a Division of Cottingham & Butler Insurance Services, Inc.

Cottingham & Butler

AGENDA

- Process Overview
- CDC Approach
- Internal Consistency Review
- Target Market & Market Comparison
- Recommended Wage Schedule

PROCESS OVERVIEW



CDC Approach

TOTAL REWARDS

Compensation

Internal Equity

External Competitiveness

Formal Systems

Benefits

Costs

Compliance

Creating Efficiencies

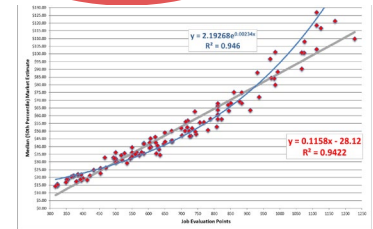
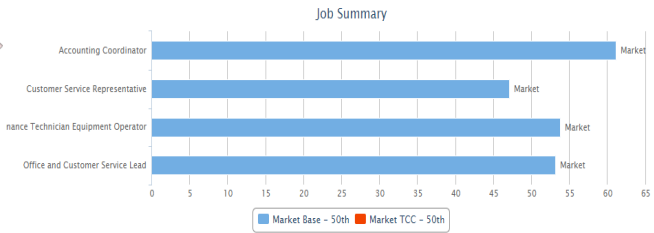
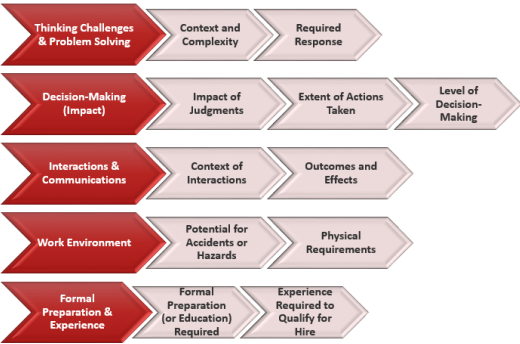
**Employee
Experience**

Employee Engagement

Performance Management

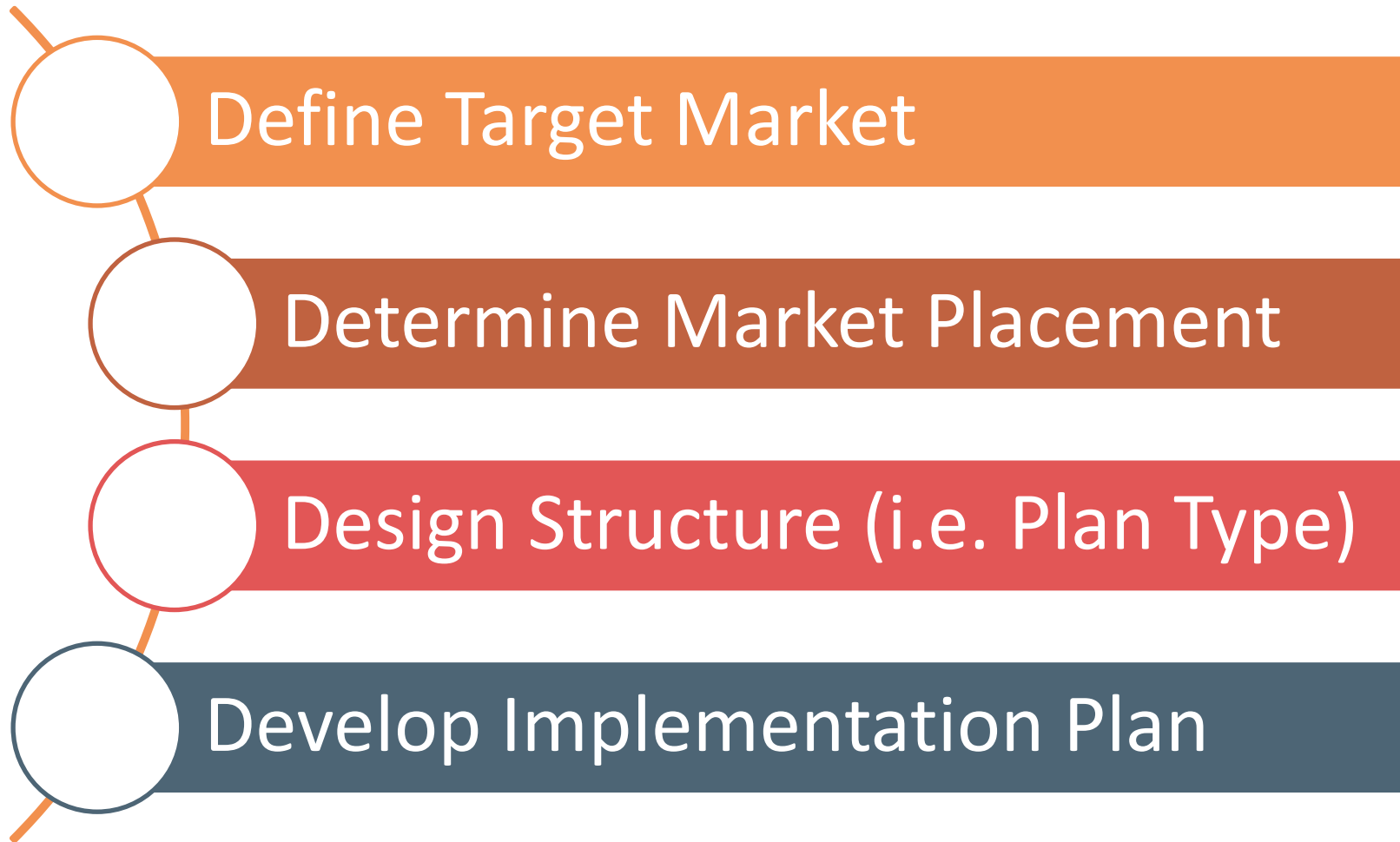
Talent Development

COMPENSATION SYSTEM DEVELOPMENT



GEOGRAPHICALLY ADJUSTED AT 100.0%									
ZONE 1					ZONE 2				
Grade	1st Quartile		2nd Quartile		Midpoint	3rd Quartile		4th Quartile	
	107,500	120,499	133,500	146,500	159,500	172,500	185,500	198,500	
13	\$107,500	\$120,499	\$133,500	\$146,500	\$159,500	\$172,500	\$185,500	\$198,500	% Range Spent
12	\$92,000	\$105,000	\$118,000	\$131,000	\$144,000	\$157,000	\$170,000	\$183,000	92%
11	\$76,500	\$89,500	\$102,500	\$115,500	\$128,500	\$141,500	\$154,500	\$167,500	87%
10	\$61,000	\$74,000	\$87,000	\$100,000	\$113,000	\$126,000	\$139,000	\$152,000	82%
9	\$45,500	\$58,500	\$71,500	\$84,500	\$97,500	\$110,500	\$123,500	\$136,500	77%
8	\$30,000	\$43,000	\$56,000	\$69,000	\$82,000	\$95,000	\$108,000	\$121,000	72%
7	\$14,500	\$27,500	\$40,500	\$53,500	\$66,500	\$79,500	\$92,500	\$105,500	67%
6	\$9,000	\$22,000	\$35,000	\$48,000	\$61,000	\$74,000	\$87,000	\$100,000	62%
5	\$3,500	\$16,500	\$29,500	\$42,500	\$55,500	\$68,500	\$81,500	\$94,500	57%
4	\$-2,000	\$11,000	\$24,000	\$37,000	\$50,000	\$63,000	\$76,000	\$89,000	52%
3	\$-17,500	\$-4,500	\$12,500	\$25,500	\$38,500	\$51,500	\$64,500	\$77,500	47%
2	\$-33,000	\$-10,000	\$17,000	\$30,000	\$43,000	\$56,000	\$69,000	\$82,000	42%
1	\$-48,500	\$-25,500	\$-12,500	\$1,500	\$14,500	\$27,500	\$40,500	\$53,500	37%

4 ESSENTIAL POLICY QUESTIONS



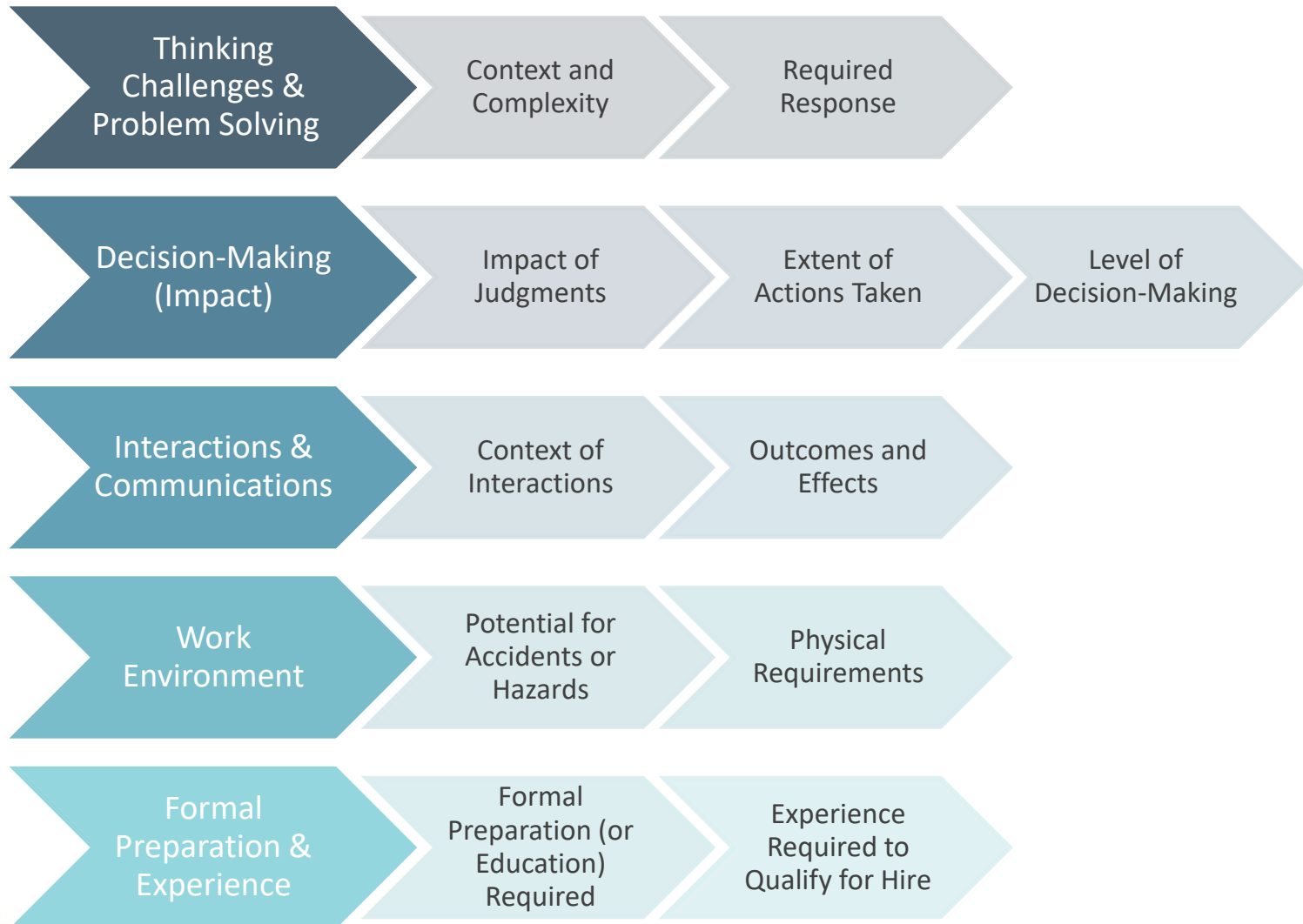
Internal Equity = Job Evaluation & Classification

JOB EVALUATION → INTERNAL CONSISTENCY

Definition: formal, systematic process for ordering a set of an organization's jobs, **independent of individual performance**, into a hierarchy based on the value or worth of jobs in the organization. Said procedure is designed to aid in establishing pay differentials among the organization's jobs.

Goal: provide equity across the organization (similar and dissimilar positions) and within similar functional groups.

CDC JOB EVALUATION FACTORS



External Competitiveness = Market Comparisons

TALENT STRATEGY: TWO MARKETPLACES

Comparable Marketplace

Who is like us?

- Traditional approach

More Data Driven

- Proximity, Population, Budget Size, Commuting Patterns, Property Valuation, Income, Organization or Department Structure, etc.

Self-Alignment

- Associations, Consortia, Bargaining Comps, Same Industry

Final Result is a Pool of Organizations Similar in Size/Scope

Competitive Marketplace

Who is trying to take our talent?

- Big vs small; public vs private; etc.

Employee Considerations

- Commute Time, Organizational Culture, Company Growth, Career Opportunities, Meaning, Hours of Work, Level of Job

There Will, Undoubtedly, Be Cross-Over with the Comparable Marketplace

Final Result is a More Diverse Pool of Organizations, More Likely to Truly Reflect the Options Facing Employees

B: MARKET REVIEW

Primary Comparables:

- Appleton
- Beloit
- De Pere
- Eau Claire
- Fon du Lac
- Greenfield
- Janesville
- Kaukauna
- Kenosha
- La Crosse
- Menasha
- Madison
- Manitowoc
- Neenah
- Oak Creek
- Oshkosh
- Racine
- Sheboygan
- Stevens Point
- Superior
- Waukesha
- Wausau
- West Allis
- West Bend
- Allouez (Village)
- Ashwaubenon (Village)
- Bellevue (Village)
- Hobart (Village)
- Howard (Village)
- Little Chute (Village)
- Brown Co.
- Calumet Co.
- Outagamie Co.
- Winnebago Co.

B: MARKET REVIEW (CONT.)

External Survey Sources:

- Bureau of Labor Statistics Occupational Employment and Wage Estimates Survey
- CompData Benchmark Survey
- Economic Research Institute Salary Assessor
- Payfactors Market Database & Peer Database
- Willis Towers Watson Managerial, Professional, & Support Compensation Survey

ADDITIONAL NOTES

- Sufficient Set of Benchmark Jobs
 - Jobs having likely matches in the market
 - Fairly stable in job content
 - Representative of different pay and responsibility levels
- Reflective of “Marketplace” & Data From Relevant Sources
 - Mix of data sources to provide reliable and stable data Not all comparables (or data sources) were used for every job.
 - Nonexempt (hourly) jobs tend to be much more localized, and Exempt (salaried) tend to be more regional/statewide.
 - Many public sector classifications do not have an analogue to the private sector
- There is not data from each organization for each job.
- Any outliers (high or low values) were removed from consideration.
- Supplemental data may be utilized from other communities when needed, and when it fits within our statistical parameters.

CITY OF GREEN BAY BENCHMARK JOBS

FINANCE DIRECTOR

PUBLIC WORKS DIRECTR

CITY ATTORNEY

FIRE CHIEF

POLICE CHIEF

CHIEF OF OPERATIONS

DEVELOPMENT DIRECTOR

IT DIRECTOR

ASST FIRE CHIEF

POLICE COMMANDER

CITY ASSESSOR

HR MANAGER

ASST CITY ATTORNEY

PROGRAMMER ANALYST

SR PROGRAMMER ANALYST

FLEET MANAGER

PUBLIC WORKS SUPT

CITY CLERK

PAYROLL MANAGER

APPRAISER III

SR GIS ANALYST

CIVIL ENGINEER II

PLUMBING/HVAC INSPECTOR II

HR GENERALIST II

SENIOR ACCOUNTANT

ELECTRICIAN

MECHANIC FOREPERSON

BUILDING INSPECTOR

NETWORK SPECIALIST

DEPUTY CITY CLERK

COMMUNICATIONS TECH

MASTER PLUMBER

APPRAISER II

ENGINEERING TECH

BUYER

PARALEGAL

CARPENTER

MECHANIC

BENEFITS SPECIALIST

CIVIL ENGINEER I

PAINTER

EQUIPMENT OPERATOR

PAYROLL SPECIALIST

BLDG MAINT TECH

DOCUMENT CENTER LEAD

LEGAL ASSISTANT

DISPATCHER

LABORER - STREET

PARK MAINT WORKER

TRUCK DRIVER-STREET

HR ASSISTANT

ADMIN CLERK II

ADMIN CLERK

CUSTODIAN I

Market Competitiveness: 50th Percentile

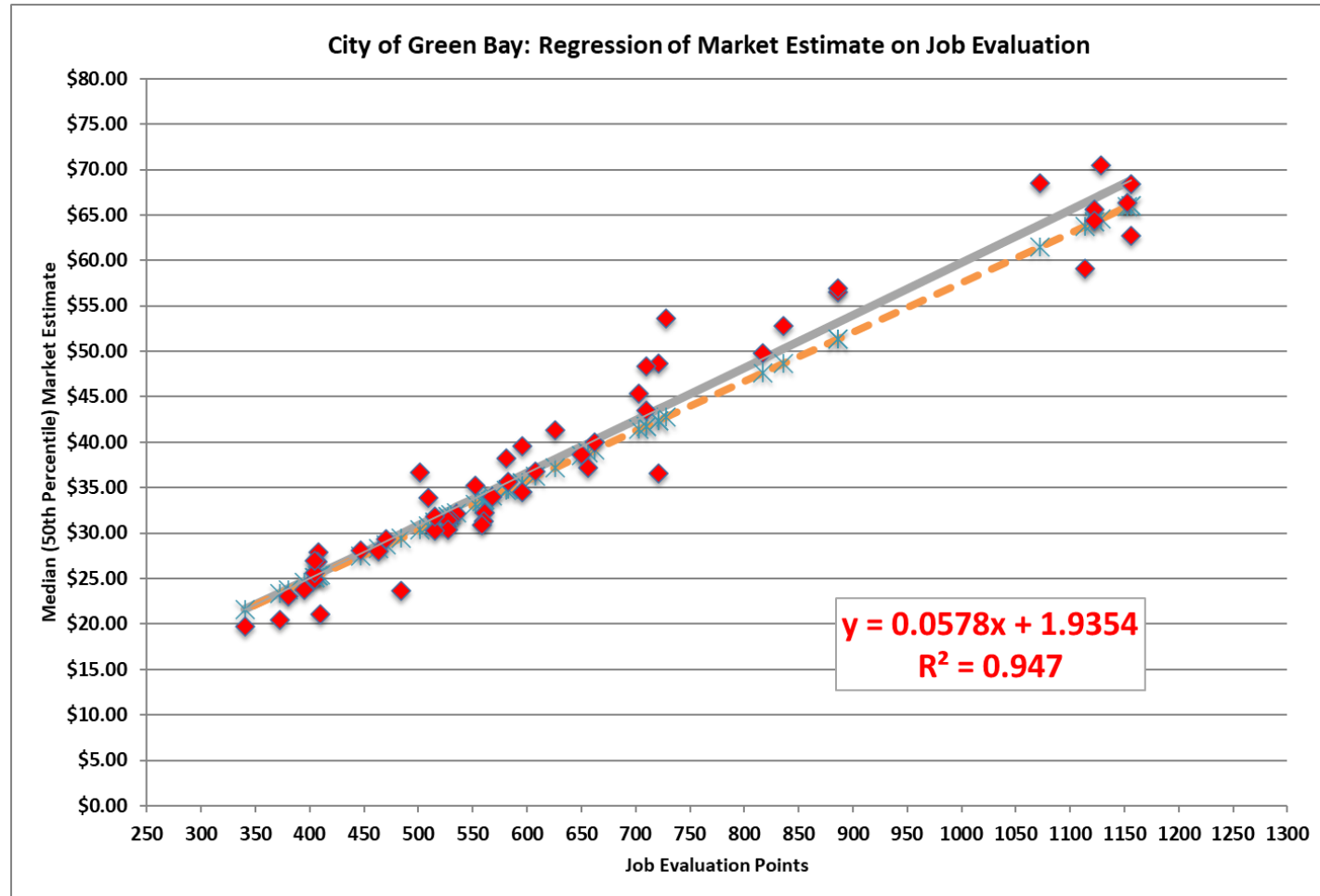
MARKET LINE & STRUCTURE DESIGN

Measured the correlation between job evaluation results vs. market analysis for benchmark positions.

Job evaluation results are an excellent predictor (R^2) of market value for the organization's positions.

Used the linear regression analysis, or line-of-best fit results, to set the “midpoint” or “control point” of the recommended pay ranges.

Represents the best approximation of the market for a given job in a given pay grade.



C: COMPENSATION SYSTEM - RECOMMENDED STRUCTURE

Structure Traits

- Meet-the-Market = 50th percentile
- 1 Pay Structure (Both Exempt and Non-Exempt)
- PG A – PG S
- Hybrid Structure (85% - 115%)
 - PG A - PG E (90% Min – New Recommendation)
 - PG F (87.5% Min – New Recommendation)

GRADE	85.00%	87.50%	90.00%	92.50%	95.00%	97.50%	100.0%	Performance	115.0%
							C/P	Range	Max.

See Structure Design in ClientFile

IMPLEMENTATION RECOMMENDATIONS

Current

- 45% Range Penetration and 98% Compa-Ratio
- Compared to market target, top one-third of jobs are ~6% below market, while lower two-thirds are at market

Recommended 50th Percentile Target Structure

- Midpoint Change: +4.9% Average from Current
- Increase to Step: \$450,000 or 1.5% of payroll resulting in 95.6% compa-ratio
- 2% Guaranteed Increase or Compression Relief: \$960,000 or 3.3% of payroll

COMPENSATION ANALYSIS - ALL EMPLOYEES

		Number of Employees at	
Step 1	85%	32	7%
Step 2	87.50%	50	11%
Step 3	90%	50	11%
Step 4	92.50%	46	10%
Step 5	95%	57	12%
Step 6	97.50%	69	15%
Step 7	100%	66	14%
Between CP and Max		94	20%
Above Max		0	0%
Total		464	

FLOOR METHOD, BASED ON:

Hire Date		Cannot Result in Step Above C/P			Guaranteed Minimum %:
If Hire DateYrs. >	If Hire DateYrs. >	If Hire DateYrs. >	If Hire DateYrs. >	If Hire DateYrs. >	
7.0	5.0	3.0	2.0	1.0	2.0%
Then Must be at Least	Then Must be at Least	Then Must be at Least	Then Must be at Least	Then Must be at Least	
6	4	3	2	1	

Market Competitiveness: 50th / 75th Percentile Blend

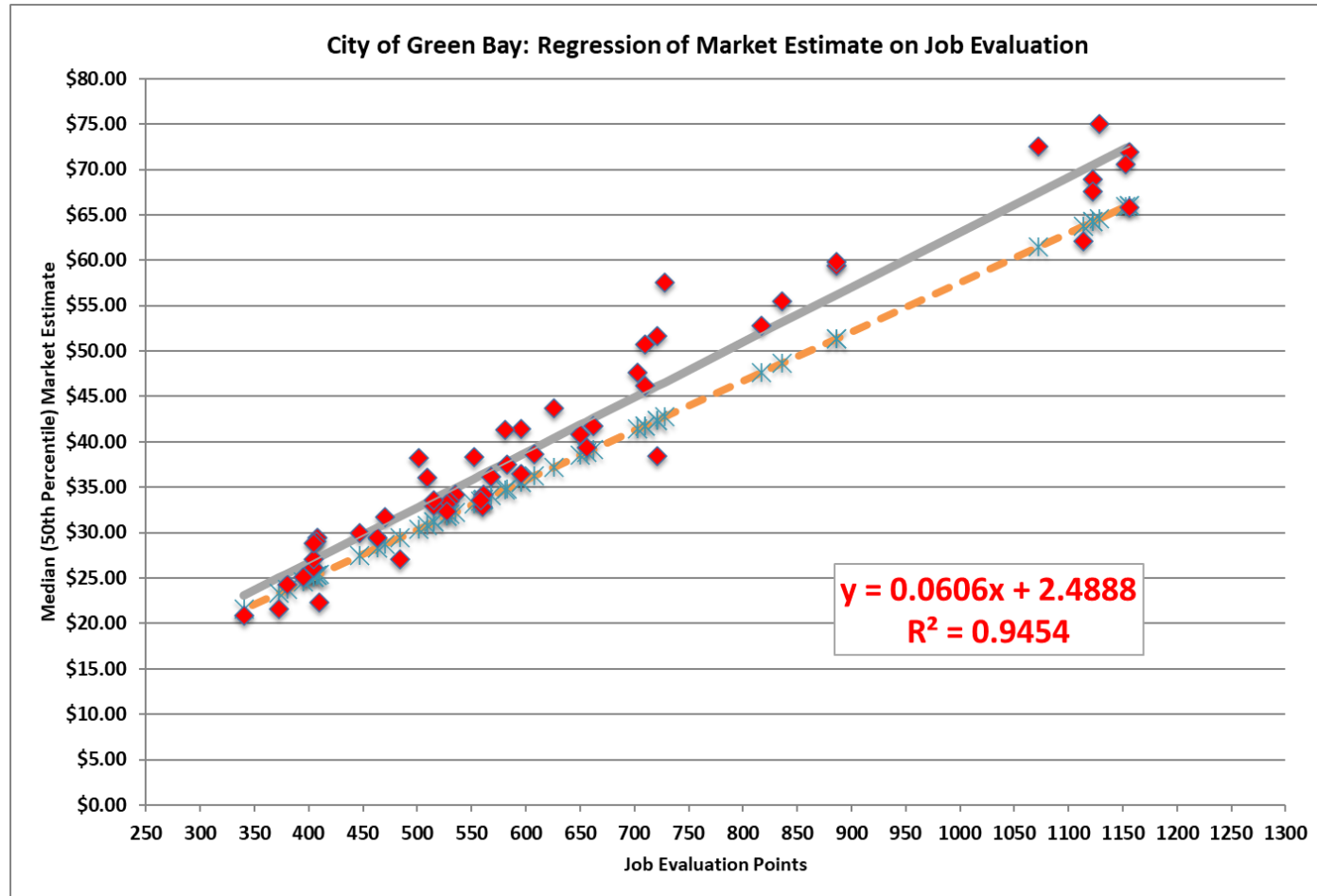
MARKET LINE & STRUCTURE DESIGN

Measured the correlation between job evaluation results vs. market analysis for benchmark positions.

Job evaluation results are an excellent predictor (R^2) of market value for the organization's positions.

Used the linear regression analysis, or line-of-best fit results, to set the “midpoint” or “control point” of the recommended pay ranges.

Represents the best approximation of the market for a given job in a given pay grade.



C: COMPENSATION SYSTEM - RECOMMENDED STRUCTURE

Structure Traits

- Lead-the-Market = 50th/75th percentile blend
- 1 Pay Structure (Both Exempt and Non-Exempt)
- PG A – PG S
- Hybrid Structure (85% - 115%)
 - PG A - PG E (90% Min – New Recommendation)
 - PG F (87.5% Min – New Recommendation)

GRADE	85.00%	87.50%	90.00%	92.50%	95.00%	97.50%	100.0%	Performance	115.0%
							C/P	Range	Max.

See Structure Design in ClientFile

IMPLEMENTATION RECOMMENDATIONS

Current

- 45% Range Penetration and 98% Compa-Ratio
- Compared to market target, top one-third of jobs at ~11% behind the market, while lower two-thirds ~6% behind the market.

Recommended 50th / 75th Percentile Blend Target Structure

- Midpoint Change: +11% Average from Current
- Increase to Minimum: \$574,000 or 1.9% of payroll
- Increase to Step: \$892,000 or 3.0% of payroll resulting in 91.3% compa-ratio
- 2% Guaranteed Increase or Compression Relief: \$2,350,000 or 8% of payroll

COMPENSATION ANALYSIS - ALL EMPLOYEES

		Number of Employees at	
Step 1	85%	79	17%
Step 2	87.50%	83	18%
Step 3	90%	80	17%
Step 4	92.50%	79	17%
Step 5	95%	66	14%
Step 6	97.50%	37	8%
Step 7	100%	31	7%
Between CP and Max		9	2%
Above Max		0	0%
Total		464	

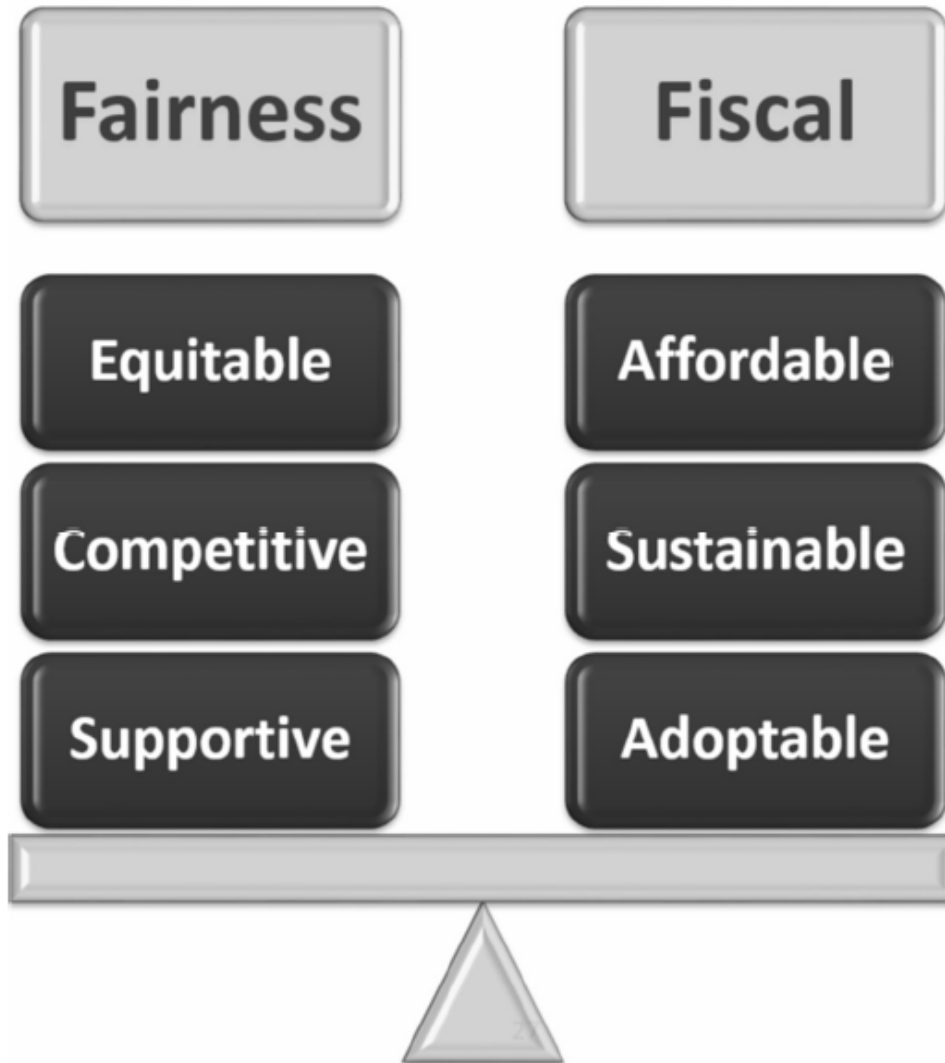
FLOOR METHOD, BASED ON:

Hire Date		Cannot Result in Step Above C/P			Guaranteed Minimum %:
If Hire DateYrs. >	If Hire DateYrs. >	If Hire DateYrs. >	If Hire DateYrs. >	If Hire DateYrs. >	
7.0	5.0	3.0	2.0	1.0	2.0%
Then Must be at Least	Then Must be at Least	Then Must be at Least	Then Must be at Least	Then Must be at Least	
6	4	3	2	1	

In Closing

Cottingham & Butler

CDC RECOGNIZES THE DELICATE BALANCING ACT



Questions?



Report to the
Personnel Committee
of the City of Green Bay

MEETING DATE

October 24, 2023

PREPARED BY

AGENDA ITEM # E.3

For consideration with possible action on the 2024 City of Green Bay and City of Green Bay Fire Fighters Local 141, International Association of Fire Fighters AFL-CIO 158 labor agreement.

The Committee may convene in closed session pursuant to § 19.85(1)(e), Wis. Stats., for purposes of deliberating or negotiating public employee contracts for competitive or bargaining reasons. The Committee may thereafter reconvene in open session pursuant to § 19.85(2), Wis. Stats., to report the results of the closed session and consider the balance of the agenda.

BACKGROUND

RECOMMENDATION

FISCAL IMPACT

ATTACHMENTS

None



Report to the
Personnel Committee
of the City of Green Bay

MEETING DATE

October 24, 2023

PREPARED BY

AGENDA ITEM # F.I

Report of Routine Personnel Action Items

BACKGROUND

RECOMMENDATION

FISCAL IMPACT

ATTACHMENTS

- I. Personnel Action Report 10.24.23

**REPORT OF ROUTINE PERSONNEL ACTIONS
FOR REGULAR EMPLOYEES
October 24, 2023**

<u>Position</u>	<u>Department/Division</u>	<u>Name</u>	<u>Date</u>
<u>New Hire</u>			
Purchasing Assistant	Admin Svs	Kristal Tyczkowski	10/16/2023
GIS Analyst	DPW	Zachary Jensen	10/23/2023
Parking Maintenance Technician	DPW	Andrew Hummell	10/23/2023
Patrol Officer Recruit	PD	Jakob Pflederer	10/13/2023
Workplace Culture Specialist	HR	Andrea Fox	10/24/2023
<u>Promotion</u>			
Cleaner	PRF	Jason Hyde	10/23/2023
<u>Grade/Step Change</u>			
Park Superintendent	PRF	Andy Krzewina	9/16/2023
Arborist I	PRF	Justin Cisewski	10/11/2023
Marketing Coordinator	PRF	Alexandra Lamer-Walschinski	10/24/2023
Public Works Superintendent	DPW	Justin Linzmeier	9/28/2023
Truck Driver - Streets	DPW	Cameron LaCount	10/24/2023
Park Facility Supervisor	PRF	Stefanie Corsten	9/5/2023
Police Chief	PD	Chris Davis	9/16/2023
Park Maintenance Worker	PRF	Gregory Heezen	10/19/2023
Laborer - Streets	DPW	Tim Schumacher	10/28/2023
Engineering Aide II	DPW	Tanner Matheny	9/13/2023
Mechanic	PRF	Daniel Emmel	12/1/2023
Park Maintenance Worker	PRF	Dale Nienow	11/14/2023
<u>End of Employment</u>			
Specialist I	PD	Max Waln	10/19/2023
Truck Driver - Streets	DPW	Robert Thomas	10/20/2023
Payroll Manager	Admin Svs	Jill Vanden Plas	10/25/2023
Plumbing/Heating Inspector	DCED	Pete Skogg	10/20/2023