



POLICIES AND PROCEDURES MANUAL

SUBJECT Creating, Maintaining, and Administering Compensation/ Salary Ranges	DEPARTMENT Administration & Finance		DEPARTMENT IDENTIFICATION 1100	
	SECTION 1110	PAGES 1-5	EFFECTIVE DATE 12/18/12	REVISION DATE 8/13/13

1.0 **PURPOSE:**

To describe the policies and procedures of the City of West Allis in regard to creating, maintaining, and administering compensation/salary ranges for all positions and appointments, promotions, or demotions of individuals therein.

2.0 **ORGANIZATIONS AND PERSONS AFFECTED:**

This policy applies to all City of West Allis departments, boards, commissions, and employees. The general procedures apply city-wide; the specific procedures do not apply to protective service employees unless otherwise included by City Ordinance or Policy and Procedure.

3.0 **POLICY:**

It is the policy of the City of West Allis to follow a uniform set of procedures in regard to creating, maintaining, and administering compensation/salary ranges for all positions and appointments, promotions, or demotions of individuals therein.

4.0 **REFERENCES:**

- City of West Allis Policies & Procedures Manual, Policy No. 1402 – Creating and Filling Positions, Reductions in Force, and Recall Procedures
- City of West Allis Policies & Procedures Manual, Policy No. 1422 – Departmental Review of Employee Performance
- City of West Allis Policies & Procedures Manual, Policy No. 1104 – Internship Policies & Procedures
- City of West Allis Policies & Procedures Manual, Policy No. 1107 – Required Approvals for Filling Vacant Budgeted Positions
- City of West Allis Revised Municipal Code Section 2.76(10)

5.0 **GENERAL PROCEDURES:**

The overall general procedures to be followed in compensation and salary administration shall be as follows:

- 5.1. Departments/Divisions determine organizational need and identify type of position desired. Department contacts Human Resources (HR) to determine information needed to specify job duties and responsibilities, educational requirements, skills and ability levels, etc. Departments may be asked to complete position questionnaire for recommended position, if

applicable. If an existing position is being filled, the Department confirms existing organizational needs and updates details as necessary.

- 5.2. For new positions, the Department prepares draft job description and submits to HR for review. HR finalizes job description and attains concurrence with Department. If an existing position, the Department reviews existing job description and updates if necessary.
- 5.3. HR analyzes final job description and based on organizational value and economic/market factors, determines an appropriate salary range classification and recommends such to City Administrative Officer (CAO) for approval. (See Specific Procedures below for Group Differences.) If an existing position and job description remains the same or has minimal changes, existing salary range is used.
- 5.4. CAO reviews and approves any new or modified salary range and submits salary ordinance to Common Council for approval.
- 5.5. If no salary ordinance change is necessary, CAO submits the Department request to fill the new or vacant position to the Common Council for approval.
- 5.6. Department follows Civil Service Rules and other applicable ordinances, rules, and policies to fill the new or vacant position. (Examples: completion and submittal of Personnel Action Form, Rule XV Letter, etc.)
- 5.7. HR conducts recruitment and recommends candidates to the Department.
- 5.8. Department selects an individual for appointment or promotion.
- 5.9. Individual's salary is established within existing salary range as specified in the applicable Salary Ordinance.
- 5.10. Generally speaking, the new or promoted employee should be placed at the minimum of the salary range. However, the Department Head is authorized to offer the new or the promoted employee a salary which exists from the beginning of the salary range through the halfway point of the salary range. If the Department Head desires to offer the new or promoted employee a salary greater than halfway through the salary range, any higher amount must be approved by the CAO after consultation with the HR Manager. (See Specific Procedures below for Group Differences.)
- 5.11. Salary ranges are established on two different wage scales (one for a West Allis resident (R) status employee and one for a non-West Allis resident (NR) status employee). West Allis resident (R) status employees are provided a 2% additional pay amount above the non-West Allis resident (NR) status employees.
- 5.12. Following the initial new or promoted appointment, movement within the salary range shall be based on the required performance evaluation, length of service considerations, and other applicable factors, as recommended by the Department Head and guided by the salary policies established by the Common Council.
- 5.13. Placement within a new or different salary range resulting from a demotion shall follow the same policies outlined above.
- 5.14. Freezing or redlining of pay rates under certain circumstances may occur as recommended by the Department Head and approved by the CAO after consultation with the HR Manager.
- 5.15. Salary ranges shall be adjusted as determined by the Common Council, as approved in the

annual budgets and established in salary ordinances.

5.16. Individual Pay Adjustments

- 5.16.1 Individual pay adjustments are allocated, as described in the guidelines in this subsection.
- 5.16.2 Individual pay adjustments are based upon the recommendations of the CAO and Mayor (for Appointed Department Heads), in conjunction with the Department Head's Committee Chairman and approved by the Administration & Finance Committee; the Department Heads (for all other employees). The recommendations of the CAO/Mayor and Department Heads are to be based upon the ratings of the Annual Performance Appraisals. The CAO/Mayor's and Department Heads' recommendations are made in regard to the general across-the-board adjustment, the first 4-year anniversary percentage changes, and the performance allowance. The annual salary range adjustment, if any, and the anniversary changes are dependent on the Annual Performance Appraisal score of at least 3.0.
- 5.16.3 Any employee progressing through the first four years in a position may receive an anniversary salary adjustment between their current salary and the Ending Salary. Alternately, where multi-step salary classification systems exist, one step is equal to one year. The effective date of this adjustment is the employee's position anniversary date. Upon the evaluation and recommendation by the CAO/Mayor or the Department Head, an employee's progression through the four years may be delayed or advanced, or decreased or increased, within that department's budgeted salaries based on the most recent employee's Annual Performance Appraisal.
- 5.16.4 A Performance Allowance may be given to a City employee if such a lump sum payment is recommended by the Mayor or Department Head within the amount budgeted annually by the Council for this purpose. Only those employees at the top of the pay range and receiving a score of at least 3.0 are eligible for this allowance. A supplemental performance Allowance may be additionally given for any evaluation score above 4.0.

6.0 Specific Procedures

- 6.1 Executive Service, Managerial Service, Deputy/Assistant Service, Confidential/Professional/Supervisory Service.
 - 6.1.1 The position evaluation/analysis process utilizing the modified Job Evaluation System (JES), as adopted by the City, the salary schedule and formula, and the job points are determined by the HR Manager and approved by the CAO and Common Council.
 - 6.1.2 Salary ranges are established with a Beginning Salary based at 80% of the Ending Salary and the Ending Salary based at 100%.
 - 6.1.3 The proper salary range ratios for the number of years the individual has held a position based on four (4) years movement is as follows:
 - Salary Range 1.00(80%) - Beginning salary, unless a higher salary is approved by Council.
 - Salary Range 1.50(85%) - Salary beginning the second year of service. or 25% of remaining range

- Salary Range 2.00(90%) - Salary beginning the third year of service.
or 50% of remaining range
- Salary Range 2.50(95%) - Salary beginning the fourth year of service.
or 75% of remaining range
- Salary Range 3.00(100%) - Salary beginning the fifth year of service.

6.1.4 The Annual Performance Allowance paid in January-March of each year is based on the previous year's annual performance appraisal as conducted by the applicable appraiser.

6.2 Certain Employees in the Engineering and Health Departments, and certain Administrative, Clerical and Laborer Employees.

6.2.1 The job evaluation/analysis process and the salary value are determined by the HR Manager and approved by the CAO and Common Council.

6.2.2 Salary ranges for all these City employees are established with a Beginning Salary and an Ending Salary.

6.2.3 The proper salary range ratio for the number of years the individual has held a position based on four (4) years movement is as follows:

- Salary Range - Beginning Salary
- Salary Range + 25% of remaining range - Salary Beginning the 2nd year of service
- Salary Range + 50% of remaining range - Salary Beginning the 3rd year of service
- Salary Range + 75% of remaining range - Salary Beginning the 4th year of service
- Salary Range + 100% of remaining range - Salary Beginning the 5th year of service
(Ending Salary)

6.2.4 The Annual Performance Allowance paid in January-March of each year is based on the previous year's annual performance appraisal as conducted by the applicable appraiser.

6.3 Elected Officials Positions.

The salary ranges for the Mayor, Alderpersons, Municipal Judge, and City Attorney for the respective four (4) year terms, are as recommended by the CAO and approved by the Common Council in Salary Ordinances prior to the beginning of the nomination period for said offices.

6.4 Miscellaneous Positions.

The salaries for the below-listed miscellaneous positions are as recommended by the CAO, in consultation with the HR Manager and the related Department Heads, and approved by the Common Council in Salary Ordinances. They are as follows: Part-Time Custodian (less than .5 FTE), Provisional (Spring/Fall) Laborer, Seasonal (Summer Student) Laborer, Lead Library Page, Library Page, and Election Inspectors.

These positions are subject to the resident status and perimeter status guidelines.

6.5 Interns and Co-op Positions.

The salary ranges for Intern and Co-op positions are established by the CAO, in consultation with the HR Manager and the related Department Heads. These positions are not subject to the resident status and perimeter status guidelines. Individuals start at the beginning of the salary range unless otherwise approved by the CAO. Incremental adjustments with the salary range are as recommended by the Department Head based on completion of semester work and satisfactory performance.