



City of West Allis

7525 W. Greenfield Ave.
West Allis, WI 53214

Meeting Minutes

Administration & Finance Committee

Aldersperson Kevin Haass, Chair

Aldersperson Martin J. Weigel, Vice-Chair

Alderspersons: Michael J. Czaplewski, Michael P. May, Daniel J. Roadt

Wednesday, March 8, 2017

6:02 PM

City Hall Room 128

REGULAR MEETING

A. CALL TO ORDER

Chair Haass called the meeting to order at 6:02 p.m.

B. ROLL CALL

Present 5 - Ald. Haass, Ald. Weigel, Ald. Czaplewski, Ald. May, and Ald. Roadt

Others Attending

Alderspersons Barczak, Lajsic, Reinke; Rebecca Grill, City Administrator; Peggy Steeno, Finance Director; Scott Post, City Attorney; Bob Fletcher, Deputy Police Chief; Chris Botsch, Deputy Police Chief; Mike Lewis, Director of Public Works/City Engineer; Joe Burtch, Assistant City Engineer; John Stibal, Director of Development; Sally Nusslock, Health Commissioner; Ed Lisinski, Director of BINS; Monica Schultz, City Clerk, Jim Jandovitz, IT/CFE Director; Jeanette Wardinski, Recording Secretary; Other Staff and Guests.

C. APPROVAL OF MINUTES

1. [2017-0131](#) Minutes (draft) December 20, 2016(Amended), January 9, 2017, January 17, 2017, February 7, 2017, and February 21, 2017.

**A motion was made by Ald. May, seconded by Ald. Weigel, that this matter was Approved.
The motion carried by the following vote:**

Aye: 5 - Ald. Haass, Ald. Weigel, Ald. Czaplewski, Ald. May, and Ald. Roadt

No: 0

D. NEW AND PREVIOUS MATTERS

Previous Matters for Consideration

23. [2016-0703](#) Communication from City Administrator regarding the Classification and Compensation Study Results (including Pay Plan, Reclassification Requests, and Implementation Options).

See discussion under Agenda Item D25.

This matter was Held

24. [R-2017-0023](#) Resolution to approve Carlson Dettmann Compensation and Classification Study, Pay Plan, and Authorize Implementation.

Sponsors: Administration & Finance Committee

See discussion under Agenda Item D25.

This matter was Held

New Matters for Introduction

25. [R-2017-0046](#) Resolution to approve: (1) the classification and compensation plan for non-represented employees and (2) the guidelines for the implementation of the new classification and compensation plan.

Sponsors: Administration & Finance Committee

Chair Haass introduced the Compensation/Classification Study performed by Carlson Dettmann Consulting (CDC) which is before the Committee for discussion this evening. He said the Committee does not plan on voting on the items before it tonight, but will instead discuss the matter, hear comments from Mr. Carlson, go over Ald. May's questions, and then give everyone a chance to ask questions if desired. Mr. Carlson began by stating he wants to make sure the Council, Committee and management understand what CDC is proposing, not only the appeals process but going forward with the Pay for Performance Plan (PFP) before any action is taken. He met with Department Heads on Monday to explain how a job evaluation system works, how the appeal process works, and what they have in mind for reenergizing and developing the employee development process. This briefing was then repeated with the Ad Hoc Staff Committee. We want everyone to understand the complete system and processes because this is a dramatic change from the past, and we want to take the time to do what is necessary to be comfortable in taking the right steps.

Chair Haass then asked Ald. May to proceed with his questions. Ald. May said he had sent a list of questions to Ms. Grill and Chair Haass ahead of time in hopes there would be some answers tonight. Some are his questions and others he received from employees.

*1. **Asked CDC to walk through the process of a position evaluation.** Mr. Carlson said he was not prepared to do it this evening, but would like to do so with a PowerPoint presentation at a future meeting. The Committee agreed it would like to do this.*

*2. **Market Competitiveness - what would the numbers look like if we competed at one standard deviation above the mean (67.5% instead of the middle of the market presented)?** Mr. Carlson said they can re-cost this. This gives us an idea of how we are competing overall with the market, but some positions that will be difficult to fill may need to be adjusted. He talked further about the methodology when looking at the market value to point score. He said they will look at this and come back with this requested information.*

*3. **How are we comparing to other communities for the positions we are having a hard time filling? Are our pay ranges competitive?** For example, we are on our third*

recruitment for an IT position. Mr. Carlson said in order to review, he needs a list of the specific positions we are having difficulty filling. He noted that when a position, and its pay range, is posted, there is discretion of where to start an employee in the range. When asked, he said HR has flexibility on this; he also commented that we need to fix the right problem with the difficult positions, i.e., raise the opening dollar amount and not raise the range.

4. Will job descriptions be prepared for all positions? Employees are interested in knowing how to move into a new classification. Ms. Grill said HR is working on job descriptions and the new HR Generalist being hired will assist with this to accomplish this work. Mr. Carlson said he would focus on perfecting the job description questionnaires and suggested that when an employee development review is conducted, the job description should also be reviewed. Ald. May asked if it will be spelled out how a person gets to the control point. Mr. Carlson said he did review our current system and found the average rating was a B+ (commendable +). Right now, the City has severe grading bias on the high end; we are not measuring what people do but measuring traits. The methodology needs to change dramatically.

5. If an exceptional rating is given one year and not the next, what happens? Stay at same rate, red-lined, other? Mr. Carlson said what happens is the range moves, due to inflation, market, etc.; the range is not a static model, it's dynamic. A large part of this will depend on what resources are available to the city.

6. How will performance be rewarded if it takes until 2019 for full roll out of NeoGov? Mr. Carlson said NeoGov will be implemented for everyone right away. It's the PFP that starts at the top and moves down to employees over that time period.

7. How will jobs be posted/pay range? Ald. May noted this was answered during discussion in #3.

8. Extra work (overtime) and definition of Emergency Service. Mr. Carlson responded that the definition of emergency is an unforeseen event (for example, snow storm, water main break, etc.) which requires the extra time/overtime.

9. Clothing allowances - policy seems unclear if numbers are per division or per person. Ms. Grill said it's for both. This can be looked at for clarification.

10. What happens if CDC ceases to exist or we don't want to use the firm any longer? Mr. Carlson said the firm is comprised of seven people, all who are cross trained. The continuity of the firm is not an issue; if something unforeseen happens, the city can be licensed to do the work. If the city goes with another firm, all market estimates would have to be redone, but as this is a dynamic process, it usually gets done every three years anyway.

11. Will we need to hire additional staff to run the PFP system? How would the cost be offset? Ms. Grill said work should be reduced with the new software. Mr. Carlson said the lift in this is training managers properly and holding them accountable. He doesn't see the need to hire additional staff. Other relevant items mentioned include Gallop Q-12 (a NeoGov development product) for engagement and commitment, a confidential/anonymous process. He said engaged employees are more productive and

there is less turnover.

Questions/Comments Ald. May received from employees:

12. Are there employee handbooks? Ms. Grill commented that Ms. Key indicated that during the transition period, the decision was made not to use an employee handbook; a new one is being prepared.

13. Employees are interested in department committees to help set standards of achievement or at least provide their input. The idea is move away from the "we've always done it this way" mentality and share ideas for efficiency. Mr. Carlson thought this was an outstanding idea. If there are blockages in the system to this, Q-12 will show this.

14. Will employees have an opportunity to rate their managers for consideration in the manager's review? Mr. Carlson said there is good software available for this and it is an anonymous process. He feels whatever we can do to involve employees in setting their own standards is a good thing for the city.

15. Truck Driver classification does not reflect what the employee is actually doing. These employees are doing more than just driving a truck; for example, there are manual labor aspects. Mr. Carlson said this is a perfect topic for the appeal process.

Ald. May asked, ***How are exempt and non-exempt staff treated in our surrounding communities?*** Are they straight salary, no overtime, 40 hours worked? He believes some staff are having a hard time understanding what the norm is. Mr. Carlson said we need to be more specific on this and it needs to be done right away. Ms. Grill mentioned the communities of Oshkosh, Hales Corners, Sheboygan and Cudahy have straight salary for exempt employees and no additional comp time. Franklin is currently reviewing theirs, Greendale said only Department Heads are exempt. Milwaukee made non-exempts to exempt with no salary adjustment. An option for comp time is flexible scheduling. Ald. May said he wants flexibility for employees. Mr. Carlson said the statewide trend is moving toward salary for exempt employees. There is some variance with how it's handled with non-exempts. He said he will be actively going out to check out what the standard is for handling overtime. In regards to this topic, Deputy Police Chief Botsch commented on the specific issues regarding overtime for police and fire union and non-union employees.

At conclusion of questions/response portion of meeting, Mr. Carlson said he will address all the items that need additional information/follow up for the next meeting. Ald. Czaplewski asked how much we are saving doing all this? Mr. Carlson responded that that is not what we are doing. What he heard from the Council when this process started was we needed to fix the system and have a fair system in place, get rid of rigidity that is causing many of the problems, put in place a Pay for Performance (PFP) system, look at the major components of fringe benefit costs, which he looked at and answered that yes, this would save money or shift resources to retired employees. We also talked about overtime and how it's handled. He said the PFP itself was never built around the premise that the city would save money, but built for better efficiency and that the city will have to accomplish more with less. The nature of turnover would lead the city to help pay for the PFP system, and it won't happen if continue to put more money out for retiree health insurance. Ald. Weigel asked about a NeoGov demo

and the Committee said it would be interested in this. Mr. Carlson said that can be done.

Chair Haass then asked for audience questions. The following was offered/discussed:

** An explanation was provided on clothing allowance and number of jumpsuits provided to fleet employees.*

** A question about the cost of CDC continuing the work, including the appeal process costs. Mr. Carlson responded and explained the separate fees involved, including implementing PFP and the appeal process. He also provided further explanation of the appeal process and how it works.*

** Discussion ensued on the topic of employees aspiring and preparing for a position and then the bar being raised and now no longer able to try for those promotion opportunities. Mr. Carlson said he's hopeful that the new system will make it difficult for this type of bait and switch to happen.*

** Comments offered on the difficulties recruiting for electricians based on what the city pays and benefits provided. Ald. May said these are some of the positions he refers to that we need to look at. He asked if we know what these positions are, and Ms. Grill said we are aware of the IT and now electrician positions.*

Mr. Carlson said he wants to time to prepare to discuss this issue and suggested meeting again in early April. The Committee decided to meet at its regular meeting on April 10 for this further discussion and additional information that will be provided by CDC.

Next, discussion ensued on the Police Dept. and the FLSA exempt and non-exempt issue and union vs. non-union implications and inversion issues (10% pay variance on promotions). Ms. Grill said it was her understanding that we were holding on this issue, which the Committee concurred. Mr. Carlson talked about compression, and if access the whole pay range, inversion won't happen. Discussion continued.

Ms. Grill continued with clarification on the FLSA topic, explaining there are options handling non-exempts, and that no overtime (OT) is offered for exempts in other communities. Ms. Steeno, Finance Director, spoke of a compromise in comp time paid at straight time after 45 hours/week. Mr. Burtch, Assistant City Engineer, spoke to OT being driven by contractor time. A engineer doesn't get OT but a tech does. He suggested that before a decision is made not to pay OT, that we know why its being done. He feels its dangerous to say cut OT "across the board" for all these positions without understanding the situations. Ald. May wondered what one standard deviation difference from the mean does for these positions/situations. Mr. Burtch said in some cases, we may pay less OT than a salary raise. Further discussion ensued on OT vs. set salary. Mr. Carlson said he would rather see the salary bumped up a grade and get rid of OT. Ald. May said he wants to be competitive and similar to what other communities are doing. Ald. Haass stated he wants to be fair to our employees, but also fair to the City and our taxpayers. Ald. Lajsic commented that there are certain positions that will always be working overtime by the nature of what they do, e.g., snowstorms, emergency street/sewer work, engineers with the type of work at certain times of the year, etc. He also commented that for most exempt employees, the standard work week is 45 hours/week. He has no problems paying a decent wage, but we want to be competitive and able to attract employees. Ald. Lajsic spoke to the types

of drastic measures the city may have to take if we don't make changes, e.g., layoffs, department cut backs, reduce/eliminate services, outsource services, or options presented to employees on reduced work week, pay cuts, etc. As discussion continued on the overtime/FLSA issue, Mr. Carlson said the other question is how effectively is OT being managed. Ald. May referred to the Steeno proposal outlined in the new policy on FLSA exempt, non-exempt. Ald. Haass said we want to treat everyone fairly and correctly.

Lastly, an audience comment was made on what the Committee's thoughts are about PTO (personal time off). Ald. May said it's not on the agenda at this time. He understands that a separate committee has been formed to address this topic and retiree health insurance. The Committee is comprised of two alderpersons (himself and Ald. Czaplewski), Grill, Steeno, Key and three outside local business representatives (when asked, Ms. Grill said they are Wayne Clark, Joe Kempen, and Unit Drop Forge rep). The Committee has not met and there are no plans to do so now.

In conclusion, the Committee said all these matters related to the Compensation & Classification Study will be held and discussed again at the Committee's next regular meeting on Monday, April 10. Mr. Carlson will be present at that time to present his further findings and information requested this evening.

This matter was Held

26. [O-2017-0012](#) An Ordinance to establish the pay for Non-Represented Employees of the City of West Allis.

Sponsors: Administration & Finance Committee

See discussion under Agenda Item D25.

This matter was Held

27. [R-2017-0048](#) Resolution to authorize the City Administrator to enter into a professional service agreement with Carlson Dettmann Consulting, LLC to provide classification appeals, continued job evaluation services, review of performance evaluation system and development of new system, and a review of the current paid time off benefits in an amount not to exceed \$60,000.

Sponsors: Administration & Finance Committee

See discussion under Agenda Item D25.

This matter was Held

28. [R-2017-0049](#) Resolution to authorize and approve the appeals procedure in conjunction with the Carlson Dettmann Consulting job evaluation procedure.

Sponsors: Administration & Finance Committee

See discussion under Agenda Item D25.

This matter was Held

29. [R-2017-0050](#) Resolution to approve the following updated policies for implementation in conjunction with the Classification and Compensation Study: #1110 - Creating, Maintaining, and Administering Compensation/Salary Ranges; #1205 Payroll; #1412 Holidays; #1424 Overtime, Compensatory Time, and Premium Pay; #1484 Clothing, Tool and Other Allowances.

Sponsors: Administration & Finance Committee

See discussion under Agenda Item D25.

This matter was Held

E. ADJOURNMENT

A motion was made by Ald. Roadt, seconded by Ald. May, that the meeting be adjourned at 8:05 p.m. The motion carried unanimously.