



City of West Allis

Resolution: R-2017-0023

7525 W. Greenfield Ave.
West Allis, WI 53214

File Number: R-2017-0023

Final Action:

Sponsor(s): Administration & Finance Committee

APR 18 2017

Resolution to approve Carlson Dettmann Compensation and Classification Study, Pay Plan, and Authorize Implementation.

WHEREAS, the City of West Allis Common Council approved Resolution R-2016-0135 authorizing the City Administrator to enter into a professional service agreement with Carlson Dettmann Consulting, LLC for services including:

- Consultant will assist Client with documentation of the job content of each job using Consultant's Job Description Questionnaire (JDQ).
- Consultant will administer its Point Factor Job Evaluation System to construct a relative ranking of jobs.
- Consultant will produce a new classification and compensation plan for Client's classifications that will be internally equitable and competitive in external markets, both public and private employers.
- Consultant will review all subject jobs and properly classify those jobs in accordance with current Fair Labor Standards Act provisions relative to exempt and non-exempt status.
- Consultant will work through the required policy questions with Client for a complete study of the classification and compensation plan covering all other Client employees.
- Consultant will complete all items specified above for all of Client's 265 job classifications.
- Consultant will review current job documentation for those positions with multiple levels, develop a framework for establishing a classification series for key City positions, facilitate conversations with key department leaders with the goal of establishing said classification series, and provide classification series recommendations to the City.
- Consultant will develop a high-level overall assessment of the competitiveness of Client's total rewards program, particularly regarding employer-provided insurances (including contribution levels), retirement, premium pay, awards program(s), mandatory benefits, and paid time off.
- Consultant will review Client policies related to these items and make recommendations for policy modifications as appropriate.
- Upon completion of the study, Consultant will make recommendations to the Common Council as it relates to the appropriate compensation package for the City Administrator; and

WHEREAS, on June 15, 2016, the Professional Services Agreement between the City of West Allis and Carlson Dettmann Consulting, LLC was executed after review by the Human Resources Director and approval by the City Attorney; and

WHEREAS, the Common Council of the City of West Allis revised the original scope of the project to include a review of the compensation levels for protective service employees covered by collective bargaining agreements; and

WHEREAS, in its review, Carlson Dettmann conducted orientations, meetings and employee surveys, reviewed and analyzed current employee classifications, duties, compensations, and position policies, reviewed all job description questionnaires, and evaluated feedback from supervisors; and

WHEREAS, Carlson Dettmann recommends the following:

1. Adopt the proposed job classification system and pay plan based on the CDC job documentation and job evaluation process and competitive market analysis (Appendix A).
2. Maintain the pay system using the recommended review process (Appendix B).
3. Authorize and implement the classification appeal process (Appendix C).
4. Substantially limit overtime eligibility for managers, administrator, supervisors, and professionals--those staff exempt from provisions of the Fair Labor Standards Act, providing exceptions for emergency work.
5. Revise the City's performance review process to include a pay for performance component to appropriately reward employees for innovation and service excellence. Utilize software to manage the process, train supervisors in the process and hold them accountable for adhering to standards.
6. Appoint a special committee, including outside experts, to develop recommendations in 2017 for modifying the City's retiree health insurance policy so it is affordable and consistent with the strategic plan for the City. Recommendations may include further separating the health insurance plans for current and retired employees and gradually shift premium sharing for current employees.
7. Examine the options and develop a Paid Time Off benefit plan to replace the City's various time off plans in 2018 (sick leave, holidays, vacation, personal leave, etc.) which moves toward a balance between fiscal responsibility and employee recruitment and retention.

WHEREAS, the initial cost for an April 1, 2017 implementation will be approximately \$76,000, and savings from overtime eligibility may be approximately \$200,000 annually based on 2016 estimates; and

WHEREAS, the Common Council believes that it is in the City's best interest to update the classification and compensation of City employee positions and to ensure that City employees are compensated competitively as appropriate and rewarded for their innovation and service excellence.

NOW, THEREFORE, BE IT RESOLVED by the Common Council of the City of West Allis that it approves the recommendations made by Carlson Dettmann in Compensation Project Executive Summary, and Appendices A and B shall be implemented effective April 1, 2017, and Appendix C upon adoption for applicable City employees, and that the City Administrator take appropriate action to implement the remaining recommendations subject to review and approval by the Common Council as appropriate.

ADM\MORDRES\ADMR2017.03

ADOPTED April 18, 2017

APPROVED 4/20/17

Monica Schultz

Monica Schultz, City Clerk

Dan Devine

Dan Devine, Mayor

