



April 5, 2017

MEMORANDUM

TO: Rebecca Grill, City Administrator

FR: Charles E. Carlson

RE: Final Review of Grade Order List

The City requested I conduct a final review of the proposed pay plan Grade Order List, focusing on any benchmark positions where the proposed pay range Control Point varied from the market estimate by more than 10%. The question being: Is the range allocation appropriate?

I have used two standards in conducting this review of any benchmark that varies from the market estimate +/- 10%:

1. Are we confident the market estimate is accurate?
2. Are we confident the position's job evaluation result?

The job evaluation test is important because it is a critical part of the pay plan allocation process. Therefore, in addition to considering market data, we re-evaluated the position based upon the provided Job Description Questionnaire, and as you will see, this has an impact on our recommendations.

In applying these two tests, our recommendations are as follows:

Custodian (Grade E) – This position was evaluated incorrectly. It is a Janitor position and should be classified, accordingly. There are no other positions classified Custodian, and the title can be removed from the Grade Order List.

Plumbing Inspector (Grade H) – Based on recently published market data, we believe this position should be allocated to Grade H. The labor markets for trade level positions is very active. The current Milwaukee area market average is \$35.00. The most recent Grade Order List has a classification of Plumbing Inspector in Grade I. We also reviewed the JDQ's for all the Plumbing Inspector positions and conclude there is no material difference between them, and they can be one title. Our recommendation is classifying Plumbing Inspectors in Grade I with an asterisk indicating this is a market exception that should be reviewed more frequently so the range can be adjusted appropriately, as needed.

In our opinion, all of the remaining benchmarks with Control Points outside the +/- 10% test are allocated correctly in the Grade Order List based on either market analysis or job evaluation.

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You also asked us to review the Grade Order List allocations from the standpoint of ten positions identified as “hard to fill” to see if there are any changes the City should consider making prior to action on the plan. The new pay grades for nine of the ten identified classifications are higher than currently advertised grades, and our recommendation is to see how they help future recruitments before considering changes.

One of the identified classifications – Electrical Mechanic in Grade F – clearly is a problem that we believe should be corrected in the Grade Order List submitted for action. As with the licensed plumber classification discussed above, the active market in the building trades has placed upward wage pressure on journey electrician rates, as well. The most recent BLS survey numbers for Milwaukee indicate an average rate of \$29.79 (n=2,610).

Accordingly, we recommend allocating the Electrical Mechanic classification to Grade H, and, like the journey plumbing position, marked with an asterisk to indicate the market should be monitored closely. In addition, our review of the Master Electrician JDQ causes us to conclude it is essentially the same as the Electrical Mechanic JDQ, and we recommend there be one classification of Electrical Mechanic.

To the extent the City desires to recognize a Master’s level license or certifications in the trades classification, we recommend it be a salary add-on.

Additionally, we recommend moving the Lead Electrical Mechanic (certified) classification to Grade I, and mark with an asterisk to indicate the market should be monitored more closely.

We hope this additional level of review is helpful. The changes recommended here pre-adoption are not numerous; however, this does not mean the pay plan would be static. The City’s stated intent in having a new pay plan and management policy was to have a plan that is flexible, objective accurate, and timely; balances measures of internal relationships with market competitiveness; and supports a performance-oriented culture. Accordingly, your office has proposed policies for continual review of positions as they change, as well as an appeal process that any employee can utilize following adoption of the proposed plan. Please let me know if I can provide further assistance prior to the Committee meeting next week.