

CITY OF APPLETON

HUMAN RESOURCES DEPARTMENT



100 N. Appleton St.
Appleton, WI 54911



(920) 832-6458



(920) 832-5845



humanresources@appleton.org

To: Human Resources/Information Technology Committee and Appleton Common Council

From: Human Resources Director Jay Ratchman

Date: October 19, 2022

Re: Non-represented (Non-Union) Employee Compensation Study

In 2021, the Mayor and the Director Leadership team initiated the process of examining the City of Appleton (COA) compensation program and engaging in a full review. The last full compensation review was completed in 2011-2012 by Carlson and Dettmann Consulting, LLC.

After a competitive request for proposal process, and after approval by the Appleton Common Council, the City hired Baker Tilly to complete a compensation study for non-represented positions. It was their combination of qualifications, proven background in creating and defending compensation plans, and their competitive costs that made them our best partner. The compensation study officially kicked off in February 2022.

Baker Tilly evaluated City positions using their copyrighted job evaluation system known as the Systematic Analysis and Factor Evaluation (SAFE), providing a defensible foundation against legal claims. In addition, Baker Tilly completed a market assessment, comparing City positions to comparable public employers and cross-referencing private sector market data resources.

The intent of the compensation study was to make sure that positions in the organization remained market competitive and that pay practices were fair, equitable, and in compliance with state and federal laws.

The results of Baker Tilly's findings were reported out and reviewed by the COA Compensation Study Review committee, which is comprised of representatives from various departments. This committee also reviewed current COA pay policies.

Attached please find a packet that includes a summary of findings from Baker Tilly. This includes new pay plans for non-represented employees and for seasonal/LTE/substitute employees. Both pay plans provide an open range system, with wages ranging from a minimum to a maximum. It is the recommendation from Baker Tilly that all employees be placed within the range of their respective position and paygrade.

In addition, please find updates to the Salary Administration policy and the Seasonal policy. The most notable change is moving to a merit-based performance increase system. This merit-based system provides an across-the-board increase, approved through the City's budgeting process, for employees who meet or exceed the expectations of their position.

Our recommendation is to implement the new pay plans and policy updates effective January 1, 2023. If you have any questions, please feel free to contact me at (920) 832-6427.