

Memo

To: Human Resources Committee
From: Sandy Behnke
CC: Appleton Common Council
Date: 8/22/2013
Re: Classification and Compensation Plan Implementation Proposal

On March 20, 2013, the Common Council through resolution #7-R-13 (Mettille) directed staff to do the following:

"Whereas, the City of Appleton is considering a new compensation plan,

*Therefore, be it resolved that a new city classification and compensation study team, made up equally of management and non-management employees will: (1)

*Consider, evaluate and recommend revisions and changes to the existing salary administration policy and recommend an implementation plan (2)

*Work with the Human Resources Department to calculate market averages for wages utilizing previously collected public sector data and published private sector data, including the cost of benefits packages and amending previously collected data as needed (3)

*Work with the Human Resources Department to determine the average wage starting point compared to the control point at area employers (4)

*For 2013, provide at least monthly reports/recommendations to the Human Resources Committee arising from its work" (5)

On May 15, 2013, the Common Council ratified the Compensation Plan Framework (Grade order listing) as a starting point to meet the above directive.

On June 19, 2013 the Common Council ratified the Control Points that were proposed by the Human Resources Department based on the directive above for utilization of the previously collected public sector data and published private sector data. (Directive #3)

On June 19, 2013 the Common Council was also provided the benefits data to illustrate the City's position as it relates to published data for benefit comparison to further complete the directive outlined above. (Directive #3)

On June 19, 2013 a Study Team assembled by the Mayor consisting of management and non-management employees met to discuss and recommend revisions and changes to the current salary administration policy...most significantly, how employees would earn future pay increases. That study

team met again on July 17, 2013 to finalize recommendations to the Compensation Review Team (Steering Team). The study team reviewed and analyzed different types of pay systems and ultimately reached consensus on the proposed plan being presented to the HR Committee. (Directive #1)

The Compensation Review Team then met on August 14 and 15 to finalize recommendations regarding implementation and policy administration. (Directive #1)

The recommendation of the Study Team and Compensation Review Team is for the Common Council to ratify the attached Classification and Compensation Plan with an 80% minimum and 120% maximum open range plan. Movement in the plan from the Minimum towards the Maximum of the grade would be achieved through performance. An employee who has exemplary performance would move through the pay plan at a faster rate than an employee who has on-target performance. (Directive #1 & #4)

The attached performance appraisal guidelines describe how an employee would be eligible for performance adjustments under the proposed plan. In addition to performance adjustments, employees who have a performance level at the on-target level (or above) would also be eligible for a general pay adjustment as approved by the Common Council each year.

The Salary Administration Policy is the final piece of the March 20, 2013 directive following the Council's ratification of the Pay Plan. The policy is in draft format and was presented to the Department Directors for input on Monday, August 19, 2013. This policy will outline how the plan will be administered after ratification of the plan. The policy outlines such things as how the performance adjustment piece will work, what authority the HR Department has for hiring employees into the plan, guidelines for reclassifications, etc....This policy will be presented to the HR Committee for ratification on September 9, 2013. (Final Piece of Directive #2)

An Implementation Plan is also proposed as a separate action item on this agenda. (Directive #2)

Regular updates have been provided to the Human Resources Committee through the HR Working Agenda and Committee meetings. (Directive #5)

If you have any questions prior to the Committee meeting, please contact me directly.

CITY OF APPLETON
NON-REPRESENTED CLASSIFICATION COMPENSATION GRADE ORDER LIST
2013

GRADE	JOB TITLE	DEPARTMENT	FLSA	80%	Control Point	120%
T	CITY ATTORNEY (ELECTED)	Legal Services	E	\$40.81	\$51.01	\$61.21
	DIR COMM & ECONOMIC DEV	Community Development	E			
	FINANCE DIRECTOR	Finance	E			
	HUMAN RESOURCES DIRECTOR	Human Resources	E			
	INFORMATION TECHNOLOGY DIRECTOR	Information Technology	E			
	PUBLIC WORKS DIRECTOR	DPW	E			
S	DIR PARKS REC FACLTY MGMT	Facilities and Construction	E	\$37.54	\$46.93	\$56.32
	FIRE CHIEF	Fire	E			
	GENERAL MANAGER	Valley Transit	E			
	LIBRARY DIRECTOR	Library	E			
	POLICE CHIEF	Police	E			
	PUBLIC HEALTH OFFICER	Health	E			
UTILITIES DIRECTOR	Utilities	E				
R	DEPUTY DIR/CITY ENGINEER	DPW	E	\$35.10	\$43.87	\$52.64
Q	VACANT			\$33.46	\$41.83	\$50.20
P	ASST LIBRARY DIRECTOR	Library	E	\$31.82	\$39.78	\$47.74
	CITY ASSESSOR	Community Development	E			
	DEP DIR COMM ECONOMIC DEV	Community Development	E			
	DEPUTY CITY ATTORNEY	Legal Services	E			
	DEPUTY DIR OPERATIONS	DPW	E			
	DEPUTY DIRECTOR FINANCE	Finance	E			
	DEPUTY DIRECTOR HR	Human Resources	E			
	DEPUTY DIRECTOR UTILITIES	Utilities	E			
	DEPUTY FIRE CHIEF	Fire	E			
DEPUTY POLICE CHIEF	Police	E				
O	ASSIST CITY ATTORNEY II	Legal Services	E	\$30.19	\$37.74	\$45.29
	ASSISTANT CITY ENGINEER	DPW	E			
	ASST GENERAL MANAGER	Valley Transit	E			
	CAPTAIN	Police	E			
	FACILITIES MANAGER	Facilities and Construction	E			
	GROUPS MANAGER	Facilities and Construction	E			
TRAFFIC ENGINEER	DPW	E				
N	OPERATIONS FOREMAN - CITY FORESTER	DPW	E	\$28.56	\$35.70	\$42.84
	INSPECTIONS SUPERVISOR	DPW	E			
	NETWORK ADMINISTRATOR	Information Technology	E			
	OPERATIONS FOREMAN - CEA	DPW	E			
	RISK MANAGER	Human Resources	E			
	STAFF DEV/TRAIN COORD-HR	Human Resources	E			
	WATER OPERATIONS SUPERVISOR	Utilities	E			
WW OPERATIONS SUPERVISOR	Utilities	E				
M	BATTALION CHIEF	Fire	E	\$26.93	\$33.66	\$40.39
	BIOSOLIDS/PRETREAT COORD	Utilities	E			
	CITY CLERK	Legal Services	E			
	ENG TECHNICIAN FOREMAN	DPW	E			
	GOLF COURSE SPECIALIST	Facilities and Construction	E			
	LIEUTENANT	Police	E			
	OPERATIONS FOREMAN	DPW	E			
	PARKS PLANNER/LIAISON	Facilities and Construction	E			
	PROFESSIONAL ENGINEER	DPW	E			
	PUBLIC HEALTH NURSE SUPRV	Health	E			
	RECREATION MANAGER	Facilities and Construction	E			
	SPRV ENVIRONMENTAL HEALTH	Health	E			

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	TECHNICAL SERVICES MGR	Utilities	E			
L	ASSISTANT CITY ATTORNEY I	Legal Services	E	\$25.30	\$31.62	\$37.94
	ASST TRAFFIC ENGINEER	DPW	E			
	CUST SERV ACCT SUPERVISOR	Finance	E			
	ENTERPRISE ACCOUNTING MANAGER	Finance	E			
	FIRE PROTECTION ENGINEER SUPERVISOR	Fire	NE			
	HR GENERALIST	Human Resources	E			
	TRANSIT MAINTENANCE SUPERVISOR	Valley Transit	E			
	TRANSIT OPERATIONS SUPERVISOR	Valley Transit	E			
K	ADMIN SERVICES MANAGER	Police/Valley Transit	E	\$23.66	\$29.58	\$35.50
	ADMINISTRATIVE SERV COOR	Facilities and Construction	E			
	ASSISTANT TO FIRE CHIEF	Fire	E			
	CITY SURVEYOR	DPW	NE			
	ECONOMIC DEVELOPMENT SPEC	Community Development	E			
	FISCAL RESOURCES MGR	Police	E			
	INSPECTOR	DPW	NE			
	LEAD ELECTRICIAN	DPW	NE			
	LEAD MECHANIC	DPW	NE			
	LIBRARY SUPERVISOR	Library	E			
	MANAGERIAL ACCT COORD	DPW	E			
	MASTER ELECTRICIAN	DPW, Utilities & Facilities and Construction	NE			
	NETWORK SERVICES SUPRV	Library	E			
	OFFICE MANAGER	DPW	E			
	PARKING UTILITY MANAGER	DPW	E			
	PC APPLICATIONS DEVELOPER	Information Technology	E			
	PLUMBER	Facilities and Construction	NE			
	PRINCIPAL PLANNER III	Community Development	E			
	PROPERTY ASSESSOR III	Community Development	NE			
	PURCHASING MANAGER	Finance	E			
	RECREATION PROGRAMMER	Facilities and Construction	E			
J	BUDGET ANALYST	Finance	E	\$22.03	\$27.54	\$33.05
	BUSINESS MANAGER	Library	E			
	CIVIL ENGINEER	DPW	E			
	COMMUNITY RELATIONS SPEC	Valley Transit	E			
	HOUSING COORDINATOR	Community Development	E			
*	INSTRUMENTATION TECH	Utilities	NE			
	PH PREPAREDNESS COORD	Health	E			
	PRINCIPAL PLANNER II	Community Development	E			
	PUBLIC HEALTH NURSE	Health	E			
	SYSTEMS ANALYST	Information Technology	E			
I	ADMIN ASST - POLICE CHIEF	Police	NE	\$20.40	\$25.50	\$30.60
*	ASSET MANAGEMENT PURCHASING SPEC	Utilities	NE			
	BENEFITS COORDINATOR	Human Resources	NE			
	CARPENTER/PAINTER	Facilities and Construction	NE			
	CITY SEALER	Health	E			
	CIVILIAN FIRE INSPECTOR	Fire	NE			
	COMM DEV SPECIALIST	Community Development	NE			
	DIVERSITY COORDINATOR	Community Development	NE			
	ENGINEERING SPECIALIST	DPW	NE			
	ENVIRONMENTALIST II	Health	E			
	FACILITIES CONTROLS TECH	Facilities and Construction	NE			
	GIS SPECIALIST	Community Development	E			
	HORTICULTURIST	DPW	NE			
	HVAC TECHNICIAN	Facilities and Construction	NE			

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	LEGAL ASSISTANT	Legal Services	NE			
	LIBRARIAN	Library	E			
	LIBRARY ASST SUPERVISOR	Library	E			
*	MAINTENANCE SPECIALIST II	Utilities	NE			
	MASTER MECHANIC	DPW	NE			
	PARA-TRANSIT COORDINATOR	Valley Transit	E			
	PC/LAN SPECIALIST	Information Technology	NE			
	PROPERTY ASSESSOR II	Community Development	NE			
	PURCHASING CLERK	DPW	NE			
	SECRETARY TO THE MAYOR	Mayor	NE			
H	ARBORIST	DPW	NE	\$18.77	\$23.46	\$28.15
	ASSESSMENT TECHNICIAN	DPW	NE			
	DEPUTY CITY CLERK	Legal Services	NE			
	ELECTIONS CLERK	Legal Services	NE			
	ENGINEERING TECHNICIAN	DPW	NE			
	EROSION CONTROL INSPECTOR	DPW	NE			
	FACILITIES TECHNICIAN	Facilities and Construction	NE			
	GROUND TECHNICAL	Facilities and Construction	NE			
	HELP DESK ANALYST	Information Technology	NE			
	LIBRARY ASSISTANT	Library	NE			
*	LIQUIDS OPERATOR	Utilities	NE			
	MARKETING ASSISTANT	Library	NE			
	NETWORK SERVICES ASSISTANT	Library	NE			
	PAYROLL COORDINATOR	Finance	NE			
	PERSONAL PROPERTY ASSESSMENT TECH	Community Development	NE			
	PLANS & RECORDS SPEC	Facilities and Construction, DPW	NE			
	PROPERTY TAX SPECIALIST	Finance	NE			
*	UTILITY WORKER	Utilities	NE			
*	WATER PLANT OPERATOR	Utilities	NE			
*	UTILITY WORKER	Utilities	NE			
*	WATER PLANT OPERATOR	Utilities	NE			
G	ACCOUNT CLERK III	Finance	NE	\$17.14	\$21.42	\$25.70
	ADMIN SUPPORT SPECIALIST	HR, Police, Legal Services, Utilities & DPW	NE			
	FACILITIES WORKER	Facilities and Construction	NE			
	5TH FLOOR CUSTOMER SERV	DPW	NE			
*	LABORATORY TECHNICIAN	Utilities	NE			
	LEAD CSO	Police	NE			
	OPERATOR II	DPW	NE			
	REAL ESTATE ASSMT TECH	Community Development	NE			
	UTILITY CLERK	Finance	NE			
	WEIGHTS & MEASURES SPEC	Health	NE			
F	ACCOUNT CLERK II	Finance	NE	\$15.50	\$19.38	\$23.26
	ADMIN ASSISTANT	Police, Facilities & Construction, Fire, Health, Library, HR & Valley Transit	NE			
	COMMUNICATION TECHNICIAN	Police	NE			
	GROUND COORDINATOR	Facilities and Construction	NE			
	INVENTORY CONTROL CLERK	DPW	NE			
	OPERATOR I	DPW	NE			
	SERVICEMAN II	DPW	NE			
	UTILITY LOCATOR	DPW	NE			
E	ACCOUNT CLERK I	Finance	NE	\$14.27	\$17.84	\$21.41
	LABORER	DPW	NE			
	SERVICE PERSON	DPW	NE			

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<u>D</u>	LIBRARY CLERK	Library	NE	\$13.46	\$16.82	\$20.18
	OPERATIONS CLERK	Library	NE			
	PARKNG ENFORCEMENT PERSON	DPW	NE			
<u>C</u>	BINDERY CLERK	Library	NE	\$12.64	\$15.80	\$18.96
	LIBRARY PAGE CLERK	Library	NE			
<u>B</u>	PARKING RAMP ATTENDANT	DPW	NE	\$11.82	\$14.78	\$17.74

*The underlined employees have since certified as a Bargaining Unit to negotiate base wages and may not be part of this Compensation Plan.

Performance Appraisal Guidelines

Below Target Performance	On Target Performance	Above Target Performance	Exemplary Performance
Below 60%	60%- Below 75%	75%- Below 90%	90%-100%

Exemplary Performance:

Performance consistently exceeds job requirements. Demonstrates unusually high level of performance relative to all assignments and objectives. Distinguished performance overall. In addition to receiving the required points, employees must be rated at least above target in each of the ten (10) areas to be eligible for exemplary pay for performance.

Above Target Performance:

Performance meets and often exceeds job requirements. Demonstrates successful performance on all major assignments and objectives and consistently exceeds position requirements in some areas. In addition to receiving the required points, employees must be rated at least on target in each of the ten (10) areas to be eligible for above target pay for performance.

On Target Performance:

Performance consistently meets job requirements. Demonstrates successful performance on all or most major assignments and objectives.

Below Target Performance:

Performance is inconsistent; meets some job requirements but not consistently. Overall performance is below the acceptable level and must improve to meet minimum position requirements.

Employees who do not meet the required points, noted below for a particular level of performance, may still be eligible for a performance adjustment based on unique circumstances submitted by the Department Director.

EMPLOYEES BELOW THE CONTROL POINT

10-23 points	24-29 points	30-35 points	36-40 points
No performance adjustment	.5 performance adjustment	1 performance adjustment	1.5 performance adjustment

EMPLOYEES ABOVE THE CONTROL POINT

10-23 points	24-29 points	30-35 points	36-40 points
No performance adjustment	No performance adjustment	.5 performance adjustment	1 performance adjustment

Pay for Performance System Example

(This example uses a 2% general pay increase and a 0 to 3% performance increase)

Notes:

- 1) Example uses the 2013 Rate Grade F-Operator 1
- 2) Increases are calculated on base pay
- 3) 2013 Control Point is \$19.38 (Approved by Council)
- 4) 2% Control Point Upward Adjustment for 2014

2014 Pay Range

80%		Control Pt	120%
\$15.82		\$19.77	\$23.72

Potential Pay Increases

Evaluation	If Below Control Point			If Above Control Point (But Below Maximum of 120%)		
	GPI	P4P	Total	GPI	P4P	Total
36-40 points	2%	3%	5%	2%	2%	4%
30-35 points	2%	2%	4%	2%	1%	3%
24-29 points	2%	1%	3%	2%	0%	2%
10-23 points	0%	0%	0%	0%	0%	0%

Example of Pay Increases if Base Pay is \$17.50 (Below Control Point)

Evaluation	Inc.-%	Incr.-\$'s	New PR
36-40 points	5	\$0.88	\$18.38
30-35 points	4	\$0.70	\$18.20
24-29 points	3	\$0.53	\$18.03
10-23 points	0	\$0.00	\$17.50

Example of Pay Increases if Base Pay is \$21.00 (Above Control Point)

Evaluation	Inc.-%	Incr.-\$'s	New PR
36-40 points	4	\$0.84	\$21.84
30-35 points	3	\$0.63	\$21.63
24-29 points	2	\$0.42	\$21.42
10-23 points	0	\$0.00	\$21.00