

PUBLIC NOTICE

PUBLIC NOTICE is hereby given that a **Organizational Meeting** of the Common Council of the City of Platteville shall be held on Tuesday, April 19, 2016 at 5:30 PM in the Council Chambers Room at 75 North Bonson Street, Platteville, WI.

COMMON COUNCIL AGENDA

I. CALL TO ORDER

II. ROLL CALL

III. ADMINISTER OATH OF OFFICE

- District 1 Alderperson (3-year term) – Don Francis
- At-Large Alderperson (3-year term) – Katherine Burk

IV. ELECTION OF COUNCIL PRESIDENT

V. DESIGNATION OF PRESIDENT PRO TEM

VI. ELECTION OF PLAN COMMISSION MEMBER

VII. DETERMINE COUNCIL SEATING ARRANGEMENTS

VIII. CONSIDERATION OF CONSENT CALENDAR – The following items may be approved on a single motion and vote due to their routine nature or previous discussion. Please indicate to the Council President if you would prefer separate discussion and action.

- A. Resolution 16-11 Designation of Public Depositories
- B. Resolution 16-12 Designation of Official Newspaper (Platteville Journal)

IX. WORK SESSION – Held in the G.A.R. Room

- A. Compensation Plan [1/26/16]
- B. New Council Member Orientation

X. ADJOURNMENT

If your attendance requires special accommodation, write City Clerk, P.O. Box 780, Platteville, WI 53818 or call (608) 348-9741 Ext.6.

RESOLUTION NO 16-11

DESIGNATION OF PUBLIC DEPOSITORIES

WHEREAS, it is necessary for the City of Platteville to designate certain institutions as public depositories for all the public monies coming into the treasurer of the City of Platteville and to provide for the withdrawal of disbursements from any of the designated depositories.

NOW, THEREFORE, BE IT RESOLVED, that Mound City Bank, Clare Bank, Wisconsin Bank & Trust, AnchorBank, American Bank & Trust, Livingston State Bank, Dupaco Community Credit Union, Heartland Credit Union, and Fidelity Bank & Trust all of Platteville, Wisconsin, and the State of Wisconsin's Local Government Pooled Investment Fund, all qualified as public depositories under Ch. 34, Wis. Stats., shall be and are hereby designated, until further action, as public depositories in which the funds of this Municipality may from time to time be deposited; that the following described account(s) be opened and maintained in the name of this Municipality with the Bank subject to the rules and regulations of the Bank from time to time in effect; that the person(s) and the number thereof designated by title opposite the following designation of account(s) is hereby authorized, for and on behalf of this Municipality, to sign order checks as provided in s. 66.042, Wis. Stats., for payment or withdrawal of money from said account(s) and to issue instructions regarding the same and to endorse for deposit, negotiation, collection or discount by Bank any and all checks, drafts, notes, bills, certificates of deposit or other instruments or orders for the payment of money owned or held by said Municipality; that the endorsement for deposit may be in writing, by stamp, or otherwise, with or without designation of signature of the person so endorsing; and that any officer, agent or employee of this Municipality is hereby authorized to make oral or written requests of the Bank for the transfer of money between accounts maintained by this Municipality at the Bank.

FURTHER RESOLVED, that the Bank be and is hereby authorized and directed to honor, certify, pay and charge to any of the accounts of this Municipality, all order checks for the payment, withdrawal or transfer of funds or money deposited in these accounts or to the credit of this Municipality for whatever purpose or to whomever payable, including requests for conversion of such instruments into cash as well as for deduction from and payment of cash out of any deposit, and whether or not payable to, endorsed or negotiated by or for the credit of any persons signing such instrument or payable to or for the credit of any other officer, agent or employee of this Municipality, when signed, accepted, endorsed or approved as evidenced by original or facsimile signature by the person(s), and the number thereof, designated by title opposite the designation of the accounts described in the foregoing resolution, and to honor any request(s) made in accordance with the foregoing resolution, whether written or oral, and including but not limited to, request(s) made by telephone or other electronic means, for the transfer of funds or money between accounts maintained by this Municipality at the Bank, and the Bank shall not be required or under any duty to inquire as to the circumstances of the issuance or use of any such instrument or request or the application or use of proceeds thereof.

FURTHER RESOLVED, that the Bank be and is hereby authorized to comply with any process, summons, order, injunction, execution, distraint, levy, lien, or notice of any kind (hereafter called "Process") received by or served upon the Bank, by which, in the Bank's opinion, another person or entity claims an interest in any of these accounts and Bank may, at its option and without liability, thereupon refuse to honor orders to pay or withdraw sums from these accounts and may hold the balance therein until Process is disposed of to Bank's satisfaction.

FURTHER RESOLVED, that any one of the persons holding the offices of this Municipality designated above is hereby authorized (1) to receive for and on behalf of this Municipality, securities, currency or any other property of whatever nature held by, sent to, consigned to or delivered to the Bank for the account of or for delivery to this Municipality, and to give receipt therefor, and the Bank is hereby authorized to make delivery of such property in accordance herewith, (2) to sell, transfer, endorse for sale or otherwise authorize the sale or transfer of securities or any other property of whatever nature held by, sent to, consigned to or delivered to the Bank for the account of or for delivery to this Municipality, and to receive and/or apply the proceeds of any such sale to the credit of this Municipality in any such manner as he/she/they deem(s) proper, and the Bank is hereby authorized to make a sale or transfer of any of the aforementioned property in accordance herewith, and (3) pursuant to s. 34.07, Wis. Stats., to accept such security and to execute such documents as said officer deems proper and necessary to secure the funds of this Municipality and to issue instructions regarding the same.

FURTHER RESOLVED, that this Municipality assumes full responsibility for any and all payments made or any other actions taken by the Bank in reliance upon the signatures, including facsimiles thereof, of any person or persons holding the offices of this Municipality designated above regardless of whether or not the use of a facsimile signature was unlawful or unauthorized and regardless of by whom or by what means the purported signature or facsimile signature may have been affixed to any instrument if such signatures resemble the specimen or facsimile signatures provided to the Bank, for refusing to honor any signatures not provided to the Bank, for honoring any requests for the transfer of funds or money between accounts or for the instructions from the persons designated in the foregoing resolutions regarding security for the accounts notwithstanding any inconsistent requirements of this Municipality not expressed in the foregoing resolutions, and that this Municipality agrees to indemnify and hold harmless the Bank against any and all claims, demands, losses, costs, damages or expenses suffered or incurred by the Bank resulting from or arising out of any such payment or other action.

FURTHER RESOLVED, that the Clerk of this Municipality be and hereby is authorized and directed to certify to the Bank the foregoing resolutions, that the provisions thereof are in conformity with law, the names, incumbencies and specimen or facsimile signature(s) on signature cards of the officer or officers named therein, and that the foregoing resolutions and signature cards and the authority thereby conferred shall remain in full force and effect until this Municipality notifies the Cashier of Bank to the contrary in writing; and the Bank may conclusively presume that such resolutions and signature cards are in effect and that the persons identified therein from time to time as officers of the Municipality have been duly elected or appointed to and continue to hold such offices.

PASSED BY THE COMMON COUNCIL on the 19th day of April, 2016.

Eileen Nickels, Common Council President

ATTEST:

Jan Martin, City Clerk

RESOLUTION NO 16-12

DESIGNATION OF OFFICIAL NEWSPAPER

BE IT RESOLVED, BY THE Common Council of the City of Platteville, Grant County, Wisconsin that the Platteville Journal be designated as the official newspaper for all publications of official business.

PASSED BY THE COMMON COUNCIL on the 19th day of April, 2016.

Eileen Nickels, Common Council President

ATTEST:

Jan Martin, City Clerk



April 13, 2016

MEMORANDUM

TO: Karen Kurt

FR: Charlie Carlson

RE: Compensation Study Executive Summary

The City of Platteville currently does not have a pay structure for its regular full-time and regular part-time staff and retained our firm, Carlson Dettmann Consulting (CDC), to document job content, conduct a market analysis for wages in comparable jobs in the City's competitive labor market, and design and recommend a new salary plan for the City that will be internally equitable, competitive and affordable. There are 64 employees included in this phase of the project. CDC will develop a separate plan for Library staff, as the Library Board of Directors has independent authority over its pay plan under Wisconsin statutes.

Internal Equity

The process of understanding the jobs and the internal relationships of the positions in the study began with an orientation for all employees included in the study to review the process and provide instructions on how to complete our Job Description Questionnaire (JDQ). Every employee completed a JDQ or worked as a group on the JDQ in those situations where employees perform the same job responsibilities. Supervisors or Department Heads and the City Manager reviewed and commented on the JDQ's, as necessary. CDC reviewed each of the JDQ's, met with Department Heads to discuss the job responsibilities within their department, and evaluated and analyzed each position utilizing our job evaluation point system.

Each position was evaluated on the following five factors: Education & required experience, Decision-making, Thinking challenges, Interactions and Communications, and Working conditions. The result is a point score that enables an internal comparison of similar and dissimilar jobs. This provides the basis for analysis of internal equity.

External Market Comparisons

CDC met with the City Council to determine the markets to be analyzed for external competitiveness. CDC presented a list of comparison communities. The factors considered when developing the list included: population, municipal expenditures per capita, and median household income.

The communities used for comparison purposes for the custom survey were Baraboo, Beaver Dam, Burlington, Chippewa Falls, Fort Atkinson, Hartford, Kaukauna, Marinette, Marshfield, Menasha, Menomonie, Monroe, Mount Horeb, Portage, River Falls, Two Rivers, Waupun, Whitewater, and Wisconsin Rapids. In addition, area data from the position matches reported by the Bureau of Labor Statistics (BLS) were utilized, as appropriate.

In terms of desired market position, the City Council indicated a preference for linking its pay plan to average market pay. Accordingly, we used pay grade midpoints for the pay plans adopted by the comparison communities. In the case of BLS data, we used average market rates.

CDC was able to develop survey matches and market estimates for 25 of the 44 (57%) proposed job classifications, covering 43 of the 64 (67%) of the employees. CDC utilized the market data and the job evaluation points from the benchmark positions to conduct a regression analysis and derive a pay line that was used to assist in developing the recommended pay structure. Graphically, the relationship between job evaluation scores for the benchmark positions and our market estimates is provided as Attachment A to this executive summary.

The equation for the market line is: y (Predicted pay/Control Points) = {\$.04 (slope of the line) plus times job evaluation score} plus \$2.56 (y -axis intercept). The regression coefficient is .94, meaning 94% of the variance in pay can be explained by job evaluation scores – an excellent outcome and an appropriate basis for a new pay plan.

We then graphed current salaries for benchmark positions with job evaluation scores and compared the result to the market line. That comparison is presented in Attachment B, and it shows that the City is fairly competitive presently at the lower classifications and somewhat below market for managerial positions.

Pay Plan Design

It is established practice to organize jobs into pay grades having a range minimum and maximum rate of pay. Next, we banded jobs into thirteen pay grades using 50-point intervals per grade. The pay ranges that we are proposing are based both job evaluation scores (internal equity) and market estimates of average pay (external competitiveness). To develop the grades, we used the market policy regression equation, substituting the middle point value of each grade interval in the equation to create each pay range.

Essentially, there are three options to consider in designing pay ranges:

1. Open range plan – Typically, open range plans have pay range spread of 50% from minimum to maximum rates, and pay increases are totally dependent on performance. The plan is adjusted periodically for market changes.
2. Step plan – Very common in public sector organizations. Pay ranges are narrower (25-30% range spread), and pay step progression across the range occurs annually (or less frequently) based upon performance at least meeting expectations. The plan should be adjusted periodically for market changes.
3. A combination plan – This is a hybrid plan with pay steps to a “market” rate, and an open range to pay maximum with raises between the plans market rate and the maximum variable and based upon performance.

All three types of plans have a “target” point in the each pay range that we call the “control point.” It is the rate in the range that relates to our market estimate and plan placement policy. In addition, all three plans also require a performance management system, and the system supporting options 2 and 3 is more demanding in terms of measurement accuracy and management capacity.

Pay policy choices are governed by operational and financial realities, and both must be considered in the City of Platteville. First, in our conversations with the City, it is clear to us that the City does not have the performance measurement processes in place that would support an open range system, so we would not recommend it as an option in the new plan. However, the City could consider a combination plan with the understanding that it is committing itself to implementing the necessary performance measurement system to support it.

Second, the City indicates it must control its staff costs for the foreseeable future. The City does not have the resources to do otherwise. This means that the new pay ranges must be reasonably narrow, with the policy focus on being able to hire staff, provide a process to get employees to a market rate in a reasonable period of time, and keep human resource costs under tight control.

Accordingly, we have attached two plan options. The first is a step plan with seven pay steps. Step six is based on the regression analysis of market estimates discussed above. It is attached as Plan Option A.

The second is a combination plan with a higher maximum rate to permit some variance in pay based upon performance for managerial level positions. It is attached as Plan Option B. If the City selects this option and can implement it successfully for managers, then it should consider extending the plan to non-management staff in the future when the performance measurement process can support it.

Plan Implementation and Plan Maintenance

Our recommendations to the City are as follows:

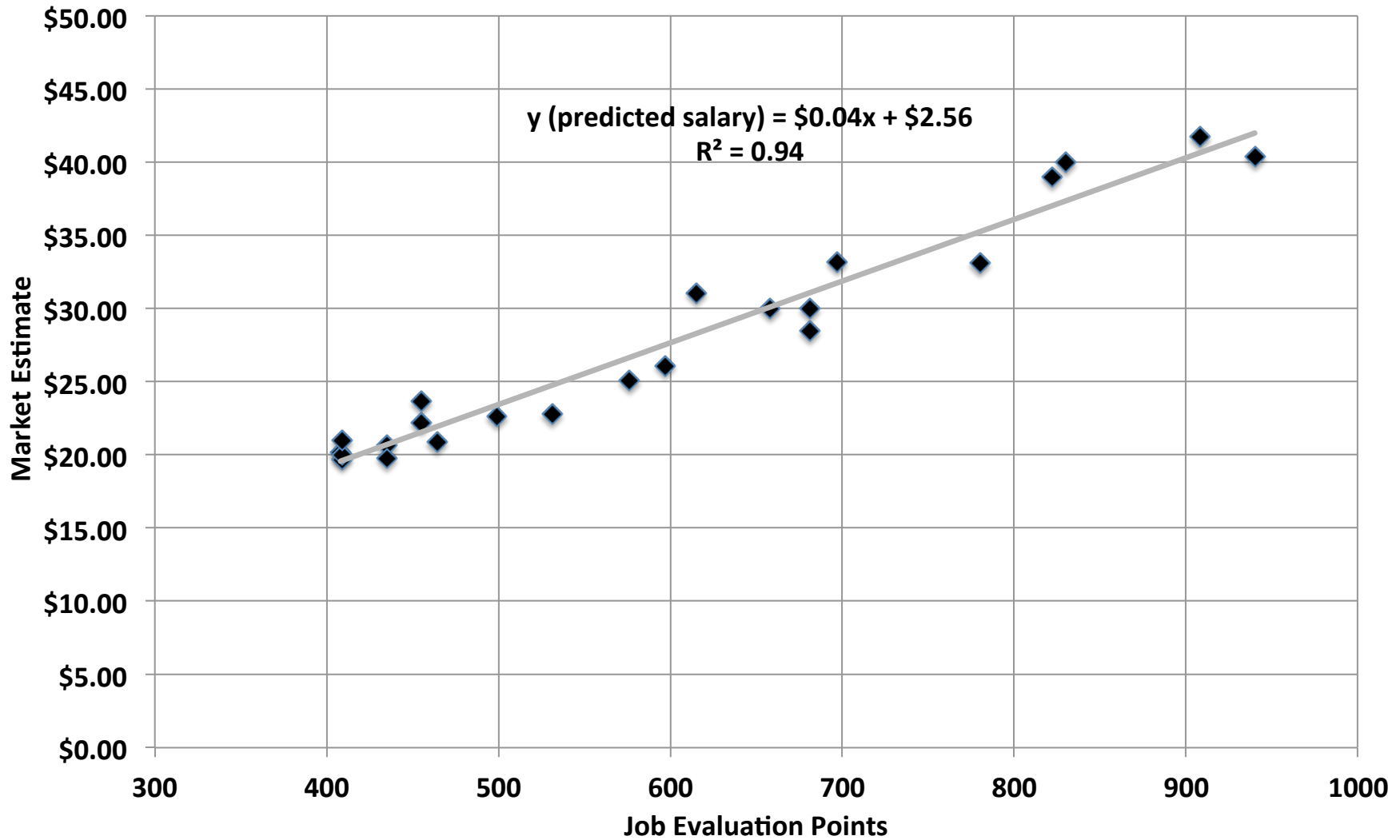
1. Whichever plan option is selected, the first obligation should be to get those employees currently paid less than their range minimum rate up to that rate. We recommend accomplishing this in 2016.
2. The next obligation should be to get employees onto the step of the new plan that is immediately greater than their current pay. It is understood that this cannot occur in 2016 because of the required expense, so we propose this be accomplished in 2017.
3. Given the City's financial limitations, we recommend the City not adjust the new plan in 2017 and restrict any pay increases to non-base increases unless there is a substantial change in financial circumstances.
4. We recommend the Council authorize an appeal procedure so that any employee who feels classified incorrectly can request a review according to a thoroughly documented procedure. As consultants, we would review the appeals with recommendations to the City; however, the final decision on all appeals would be the City's responsibility.
5. Beginning in 2017, the City should provide on an annual basis so that any employee or department head who feels a job has substantially changed in a manner that is reasonably permanent can request an evaluation review. Typically, this type of

process occurs around mid-year so any changes in classification can be budgeted and implemented in the subsequent fiscal year.

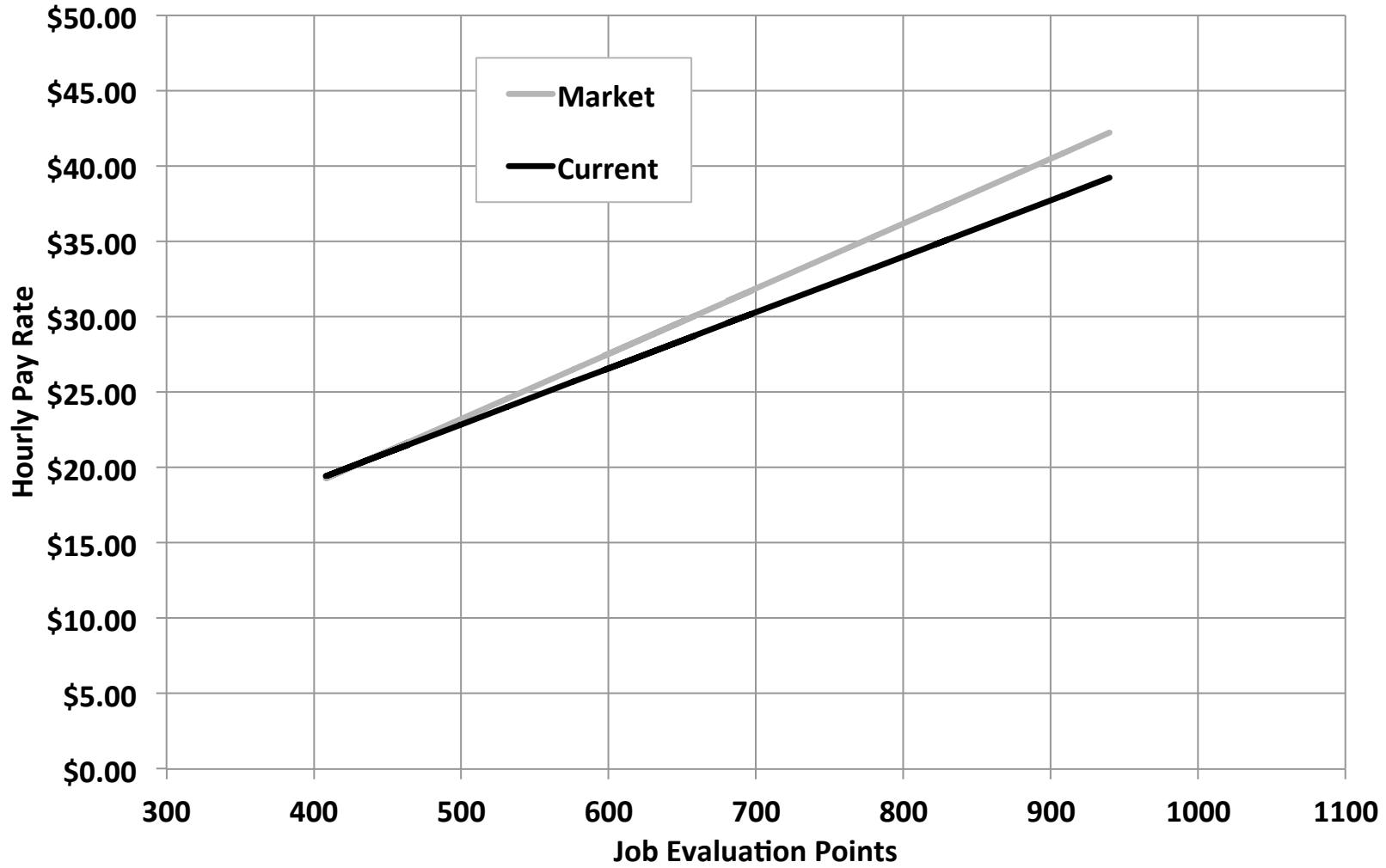
6. As the City's financial situation improves, we expect the City will consider periodic market adjustments of the plan. Typically, this involves an across-the-board pay increase to both the plan and to incumbents. If an across-the-board increase is granted to employees who are red-circled, this usually is in the form of a bonus, rather than a base pay adjustment.
7. The City should make a commitment to keep the plan current through reasonably frequent market reviews. In the current economy, a market test of the benchmark positions every five years should be sufficient.
8. Either plan option will require the City commit to a sound performance management system. In fact, we suggest using the term "employment development" rather than performance management.

We have provided implementation cost estimates to the City Manager and will present this study to the City Council at a workshop on April 19 and to the staff in workshops on April 20.

Attachment A
CITY OF PLATTEVILLE
Regression of Market Estimates on Job Evaluation



**Attachment B
CITY OF PLATTEVILLE
Comparison of Current Pay
and Market Estimates**





Compensation Policy

General Principles

Employee Compensation. We need highly talented staff to be able to excel at our mission and achieve our strategic goals. Our compensation system is designed to attract, retain and reward individuals that can build a successful service-based organization.

Classification Design. Both the City and its employees benefit when broad job classifications are established. Broader classifications enhance skill development and allow for greater mobility and flexibility within the organization. It will be our goal to establish broad job classes and job families whenever sufficient overlap in responsibilities and required skills exist.

Internal Comparisons. Positions within our organization with comparable levels of responsibility should be paid similarly. Since many types of positions covering a wide range of activities exist within the organization, the City uses an established point factor job evaluation system administered by an external expert consultant to establish an internal hierarchy of positions. The results of these internal comparisons form the basis of our compensation structure. The major factors used in the job evaluation systems are Problem-Solving/Thinking Challenges, Decision-Making, Communication/Interactions, Working Conditions, and the minimum level of required Education/Work Experience required to function in the position.

External Market Competitiveness. It is important that the City's compensation plan is appropriately positioned in its job markets because the City competes with other organizations to attract individuals with required qualifications. One of the primary purposes of the compensation plan is to retain high performing employees and to try to remove pay as a leading reason to leave our organization. However, the City also has to live within its financial means. Market analysis will depend on the likely recruitment area for the position. For positions that are professional in nature and unique to local government, the City evaluates data from cities that are similar to Platteville in terms of size, location, and development. Local market data is relied upon more heavily for positions that involve general skills and less specific education. Accordingly, the City periodically utilizes consulting support to assess market conditions.

The City is also aware that compensation is more than pay – benefits are also very important to staff. Therefore, the City offers a comprehensive program of health benefits, paid time off, and an exceptional retirement plan. The value and the costs associated with the City's benefits program will be considered in maintaining a competitive balance.

Fiscal Responsibility. The City will strive to use its financial resources as efficiently as possible through the design and implementation of its compensation program. Through the effective allocation of compensation dollars, the City will advance its compensation purpose and principles without placing an unreasonable burden on Platteville citizens.

Responsibilities

Common Council The Common Council will approve the salary ranges and the positions assigned to those ranges as part of the annual budget process.

City Manager The City Manager has the discretion to adjust an individual's salary based on performance or to facilitate retention as long as the adjustment is within the established range. Adjustments outside of the established range require Common Council approval.

Administration Department The Administration Department is responsible for maintaining the compensation plan. This includes recommending any modifications to the plan, determining overtime status under the FLSA, and facilitating progression through the ranges. The Administration Department will also do periodic market reviews to ensure market competitiveness.

General Compensation Plan Design

Range Design

Pay ranges are based upon consideration of both internal factors as measured through job analysis and objective job evaluation and market estimates for a number of representative benchmark positions in the markets identified by the City. Each range has a minimum and a maximum rate with steps provided for regular pay advancement. The range spread between minimum and maximum is approximately 17%. Each step are flat dollar amount distance apart. The dollar amount is based on 2% of the control point (step 6 of the range).

Assuming positive performance, an employee progresses within the range through **step and/or merit increases** granted on their position anniversary date until they reach the target rate. The target rate is considered to be the "competitive" rate for the position based on the City's internal equity and external market analysis.

Range Adjustments

As part of the budget process, the Administration Department will review market conditions and the City's financial position to make a recommendation to the City Manager regarding range adjustments. Range adjustments typically take place at the beginning of the calendar year.

Compensation Administration

Compensation Increases Based on the financial condition of the City, employees will typically receive salary increases in one of the following ways:

- Base Increases – When the ranges are adjusted (typically at the beginning of each calendar year), employees receive the amount of the range adjustment so that they remain on the same step within the range.
- Step Increases – Employees with salaries below target rate may receive step increases according to the table below on an anniversary date until their salary reaches the target rate of their salary range (assuming positive performance). Once the employee reaches the target rate, the employee will only receive base increases resulting from structure changes moving forward. Employees who are higher above the minimum step of the range will generally follow the same progression unless outlined differently in the offer letter. Employees who have not demonstrated positive performance in their role during the proceeding year, may have their step increase withheld until performance meets expectations.

Service Criteria for Step Eligibility
One year of service at Step 1 to be eligible for Step 2
One year of service at Step 2 to be eligible for Step 3
One year of service at Step 3 to be eligible for Step 4
Two years of service at Step 4 to be eligible for Step 5
Two years of service at Step 5 to be eligible for Step 6
Three years of service at Step 6 to be eligible for Step 7

- Merit Increases (exempt only) – Exempt employees who have reached the target rate of their range, may qualify for merit increases. Merit increases will be determined by the City Manager based on individual performance. The percentage of the amount given in merit increases will not exceed the percentage of the amount given in steps during the same year.
- Lump Sum Payments -The City also may award non-base increases in the form of a lump sum payment in return for continued service in order to keep payroll costs consistent with City resources.

In some circumstances, the City Manager may elect to advance an employee more quickly through the salary range by granting additional step increases or *by utilizing the merit portion of the exempt range.* The City Manager may exercise this discretion based on factors such as unique skills possessed by the employee, special position requirements, extraordinary employee performance or unique external market conditions.

Salary Increases for Implementation Period

It is expected to take several years to full transition to the new plan. During this period, employees should not expect to receive step increases each year. Alternating step increases will assist the City in managing transition costs.

New Hires The City Manager has the discretion to assign new hires anywhere within the salary range. Ideally new hires will be assigned to a step that is lower than the target rate, although this may not always be possible. The City Manager will weigh the following factors when determining starting salaries:

- Candidate skills and experience
- Pay at candidate's previous organization
- Pay of other incumbents currently in the role
- Current labor market conditions

Promotions A promotion occurs when an employee accepts a new role or position in a higher salary grade. In the case of a promotion, the employee will typically move to the step or portion of the new salary grade that provides a minimum of a 5% increase from his or her current salary. When determining promotion increases, the following factors may also be considered:

- Scope of the position change
- Pay of any positions supervised
- Pay of other incumbents currently in the role
- Current labor market conditions

Demotions A demotion occurs when an employee accepts or is moved to a position in a lower salary grade. When a demotion occurs, the incumbent will move to the closest step to their current salary in the new range (which may be the maximum).

Transfers A transfer occurs when an employee accepts or is moved to a new position assigned to the same salary grade. Transfers will not typically result in any change salary.

Position Reclassification A position reclassification occurs when a position is reevaluated based on a change or expansion of job duties. When a reclassification occurs, the City Manager may recommend an appropriate step progression for the impacted employee(s).

Position Anniversary Date An employee's position anniversary date is the date the employee started their current full-time job classification. Position anniversary dates change when employees are promoted or demoted. The position anniversary date does not change when a position is reclassified to a new salary range or transferred to another position or job classification within the same salary range.

Other Compensation Plans

Some groups within the City have their own specialized pay plan. These groups include employees covered by a union contract or governed by the Library Board. Department Heads for these groups can provide any information.

Compensation Study Common Questions and Answers



Why did the City decide to do this project?

After the dissolution of collective bargaining, no compensation structure was created to replace what had previously been outlined in union contracts. This left the City with no formal system or flexibility with respect to managing pay. The situation is highly unusual given the size of Platteville's workforce. Pay is an important part of the City's compensation package and we want our employees to have a good understanding of our compensation system and confidence that it is being appropriately maintained to ensure pay is reflective of job responsibilities and external market conditions.

How does project impact union employees?

The project has no impact on employees or positions covered under a collective bargaining agreement. Union positions were included in the study to ensure that any changes made to the non-union compensation would continue to meet legal requirements with respect to pay and discrimination.

How does the project impact library employees?

Since the Library Board determines compensation for library employees, it will be up to the Board to decide to adopt the changes recommended. We anticipate that the Board will take the matter up after the Common Council has completed its work.

How does the project impact part-time employees?

Regular part-time positions were included in the study. Temporary and seasonal part-time positions were not included in the study due to financial restraints.

How does the study benefit employees?

The study may or may not impact you from a salary standpoint. However all employees will benefit from having a better understanding of their current compensation and what to expect moving forward. In addition, employees will know that the decisions made about their compensation started with a thorough understanding of their job, including an evaluation by outside compensation specialist Charlie Carlson of Carlson Dettmann Consulting.

What factors did the City use in determining which range my position was assigned to?

The range assignment of your position was largely determined by two factors:

- Internal job evaluation: This evaluation was conducted by Carlson Dettmann Consulting and looked at factors such as qualifications, decision making, problem solving, relationships, effort, hazards and environment to make comparisons between positions across the organization.

- Market evaluation: If your position is common to other organizations, external market data was also likely reviewed.

Why did my position title change?

Your position title may have changed to provide more consistency in job titles across the organization. There is probably not a need for you to change business cards or your office signage. Over time we will work to bring these elements into line with the new titling system. In some cases, employees may benefit from continuing to have a “working” job title that is slightly different than their classification title. It will be up to your department head to decide if this makes sense for your role.

Why don't I qualify for overtime anymore?

With the updated job descriptions, the City was able to conduct a more accurate analysis of whether or not positions qualify for overtime under the Fair Labor Standards Act. If your position has changed to be exempt from overtime, it generally reflects that the fact that you are operating in a more professional capacity with greater decision making authority and/or supervisory responsibilities.

Why is my pay frozen? Doesn't the City value what I contribute?

If your position is above the maximum of the range, your salary exceeds the pay of comparable positions internally and possibly externally. This unfortunate outcome is largely the result of a poorly managed compensation system or the collective bargaining process. We know this is a difficult situation. It does not reflect your performance in your position.

When we started this study, I thought maybe a few people would get bumped up in pay. Why is everyone in a new range? If all this change necessary? Couldn't we just go back to using the union wage scales?

When we started this study, we wanted to have system that was formalized and fair for everyone. While we did our best to minimize disruption, it was important that we start from scratch to build a system that will serve the City well for the next several years. The new plan is fair in a way that the former union contracts were not, because of the comprehensive nature of the study. Job analysis was not done under the previous collective bargaining system. No one looked at factors such as qualifications, decision making, problem solving, relationships, effort, hazards and environment to make comparisons between positions to ensure that internal equity existed across the organization. Going back to the former union pay scales, while familiar to most employees, would be a step backward. In addition, the new plan reflects the most recent external market data which puts the City in a better place to be able to recruit and retain talent.

Why can't I reach the maximum pay rate of the range? What is the merit portion of the range? How will the City decide who gets paid in that portion of the range?

The salary ranges for exempt employees have a portion of the range that is generally designated for merit-based increases. The target rate (or control point) generally reflects the best salary placement for your position given the internal and external factors studied. Adding the merit portion to the range gives the City more flexibility in dealing with special situations where additional pay might be warranted. The City may elect to use this portion of the range for a position or individual based on: unique skills possessed by the individual employee, special position requirements, extraordinary employee performance or unique external market conditions.

I work just as hard as my coworker but they are assigned to a higher range. That isn't fair!

Your range assignment isn't based on your individual performance in your role. We expect all City employees to work hard and excel in their positions. The salary range decision that was made for your position reflects the job evaluation and market data gathered during the study. Of course, you have the option to appeal the decision for further review.

My job is just as important as my coworker but they are assigned to a higher range. That isn't fair!

All city jobs are important – if the City didn't need your services, your position wouldn't exist! The salary range decision that was made for your position reflects the job evaluation and market data gathered during the study. The job evaluation portion of the study in particular made comparisons between positions based on factors such as qualifications, decision-making, problem-solving, relationships, effort, hazards and environment. While you may not agree with outcome, it was based on a very thorough process. In general, we would caution employees about assuming that they understand all of the aspects of another person's job. You always have the option of appealing the decision for future review.

I don't think you understand what I do and the importance of my role. If you did, I would be assigned to a higher range.

The initial phase on the study started with information you provided through the job description questionnaire (JDQ). The JDQ's were reviewed by your department head to make sure all of the important facts were covered. As a result, we believe that the job evaluation process was based on very good data. However, you still have the right to appeal the findings if you so choose. However, we would ask that you review your JDQ before making that decision.

Why didn't the City move to a performance or merit-based pay system?

Performance or merit-based pay systems require a strong culture of performance management, including regular, honest performance evaluations. The City does not currently have the supporting systems necessary to support this type of pay plan. That doesn't mean that we don't have high expectations of our staff. We do. Our current pay system assumes that our employees are meeting those expectations. If employees are not, we will withhold step increases or use other methods to address the issue.

If I have been in my position for several years, why can't I immediately be paid at the target rate?

Implementing a new pay system adds additional costs. We simply could not make this transition if all of those costs were concentrated in one or two years. By moving employees through the step progression, we spread the implementation costs over several years. This enables us to reach our goals, which includes raising the pay associated with certain positions, while working within our financial constraints.

Will I have a chance to appeal the classification of my position?

There will be an appeal process. Appeals should be focused on your position and not the placement of other positions. Watch for more information in May.