

Human Resources

Recommendation for 2021 Budgeted Pool for Building and
Construction Trades Market Adjustments



Margo Franklin-CHRO
Dean Legler-Director, Compensation/HRIS

Trades Position Compensation

- Trades positions compensation at Milwaukee County has fallen behind market rates (attraction and retention concerns result in the immediate vicinity)
- Milwaukee County's Trades positions require essentially the same skills and qualifications as external B&CTC positions (e.g. similar to external electricians, our electricians do high voltage work, with a main difference being our electricians work in occupied buildings vs. non-occupied/construction-related environments)
- We are at a high risk in the Trades areas given we have the same knowledge, skill and ability requirements as the external positions. When we lose tradespeople, they are very difficult to backfill given the competition.
- Although the Trades employees are represented at Milwaukee County, Act 10 does not allow for negotiations outside of base wage increases and those are capped by the CPI. The allocation of this pool is resulting in market adjustments that will be implemented by Milwaukee County for competitiveness purposes, these adjustments are not negotiable with the bargaining unit.



Trades Position Compensation

- A funding pool has been designated in the 2021 Budget to be allocated to Trades market adjustments in order to enhance our competitiveness and improve our ability to attract and retain within our trades positions
 - \$300k Airport
 - \$600k Balance of County
 - Approved adjustments will be retroactive to 1st full pay period in 2021, pay period 2 starting January 10, 2021
 - Market adjustments will be implemented by creating a new step rate in each existing Trades single-step grade
- The Milwaukee County Board has requested that Human Resources provide detail around the plan for allocating the designated Trades market increase pool prior to proceeding
- Human Resources has worked with DAS-Facilities and Operations & Maintenance who have involved departmental management across the County on providing input to this effort



Market Adjustment Recommendation Considerations

- There are 85 roles within scope internal to Milwaukee County, represented by the Milwaukee Building & Construction Trades Council, AFL-CIO
 - 17 at the airport
 - 68 throughout balance of County
- Pool spend is limited based on the 300k Airport/600k Balance of County split
 - e.g. An electrician at the Airport should be at the same rate as an electrician elsewhere in the county,
 - Airport has 33% of designated pool, but only 21% of impacted population
 - \$600k for balance of the County will be exhausted prior to the \$300k at the Airport using consistent rates for trades roles
- A blended market rate was derived using an average of external Milwaukee Building and Construction Trades Council (B&CTC) rates and Trades wage information extracted from general industry surveys at the 75th percentile



Market Adjustment Recommendation Considerations



- FICA costs (7.65%) were included in the analysis per typical County financial practice
- Different Trades are at varying deficits to the established market reference rates (the gap varies from ~2% (Carpenters) to ~24% (Electricians))
 - As a result, the recommended adjustments are not uniform across Trade roles as a result (i.e. % increases for Carpenters not same as that for Electricians)
 - The pool provides for adjustments to 94.3% of the derived market rate for all Trades
 - In this effort, we will be adjusting the pay for each Trade to be consistent across all Departments at Milwaukee County
- Current internal differentials for Supervisors, Leads and Permits roles are maintained
- For market comparison, we have backed out the County employee pension contribution (6.2%) from the current hourly rate, as external B&CTC does not have a typical employee pension contribution

Market Adjustment Recommendation



Area	Title	Count	Current Hrly Rate	Current Hrly Rate Subtracting Pension	75% Mkt Wage	75% mkt wage Aged 1.5%	External Council Wage	Blended Current Mkt Rate	94.3% of Mkt Rate	(Current Rate - Pension) to 94.3% mkt rate	% Increase	Total Hourly Impact	New Step Rate
Airport	Carpenter	2	\$35.44	\$33.24	\$33.42	\$33.92	\$38.29	\$36.11	\$34.05	\$0.80	2.27%	\$1.61	\$36.25
Airport	Electrical Mech	2	\$33.44	\$31.37	\$42.31	\$42.94	\$41.03	\$41.99	\$39.59	\$8.22	24.59%	\$16.45	\$41.67
Airport	Electrical Mech Dot	4	\$33.44	\$31.37	\$42.31	\$42.94	\$41.03	\$41.99	\$39.59	\$8.22	24.59%	\$32.90	\$41.67
Airport	High Voltage Electrician	2	\$34.87	\$32.71	\$42.31	\$42.94	-	-	\$39.59	\$6.88	19.72%	\$13.76	\$41.67
Airport	Electrical Mech Supv	2	\$36.81	\$34.53	-	-	-	-	-	\$9.05	24.59%	\$18.10	\$45.86
Airport	Plumber	3	\$39.67	\$37.21	\$37.70	\$38.27	\$43.65	\$40.96	\$38.62	\$1.41	3.56%	\$4.23	\$41.08
Airport	Steamfitter Temp Contrl	2	\$40.57	\$38.05	\$40.11	\$40.71	\$46.89	\$43.80	\$41.30	\$3.25	8.02%	\$6.51	\$43.82
		17										Total	\$93.55
												Yearly	\$194,586
												Include FICA	\$209,472
Balance	Carpenter	8	\$35.44	\$33.24	\$33.42	\$33.92	\$38.29	\$36.11	\$34.05	\$0.80	2.27%	\$6.42	\$36.25
Balance	Carpenter Supv	3	\$38.99	\$36.57	-	-	-	-	-	\$0.89	2.27%	\$2.66	\$39.87
Balance	Cement Mason	3	\$34.54	\$32.40	\$35.59	\$36.12	\$36.56	\$36.34	\$34.27	\$1.88	5.43%	\$5.63	\$36.41
Balance	Electrical Mech	16	\$33.44	\$31.37	\$42.31	\$42.94	\$41.03	\$41.99	\$39.59	\$8.22	24.59%	\$131.59	\$41.67
Balance	Electrical Mech Dot	2	\$33.44	\$31.37	\$42.31	\$42.94	\$41.03	\$41.99	\$39.59	\$8.22	24.59%	\$16.45	\$41.67
Balance	Electrical Mech Permits	1	\$33.53	\$31.45	-	-	-	-	-	\$8.25	24.59%	\$8.25	\$41.78
Balance	Electrical Mech Supv	2	\$36.81	\$34.53	-	-	-	-	-	\$9.05	24.59%	\$18.10	\$45.86
Balance	Painter Bldgs	4	\$30.71	\$28.81	\$34.97	\$35.49	\$32.95	\$34.22	\$32.27	\$3.46	11.27%	\$13.84	\$34.18
Balance	Painter Supv	2	\$31.51	\$29.56	-	-	-	-	-	\$3.55	11.27%	\$7.10	\$35.06
Balance	Plumber	10	\$39.67	\$37.21	\$37.70	\$38.27	\$43.65	\$40.96	\$38.62	\$1.41	3.56%	\$14.11	\$41.08
Balance	Plumber Permits	1	\$40.20	\$37.71	-	-	-	-	-	\$1.43	3.56%	\$1.43	\$41.63
Balance	Plumber Supv	3	\$44.43	\$41.68	-	-	-	-	-	\$1.58	3.56%	\$4.75	\$46.01
Balance	Sheet Metal Worker	2	\$39.44	\$36.99	\$35.41	\$35.94	\$45.44	\$40.69	\$38.37	\$1.38	3.49%	\$2.75	\$40.82
Balance	Heating Equip Mech	2	\$40.57	\$38.05	\$40.11	\$40.71	\$46.89	\$43.80	\$41.30	\$3.25	8.02%	\$6.51	\$43.82
Balance	Heating Equip Mech Supv	1	\$46.65	\$43.76	\$40.11	-	-	-	-	\$3.74	8.02%	\$3.74	\$50.39
Balance	Inspector Mechanical Systems	1	\$40.57	\$38.05	\$40.11	\$40.71	\$46.89	\$43.80	\$41.30	\$3.25	8.02%	\$3.25	\$43.82
Balance	Refrigeration Mech	2	\$40.57	\$38.05	\$40.11	\$40.71	\$46.89	\$43.80	\$41.30	\$3.25	8.02%	\$6.51	\$43.82
Balance	Climate Control Lead	1	\$44.63	\$41.86	-	-	-	-	-	\$3.58	8.02%	\$3.58	\$48.21
Balance	Steamfitter Temp Contrl	1	\$40.57	\$38.05	\$40.11	\$40.71	\$46.89	\$43.80	\$41.30	\$3.25	8.02%	\$3.25	\$43.82
Balance	Steamfitter Welder	2	\$40.57	\$38.05	\$40.11	\$40.71	\$46.89	\$43.80	\$41.30	\$3.25	8.02%	\$6.51	\$43.82
Balance	Steamfitter Supv	1	\$46.65	\$43.76	-	-	-	-	-	\$3.74	8.02%	\$3.74	\$50.39
		68										Total	\$270.16
												Yearly	\$561,940
												Include FICA	\$604,929

Market Adjustment Recommendation



	Employees	Budgeted Pool	Alocated Pool
Airport	17	\$300,000	\$209,472
Balance of County	68	\$600,000	\$604,929
	85		
		Remainder:	\$85,599

Note: We have achieved a 94.3% of market rate with utilizing the established pool with the stated partition between Airport and Balance of County

Market Adjustment Recommendation Conclusions

- The allocation of funds from this pool will significantly improve our market competitiveness, but it will not close the current gap completely
- Milwaukee County offers a different employment value proposition than external B&CTC
 - PTO, historically steadier employment, consistency, etc



Follow-On Actions

- We will pursue title clean-up and job description consolidation where practical within the Trades area as a follow on
- We will pursue the creation of Lead roles in the Trades area, where applicable, to further enhance retention by establishing career progression and recognizing applicable employees for performance of more advanced duties

