



Milwaukee County
Department of Human Resources
INTER-OFFICE COMMUNICATION

Date: October 11, 2017

To: Theodore Lipscomb, Chairman, Milwaukee County Board of Supervisors
Luigi Schmitt, Chairman, Personnel Committee

From: Kerry J. Mitchell, Chief Human Resources Officer *KM*

Subject: **Compensation Analysis for Five Executive Positions (Informational report for File 17-574)**

Background

At the September 15, 2017 Personnel Committee, Supervisors asked me to write an additional report that outlines specific market data regarding five positions at Milwaukee County:

- Director, Department of Administrative Services
- Director, Department of Health & Human Services
- Director of Transportation
- Director of Performance, Strategy & Budget
- Chief Human Resources Officer

Below is a summary of this analysis. Each section includes compensation survey sources, which are each backed by thousands of data points, the average pay for each position according to each survey, and a recommended range based upon a consistent range spread. You will also see a recommended range based upon the County's current available salary ranges. In addition, the summary includes data from local and regional municipalities.

Survey Sources

ERI: Economic Resource Institute

MRA: Management Resource Association

ACI: Airport Council International

WisHHRA: Wisconsin Healthcare Human Resources Association

Local Comparisons: local comparisons, as well as some comparisons to Waukesha County and the City of Milwaukee are included below; however, these positions may have differences in size/scope and are not perfect matches.

Director, Department of Administrative Services

	ERI	MRA	Average Mid
Average Midpoint	\$154,486	\$137,948	\$146,217

City of Milwaukee: Min \$110,688 - Max \$154,960

Waukesha County: Director of Administration Min \$129,542 – Max \$186,534

Recommended Salary Range: Min \$119,431 - Mid \$152,275 - Max \$185,118

Recommended County Range: Min \$134,577.25 - Mid \$206,705.82 - Max \$296,878.61 (904E)

Director, Department of Health & Human Services

	WisHHRA	MRA	Average Mid
Average Midpoint	\$155,800	\$161,600	\$158,700

City of Milwaukee: Commissioner of Health Min \$117,979.68 – Max \$165,165.52 (smaller scope)

Waukesha County: Min \$129,542 – Max \$186,534 (Waukesha County position does not oversee a hospital/much smaller scope)

Recommended Salary Range: Min \$131,374 - Mid \$167,502 - Max \$203,630

Recommended County Range: Min \$134,577.25 - Mid \$206,705.82 - Max \$296,878.61 (904E)

Director of Transportation

	ERI	ACI	Average Mid
Average Midpoint	\$141,432	\$163,186	\$152,309

Waukesha County: Director of Public Works Min \$123,344 – Max \$177,632 (smaller scope)

City of Milwaukee: Commissioner of Public Works Min \$117,979.6 – Max \$165,165.52 (smaller scope)

Recommended Salary Range: Min \$131,374 – Mid \$167,502 – Max \$203,630

Recommended County Range: Min \$134,577.25 – Mid \$206,705.82 – Max \$296,878.61 (904E)

Director of Performance, Strategy & Budget

	ERI	MRA	Average Mid
Average Midpoint	\$154,486	\$138,160	\$146,323

City of Milwaukee: Budget & Management Director \$103,841.14 - \$145,381.60

Waukesha County: Budget Manager Min \$87,651 – Max \$126,235

Recommended Salary Range: Min \$108,574 – Mid \$138,432 – Max \$168,289

Recommended County Range: Min \$134,577.25 – Mid \$206,705.82 – Max \$296,878.61 (904E)

Chief Human Resources Officer

	ERI	MRA	Average Mid
Average Midpoint	\$154,668	\$154,000	\$154,334

VP of HR, MATC: Base Salary \$173,209

Chief Human Resources Officer, MPS: Base Salary \$145,617

City of Milwaukee: Min \$110,668 – Max \$154,960 (smaller scope; does not include Benefits, Pension or Employee Relations)

Waukesha County: NA (significantly smaller scope)

Recommended Salary Range: Min \$131,374 Mid \$167,502 Max \$203,630

Recommended County Range: Min \$134,577.25 – Mid \$206,705.82 – Max \$296,878.61 (904E)

Salary History

Title	Starting Salary (Hired/Promoted)	Year Hired/Promoted	Most Recent Salary ^{3,4}	7/27/17 Board Action (File 17-569)	2002 Audit Report Position Salaries ^{5,6}	Salary if All General Increases Received Since 2002	2002 Salaries Aged to 2017 by Average Cost of Living ⁷
Director, Department of Administrative Services	\$130,000.00	1/2/2015	\$134,602.20	\$126,111.02	\$127,153.00	\$147,591.74	\$173,309.54
Director, Department of Transportation	\$125,000.00	3/21/2013	\$134,577.25	\$126,111.02	\$124,709.00	\$144,754.89	\$169,978.37
Director, Department of Health and Human Services ¹	\$122,000.00	11/15/2011	\$181,195.26	\$126,111.02	\$121,040.00	\$140,496.13	\$164,977.52
Chief Human Resources Officer	\$130,000.00	11/28/2011	\$137,987.44	\$126,111.02	\$127,153.00	\$147,591.74	\$173,309.54
Budget Director ²	\$143,946.82	5/11/2015	\$147,567.08	\$126,111.02	\$114,471.00	\$132,871.22	\$156,023.97
¹ Position currently vacant. The previous incumbent, Hector Colon, left County service 7/10/17.							
² Position currently vacant. The previous incumbent, Steve Kreklow, left County service 9/28/17.							
³ Reflects General Salary Increases of 1% on 12/11/11, 4/13/14, 6/19/16, & 6/18/17.							
⁴ Reflects General Salary Increases of 1.5% on 5/12/13 & 8/16/15.							
⁵ When conducted the DAS, DHHS & HR Director positions were vacant. They used the salary of the person last filling the position for comparing actual salaries.							
⁶ Since conducted, General Salary Increases were given on 11/6/05, 7/2/06, 11/4/07, 4/6/08, 6/29/08, 10/5/08, 6/12/11, 12/11/11, 5/12/13, 4/13/14, 8/16/15, 6/19/16, & 6/18/17. (Executive Pay Grades were not eligible for the General Salary Increases on 6/23/02, 12/22/02, 12/21/03, & 6/20/04)							
⁷ 36.3% (source: American Institute for Economic Research)							

Additional Facts

- (1) The following 4 positions have received no salary increases from the County Executive since the incumbents accepted their job offers: Director of Administrative Services; Director of Transportation; Chief Human Resources Officer; Director of Performance Strategy & Budget. The only increases received by these incumbents during their tenure in these positions were the COLA increases granted by the County Board.
- (2) The salary cuts the Board made reduced the incumbents to well below their starting salaries when they originally accepted their positions.
- (3) The salary cuts and demotions have had a ripple effect across the County. The following leadership positions have become vacant due to resignations since the Chairman announced his plans to submit his resolution:
 - a. Director of Health & Human Services (DHHS)
 - b. Director of Strategic Planning (DHHS)
 - c. Chief Financial Officer (DHHS)
 - d. Director of Employee Relations (HR)
 - e. Director of Total Rewards (HR)
 - f. Director of Facilities Management (DAS)
 - g. Director of Performance, Strategy & Budget (DAS)

Recommendations

Option A

We recommend that the following grade assignments occur:

Title	New Grade
Director, Department of Administrative Services	904E
Director, Department of Health & Human Services	904E
Director of Transportation	904E
Director of Performance, Strategy & Budget	903E*/904E
Chief Human Resources Officer	904E

*We also recommend that salary range 903E be restored to a maximum of **\$146,116**. If not, we recommend the Director of PSB also be moved into 904E.

Option B

As previously discussed with the County Board, current County grades are mathematically flawed. This is especially evident in reviewing 904E, which has a much broader range from minimum to maximum than other grades do. In order to assuage County Board Supervisors' concerns about the possibility of department head salaries moving to the maximum of the range (nearly \$300,000), we propose the modification of grades 903E and 904E, and creating grade 905E for the specialized high-level medical positions that demand a much higher salary than our executive leadership jobs do.

	Current Range	Proposed Range
903E	Min \$103,236.64 Mid \$115,649.04 Max \$126,111.02	Min \$98,703 Mid \$125,847 Max \$152,990
904E	Min \$134,577.25 Mid \$206,705.82 Max \$296,878.61	Min \$131,374 Mid \$167,502 Max \$203,630
905E	NA	Min \$192,345 Mid \$245,240 Max \$298,135

CC: Chris Abele, County Executive
 Raisa Koltun, Chief of Staff
 Kerry Mitchell, Chief Human Resources Officer
 Jim "Luigi" Schmitt, Chairman, Personnel Committee
 Kelly Bablitch, Milwaukee County Board of Supervisors Chief of Staff
 Teig Whaley-Smith, Director of Administrative Services
 Scott Manske, Comptroller
 Stephen Cady, Comptroller's Office
 Shanin Brown, Committee Coordinator
 Janelle Jensen, Committee Coordinator