



Highlights from the Milwaukee County Compensation Study

Milwaukee County Compensation Study



Overall Goal:

Compare the Total Compensation of Milwaukee County employees to other Milwaukee area employees including:

- City of Milwaukee
- State of Wisconsin
- Local private sector employers

> Specific Objectives:

1. Compare Total Compensation (TC)
2. Assess TC of employees across a broad sample of position types, departments and pay levels
3. Evaluate benefits levels and types for an employee hired today

Total Compensation Factors



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Total Compensation Factors

Compensation

Base Salary
Special Pay
Incentive Pay
Overtime (qualitative)

Benefits

Vacation Leave
Personal Leave
Holiday Leave
Sick Leave
Health Insurance
Contribution
ST / LT Disability Contribution
Life Insurance Contribution
Retirement Contribution

About the Sample



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County Position

> Sample Size

- 20 position titles
- 1125 individual employees
- Approximately 25% of the non-seasonal County employees

> Characteristics

- Diverse in terms of pay level (categorized as high or low)
- Large in terms of frequency in the County's workforce
- Reflective in terms of exempt versus non exempt status

> Levels of Pay

- Lower Pay: pre-tax salary of less than \$47,840 (or \$23/hour)
 - Examples: Office Support Assistant II, Fiscal Assistant II, Firefighter Equipment Operator
- Higher Pay: pre-tax salary of more than \$47,840 (or \$23/hour)
 - Examples: Staff Psychiatrist, Paralegal, Occupational Therapist

The Comparison



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Comparison With:

- > State of Wisconsin
- > City of Milwaukee
- > Local Private: ERI and MAC

Data Sources:

- > Job Descriptions
- > Position Announcements
- > Classification Specifications
- > Interviews
- > Discussion with entity Human Resource Managers and Staff

Position Comparability

- > **Fair:** Match on 4 out of 6 items below:
 - Level of education required
 - Level of experience required
 - Amount of supervision under
 - Amount of supervision over
 - Majority of duties match
 - Position suggested by entity as match
- > **Good:** Match on five of six "fair" requirements
- > **Excellent:** Match on all six "fair" requirements, plus:
 - 90% or more job duties match

Findings: Salary



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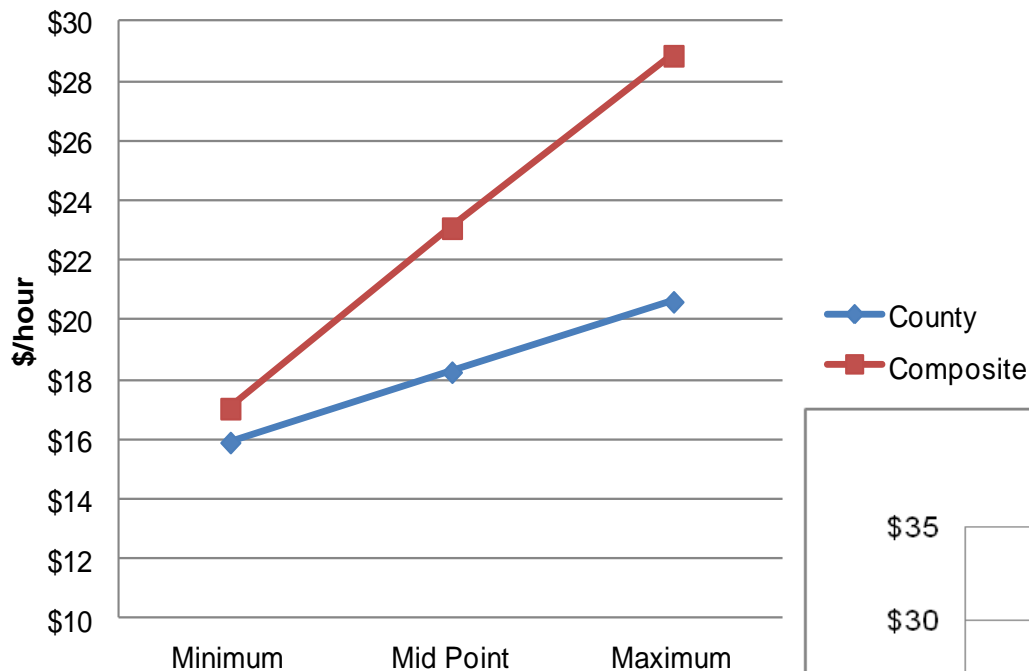
- > The pay ranges at the County and the City tend to be narrower than the pay ranges in the State and the private sector
 - Less opportunity to differentiate pay
- > When looking at the lower pay category, the County generally offers lower salary ranges than the other entities
- > When looking at the higher pay category, the County often has the most generous entry salaries (range minimums), but the salary range maximums tend to be average or slightly below
 - Long term earnings potential is less

Findings: Lower Salaries



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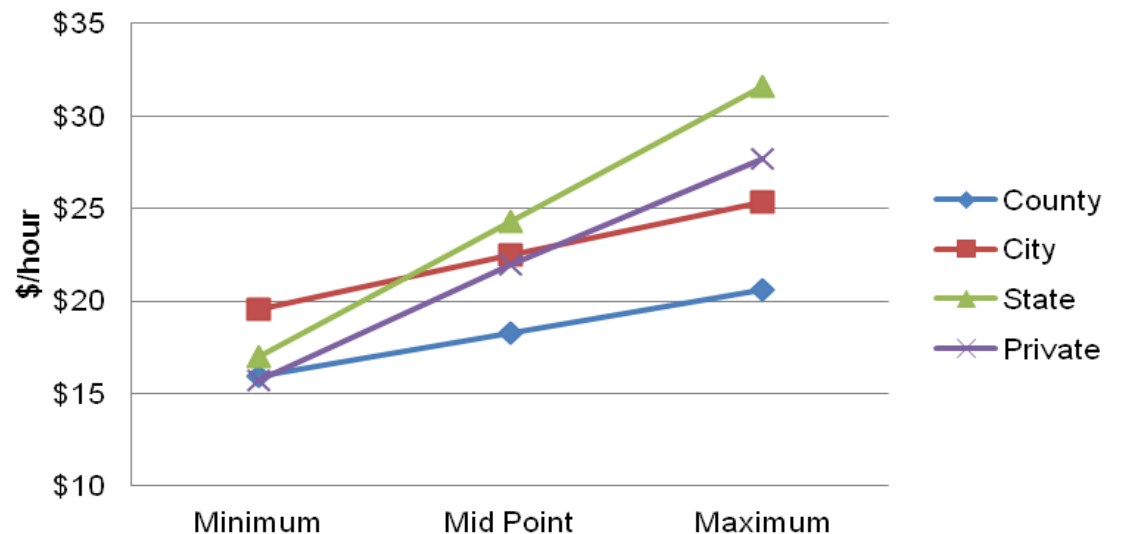
Lower Category Comparison



County pay is lower across entire pay range when comparing with composite

County pay minimum is similar to 2 others, but pay gap widens as employee moves through the pay range

Lower Category Comparison

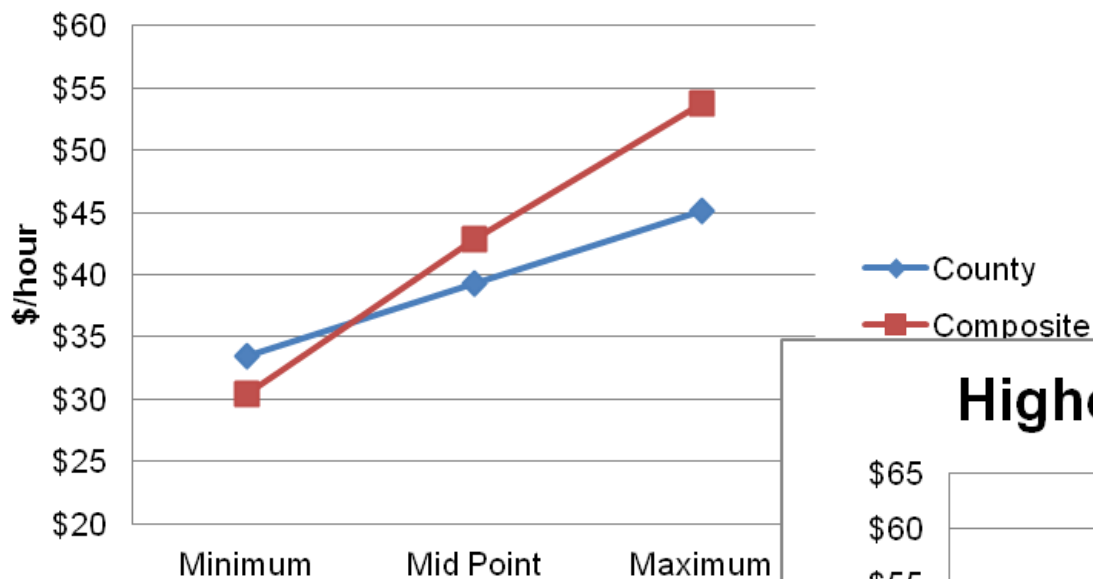


Findings: Higher Salaries



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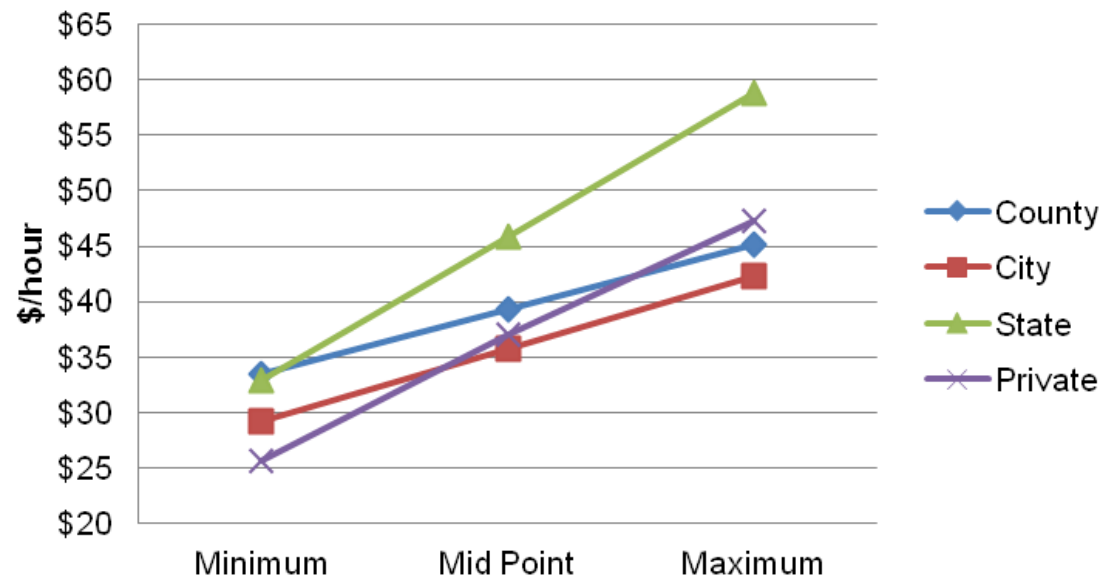
Higher Category Comparison



County range minimums (entry level) are higher than most others but level off as they move through the ranges

County minimum pay levels are very similar to State minimum pay levels

Higher Category Comparison



Benefits Assumptions



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1. Value of employee contribution used to monetize benefits value
2. Comparison of benefit plan coverage levels or types was not included
3. Benefits levels for non-union new employee as a percentage of salary

Findings: Benefits



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- > County's benefits package, in sum, is the lowest of the public sector entities, but is consistently more generous than the private sector
- > County offers the highest amount of possible leave hours per year among the comparable entities. When looking at sick leave, however, the County offers the fewest hours, when compared to the other public sector entities
- > Analysis provided by the County's Internal Audit department indicates County employees have the highest out-of-pocket costs relative to health care expense

Findings: All Benefits



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FY 2010-2011 Benefit Levels

Leave Time in Hours:

Minimum Total Annual Leave Allotment, Excluding Sick Leave

Maximum Annual Leave Allotment, Excluding Sick Leave

Maximum Leave Roll-Over Allowed per Year (w/o Sick)



Cash Conversion Upon Exit (yes/no)

Annual Sick Leave Allotment

Maximum Annual Sick Leave Carry Over

Sick Leave Applications Upon Exit

	<u>County</u>	<u>City</u>	<u>State</u>	<u>Private</u>
Minimum Total Annual Leave Allotment, Excluding Sick Leave	184	168	212	128
Maximum Annual Leave Allotment, Excluding Sick Leave	360	328	324	272
Maximum Leave Roll-Over Allowed per Year (w/o Sick)	120	80	40	varies
Cash Conversion Upon Exit (yes/no)	yes	no	yes	varies
Annual Sick Leave Allotment	96	120	130	0
Maximum Annual Sick Leave Carry Over	unlimited	960	unlimited	varies
Sick Leave Applications Upon Exit	payout/ purchase health ins.	1/3 of sick leave payout	purchase health insurance	varies

 least generous
 most generous

- > County has the highest maximum annual leave allotment and allows the highest amount of roll-over leave
- > Actual annual sick leave allotment for the County is the lowest for Public Sector entities

Findings: All Benefits



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FY 2010-2011 Benefit Levels

Employer Contributions:

- Health Insurance
- Short Term Disability
- Long Term Disability
- Life Insurance
- Retirement (pension, 401k, etc.)

<u>County</u>	<u>City</u>	<u>State</u>	<u>Private</u>
\$14,217	\$15,886	\$14,775	\$5,875
\$0	\$0	\$0	\$353
\$0	\$232	\$100	\$304
\$234	\$461	\$182	\$104
4.7%	5.5%	5.8%	4.3%

least generous
 most generous

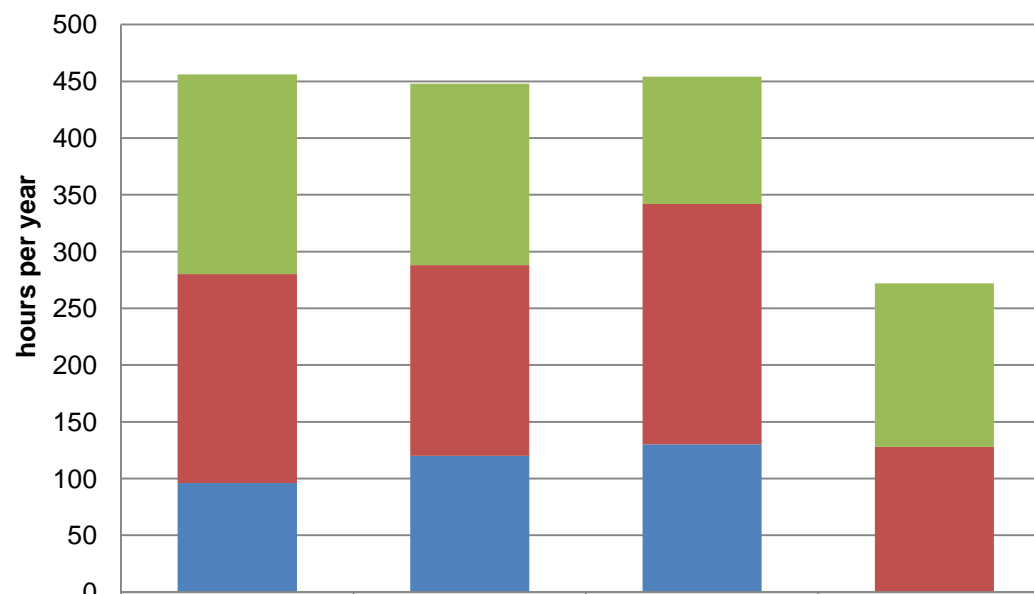
- > The County as an employer contributes the least toward health care premiums (with exception of the private sector)
- > The County's retirement contribution on behalf of employees is 2nd lowest

Findings: Leave in Terms of Hours



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Comparison of Leave Hours (Actual)



	County	City	State	Private
Other (Additional)	176	160	112	144
Other (Minimum)	184	168	212	128
Sick Leave	96	120	130	0

- > Of all Public Sector entities, County has lowest allotment of sick leave (less by approximately 25 hours)
- > Minimal amounts of other leave granted is 2nd highest for County employees

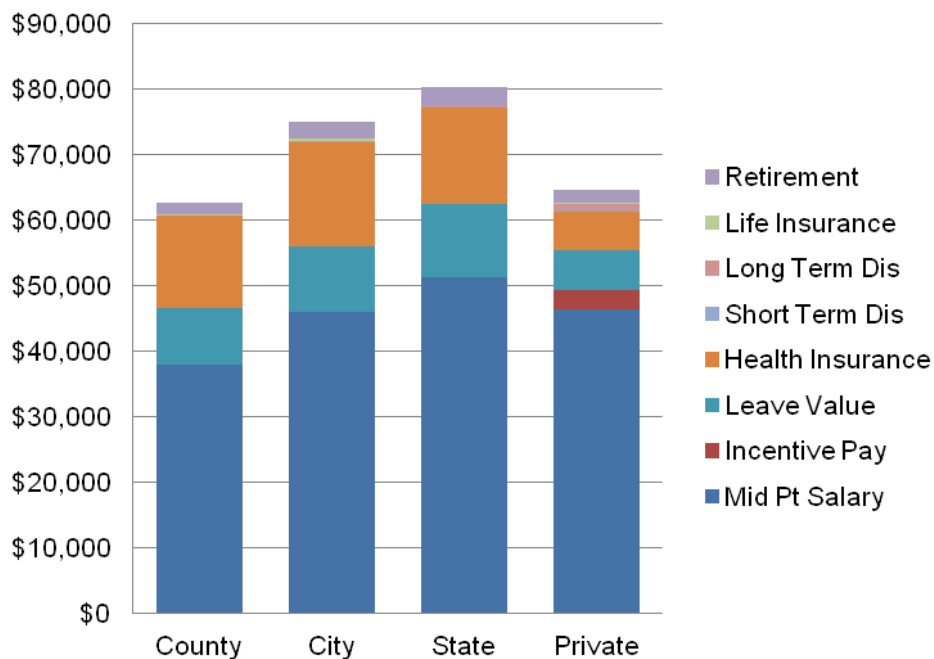
Note: Other (Additional) = additional leave (typically vacation related to seniority) up to the maximum annual allotment. Other (Minimum) = minimum leave amounts granted to all employees

Findings: Total Compensation

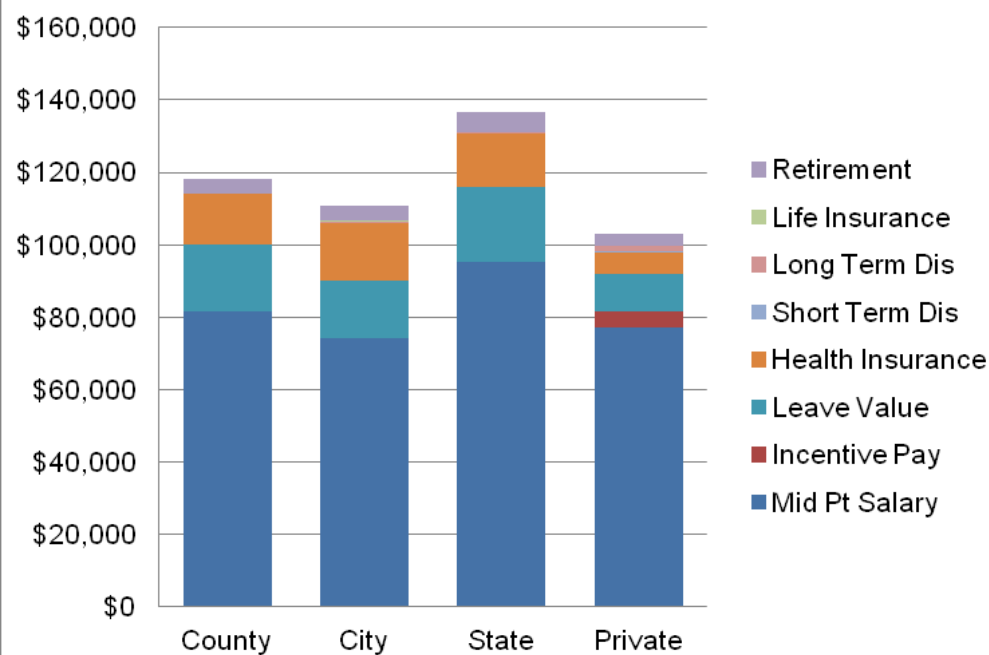


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Lower Pay Category



Higher Pay Category



- > Lowest in terms of total compensation for lower paid positions
- > Second highest in total compensation for higher paid positions