

Human Resources

April 2023 Compensation Transformation Project Update



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Agenda

- Compensation Transformation Project Background
- Initial version of Comp Structure “*Scaffold*”
- Level Cutters for Business Support Job Family
- Initial Overlay of 6 Business Support Job Levels on Structure Scaffold
- Initial Analysis of Impacted Business Support employees
- Process for Job Family Build Out
- Next Steps



Compensation Transformation Project Background Review



- ❑ Milwaukee County is partnering with consultants from the Newport Group which has significant expertise in workforce and compensation analysis & plan design
- ❑ Compensation Transformation Project activities are centering around:
 - Establishing a new compensation grade structure
 - Streamlining/consolidating the number of grades at Milwaukee County
 - Consolidation of jobs to establish consistency across Departments
 - Develop job families
 - Build out of consistent “level cutters” to apply to jobs within families
 - Establish revised job descriptions that provide more clarity and consistency
 - Standardize titling across the County
 - Map jobs to grades within new structure
 - Map employees to new jobs
 - Review mapping with Departmental leadership
 - Determine costs associated with increases to new minimums as applicable

Compensation Transformation Project Background Review



- Work with the Administration and the Board of Supervisors (BOS) to formally establish new structure (grades) and jobs
 - Process will be iterative, job family by job family over next few years
 - Business Support family is the initial family being developed
 - Adjustments to the initially established structure may result as work on subsequent families occurs

Compensation Structure Build Out

- ❑ The initial scaffold for the County structure has been established with 51 base divisions functioning as ties to market rates
 - The Structure's initial divisions will be evaluated and evolve as we progress through analysis



| Base Level | Min | Mid | Max | Base Level | Min | Mid | Max | Base Level | Min | Mid | Max |
|------------|----------|----------|----------|------------|----------|----------|----------|------------|-----------|-----------|-----------|
| 1 | \$ 8.00 | \$ 9.40 | \$ 10.80 | 18 | \$ 21.52 | \$ 25.31 | \$ 29.11 | 35 | \$ 57.94 | \$ 68.16 | \$ 78.38 |
| 2 | \$ 8.47 | \$ 9.96 | \$ 11.46 | 19 | \$ 22.81 | \$ 26.83 | \$ 30.86 | 36 | \$ 61.41 | \$ 72.25 | \$ 83.09 |
| 3 | \$ 8.98 | \$ 10.56 | \$ 12.15 | 20 | \$ 24.17 | \$ 28.44 | \$ 32.71 | 37 | \$ 65.10 | \$ 76.58 | \$ 88.07 |
| 4 | \$ 9.52 | \$ 11.20 | \$ 12.87 | 21 | \$ 25.63 | \$ 30.15 | \$ 34.67 | 38 | \$ 69.00 | \$ 81.18 | \$ 93.36 |
| 5 | \$ 10.09 | \$ 11.87 | \$ 13.65 | 22 | \$ 27.16 | \$ 31.96 | \$ 36.75 | 39 | \$ 73.14 | \$ 86.05 | \$ 98.96 |
| 6 | \$ 10.69 | \$ 12.58 | \$ 14.47 | 23 | \$ 28.79 | \$ 33.87 | \$ 38.95 | 40 | \$ 77.53 | \$ 91.21 | \$ 104.89 |
| 7 | \$ 11.33 | \$ 13.33 | \$ 15.33 | 24 | \$ 30.52 | \$ 35.91 | \$ 41.29 | 41 | \$ 82.18 | \$ 96.69 | \$ 111.19 |
| 8 | \$ 12.01 | \$ 14.13 | \$ 16.25 | 25 | \$ 32.35 | \$ 38.06 | \$ 43.77 | 42 | \$ 87.11 | \$ 102.49 | \$ 117.86 |
| 9 | \$ 12.73 | \$ 14.98 | \$ 17.23 | 26 | \$ 34.29 | \$ 40.34 | \$ 46.40 | 43 | \$ 92.34 | \$ 108.64 | \$ 124.93 |
| 10 | \$ 13.50 | \$ 15.88 | \$ 18.26 | 27 | \$ 36.35 | \$ 42.76 | \$ 49.18 | 44 | \$ 97.88 | \$ 115.15 | \$ 132.43 |
| 11 | \$ 14.31 | \$ 16.83 | \$ 19.36 | 28 | \$ 38.53 | \$ 45.33 | \$ 52.13 | 45 | \$ 103.75 | \$ 122.06 | \$ 140.37 |
| 12 | \$ 15.17 | \$ 17.84 | \$ 20.52 | 29 | \$ 40.84 | \$ 48.05 | \$ 55.26 | 46 | \$ 109.98 | \$ 129.39 | \$ 148.80 |
| 13 | \$ 16.08 | \$ 18.91 | \$ 21.75 | 30 | \$ 43.29 | \$ 50.93 | \$ 58.57 | 47 | \$ 116.58 | \$ 137.15 | \$ 157.72 |
| 14 | \$ 17.04 | \$ 20.05 | \$ 23.06 | 31 | \$ 45.89 | \$ 53.99 | \$ 62.09 | 48 | \$ 123.57 | \$ 145.38 | \$ 167.19 |
| 15 | \$ 18.06 | \$ 21.25 | \$ 24.44 | 32 | \$ 48.64 | \$ 57.23 | \$ 65.81 | 49 | \$ 130.99 | \$ 154.10 | \$ 177.22 |
| 16 | \$ 19.15 | \$ 22.53 | \$ 25.91 | 33 | \$ 51.56 | \$ 60.66 | \$ 69.76 | 50 | \$ 138.85 | \$ 163.35 | \$ 187.85 |
| 17 | \$ 20.30 | \$ 23.88 | \$ 27.46 | 34 | \$ 54.66 | \$ 64.30 | \$ 73.95 | 51 | \$ 147.18 | \$ 173.15 | \$ 199.12 |

Business Support “Level Cutters” for 6 Levels



- ❑ **Level cutters** establish differences between grades within a job family
 - The Business Support Family is projected to have six general job levels given preliminary market data review
 - As analysis continues, additional levels may be added for specialized roles
 - The level cutters are likely to evolve as further analysis continues
 - Business Support level cutters are initially drafted as follows:

| Level A- (Initial Business Support Level 1) |
|---|
| Performs basic clerical/administrative and/or support tasks in an office setting |
| Has limited discretion to vary from established procedures |
| GED/HS Diploma |
| Acquires basic skills to perform routine tasks (e.g. routine data entry) |
| Read, write and comprehend simple instructions, reports, short correspondence and memos |
| Exchange of basic information with internal contacts |
| Works under close supervision or with clearly defined procedures |
| Up to 2 years related work experience required |
| "Back Office" Related |

Business Support “Level Cutters” for 6 Levels



Level B (Initial Business Support Level 2)

Performs basic clerical/administrative and/or support tasks in an office setting

Has limited discretion to vary from established procedures

GED/HS Diploma

Acquires basic skills to perform routine tasks (e.g. routine data entry)

Read, write and comprehend simple instructions, reports, short correspondence and memos

Exchange of basic information with internal contacts and has significant interaction externally

Works under close supervision or with clearly defined procedures

Up to 2 years related work experience required

"Front Office" Related

Level C (Initial Business Support Level 3&4)

Performs intermediate clerical/administrative or support tasks in an office setting

Identifies problems and relevant issues in straightforward situations, assesses each using standard procedures and makes sound decisions

May require vocational or technical education

Requires comprehensive knowledge of job procedures and tools obtained through work experience

Problems are typically routine by nature, but may at times require interpretation or deviation from standard procedures

Frequently communicates information that requires some explanation or interpretation

Works within established procedures with a moderate degree of supervision

2-4 yrs related work experience

Business Support “Level Cutters” for 6 Levels



Level D (Initial Business Support Level 5&6)

Performs senior clerical/administrative or specialized support tasks in an office setting

Has full support proficiency gained through extensive job-related training and considerable higher-order work experience, likely possesses AAS Degree

Identifies key issues and patterns from partial/conflicting data

Employs a broad perspective to problem resolution and spots new, less obvious solutions

Likely to act as a resource for colleagues with less experience/in lower level positions

Completes work with a limited degree of direct supervision

Regularly communicates complex information in challenging situations

4-6 yrs of related work experience with progressive responsibility

Multi-division level support or basic Cabinet level support

Level E (Initial Business Support Level 7)

Performs advanced clerical/administrative or specialized support tasks in an office setting

Has advanced and specialized expertise, typically developed through a combination of job-related training and considerable work experience and post secondary education

Works well within highly complex, high visibility situations

Works autonomously within a set of established practices

Supports the development of new and innovative solutions to complex problems

May supervise lower level employees

Major cabinet-level support

6+ yrs of related work experience with progressive responsibility

Business Support “Level Cutters” for 6 Levels



| |
|---|
| Level F: (Initial Business Support Level 8) |
| Manages individuals providing business support in an office setting |
| Has advanced and specialized expertise, typically developed through a combination of job-related training and considerable work experience including supervisory responsibilities |
| Typically Possesses a Bachelors level Degree or equivalent managerial-level work work experience |
| Oversees Supervisors/Leads |
| Manages the implementation of new and innovative solutions to complex problems |
| Typically FLSA exempt-level work |
| 8+ yrs of related work experience with significant supervisory accountability |

Business Support Job Family

- Business Support – Job levels preliminarily landing in six market-based levels (A-F below)



| Base Level | Min | Mid | Max | Business Support Level | | Base Level | Min | Mid | Max | Business Support Level | | Base Level | Min | Mid | Max | Business Support Level |
|------------|----------|----------|----------|------------------------|--|------------|----------|----------|----------|------------------------|--|------------|-----------|-----------|-----------|------------------------|
| 1 | \$ 8.00 | \$ 9.40 | \$ 10.80 | | | 18 | \$ 21.52 | \$ 25.31 | \$ 29.11 | | | 35 | \$ 57.94 | \$ 68.16 | \$ 78.38 | |
| 2 | \$ 8.47 | \$ 9.96 | \$ 11.46 | | | 19 | \$ 22.81 | \$ 26.83 | \$ 30.86 | D | | 36 | \$ 61.41 | \$ 72.25 | \$ 83.09 | |
| 3 | \$ 8.98 | \$ 10.56 | \$ 12.15 | | | 20 | \$ 24.17 | \$ 28.44 | \$ 32.71 | D | | 37 | \$ 65.10 | \$ 76.58 | \$ 88.07 | |
| 4 | \$ 9.52 | \$ 11.20 | \$ 12.87 | | | 21 | \$ 25.63 | \$ 30.15 | \$ 34.67 | D | | 38 | \$ 69.00 | \$ 81.18 | \$ 93.36 | |
| 5 | \$ 10.09 | \$ 11.87 | \$ 13.65 | | | 22 | \$ 27.16 | \$ 31.96 | \$ 36.75 | | | 39 | \$ 73.14 | \$ 86.05 | \$ 98.96 | |
| 6 | \$ 10.69 | \$ 12.58 | \$ 14.47 | | | 23 | \$ 28.79 | \$ 33.87 | \$ 38.95 | E | | 40 | \$ 77.53 | \$ 91.21 | \$ 104.89 | |
| 7 | \$ 11.33 | \$ 13.33 | \$ 15.33 | | | 24 | \$ 30.52 | \$ 35.91 | \$ 41.29 | F | | 41 | \$ 82.18 | \$ 96.69 | \$ 111.19 | |
| 8 | \$ 12.01 | \$ 14.13 | \$ 16.25 | | | 25 | \$ 32.35 | \$ 38.06 | \$ 43.77 | | | 42 | \$ 87.11 | \$ 102.49 | \$ 117.86 | |
| 9 | \$ 12.73 | \$ 14.98 | \$ 17.23 | | | 26 | \$ 34.29 | \$ 40.34 | \$ 46.40 | | | 43 | \$ 92.34 | \$ 108.64 | \$ 124.93 | |
| 10 | \$ 13.50 | \$ 15.88 | \$ 18.26 | | | 27 | \$ 36.35 | \$ 42.76 | \$ 49.18 | | | 44 | \$ 97.88 | \$ 115.15 | \$ 132.43 | |
| 11 | \$ 14.31 | \$ 16.83 | \$ 19.36 | A | | 28 | \$ 38.53 | \$ 45.33 | \$ 52.13 | | | 45 | \$ 103.75 | \$ 122.06 | \$ 140.37 | |
| 12 | \$ 15.17 | \$ 17.84 | \$ 20.52 | B | | 29 | \$ 40.84 | \$ 48.05 | \$ 55.26 | | | 46 | \$ 109.98 | \$ 129.39 | \$ 148.80 | |
| 13 | \$ 16.08 | \$ 18.91 | \$ 21.75 | | | 30 | \$ 43.29 | \$ 50.93 | \$ 58.57 | | | 47 | \$ 116.58 | \$ 137.15 | \$ 157.72 | |
| 14 | \$ 17.04 | \$ 20.05 | \$ 23.06 | C | | 31 | \$ 45.89 | \$ 53.99 | \$ 62.09 | | | 48 | \$ 123.57 | \$ 145.38 | \$ 167.19 | |
| 15 | \$ 18.06 | \$ 21.25 | \$ 24.44 | C | | 32 | \$ 48.64 | \$ 57.23 | \$ 65.81 | | | 49 | \$ 130.99 | \$ 154.10 | \$ 177.22 | |
| 16 | \$ 19.15 | \$ 22.53 | \$ 25.91 | C | | 33 | \$ 51.56 | \$ 60.66 | \$ 69.76 | | | 50 | \$ 138.85 | \$ 163.35 | \$ 187.85 | |
| 17 | \$ 20.30 | \$ 23.88 | \$ 27.46 | C | | 34 | \$ 54.66 | \$ 64.30 | \$ 73.95 | | | 51 | \$ 147.18 | \$ 173.15 | \$ 199.12 | |

Preliminary Business Support Conversion Data

- ❑ Number of current positions ~ 482
- ❑ Number of current Job Titles ~ 90
- ❑ Number of roles preliminarily mapped to currently identified levels



| Structure Base Level Span | Level Cutter Group | Jobs |
|---------------------------|--------------------|------|
| 11 | Level A | 13 |
| 12 | Level B | 9 |
| 14 - 17 | Level C | 34 |
| 19 -21 | Level D | 15 |
| 23 | Level E | 14 |
| 24 | Level F | 5 |

- This preliminary data will shift and the structure will evolve upon further review and discussions with Departments

Business Support Family Build Out

- Develop job descriptions for go-forward titles
 - significantly more generic than current JEQs
- Map employees to new jobs
- Review employee mapping with Departmental Leadership
- Confirm compensation rates of applicable levels
- Quantify costs for increase to stated minimums
- Return to BOS with approval of resulting requests
 - Approve new grades/rates
 - Approve new jobs
- Inform BOS of employee placement into new jobs (reclassifications)



Next Steps

- ❑ Work through steps as presented for Business Support job family
 - Note – refinement of analysis may result in changes to what is projected
 - Work with Comptroller’s office on building out required revisions to the Dayforce HRIS system for Business Support family
 - Transition Business Support employees to new jobs/grades within HRIS system
 - Work with Departments to communicate employee changes

- ❑ Execute similar analysis steps for Financial/Accounting job family

- ❑ Finalize job families to proceed with in follow-on fashion

