



Milwaukee County
Department of Human Resources
INTER-OFFICE COMMUNICATION

File 22-842

Date: June 24, 2022

To: Marcelia Nicholson, Chairwoman, Milwaukee County Board of Supervisors

From: Margo Franklin, Chief Human Resources Officer, Department of Human Resources
Dean Legler, Director of Compensation/HRIS, Department of Human Resources

Subject: From the Chief Human Resources Officer and the Director of Compensation/Human Resources Information Systems, Department of Human Resources, Describing Intent to convert Milwaukee County Pay Grades from Step-Based Grades to Range-Based Grades

File Type: Informational Report

REQUEST

This report is submitted to inform the Milwaukee County Board of the intent to transition Milwaukee County's pay grade structure that is currently primarily step-based to a structure that is primarily range-based.

POLICY

Milwaukee County Code of General Ordinances:	17.055
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BACKGROUND

The Department of Human Resources is responsible for managing Milwaukee County's compensation practices. The current compensation structure is primarily comprised of grades with rigid and restrictive steps that employees must be placed into. Over many years, numerous grades have been created resulting in approximately 290 compensation grades across the County. The current grade structure has significant grade overlap. In addition, inconsistency exists within the steps of individual grades as well as between grades. In order to improve compensation practices, it has been determined that the current compensation structure is not effective. A new, range-based, streamlined structure will best position Milwaukee County to facilitate a more effective compensation transformation.

The Department of Human Resources (DHR) is working with the Newport Group on pursuing a compensation transformation plan. Normal progression through steps for employees, except represented public safety employee as stated in their collective

bargaining agreements, was suspended in 2014. Subsequently, progression through steps has only occurred via ad-hoc, one-off step increases able to be absorbed by departmental budgets; or, again in limited fashion, as a part of allocations made for a relatively small number of employee equity/performance adjustments. DHR and the Newport Group are currently in process of building out a comprehensive structure consisting of ranged grades that will be proposed to supplant the step system for non-represented employees.

A new structure based on non-stepped ranges will enable more efficient compensation transformation as detailed in the attached presentation from the Newport Group.

Related File No's:	N/A
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ALIGNMENT TO STRATEGIC PLAN

Describe how the item aligns to the objectives in the [strategic plan](#):

- 1A: Reflect the full diversity of the County at every level of County government
- 1B: Create and nurture an inclusive culture across County government
- 1C: Increase the number of County contracts awarded to minority and women-owned businesses
- 2A: Determine what, where, and how we deliver services to advance health equity
- 2B: Break down silos across County government to maximize access to and quality of services offered
- 2C: Apply a racial equity lens to all decisions
- 3A: Invest “upstream” to address root causes of health disparities
- 3B: Enhance the County’s fiscal health and sustainability
Transitioning to a non-stepped grade structure will enable the County to more efficiently transition employees into a new structure that will allow for a more consistent and equitable comparison of employees in similar jobs providing for enhancement of market competitiveness, internal equity, understanding of job progression and enhanced transparency.
- 3C: Dismantle barriers to diverse and inclusive communities

FISCAL EFFECT

Transition to non-stepped grades will allow for, except for employees who are below newly-established grade minimums, an initial cost neutral transfer to a new grade without adjustments that would be required by a step-based system.

TERMS

N/A

VIRTUAL MEETING INVITES

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PREPARED BY:

Dean Legler, Director of Compensation/HRIS, Department of Human Resources

APPROVED BY:

Margo Franklin, Chief Human Resources Officer, Department of Human Resources

ATTACHMENTS:

Newport Group Presentation: Milwaukee County Compensation Transformation Project

cc: Mary Jo Meyers, Chief of Staff, Milwaukee County Executive's Office
Supervisor Willie Johnson Jr., Chair, Committee on Personnel
Supervisor Elizabeth Sumner, Chair, Committee on Finance
Joe Lamers, Director, Office of Strategy, Budget, and Performance
Margo Franklin, Chief Human Resources Officer, Department of Human Resources
Steve Cady, Research & Policy Director, Office of the Comptroller