



Milwaukee County
Department of Human Resources
 INTER-OFFICE COMMUNICATION

Date: May 7, 2018

To: Theodore Lipscomb, Sr., Chairman, Board of Supervisors

From: Dean Legler, Director of Compensation & HRIS

Subject: Response to Budget Amendment 1A011, Airport Maintenance Worker Study Request

Amendment 1A011 –The Airport Director, Working in conjunction with the Director of Human Resources, shall submit a pay equity plan for Airport maintenance workers at General Mitchell International Airport (GMIA) for consideration by the County Board.

- Review of employees in the following Airport Maintenance classifications was undertaken:

	No. Empls	Current Pay Grade	Proposed Pay Grade	No. Promos to IC
Airport Mtce Wkr IC NM	5	15Z3	24	N/A
Airport Mtce Wkr NM	55	15Z1	22	5

- New grades proposed based on market review:

	Current					Proposed				
	Grade	Min	Derived Mid	Max	No. Steps	Grade	Min	Derived Mid	Max	No. Steps
Airport Mtce Wkr IC NM	15Z3	20,3233	22,8080	25,2926	8	22	22,7849	24,5178	26,2506	5
Airport Mtce Wkr NM	15Z1	19,1730	22,2328	25,2926	10	24	24,2765	26,2793	28,2820	5

- Step Breakdown (Current / Proposed):

	Current												Proposed						
	No. Empls	Current Pay Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Proposed Pay Grade	No. Promos to IC	Step 1	Step 2	Step 3	Step 4	Step 5
Airport Mtce Wkr IC NM	5	15Z3	1	0	0	1	1	0	2	0	n/a	n/a	24	N/A	3	2	3	1	1
Airport Mtce Wkr NM	55	15Z1	29	4	1	4	5	4	3	3	1	1	22	5	47	3	0	0	0

- Average Annual Increases by Current Job/Step:

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Overall Ave
Airport Mtce Wkr IC NM	\$8,223	n/a	n/a	\$4,921	\$5,034	n/a	\$3,420	n/a	n/a	n/a	\$5,004
Airport Mtce Wkr NM	\$7,513	\$7,155	\$7,858	\$6,522	\$6,415	\$4,957	\$4,099	\$5,026	\$5,347	\$6,218	\$6,750

- Annual Increase Budget Impact by current Job/Step:

	No. Empls	Current Pay Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Total
Airport Mtce Wkr IC NM	5	15Z3	\$8,223	\$0	\$0	\$4,921	\$5,034	\$0	\$6,841	\$0	n/a	n/a	\$25,018
Airport Mtce Wkr NM	55	15Z1	\$217,867	\$28,620	\$7,858	\$26,086	\$32,073	\$19,827	\$12,296	\$15,079	\$5,347	\$6,218	\$371,271
													\$396,290

- Within DOT, Highway Maintenance Workers (2 and 3) are currently similarly situated. We have reviewed those 2 jobs and determined that they also should elevate to Grades 22 and 24. Similar changes in this area would result in an annualized additional impact of approximately \$480,000.

-Continued-

CONCLUSION and RECOMMENDATIONS: Both Supervisors and the Executive agree that we need to fix our compensation system so that employees are paid fairly for the work they do for Milwaukee County. Nobody is arguing that the compensation system at Milwaukee County is broken and the resounding feedback received from employees is that they feel raises are often given in an inequitable or unfair fashion. Therefore any solution, must first and foremost consider equity as a value from which to build. Picking specific employee groups for raises (regardless of how their salaries are funded and regardless of good intentions) is demoralizing to other employees who work just as hard but have not seen increases in years.

Proceeding with the Airport Maintenance increases identified in the Airport-specific study outlined above, without a comprehensive look at the Transportation Department's/Milwaukee County's ability to fund subsequent similar moves, puts the County at risk. An approach that looks comprehensively across the County with respect to funding and exposure would be recommended prior to implementing large-scale increases in a piecemeal approach.

Furthermore, if salary increases are prioritized for certain employees, it should be done where salary issues are causing operational problems – often where we see high turnover rates.

While hard-working employees at Milwaukee County deserve competitive, equitable pay, we strongly urge County Board Supervisors not to distribute mass increases within certain areas of Departments without regard to an evaluation of our most significant pay problems. Approaching compensation in a piecemeal manner can create mistrust and may pit employees against each other. As we continue to design new solutions in the 2019 budget with respect to improving employee compensation, we will identify our most critical compensation problems across the County and work with Departments to address issues in a cogent manner.

cc: Chris Abele, County Executive
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