



CITY OF MERRILL
COMMITTEE OF THE WHOLE
AGENDA • WEDNESDAY AUGUST 24, 2022

Regular Meeting

City Hall Council Chambers

6:00 PM

To attend remotely phone 385-374-0060 PIN 562 028 384 #

- I. Call to Order
- II. Pledge of Allegiance
- III. Public Comment
- IV. Other Agenda Items:
 - 1. Discussion and consideration regarding Carlson Dettmann Consulting with the City of Merrill
 - Carlson Dettmann presentation from 2015
 - Carlson Dettmann Reclassifications since 2016
 - Carlson Dettmann invoices since 2016
 - Non-Union Wages 2022-08 Overview
- V. Adjournment

CITY OF MERRILL CLASSIFICATION & COMPENSATION STUDY FINAL REPORT

**CARLSON DETTMANN CONSULTING, LLC
PATRICK W. GLYNN, SENIOR CONSULTANT**

OCTOBER 12, 2015



Project Scope

- Study covers City's non-union "jobs"
 - "Jobs" includes current job titles, as well as jobs that are in the process of being more clearly defined
- Measure
 - Job responsibilities and internal relationships
 - The relationship with external salary markets
- Review
 - High-level review of employee benefits levels
- Recommend
 - Classification and Compensation structure
 - Consolidation and/or separation of job titles / descriptions (if any)
 - Method for pay progression
 - Supporting policies and maintenance plan

Our Approach

- Approach compensation strategically using our ***Total Rewards Management System*** (TRMS)
- Use job documentation and objective job evaluation to establish ***internal consistency/equity***
- Use strategic market data to pay fairly in the employment markets (***external competitiveness***)
- Develop a plan using mathematically-based principles (using regression analysis)
- Implement the plan so that it will be ***useful (and appropriately flexible)*** into the future
- Stress participation by, and ***communication*** with, management and employees

POLICY QUESTION #1: MARKET COMPARISONS

Market Comparisons: Anatomy of a Benchmark

- **Sufficient Set of Benchmark Jobs**
 - Jobs having likely matches in the market
 - Fairly stable in job content
 - Representative of different pay and responsibility levels
- **Sufficient Number of Comparable Employers**
 - At least 10 employers, but typically more (+/-20)
 - No single employer should be able to influence the results
- **Data From Relevant Sectors**
 - Public sector matches
 - Private sector matches where private sector data is relevant
 - Data from reliable, valid sources

Market Comparisons: Selected Data Sources

- **Carlson Dettmann Public Sector Database**

- Cities: Antigo, Chippewa Falls, Marinette, Marshfield, Menasha, Rhineland, Shawano, Sparta, Stevens Point, Tomah, Wausau, Wisconsin Rapids
- Counties: Lincoln, Marathon
- Villages: Kronenwetter, Plover, Rothschild, Weston

- **Other Data**

- Bureau of Labor Statistics (Wausau & West Central WI), Towers Watson (Wisconsin & North Central)

Professional & Manager Comps

Organization	Pop.	Mileage
City of Antigo	8091	27.9
City of Chippewa Falls	13635	96.6
City of Marinette	10955	107.8
City of Marshfield	19047	55.6
City of Menasha	17454	110.2
City of Rhineland	7679	40.4
City of Shawano	9233	70.7
City of Sparta	9658	128.2
City of Stevens Point	27160	48.5
City of Tomah	9192	111.8
City of Wausau	39180	16.8
City of Wisconsin Rapids	18341	62
Lincoln County	29134	0
Marathon County	134679	16.8
Village of Plover	12420	53.6
Village of Weston	15052	24.9

Non-Exempt, Clerical, & Blue Collar Comps

Organization	Pop.	Mileage
City of Antigo	8091	27.9
City of Marshfield	19047	55.6
City of Rhineland	7679	40.4
City of Shawano	9233	70.7
City of Stevens Point	27160	48.5
City of Wausau	39180	16.8
City of Wisconsin Rapids	18341	62
Lincoln County	29134	0
Marathon County	134679	16.8
Village of Kronenwetter	7291	24.9
Village of Plover	12420	53.6
Village of Rothschild	5280	22.4
Village of Weston	15052	24.9

Market Comparisons: Merrill Summary

- Number of Benchmarks
 - 29 Benchmark Jobs Covering 51 Employees
 - 66.2% of the Employees (77 Total Employees)
 - 70.7% of the Jobs (37 Total Jobs)
 - Outstanding Sample Size
- Market Index of 96.8% for Benchmarks
 - Variance position-by-position
 - What this means is covered in following slides ...

POLICY QUESTION #2: MARKET PLACEMENT

Market Placement: Questions to Consider

- Where does Merrill want to position itself in its labor markets?
 - High? Low? Average?
 - **Recommendation:** Plan Based on 50th Percentile
- Data weighting
 - Depends on recruitment/retention experience
- Do benefits matter?
 - Yes; health insurance is key

Benchmark Positions

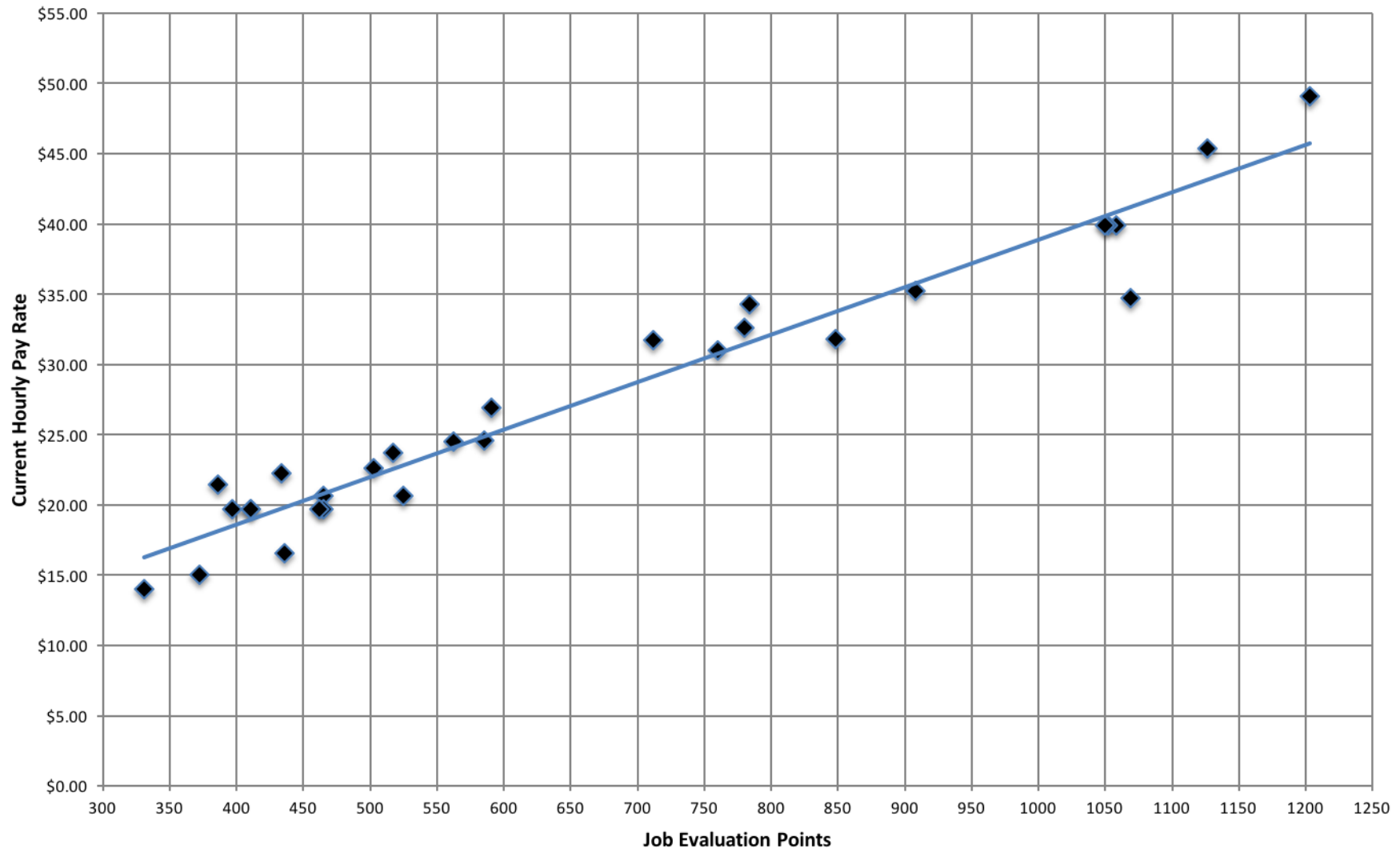
Title Classification	Current C/P	Market Est	Mkt Ratio	Proposed C/P
City Administrator	\$43.85	\$49.85	88.0%	\$48.35
City Attorney	\$40.40	\$48.38	83.5%	\$45.38
Police Chief	\$34.80	\$42.78	81.3%	\$42.59
Fire Chief	\$34.80	\$42.92	81.1%	\$42.59
Finance Director/RDA Secretary	\$34.80	\$41.33	84.2%	\$42.59
Utility Superintendent	\$32.24	\$34.60	93.2%	\$37.25
Street & Weed Commissioner *	\$34.74	\$42.51	81.7%	\$45.38
Parks & Recreation Director	\$29.87	\$36.54	81.7%	\$34.87
Police Captain	\$29.87	\$38.19	78.2%	\$32.68
Information Technology Manager	\$29.87	\$36.27	82.3%	\$32.68
Building Inspector/Zoning Administrator	\$29.87	\$28.64	104.3%	\$32.68
Police Lieutenant	\$27.67	\$33.21	83.3%	\$30.68
City Clerk	\$26.92	\$29.92	90.0%	\$25.35
Maintenance Supervisor	\$22.05	\$27.49	80.2%	\$25.35

Benchmark Positions (cont.)

Title Classification	Current C/P	Market Est	Mkt Ratio	Proposed C/P
Working Foreman	\$24.53	\$24.73	99.2%	\$25.35
Administrative Assistant - Office Coordinator	\$18.59	\$22.64	82.1%	\$23.82
Mechanic	\$23.68	\$22.67	104.5%	\$23.82
WWSOS - IV	\$21.73	\$22.00	98.8%	\$22.39
Payroll Specialist	\$18.59	\$19.63	94.7%	\$21.06
Utility Specialist/Billing Coordinator	\$17.72	\$19.53	90.7%	\$21.06
Administrative Assistant/Paralegal	\$17.72	\$20.83	85.0%	\$21.06
Municipal Court Clerk	\$17.72	\$18.98	93.3%	\$19.82
Public Works I	\$22.25	\$22.18	100.3%	\$19.82
Public Works II	\$20.19	\$19.81	101.9%	\$18.68
Administrative Assistant - Elections	\$17.72	\$18.81	94.2%	\$18.68
Administrative Assistant - Fiscal	\$17.72	\$20.00	88.6%	\$18.68
Clerk/Transcriber	\$17.72	\$18.26	97.0%	\$18.68
Utility Billing Clerk	\$16.88	\$16.52	102.1%	\$17.63
City Hall Maintenance	\$14.61	\$13.49	108.3%	\$15.44

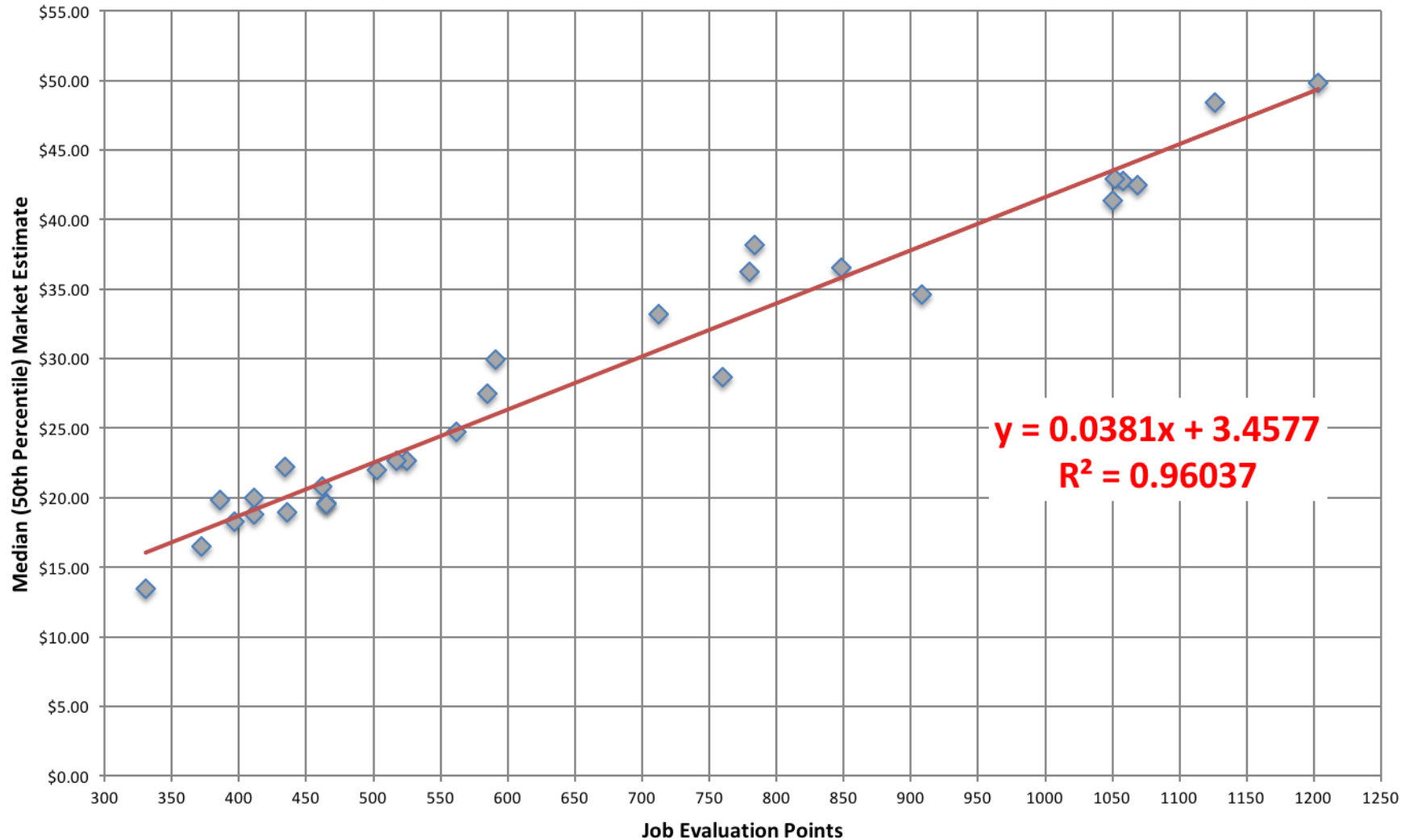
Benchmark Positions

City of Merrill
Regression of Current Pay on Job Evaluation - Benchmark Jobs



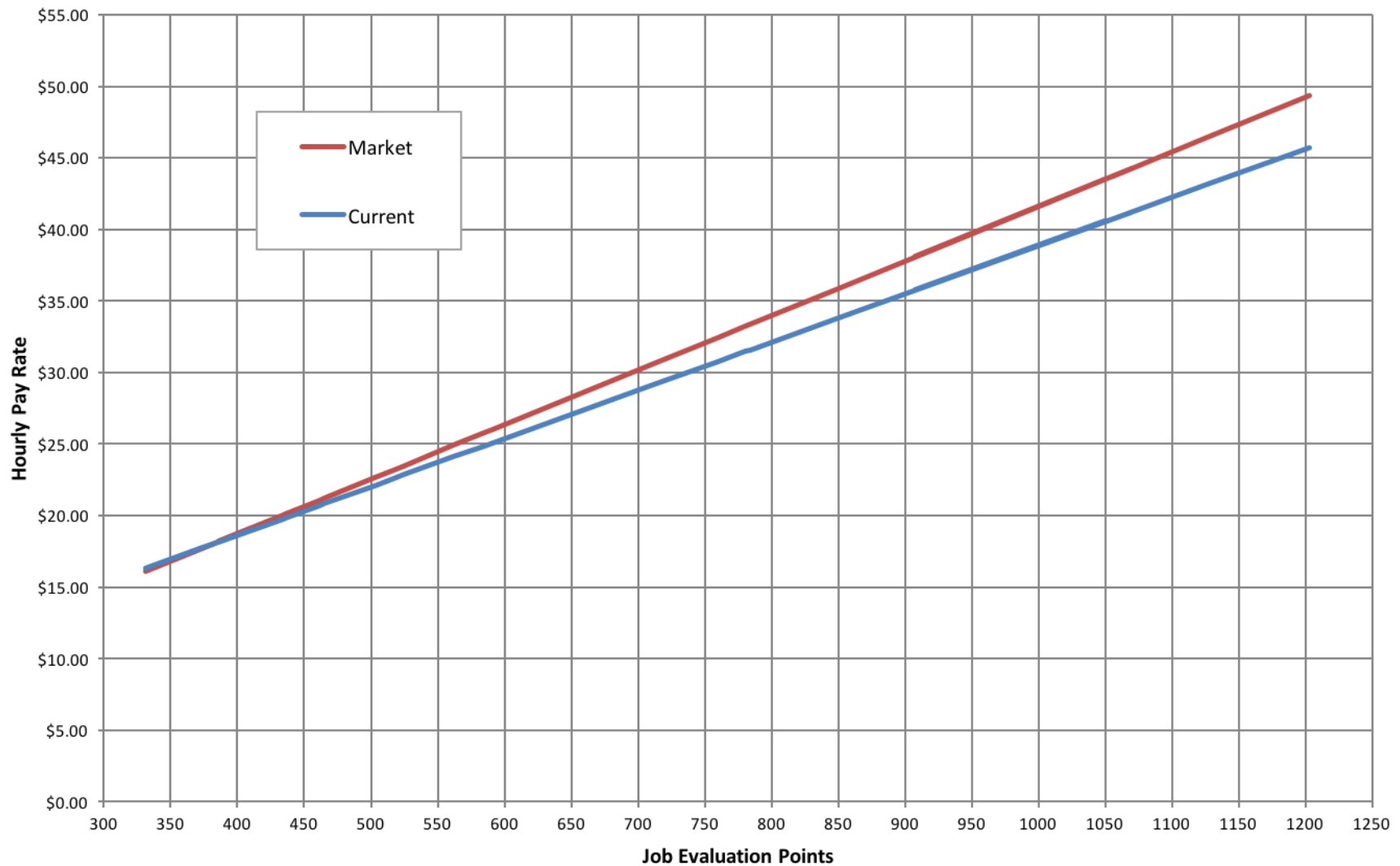
Benchmark Positions

City of Merrill
Regression of Median Market Pay on Job Evaluation



Benchmark Positions

City of Merrill
Comparison of Current and Median Market Regression Lines of Best Fit



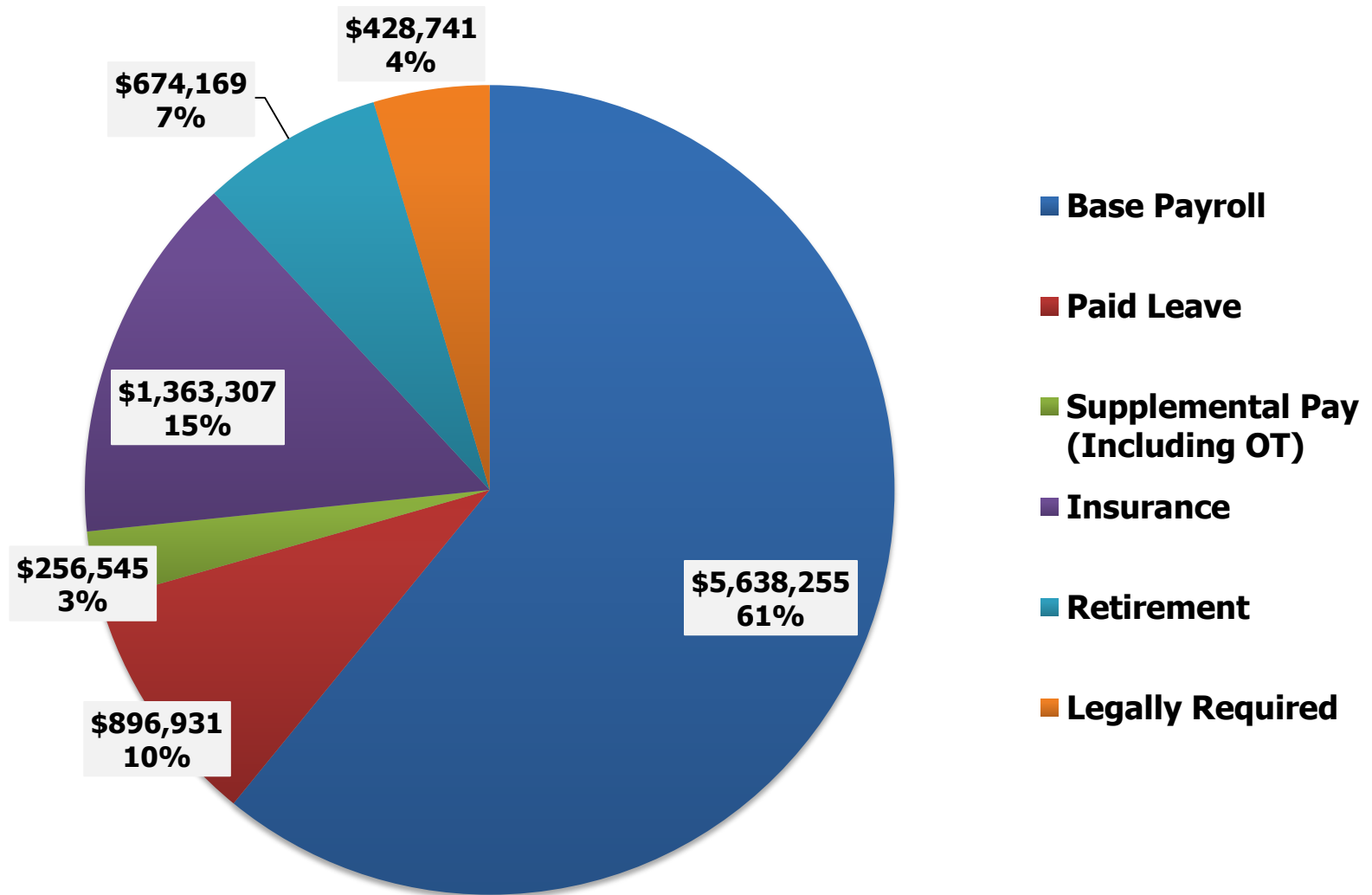
Merrill Age Profile: Non-Union Employees

Grouping	Number	Percent of Whole	Cumulative Percent
Age 60 or Older	10	13.2%	13.2%
Age 55 to Age 60	12	15.8%	28.9%
Age 50 to Age 55	13	17.1%	46.1%
Age 45 to Age 50	14	18.4%	64.5%
Age 40 to Age 45	7	9.2%	73.7%
Age 35 to Age 40	8	10.5%	84.2%
Age 30 to Age 35	6	7.9%	92.1%
Age 30 or Less	6	7.9%	100.0%
Total	76	100%	

Experience Profile: Non-Union Employees

Grouping	Number	Percent of Whole	Cumulative Percent
Greater than 35 Years of Service	3	3.9%	3.9%
30 Years to 35 Years	3	3.9%	7.9%
25 Years to 30 Years	14	18.4%	26.3%
20 Years to 25 Years	2	2.6%	28.9%
15 Years to 20 Years	15	19.7%	48.7%
10 Years to 15 Years	6	7.9%	56.6%
5 Years to 10 Years	5	6.6%	63.2%
Less than 5 Years of Service	28	36.8%	100.0%
Total	76	100%	

Total Compensation



Internal Benefits Comparisons

Components of Total Compensation	City of Merrill	State & Local Gov't	Private Industry (Midwest)
Wages & Salaries	60.9%	64.4%	69.6%
Benefits	30.1%	35.6%	30.4%
Paid Leave	9.7%	7.3%	6.7%
Supplemental Pay	2.8%	0.8%	2.6%
Insurance	14.7%	12.1%	9.0%
Retirement	7.3%	9.3%	3.8%
Legally Required	4.6%	6.0%	8.2%

Data Comparison: Merrill & Kaiser Family Foundation Data

Plan Type	Family Premium	Employer % Contribution	Employer Annual Cost	Employee Annual Cost
Merrill - HDHP/SO Plan	\$17,452	91.02%	\$15,885	\$1,567

KFF Data for HDHP/SO Plans:

National Average (Plan Type)	\$15,972	75.0%	\$11,976	\$3,996
State/Local Government	\$14,376	79.0%	\$11,352	\$3,024
Midwest	\$15,732	77.0%	\$12,108	\$3,624

Plan Type	Single Premium	Employer % Contribution	Employer Annual Cost	Employee Annual Cost
Merrill - HDHP/SO Plan	\$8,726	91.02%	\$7,943	\$784

KFF Data for HDHP/SO Plans:

National Average (Plan Type)	\$5,568	84.0%	\$4,680	\$888
State/Local Government	\$5,364	91.0%	\$4,884	\$480
Midwest	\$5,664	82.0%	\$4,644	\$1,020

Sources:

* Kaiser Family Foundation 2015 Employer Health Benefits Survey (www.kff.org)

POLICY QUESTION #3: PAY STRUCTURE & ADMINISTRATION

Policy Question #3: Plan Design

- **Internal Ratings**
 - CDC Job Evaluation
- **Establish Groupings for Grade Placement**
 - 7.5% Point Progression from Midpoint-to-Midpoint
- **External Measurement**
- **Policy Direction**
 - See Question #2 (50th Percentile/Average)
- **Analysis of “Other Factors”, If Necessary**
 - Benefits
 - Compression
 - Economic/Market Forces
- **Organizational Assessment**
 - Readiness & Commitment

Steps to Internal Consistency

Job Documentation

- Documentation provided by employees (JDQ)
- May use existing documentation
- Up-to-date job descriptions

Job Analysis

- FLSA Compliance
- Appropriate Job Titles
- Appropriate Class Specifications
- Job Descriptions

Job Evaluation

- Objective Analysis
- Developed and tested criteria

Job Evaluation → Internal Consistency

- **Definition**

- Formal process for ordering a set of jobs, *independent of individual performance*, into a hierarchy based on the value or worth of jobs in the organization.

- **Evaluations Based on Documentation**

- Quality of documentation is important
- Cannot evaluate jobs—or describe jobs—without quality documentation

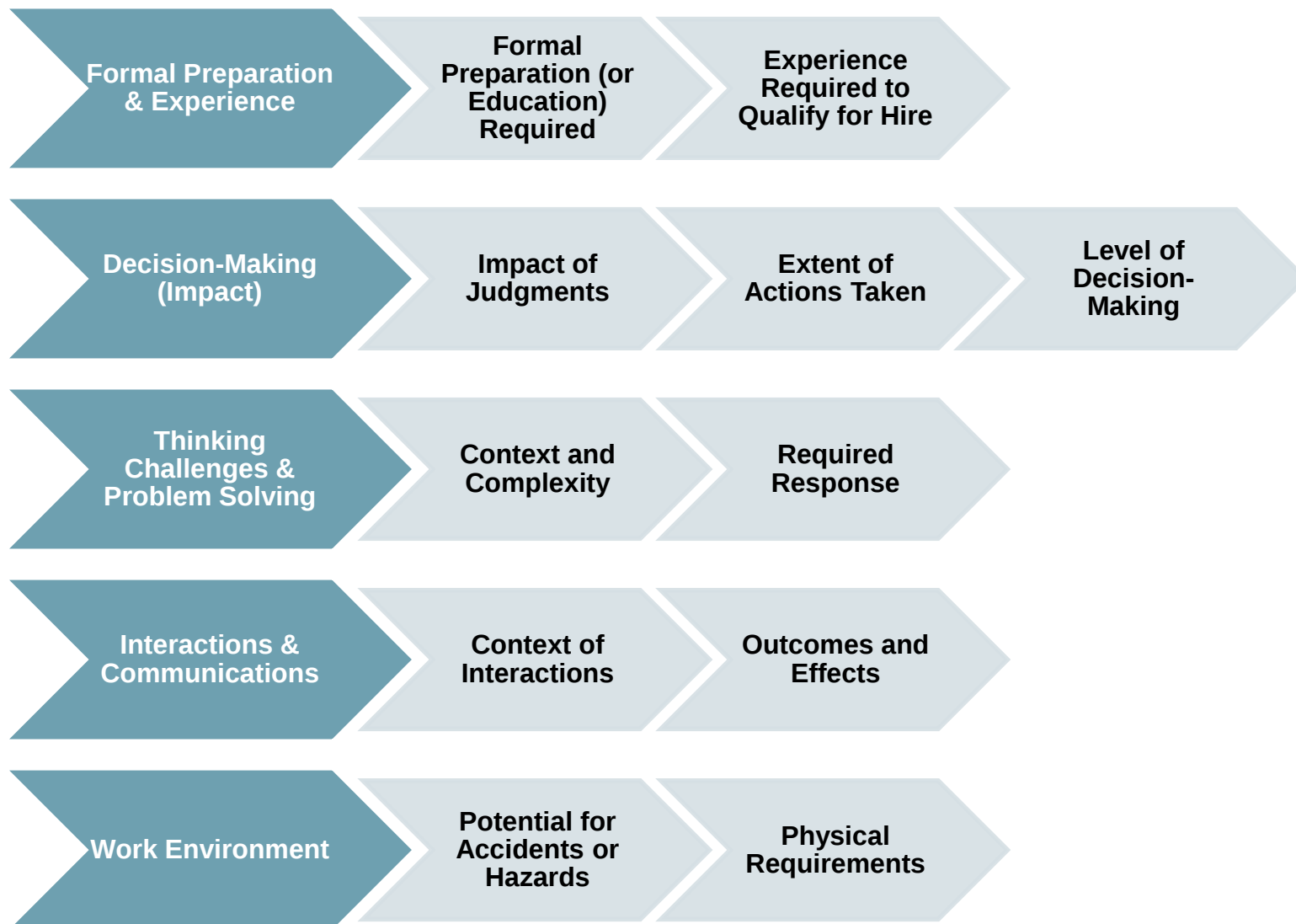
- **Objective Analysis and Application**

- Internal review and adjustments

- **Appeals Following Adoption**

- Based on changes during study or error in rating

Job Evaluation Factors



FORMAL PREPARATION AND EXPERIENCE

FORMAL PREPARATION	Level	EXPERIENCE PROFILE TO QUALIFY FOR THE POSITION							
		0 to 6 months A	7 months to 1 year B	2 to 3 years C	4 to 5 years D	6 to 7 years E	8 to 9 years F	10 to 11 years G	12 pl years H
No required specifications	1								
Basic reading, writing, and math skills	2								
High school competencies or equivalent	3			Asst					
High school plus an additional 1 year of formal preparation	4								
High school plus an additional 2 years of formal preparation	5			S					
Formal preparation equivalent to a four-year degree	6			A	M	D			
Formal preparation requires an advanced degree equivalent to the master's level	7								
Formal preparation requires an advanced degree equivalent to the doctoral level	8								

Attachment: Dettman Carlson Project Report 10-16-2015 (9120 : Carlson Dettmann

Example: Fictitious HR Department
NOT City of Merrill

Director
Manager
Analyst
Supervisor
Asst. (Clerical)

A = Ancillary
S = Suggesting
P = Participating
F = Final

DECISION MAKING (IMPACT)

IMPACT OF JUDGMENTS	LEVEL	EXTENT OF DECISION MAKING (A/B/C/D) – NATURE OF DECISIONS (A/S/P/F)														
		JOB-CENTERED A				DEPARTMENT-WIDE B				MULTIPLE DEPARTMENTS C				ORGANIZATION-WIDE D		
		A	S	P	F	A	S	P	F	A	S	P	F	A	S	P
LEAST – Detailed procedures / protocols and close supervision	1															
CONFINED – Procedures / protocols are clear and supervision is available as required or requested	2		Asst													
MODERATE – Policies and precedents are clear and supervision / managerial direction is available as requested	3			S A												
CONSIDERABLE – Department policies and practices are interpreted and applied with only general supervision / managerial direction	4							M								
SUBSTANTIAL – Judgments involve multi-department policy interpretation and/or defining new policies of major importance to the organization	5											D				
INCLUSIVE – Judgments deal with governance of the entire organization within overall parameters established by the governing authority	6															

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Example: Fictitious HR Department
NOT City of Merrill

Director
Manager
Analyst
Supervisor
Asst. (Clerical)

THINKING CHALLENGES AND PROBLEM SOLVING

4.a

CONTEXT AND COMPLEXITY OF CHALLENGES AND PROBLEMS	LEVEL	REQUIRED RESPONSE				
		Make clear-cut choices A	Choose among several responses of equal effect B	Choose the best alternative from among the possibilities C	Examine, research, and resolve each challenge/issue D	Develop and offer original creative solution E
Complexity is low and challenges / problems are relatively minimal	1					
Challenges / problems tend to be routine procedure / process issues	2		Asst			
Challenges / problems tend to be more diverse but are typically covered by precedent or established practice	3			S		
Challenges / problems must be addressed within broader, <u>department-wide procedures and practices</u>	4			A M		
Challenges / problems are complicated and require interpretation and application of <u>policies and objectives</u>	5				D	
Challenges / problems are complex, relating to <u>broad operating policies</u>	6					
Challenges / problems deal with the organization's mission and governance	7					

Attachment: Dettman Carlson Project Report 10-16-2015 (9120 : Carlson Dettmann

Example: Fictitious HR Department
NOT City of Merrill

Director
Manager
Analyst
Supervisor
Asst. (Clerical)

INTERACTIONS AND COMMUNICATIONS

CONTEXT OF INTERACTIONS AND COMMUNICATIONS	LEVEL	OUTCOMES AND EFFECTS				
		A	B	C	D	E
Responses are provided to others' requests for basic, general information	1					
Requests are answered and contacts initiated to exchange basic, general information	2		Asst			
Specialized information and/or recommendations are provided to others regarding an area of expertise	3			S		
Actively persuades and/or directs others toward achievement of expected outcomes	4			M & A		
Interactions are frequently focused on complex issues of major importance to the organization	5				D	
Interactions are consistently focused on critical operational and/or governance issues	6					

Attachment: Dettman Carlson Project Report 10-16-2015 (9120 : Carlson Dettmann

**Example: Fictitious HR Department
NOT City of Merrill**

Director
 Manager
 Analyst
 Supervisor
 Asst. (Clerical)

WORK ENVIRONMENT

POTENTIAL FOR ACCIDENTS AND/OR HEALTH HAZARDS IN THE REGULAR WORK ENVIRONMENT	LEVEL	PHYSICAL REQUIREMENTS		
		LOW	MEDIUM	HIGH
Minimal	1	D, M, S, A		
Limited potential for accidents and some exposure to one or two recognized health hazards	2			
Some potential for accidents and some exposure to multiple recognized health hazards	3			
Potential for lost-time accidents and regular exposure to multiple recognized health hazards (or frequently to one)	4			
Frequent potential for lost-time accidents and continuous exposure to health hazards	5			
Continuous potential for severe / lost time accidents and/or intense exposure to recognized health hazards	6			

**Example: Fictitious HR Department
NOT City of Merrill**

**Director
Manager
Analyst
Supervisor
Asst. (Clerical)**

Human Resources Department Example

JOB TITLE	Formal Prep Exp Rating	Decisions Rating	Thinking Rating	Communication Rating	Work Environ Rating	Total Points
DIRECTOR	6E	5C+P	5D	5D	1L	1076
MANAGER	6D	4BP	4C+	4C	1L	705
ANALYST	6C	3+A+P	4C	4C	1L	634
OFFICE SUPV	5C	3A+P	3C	3C	1L	509
ASSISTANT	3C	2AS	2B	2B	1L	361

Attachment: Dettman Carlson Project Report 10-16-2015 (9120 : Carlson Dettmann

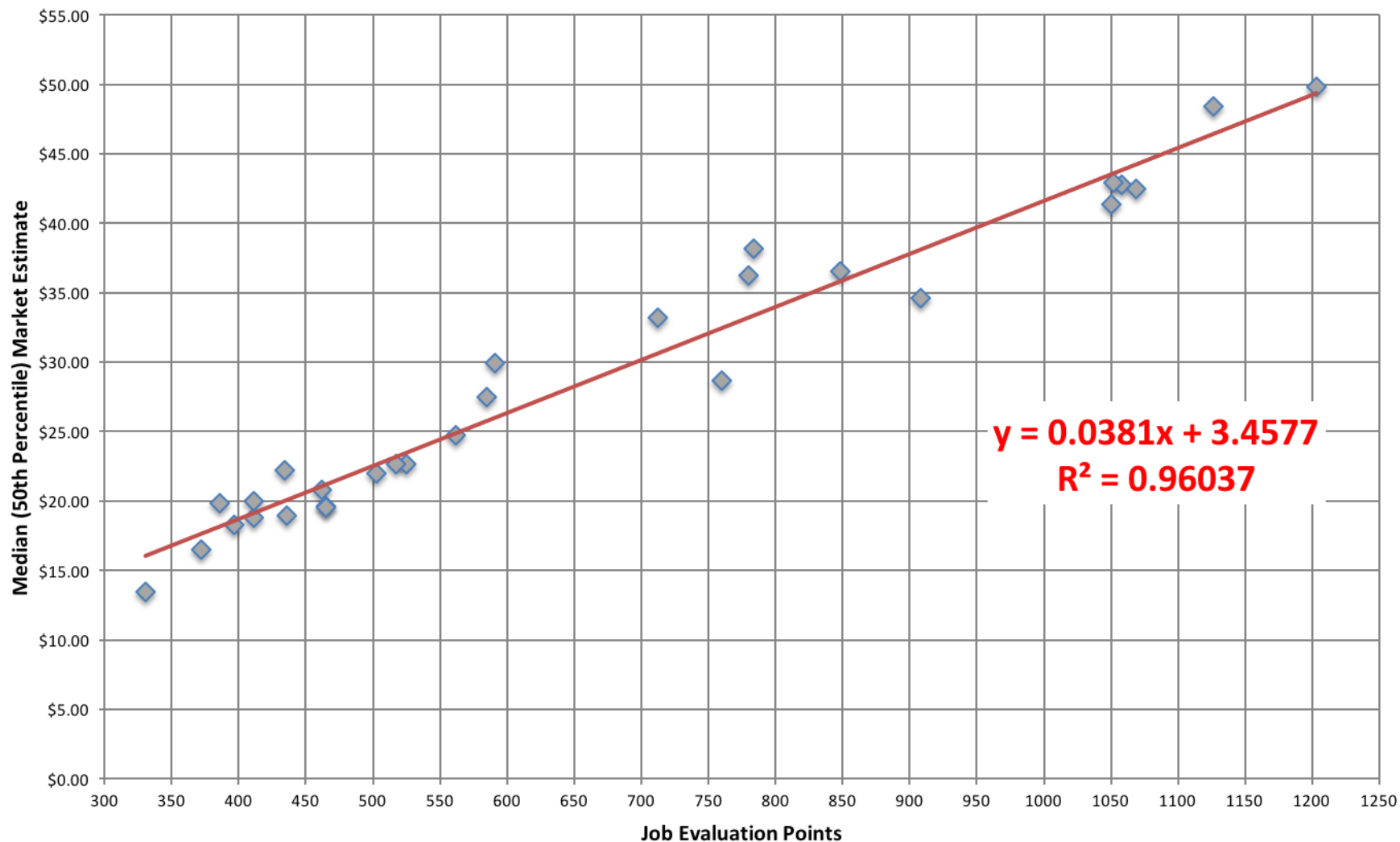
Example: Fictitious HR Department
NOT City of Merrill

Weighting the Data

JOB LEVEL	PRIVATE	PUBLIC
Department Heads & Managers	25%	75%
Supervisors, Professionals & Advanced Technical	50%	50%
Non-exempt	75%	25%

Benchmark Positions

City of Merrill Regression of Median Market Pay on Job Evaluation



Creating Pay Grades

- Each pay grade in the proposed matrix will have point intervals. Grade progression is 7.5% midpoint to midpoint.
- Individual job classifications are assigned to grades according to their job evaluation score
- The equation for the pay line:
 - .0381 is the line slope (every point = \$.0381) & + \$3.4577 is the y-axis intercept
 - Correlation coefficient is 0.96037 which can be interpreted as job evaluation system explains 96% of the variance in market pay for the benchmarks. This is a VERY high coefficient, and provides a solid foundation for designing a pay plan.
- The Control Point (C/P) of each grade is calculated as follows:
 - Y (predicted salary) = (\$.0381 times grade middle point value) + \$3.4577
- Important to note that overlap between ranges
 - So when someone says the next higher range is more appropriate, there is overlap

Example of How We Use the Line Data

- Objective is to create range Control Points linked to market data
- Example:
 - Job evaluation score = 580
 - Allocated to Grade K (555-594 pts.)
 - Middle value is 574.5 pts
- Using the line equation
 - $(\$0.0381 \times 574.5 \text{ pts}) + \$3.4577 = \$25.35$
 - Becomes the Grade K Control Point (Step 6)

RECOMMENDATIONS & SUMMARY

Recommendation: Step Plan

- **Structure**

- 11 Steps (Start to Max): 2.5% Increments Based on C/P
- 28.5% Range Spread
 - 12.5% Below C/P
 - 12.5% Above C/P
- 7.5% Grade-to-Grade Point Progression Based on Midpoint

- **Progression Through the Structure**

- Based on annual performance at least meeting expectations

- **Implementation**

- Placement on the step that provides an increase

RECOMMENDED 2015 STEP STRUCTURE - HOURLY FORMAT

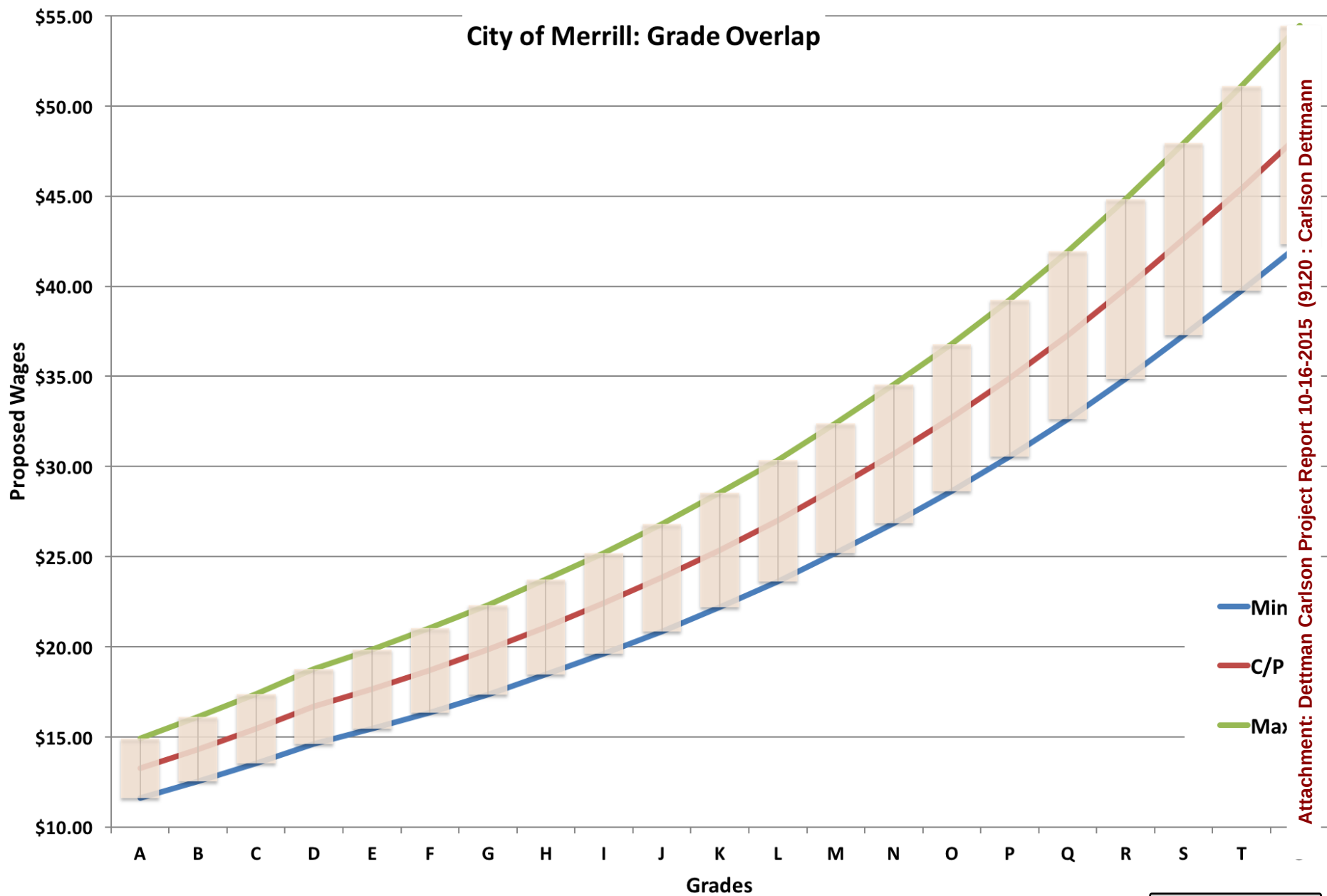
4.a

Grade	Start	Mid	End	87.5% Minimum	90.0% Step 2	92.5% Step 3	95.0% Step 4	97.5% Step 5	100.0% Control Point	102.5% Step 7	105.0% Step 8	107.5% Step 9	110.0% Step 10	11 Step 11
21	1145	1187	1229	\$42.31	\$43.52	\$44.72	\$45.93	\$47.14	\$48.35	\$49.56	\$50.77	\$51.98	\$53.19	\$54.40
20	1065	1104.5	1144	\$39.71	\$40.84	\$41.98	\$43.11	\$44.25	\$45.38	\$46.51	\$47.65	\$48.78	\$49.92	\$51.05
19	990	1027	1064	\$37.27	\$38.33	\$39.40	\$40.46	\$41.53	\$42.59	\$43.65	\$44.72	\$45.78	\$46.85	\$47.92
18	920	954.5	989	\$34.84	\$35.84	\$36.83	\$37.83	\$38.82	\$39.82	\$40.82	\$41.81	\$42.81	\$43.80	\$44.80
17	855	887	919	\$32.59	\$33.53	\$34.46	\$35.39	\$36.32	\$37.25	\$38.18	\$39.11	\$40.04	\$40.98	\$41.91
16	795	824.5	854	\$30.51	\$31.38	\$32.25	\$33.13	\$34.00	\$34.87	\$35.74	\$36.61	\$37.49	\$38.36	\$39.23
15	740	767	794	\$28.60	\$29.41	\$30.23	\$31.05	\$31.86	\$32.68	\$33.50	\$34.31	\$35.13	\$35.95	\$36.76
14	690	714.5	739	\$26.85	\$27.61	\$28.38	\$29.15	\$29.91	\$30.68	\$31.45	\$32.21	\$32.98	\$33.75	\$34.52
13	640	664.5	689	\$25.18	\$25.90	\$26.62	\$27.34	\$28.06	\$28.78	\$29.50	\$30.22	\$30.94	\$31.66	\$32.38
12	595	617	639	\$23.60	\$24.27	\$24.95	\$25.62	\$26.30	\$26.97	\$27.64	\$28.32	\$28.99	\$29.67	\$30.34
11	555	574.5	594	\$22.18	\$22.82	\$23.45	\$24.08	\$24.72	\$25.35	\$25.98	\$26.62	\$27.25	\$27.89	\$28.52
10	515	534.5	554	\$20.84	\$21.44	\$22.03	\$22.63	\$23.22	\$23.82	\$24.42	\$25.01	\$25.61	\$26.20	\$26.79
9	480	497	514	\$19.59	\$20.15	\$20.71	\$21.27	\$21.83	\$22.39	\$22.95	\$23.51	\$24.07	\$24.63	\$25.19
8	445	462	479	\$18.43	\$18.95	\$19.48	\$20.01	\$20.53	\$21.06	\$21.59	\$22.11	\$22.64	\$23.17	\$23.70
7	415	429.5	444	\$17.34	\$17.84	\$18.33	\$18.83	\$19.32	\$19.82	\$20.32	\$20.81	\$21.31	\$21.80	\$22.29
6	385	399.5	414	\$16.35	\$16.81	\$17.28	\$17.75	\$18.21	\$18.68	\$19.15	\$19.61	\$20.08	\$20.55	\$21.02
5	360	372	384	\$15.43	\$15.87	\$16.31	\$16.75	\$17.19	\$17.63	\$18.07	\$18.51	\$18.95	\$19.39	\$19.83
4	335	347	359	\$14.60	\$15.01	\$15.43	\$15.85	\$16.26	\$16.68	\$17.10	\$17.51	\$17.93	\$18.35	\$18.76
3	310	322	334	\$13.51	\$13.90	\$14.28	\$14.67	\$15.05	\$15.44	\$15.83	\$16.21	\$16.60	\$16.98	\$17.36
2	290	299.5	309	\$12.51	\$12.87	\$13.23	\$13.59	\$13.94	\$14.30	\$14.66	\$15.02	\$15.37	\$15.73	\$16.08
1	270	279.5	289	\$11.59	\$11.92	\$12.25	\$12.58	\$12.91	\$13.24	\$13.57	\$13.90	\$14.23	\$14.56	\$14.90

Attachment: Dettman Carlson Project Report 10-16-2015 (9120 : Carlson Dettmann)

Estimated Implementation Distribution

Step	n-Count	% of Whole
1	9	12%
2	1	1%
3	3	4%
4	8	11%
5	4	5%
6	10	13%
7	1	1%
8	6	8%
9	7	9%
10	1	1%
11	15	20%
Above	11	14%
Total	76	



Observations / Recommendations

- **Turnover:** Given the City's age profile, it is likely that significant turnover will occur in the next 5 to 10 years.
- **Marketplace:** Overall, the benchmarks are at 96.8% of the market
 - But, the City's market line suggests that the professional and management level positions lag the market
 - The paraprofessional and blue collar workforce are generally in-line with the market
 - There will be fluctuations for individual positions.
- **Placement:** Recommendation for 50th Percentile / Average as the "anchor" for the pay plan
 - Half of the market pays more, half pays less
 - Revisit, if necessary, in the future
- **Structure:** The recommendation is to adopt a "Step Plan".
 - City is not prepared or equipped to move in the direction of performance-based compensation.
 - Employee development needs to take precedence

Employee Appeals

- After adoption of recommendations based on ...
 - Error in position classification
 - Substantial changes to job during study
- Information on rating levels provided to City Administrator and employee(s) assuming non-disclosure documentation is on file
 - Only ratings for employee's job is provided
- Review of appeal by Supervisor and City Administrator to verify substance and merits
- Analyzed by Carlson Dettmann with recommendations to the City
- Knowing you can appeal improves accuracy and builds integrity
 - May be the best possible method of creating employee acceptance

An Employee Appeal Does NOT Apply To ...

- Adopted Pay Structure
- Established Market Comparisons
- Weighting Of The Data
- Implementation Strategy (i.e. Placement In The Structure)
- Any Other Policy Decision

Additional Policy Framework

- **Hiring Authority**
 - Hiring manager's authority to hire to Step 3
 - City Administrator authority beyond Step 3 with demonstrated experience/skill
- **Annual Review Process**
 - Annual opportunity for employees based upon substantial (and documented) job change
 - Anytime for management-initiated reorganization or new position
- **Step Advancement Criteria**
 - Performance "meeting expectations"
 - "Structure adjustment" (if any) may be withheld until performance is acceptable
- **Red Circled Employees**
 - Pay is frozen until such time that the structure catches up
 - City may choose to provide non-base lump-sum payments
- **Reclassified or Promoted Employees**
 - Step that provides at least a 2.5% increase, but City Administrator retains discretion if situation warrants higher amount

Final Analysis –Pay Plan Makes Sense If..

- Plan is internally equitable
- Pay ranges reasonably reflect what employees can earn in your labor market performing similar duties
- Supports employee development
- Employees have opportunity to make more based upon contribution
- Can be funded and maintained consistently

QUESTIONS

Reclassifications with Carlson Dettman

Title	Orig. Grade	New Grade	Date
City Hall Maint. Supv. to Facilities Maintenance Manager	11	14	Jan. 2018
Admin. Asst./Fiscal to Sr. Finance Admin. Asst.	6	8	Dec. 2019
Payroll/Benefits Specialist to Payroll/Benefits/HR Specialist	8	9	Dec. 2019
Admin. Asst./Elections to Finance Admin. Asst.	6	7	Dec. 2019
Admin. Asst./AP to Finance Admin. Asst.	6	7	Dec. 2019
Fire Inspector (New position)		10	Nov. 2020
Custodian to Facilities Maintenance Worker	3	6	April 2021

Attachment: Carlson Dettman Reclassifications 2022 (9147 : Carlson Dettman Reclassifications since 2016)

**CARLSON
DETTMANN**
CONSULTING

002079

INVOICE

BILL TO

Kathy Seubert
City of Merrill

INVOICE # 2441

DATE 11/18/2017 ✓

DUE DATE 12/18/2017

DESCRIPTION

Classification Review: Facilities Maintenance Manager

AMOUNT

250.00

Please remit payment to:
Carlson Dettmann Consulting
Dept. #978406
PO Box 8406
Carol Stream, IL 60197-8406

BALANCE DUE

\$250.00

608.729.7556
admin@carlsondettmann.com

10-51417-02-19000

XU

12/7/2017

Attachment: Carlson Dettmann Invoices (Since 2016) (9121 : Carlson Dettmann invoices since 2016)

**Invoice #214994**

Page 1 of 2

Account Number

Date

CITYOFM-09

04/09/2021

BALANCE DUE ON

5/15/2021

AMOUNT PAID

Amount Due

\$275.00

City of Merrill
David Johnson
1004 E 1st St
Merrill, WI 54452

PLEASE RETURN ONE COPY WITH YOUR PAYMENT**Description**

Classification Review: Maintenance Worker

Amount

\$275.00

Total Invoice Balance:**\$275.00**

4/15/21

PLEASE NOTE NEW ADDRESS FOR REMITTANCE:

Cottingham & Butler Insurance Services, Inc. - CDC
PO Box 7433
Carol Stream, IL 60197-7433

Attachment: Carlson Dettmann Invoices (Since 2016) (9121 : Carlson Dettmann invoices since 2016)



Invoice #187890

Page 1 of 2

Account Number	Date
CITYOFM-09	08/13/2020
BALANCE DUE ON	
9/15/2020	
AMOUNT PAID	Amount Due
	\$250.00

004850

City of Merrill
David Johnson
1004 E 1st St
Merrill, WI 54452

PLEASE RETURN ONE COPY WITH YOUR PAYMENT

Description

Fire Marshal/Inspector

Amount

\$250.00

Total Invoice Balance:**\$250.00**

OK

[Signature]
8/14/20

per Josh

10-52200-03-25500

PLEASE NOTE NEW ADDRESS FOR REMITTANCE:

Cottingham & Butler Insurance Services, Inc. - CDC
PO Box 3232
Dubuque, IA 52004-3232

Attachment: Carlson Dettmann Invoices (Since 2016) (9121 : Carlson Dettmann invoices since 2016)



City of Merrill

Kathy Unertl, Finance Director

1004 East 1st Street • Merrill, Wisconsin • 54452

Phone: 715.536.5594 • Fax: 715.539.2668

e-mail: Kathy.Unertl@ci.merrill.wi.us

Date: August 17, 2022

To: Mayor Steve Hass
Alderpersons

From: Kathy Unertl, Finance Director

RE: Non-Union Compensation – Slotting as of 8/2022

Year-round Non-Union employees, except the T. B. Scott Free Public Library*, are included in the City's compensation grid system. There are:

Full-Time Employees = 66

Part-Time Employees = 24

The following pages show where employees are slotted as of 8/2022. There are separate pages showing numbers of employee by Step and the types of employee classes within each Compensation Grade.

I have also provided the 6/20/2022 Non-Union Compensation Schedule by Hourly Rate and Annual Amount (if Full-Time).

*There is different compensation schedule for Library employees under the control of the T. B. Scott Library Board. One Part-Time Library Custodian is slotted within the City Non-Union Grid so comparable compensation with other City of Merrill Departments.

Attachment: Non-Union Wages 2022-08 Overview (9146 : Non-Union Wages 2022-08 Overview)

City of Merrill - Non-Union Compensation

As Slotted as of 8/2022

Number of Employees by Grade/Step - Full-Time

66 Employees

MEC = Merrill Enrichment Center

Hourly Schedule

Grade	87.5% Step 1	90.0% Step 2	92.5% Step 3	95.0% Step 4	97.5% Step 5	100.0% Step 6	102.5% Step 7	105.0% Step 8	107.5% Step 9	110.0% Step 10	112.5% Step 11	Grade	CDL Step
21											1	21	
20											2	20	
19							1	1			1	19	
18							1					18	
17							1					17	
16							1					16	
15					1	1					2	15	
14							1		2		6	14	
13												13	PT - MEC
12						1				1	1	12	
11							1					11	
10								1				10	1
9		1	1		1	2					4	9	
8									1		1	8	
7	1	1	3			1	2	1			1	7	2
6	1	2	1	1		1		1			2	6	2
5		1		1		1					1	5	
4												4	PT
3												3	PT
2												2	PT
1												1	PT

City Administrator

City Attorney & PW Director/Engineer

Finance Director, Police Chief, & Fire Chief

Utility Superintendent

Parks & Recreation Director

Streets Superintendent

Transit Adm, IT Manager, Bldg Inspector/Zoning Adm, & Police Captain

Police LT, Fire Battalion, & Maintenance Manager

WWT Lead, GIS Manager, & CD Program Manager

Streets Working Foreman

Streets Mechanics

Payroll/Benefits & Utility (WWT & Water)

Muni Court Clerk & Utility Specialist/Billing Coordinator

Adm Assistants (CT & Parks), Muni Court Clerk, & Streets PW-I

Adm Assistants (Police) & PW-II (Streets & Parks)

Transit Drivers & Utility Adm Assistant

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Grade	CDL Step
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City of Merrill - Non-Union Compensation

As slotted as of 8/2022

Number of Employees by Grade/Step - Part-Time

24 Positions

Hourly Schedule

Grade	87.5% Step 1	90.0% Step 2	92.5% Step 3	95.0% Step 4	97.5% Step 5	100.0% Step 6	102.5% Step 7	105.0% Step 8	107.5% Step 9	110.0% Step 10	112.5% Step 11	Grade
21												21
20												20
19												19
18												18
17												17
16												16
15												15
14												14
13								1				13
12												12
11												11
10												10
9												9
8												8
7				1			1					7
6							1	1				6
5	1		1				1					5
4												4
3			1		1	2					1	3
2			1									2
1		1	1	1		7						1
Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Grade

Positions

Enrichment Center Director (MEC)

MEC Activities & Airport Snow/Mow

Adm Asst (Streets & Fire)

Transit Drivers

Recreation & Custodians

Airport Mow/Snow

MEC Assistant, Library Custodian,

Crossing Guards, & MEC Bus Drivers

Non-Slotted employees are listed within the Grid above (i.e. closest to current wage).

City of Merrill - Non-Union Compensation

APPENDIX B

Effective: 6/20/2022

Hourly Schedule

Grade	87.5% Step 1	90.0% Step 2	92.5% Step 3	95.0% Step 4	97.5% Step 5	100.0% Step 6	102.5% Step 7	105.0% Step 8	107.5% Step 9	110.0% Step 10	112.5% Step 11	Grade	CDL Step
21	\$48.46	\$49.72	\$51.01	\$52.33	\$53.65	\$55.01	\$56.43	\$57.87	\$59.36	\$60.89	\$62.48	21	
20	\$45.51	\$46.70	\$47.88	\$49.11	\$50.35	\$51.65	\$52.95	\$54.33	\$55.73	\$57.19	\$58.68	20	
19	\$42.66	\$43.76	\$44.93	\$46.08	\$47.26	\$48.48	\$49.71	\$51.01	\$52.31	\$53.66	\$55.06	19	
18	\$39.94	\$40.96	\$42.01	\$43.08	\$44.18	\$45.32	\$46.48	\$47.66	\$48.89	\$50.15	\$51.42	18	
17	\$37.37	\$38.32	\$39.31	\$40.31	\$41.34	\$42.40	\$43.48	\$44.59	\$45.75	\$46.92	\$48.14	17	
16	\$34.97	\$35.86	\$36.78	\$37.73	\$38.69	\$39.69	\$40.71	\$41.75	\$42.82	\$43.91	\$45.04	16	
15	\$32.76	\$33.61	\$34.47	\$35.36	\$36.26	\$37.19	\$38.15	\$39.12	\$40.13	\$41.16	\$42.22	15	
14	\$30.78	\$31.57	\$32.38	\$33.21	\$34.05	\$34.93	\$35.82	\$36.75	\$37.71	\$38.69	\$39.69	14	
13	\$28.85	\$29.59	\$30.35	\$31.13	\$31.97	\$32.75	\$33.58	\$34.43	\$35.34	\$36.24	\$37.16	13	
12	\$27.07	\$27.76	\$28.46	\$29.18	\$29.93	\$30.70	\$31.49	\$32.33	\$33.16	\$34.01	\$34.89	12	
11	\$25.40	\$26.06	\$26.70	\$27.38	\$28.10	\$28.85	\$29.59	\$30.35	\$31.14	\$31.93	\$32.74	11	\$33.56
10	\$23.90	\$24.50	\$25.13	\$25.78	\$26.43	\$27.11	\$27.80	\$28.51	\$29.25	\$30.00	\$30.78	10	\$31.55
9	\$22.46	\$23.03	\$23.62	\$24.23	\$24.82	\$25.48	\$26.15	\$26.77	\$27.45	\$28.16	\$28.89	9	
8	\$21.11	\$21.65	\$22.21	\$22.78	\$23.36	\$23.96	\$24.57	\$25.20	\$25.85	\$26.50	\$27.19	8	
7	\$19.86	\$20.36	\$20.89	\$21.41	\$21.99	\$22.54	\$23.12	\$23.70	\$24.31	\$24.93	\$25.56	7	\$26.20
6	\$18.73	\$19.20	\$19.71	\$20.21	\$20.73	\$21.26	\$21.81	\$22.36	\$22.94	\$23.53	\$24.14	6	\$24.74
5	\$17.70	\$18.14	\$18.60	\$19.08	\$19.57	\$20.07	\$20.56	\$21.07	\$21.59	\$22.15	\$22.73	5	\$23.30
4	\$16.76	\$17.17	\$17.60	\$18.06	\$18.51	\$18.99	\$19.45	\$19.96	\$20.47	\$20.99	\$21.54	4	
3	\$15.54	\$15.94	\$16.34	\$16.75	\$17.14	\$17.57	\$18.05	\$18.50	\$18.96	\$19.42	\$19.93	3	
2	\$14.31	\$14.70	\$15.08	\$15.46	\$15.87	\$16.27	\$16.69	\$17.12	\$17.57	\$18.03	\$18.50	2	
1	\$13.30	\$13.65	\$13.98	\$14.33	\$14.70	\$15.07	\$15.45	\$15.86	\$16.24	\$16.66	\$17.08	1	
Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Grade	CDL Step

City of Merrill - Non-Union Compensation

APPENDIX B

Effective: 6/20/2022

Annual Equivalent

Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Grade	CDL Step
21	\$100,796.80	\$103,417.60	\$106,100.80	\$108,846.40	\$111,592.00	\$114,420.80	\$117,374.40	\$120,369.60	\$123,468.80	\$126,651.20	\$129,958.40	21	
20	\$94,660.80	\$97,136.00	\$99,590.40	\$102,148.80	\$104,728.00	\$107,432.00	\$110,136.00	\$113,006.40	\$115,918.40	\$118,955.20	\$122,054.40	20	
19	\$88,732.80	\$91,020.80	\$93,454.40	\$95,846.40	\$98,300.80	\$100,838.40	\$103,396.80	\$106,100.80	\$108,804.80	\$111,612.80	\$114,524.80	19	
18	\$83,075.20	\$85,196.80	\$87,380.80	\$89,606.40	\$91,894.40	\$94,265.60	\$96,678.40	\$99,132.80	\$101,691.20	\$104,312.00	\$106,953.60	18	
17	\$77,729.60	\$79,705.60	\$81,764.80	\$83,844.80	\$85,987.20	\$88,192.00	\$90,438.40	\$92,747.20	\$95,160.00	\$97,593.60	\$100,131.20	17	
16	\$72,737.60	\$74,588.80	\$76,502.40	\$78,478.40	\$80,475.20	\$82,555.20	\$84,676.80	\$86,840.00	\$89,065.60	\$91,332.80	\$93,683.20	16	
15	\$68,140.80	\$69,908.80	\$71,697.60	\$73,548.80	\$75,420.80	\$77,355.20	\$79,352.00	\$81,369.60	\$83,470.40	\$85,612.80	\$87,817.60	15	
14	\$64,022.40	\$65,665.60	\$67,350.40	\$69,076.80	\$70,824.00	\$72,654.40	\$74,505.60	\$76,440.00	\$78,436.80	\$80,475.20	\$82,555.20	14	
13	\$60,008.00	\$61,547.20	\$63,128.00	\$64,750.40	\$66,497.60	\$68,120.00	\$69,846.40	\$71,614.40	\$73,507.20	\$75,379.20	\$77,292.80	13	
12	\$56,305.60	\$57,740.80	\$59,196.80	\$60,692.11	\$62,254.40	\$63,856.00	\$65,499.20	\$67,246.40	\$68,972.80	\$70,740.80	\$72,571.20	12	
11	\$52,832.00	\$54,204.80	\$55,536.00	\$56,950.40	\$58,448.00	\$60,008.00	\$61,547.20	\$63,128.00	\$64,771.20	\$66,414.40	\$68,099.20	11	\$69,804.80
10	\$49,712.00	\$50,960.00	\$52,270.40	\$53,622.40	\$54,974.40	\$56,388.80	\$57,824.00	\$59,300.80	\$60,840.00	\$62,400.00	\$64,022.40	10	\$65,624.00
9	\$46,716.80	\$47,902.40	\$49,129.60	\$50,398.40	\$51,625.60	\$52,998.40	\$54,392.00	\$55,681.60	\$57,096.00	\$58,572.80	\$60,091.20	9	
8	\$43,908.80	\$45,032.00	\$46,196.80	\$47,382.40	\$48,588.80	\$49,836.80	\$51,105.60	\$52,416.00	\$53,768.00	\$55,120.00	\$56,555.20	8	
7	\$41,308.80	\$42,348.80	\$43,451.20	\$44,532.80	\$45,739.20	\$46,883.20	\$48,089.60	\$49,296.00	\$50,564.80	\$51,854.40	\$53,164.80	7	\$54,496.00
6	\$38,958.40	\$39,936.00	\$40,996.80	\$42,036.80	\$43,118.40	\$44,220.80	\$45,364.80	\$46,508.80	\$47,715.20	\$48,942.40	\$50,211.20	6	\$51,459.20
5	\$36,816.00	\$37,731.20	\$38,688.00	\$39,686.40	\$40,705.60	\$41,745.60	\$42,764.80	\$43,825.60	\$44,907.20	\$46,072.00	\$47,278.40	5	\$48,464.00
4	\$34,860.80	\$35,713.60	\$36,608.00	\$37,564.80	\$38,500.80	\$39,499.20	\$40,456.00	\$41,516.80	\$42,577.60	\$43,659.20	\$44,803.20	4	
3	\$32,323.20	\$33,155.20	\$33,987.20	\$34,840.00	\$35,651.20	\$36,545.60	\$37,544.00	\$38,480.00	\$39,436.80	\$40,393.60	\$41,454.40	3	
2	\$29,764.80	\$30,576.00	\$31,366.40	\$32,156.80	\$33,009.60	\$33,841.60	\$34,715.20	\$35,609.60	\$36,545.60	\$37,502.40	\$38,480.00	2	
1	\$27,664.00	\$28,392.00	\$29,078.40	\$29,806.40	\$30,576.00	\$31,345.60	\$32,136.00	\$32,988.80	\$33,779.20	\$34,642.40	\$35,526.40	1	CDL
Grade	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11	Grade	Step