

Compensation Analysis 2022

Human Resources Consulting, LLC



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Reminder on Goal of Comp Study

- Ensure the City compensation is externally competitive and internally equitable
- Ensure positions are graded correctly according to skills, knowledge, education, training requirements, and level of responsibility
- Ensure benefits as part of overall compensation package are competitive
- Employee experience & engagement

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Challenges in the Current Job Market

- Labor Supply
 - Generations in the workplace
 - Tenure
- Changing Demographics
 - Rising minimum wages & higher starting wages
 - "Highest bidder" - competition for labor
 - Gender & racial equity
 - Wage transparency
- Wage pressure & social issues
 - Rising minimum wages & higher starting wages
 - "Highest bidder" - competition for labor
 - Gender & racial equity
 - Wage transparency
- Pandemic after-effects
 - Remote work & flexibility

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Methodology

- Define comparables
 - Size
 - Industry
 - Proximity
- Define compensation philosophy/strategy
 - Mid-market placement
- Compensation plan structure – options!
- Job analysis
 - Complexity of the job
 - Responsibility to make & implement decisions
 - Work environment
 - Education

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Market Comparables



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Defining comparables for compensation

- Data collected from 13 municipalities within approximately 30 miles (Allouez, Ashwaubenon, Bellevue, DePere, Hobart, Howard, Lawrence, Ledgeview, Little Chute, Menasha, Neenah, Suamico, and Wrightstown)
- Size of the municipalities varies, but positions are similar
- Not all municipalities provided information for all positions
- Additional data collected for select positions from recent job postings

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Defining comparables for benefits

- Benefits data came from nine of the surveyed municipalities (Ashwaubenon, Bellevue, DePere, Howard, Ledgeview, Little Chute, Menasha, Neenah, and Suamico) and four private business in Northeast Wisconsin
- Benefits analysis focused on time-off benefits, specifically holidays, personal/floating/casual days, sick leave, vacation, and PTO

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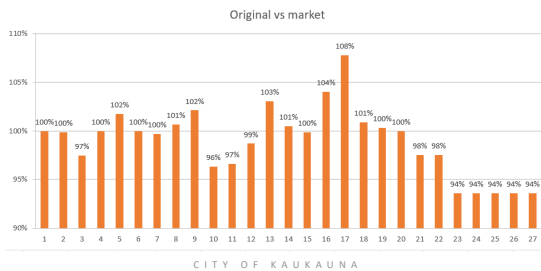
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Results of Study

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Original midpoint (step 4) compared to market results



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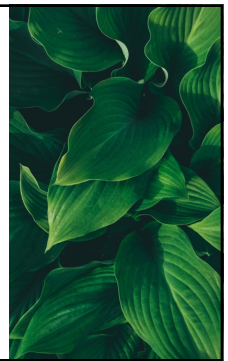
Summary of original to market info

11 of 27 (40% overall) were BELOW market

8 of 27 (30%) were more than 2% BELOW market

16 of 27 (60% overall) were ABOVE market

19 of 27 (70% overall) were within 3% of market

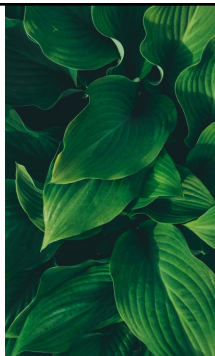
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Re-grading

Re-grading for several positions based on job descriptions / job analysis, discussions with department heads / leaders, & market data:

- Records Assistant (former Records Clerk 1 & Records Clerk 2)
- Clerk of Courts
- Assistant Fire Chief - Day

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2023 Grades: Non-Exempt

Pay Grade	Position
2	Library Associate
3	
4	
5	
6	Office Assistant, Administrative Coordinator (Library)
7	
8	Records Assistant, Clerk of Courts
9	Administrative Coordinator (Library), Planning & Community Development Coordinator, Assistant Records, Environmental Coordinator, Administrative Assistant, Environmental Center Site Manager
P.A.	Accounting Specialist - AR, Accounting Specialist - AP, Paralegal, Library Technology Coordinator, IT Service Desk Technician

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9.9	Original Mission Director/ Director
10	York Services Librarian I, Adult Services Librarian I
11	Librarian II
	Administration Services Supervisor (Police Dept), Youth Services Librarian II, Adult Services
11	Human Resources Payroll Coordinator, Credit Enforcement Officer
11	Assistant Planner
11	Planning/Engineering Technician
14	City Clerk, Naturalist
15	Principal Planner, Accountant
16	Street Foreman
17	Project Engineer, Recreation Program Manager
18	Street Superintendent, Senior Project Engineer, Building Inspector, Assistant Library Director, IT Manager
19	Lawrence Investigator, Assistant Fire Chief, Clerk
20	Assistant Fire Chief, City, Assistant Police Chief, Recreation & Community Enhancement Director
21	Director of Planning & Community Development, Library Director
22	Human Resources Director
23	Fire Chief, Police Chief
24	Director of Public Works
26	
27	Finance Director / Treasurer

2023 Grades: Exempt

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City of Kaukauna 2023 Pay Schedule									
Grade	FICA Status	Entry Pay Min of 6 mos.	Step 1 Min of 6 mos.	Step 2 Min of 6 mos.	Step 3 Min of 6 mos.	Step 4 Min of 6 mos.	Step 5 Min of 12 mos.	Step 6 Min of 12 mos.	Step 7
1	non-exempt	15.41	15.76	16.11	16.46	16.81	17.22	17.61	18.02
2	non-exempt	17.26	17.75	18.25	18.74	19.24	19.81	20.34	20.92
3	non-exempt	17.60	18.00	18.40	18.82	19.24	19.67	20.12	20.57
4	non-exempt	18.25	18.50	18.82	19.24	19.74	20.25	20.80	21.35
5	non-exempt	20.01	20.46	20.92	21.39	21.87	22.36	22.87	23.38
6	non-exempt	20.14	20.40	21.06	21.52	22.02	22.51	23.01	23.54
7	non-exempt	21.13	21.79	22.28	22.78	23.30	23.82	24.36	24.90
8	non-exempt	21.75	24.38	24.83	25.39	25.96	26.54	27.14	27.75
9a	non-exempt	24.71	25.26	25.82	26.41	27.01	27.62	28.24	28.87
9b	exempt	48,105	49,237	50,389	51,560	52,750	53,970	55,208	56,467
10	exempt	50,618	54,025	56,058	57,320	58,609	59,928	61,276	62,653
11	exempt	55,140	57,420	59,894	61,071	62,365	63,746	65,158	66,601
12	exempt	57,700	58,998	60,238	61,483	62,771	64,090	65,441	67,423
13	exempt	60,220	59,520	60,870	62,005	63,451	64,916	66,377	67,890
14	exempt	62,400	63,071	63,708	64,778	65,880	66,916	68,018	71,387
15	exempt	65,020	67,513	69,031	70,566	72,118	73,746	75,408	77,104
16	exempt	66,557	68,034	69,388	71,151	72,752	74,389	76,063	77,774
17	exempt	67,440	69,466	70,518	72,104	73,727	75,385	77,082	78,824
18	exempt	75,680	77,051	78,091	80,071	82,060	84,051	86,053	88,099
19	exempt	79,401	81,271	83,100	84,970	86,882	88,846	90,851	92,879
20	exempt	85,342	87,217	89,105	90,995	92,900	94,810	96,745	97,888
21	exempt	90,280	91,280	93,343	95,463	97,580	99,706	101,821	103,927
22	exempt	95,298	95,298	97,342	99,738	102,160	104,575	106,921	109,020
23	exempt	97,979	98,977	102,124	104,422	106,771	109,073	111,405	114,445
24	exempt	102,078	104,071	106,719	109,120	111,579	114,086	116,603	119,278
25	exempt	106,068	109,068	111,522	114,051	116,597	119,122	121,623	124,445
26	exempt	111,408	113,976	116,340	119,142	121,845	124,585	127,388	130,254
27	exempt	116,408	119,020	121,384	124,520	127,339	130,191	133,121	136,128

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Benefits Results	
City of Kaukauna offers eight (8) paid holidays	
Holidays:	13 of 14 organizations surveyed provided information about holidays. The majority (6 of 13) of organizations surveyed provide 8 paid holidays. Other annual holiday amounts: 6 days (2 of 13), 8.5 days (1 of 13), 9 days (3 of 13), 9.5 days (1 of 13)
City of Kaukauna offers two (2) personal / casual days	
Personal / Casual / Floating Holidays	6 of 14 organizations surveyed provided information about personal days / casual days / floating holidays. (1) organization allows 2 personal days, (1) organization allows 3 personal days, (2) organizations allow 4 floating holidays, (2) organizations allow 5 casual days OR floating holidays


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Benefits Results	
City of Kaukauna offers 12 sick days per year	
Sick Leave	7 of 14 organizations surveyed provided information about sick leave. (5) organizations accrue sick days at 1 day per month (12 per year), (1) organization accrues sick days at 9 per year, (1) organization accrues sick days at 5 per year, NO organizations pay out sick leave at termination. (5) organizations, including one that no longer accrues "current" sick leave, allow all or partial current and/or banked sick leave to be "converted" at retirement that qualifies under WRS. Of those conversions, some are paid out to the employee at retirement and some are put into HSA accounts or deferred compensation accounts.

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Benefits Results	
City of Kaukauna offers vacation based on length of service, starting at 5 days, prorated at hire	
Vacation	10 of 14 organizations surveyed provided information about vacation plans. (1) organization's plan differentiates between different classifications of employees (hourly versus salary versus department heads), the remaining organizations use one schedule for all non-represented employees. All organizations pro-rate vacation for the year of hire. The amounts offered at hire vary from 5 days to 15 days. The highest vacation amounts vary from 20 days to 27 days, with the majority (8) of the organizations offering 25 days as the maximum vacation amount.
Averages at benchmark years	
Prorated at hire: average of 8 days	
At 1 year of employment: average of 10 days	
At 5 years of employment: average of 14 days	
At 10 years of employment: average of 18 days	
At 15 days of employment: average of 21 days	
At 20 years of employment: average of 24 days	
At 25 years of employment: average of 24 days	
(7) organizations offer carryover from year to year at some level, (5) organizations pay out vacation on termination (some with a requirement that the employee be voluntarily departing after giving proper notice). (1) additional organization pays out on termination ONLY to employees hired prior to 1/1/2012.	

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Implementation of Data	
	

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Salary & Benefit Adjustments for 2023

Vacation schedule updated based on results. Award for new hires updated from 5 days upon hire to 10 days upon hire prorated based on start date.

In prior years, annual adjustments were consistent for all employees.

In order to implement the findings of our study, increases will be different for different grades.

This year can be thought of as a re-calibration year. We are taking the findings and adjusting the grades accordingly based on the market data. In future years, we plan to continue with our annual adjustments as usual. We may repeat this process every few years as market conditions change.

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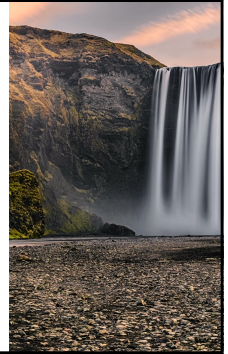


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What does this mean for me??

Employees will receive individualized statements which will show what their current wages are vs. what their wages will be for 2023.

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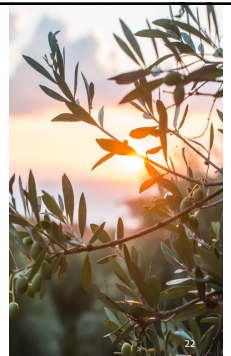
Performance

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How Does Performance Impact Salary?

- Step check-ins
- Successful annual review to receive increase
- Will be assessed as we continue to get more comfortable with our review process

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THANK YOU

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