



CITY OF WAUWATOSA
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EMPLOYEE RELATIONS COMMITTEE MEETING

Tuesday, November 27, 2012
Committee Room #2

PRESENT: Alds. Causier, Berdan, Hanson, Organ (6:35), Wilson – 5

ALSO PRESENT: J. Archambo, City Admin.; B. Aldana, Human Resources Dir./Asst. City Atty.

Ald. Causier as Chair called the meeting to order at 6:30 p.m.

Ordinance repealing portions of Chapter 2.52 and 2.58 of the City Code pertaining to personnel regulations (for adoption)

Ms. Aldana noted that this ordinance repealing portions of Chapter 2.52 and 2.58 is connected to the employee manual. As discussed at the last meeting, there are sections that need to come out of the City Code to avoid conflicts pertaining to personnel regulations.

Moved by Ald. Wilson, seconded by Ald. Berdan
to recommend adoption of an ordinance repealing
portions of Chapter 2.52 and 2.58 of the City Code – Ayes: 3 Noes: 1 (Hanson)

Ald. Organ present at 6:35 - 5

Classification/Compensation study presentation by Carlson Dettman

Charlie Carlson, of Carlson Dettmann Consulting, LLC presented a powerpoint presentation explaining the strategies to be reviewed in a sound compensation program. He discussed the approach they will use and the scope of the project.

Mr. Carlson told the committee that this study is a major project and his third study in 25 years for the City. He discussed the structure of the study. He noted that though the City had a long history of bargaining, every study now addresses public vs. private. The project scope is to come up with one consistent pay plan to be fair and easier to manage.

Regarding the market measurement the City needs to determine who they want to be compared to. Where are our employees coming from and who are we losing employees to. The City needs to have a notion of what the retirement situation looks like. The City must figure out where in the market place you want to be; high – middle- low. Critical questions will need to be discussed. Major policy decisions such as how do you get a raise, do you have step increases, pay for performance. It has to be determined what can be effectively managed.

Mr. Carlson noted the study will take a lot of back and forth with questions and answers. The study will use a lot of employee input. Orientation sessions will be held for employees and department heads will be

interviewed. An appeal process should be considered when the plan is finished and once adopted there should be a tune-up as it is carried out. Job description changes or classifications should be reviewed and paid appropriately. The process should take four or five months.

Mr. Carlson answered questions that he has looked at a preliminary analysis of the city's wages and suggested there probably are some under and over-paid employees. The high end would probably be the hourly based jobs. Mr. Carlson mentioned to the committee that the City needs to figure out where they want to be on the scale. He said he is not interested in doing a study if it had to include pay cuts. He didn't feel it would be healthy for the City. He suggested pay freezes may be reasonable if it is found out that you are overpaying someone. He expects the survey to be completed well ahead of the next budget schedule. As an alternative to offsetting cost, he suggested using employee anniversary dates in lieu of a calendar year schedule.

Paul Fassbender asked how transparent the process would be for the employee. Mr. Carlson said that will be up to the City and felt it would be publicly disclosed who the comparables are. This will be discussed more at the correct time. He advocated some sort of frequently asked question session throughout the process.

Ald. Wilke questioned how you compensate in this economy before a determination is made. Mr. Carlson said by installing a new pay plan now will give the City four or five years before it would need to be reviewed. You can only measure where we are now and the City can't wait another ten years to do this study.

Mr. Carlson commented that property values are starting to rise again and in this economy there are skill shortages and if found to be too low, the City would have to raise its rates. The private sector is paying about a 3% increase annually. Private sector data is now well published and available and he felt he could get a good benchmark. Ald. Wilke commented that the City needs to be careful to keep good skilled people. He questioned how the employees would be made aware of this study as to not alarm them. Mr. Carlson said he would be involved in group meetings with the employees. He would like to schedule several meetings over a few days. A questionnaire and timeframe will be determined at a later time.

Mr. Carlson answered a question if most employees are aware of where they fit in the private sector. He thought most public employees understand that they have excellent, extraordinary benefits and in this economy have a pretty good pay structure. He didn't know if they spent a lot of time thinking about it, so didn't think most would know where they fit.

Proposed elimination of residency requirements

The committee reviewed a memo from the Human Resources Director regarding the proposed elimination of the residency requirement. The issue of whether to modify the City's existing residency requirements has been considered a number of times in past years. This time the issue has been introduced to the Committee with a request to relax the residency requirements. At the September meeting, the Committee indicated an interest in eliminating all residency requirements for City employees. This was after the Committee had considered eliminating residency for some but not all positions.

Ms. Aldana noted that this item is back for further discussion at the request of the Committee. Ms. Aldana said that this is being proposed outside of a recruitment context. She mentioned that the last meeting ended with the Committee pondering limiting the residency requirements instead of revising them.

Chief Weber emphasized that one of his concerns lies with the people that will follow him when he retires. He noted that there is no one in the highest rank that lives in the city to apply for his position. He

expressed frustration that exemptions and modifications are made all the time and why not just get rid of the residency requirement. He felt a decision needs to be made whether the City wants to hire the most qualified individual or the most qualified resident. The police do not have any residency requirements and when needed during an emergency they respond promptly. The Chiefs are not first responders and will not be the first to arrive at an emergency.

Chief Ugaste also expressed concern about the future; his assistants are being mentored for the chief's position but neither lives in the City. He felt that the best candidate could be lost because of residency requirements. He expressed concern that in this economy people cannot afford to sell their homes and move right now.

Ald. Ewerdt spoke in support of keeping the residency requirement in place.

Ald. Berdan questioned what the City wants to accomplish by keeping or getting rid of the requirement. She felt the City needs to recruit the best candidate for the job and not to settle for a geographical reason. She noted that it has already been demonstrated that the City goes outside of Wauwatosa to recruit. She suggested looking at what the end game is and find a strategy to get there.

Ald. Organ felt the residency requirement has gotten the City their best candidates. She questioned why the next-in-line in both the police and fire departments have not thought about moving into the City so they would have the requirement in place. Chief Ugaste suggested that people don't want to have to uproot their families or move their children into a different school district. He said that he would have had a hard time learning the ropes coming from outside the area had it not been for his support staff. It is key to have qualified personnel that have come up in the ranks, that know the system, the surrounding communities, but they don't have to live in the City for this to happen. Both Chiefs felt that potential candidates are lost because the job description lists residency as a requirement and have had people turn down opportunities because they didn't want to put their families through a move.

Ald. Hanson commented that people can still apply even if the requirement is in place and they have a certain length of time before they have to move into the City, it isn't immediate.

Ald. Organ excused at 7:41 p.m. – 4

Ald. Wilson was embarrassed about the inconsistencies in policy and was in favor of eliminating all residency requirements. He suggested that the arguments are of coverage in a catastrophe and expertise. The departments do well in developing skills and should make the most of well built and well run departments. He didn't believe that a residency requirement meets any of the objectives. Most departments already have a catastrophic plan in place for coverage.

The committee discussed briefly the contractual positions that require residency as well. Ald. Wilson felt the directive should be given for staff to maintain high levels of coverage and expertise. He didn't think it was a bad thing for some of the contracts to have the residency requirements. A contractual agreement on an individual basis would be OK but not as a rule.

Moved by Ald. Wilson, seconded by Ald. Berdan
to remove the residency restrictions across the
board –

Ald. Hanson felt that the residency requirement should not stop anyone from applying and doesn't see it as a hardship. He felt the system is working and sometimes having an outsider coming in is good which is what we have seen with the new fire chief.

It was felt that the residency requirement keeps coming up because council keeps granting waivers. A decision should be made one way or the other.

Vote on the motion - Ayes: 2 Noes: 2 (Causier, Hanson) – Motion fails.

The meeting adjourned at 7:57 p.m.

Carla A. Ledesma, City Clerk
City of Wauwatosa

mks