

Compensation Study Results

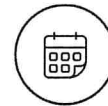


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Racine Public Library



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Cottingham & Butler

Agenda

Introduction

Compensation System Components

Market Detail

Alignment with City Structure

Recommendations

Questions

Compensation System Development

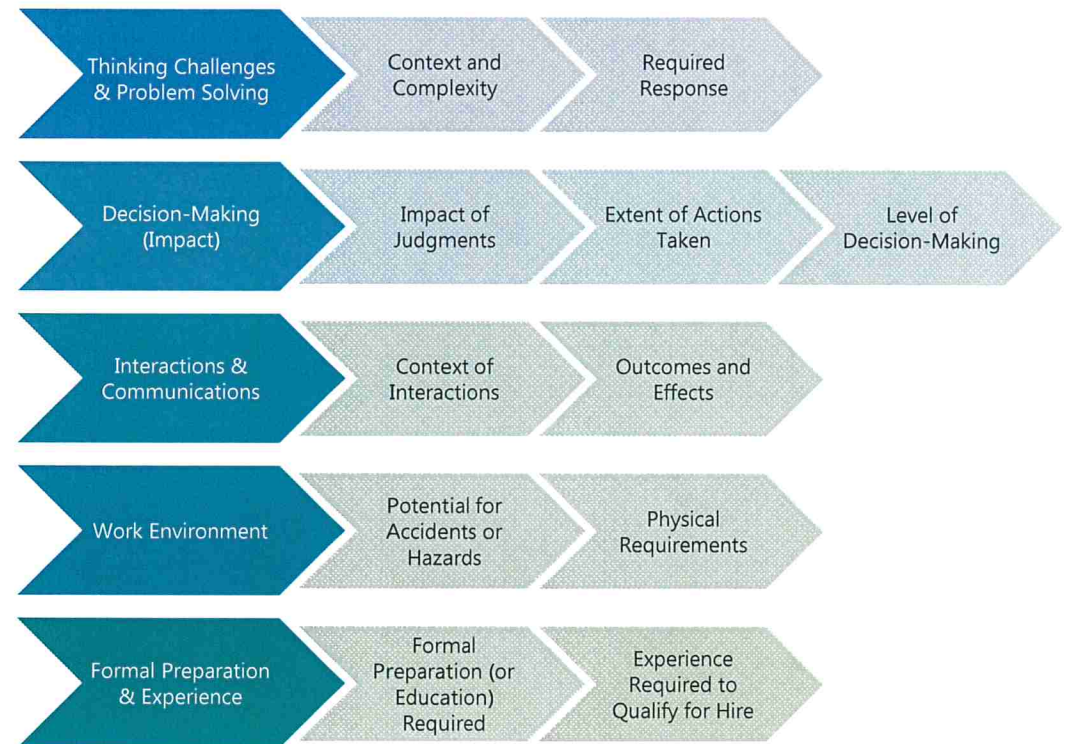
Creating a formal and sustainable system relies on organizations being consistent in their job evaluation methodology (internal) and market competitive (external)



Job Evaluation Factors and Grades

Job Evaluation and Internal Consistency

- **Formal System**
 - JE is a formal, systematic process for ordering a set of an employer's jobs into a hierarchy based on the content and complexity of jobs in the organization
- **Documentation**
 - Analysis based on written documentation (or other evidence of duties and requirements)
- **Objective Analysis**
 - Performance, personality, and other subjective factors are not taken into account.
- **Comparisons**
 - Analysis not only compares dissimilar jobs across the organizations, but also similar jobs which may have "levels"



Anatomy of Benchmark

- Sufficient Set of Benchmark Jobs
 - Jobs having likely matches in the market
 - Stable job content
- Data from Relevant Sources
 - Aligns with recruiting strategy/challenges
 - Local, Regional, Statewide, etc.
 - Mix of data sources to provide reliable & stable data
- Helps provide a framework for creating hierarchy
 - Representing positions of varying levels and departments within the organization



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Benchmark Positions

- Benchmark positions are positions that were market priced and are used for the regression analysis

- ADMINISTRATIVE ASSISTANT
- ADULT SERVICES SUPERVISOR
- CIRCULATION CLERK
- DEPUTY DIRECTOR
- DIGITAL SERVICES & INNOV ASSOCIATE
- EXEC DIR LIBRARY
- HEAD BUSINESS DEVELP
- LIBRARIAN II
- LIBRARY ASSISTANT
- LIBRARY BUSINESS MANAGER
- LIBRARY SOCIAL WRKER
- OUTREACH & MARKETING ASSISTANT
- PUBLIC SAFETY SPECIALIST
- STATIONARY ENGINEER
- TECHNOLOGY TEAM ASSOCIATE
- VAN DRIVER

Defining the Market

| Market Definition | |
|--|---|
| Comparable Market | Competitive Market |
| <ul style="list-style-type: none">• Who is like us?• Self-Alignment• Data Driven: proximity, budget/size, structure, etc.• Final result is a smaller group of similar size, scope, philosophy | <ul style="list-style-type: none">• Who is trying to take our talent?• Employee considerations: Commute, org culture, company growth, career opportunities & growth, work hours, etc.• Final result is a more diverse pool of organizations & industries• Undoubtedly will have overlap with comparable market |

Market Data Sources

Data and Surveys Utilized

Comparable Group

Cities:

- Appleton
- Beloit
- Brookfield
- Eau Claire
- Fond du Lac
- Greenfield
- Janesville
- Kenosha
- La Crosse
- Manitowoc
- Menasha
- Neenah
- New Berlin
- Sheboygan
- Watertown
- Waukesha
- Wauwatosa
- West Allis
- West Bend

Counties:

- Brown
- Marathon
- Portage

Villages:

- Menomonee Falls

Competitive Market

- Bureau of Labor Statistics: Racine – Mount Pleasant; South Central Wisconsin; Wisconsin
- CompData Benchmark Pro: Milwaukee Wisconsin Area; Wisconsin
- Economic Research Institute: Racine; Wisconsin
- Salary.com: Racine; Wisconsin
- Mercer: Racine; Wisconsin



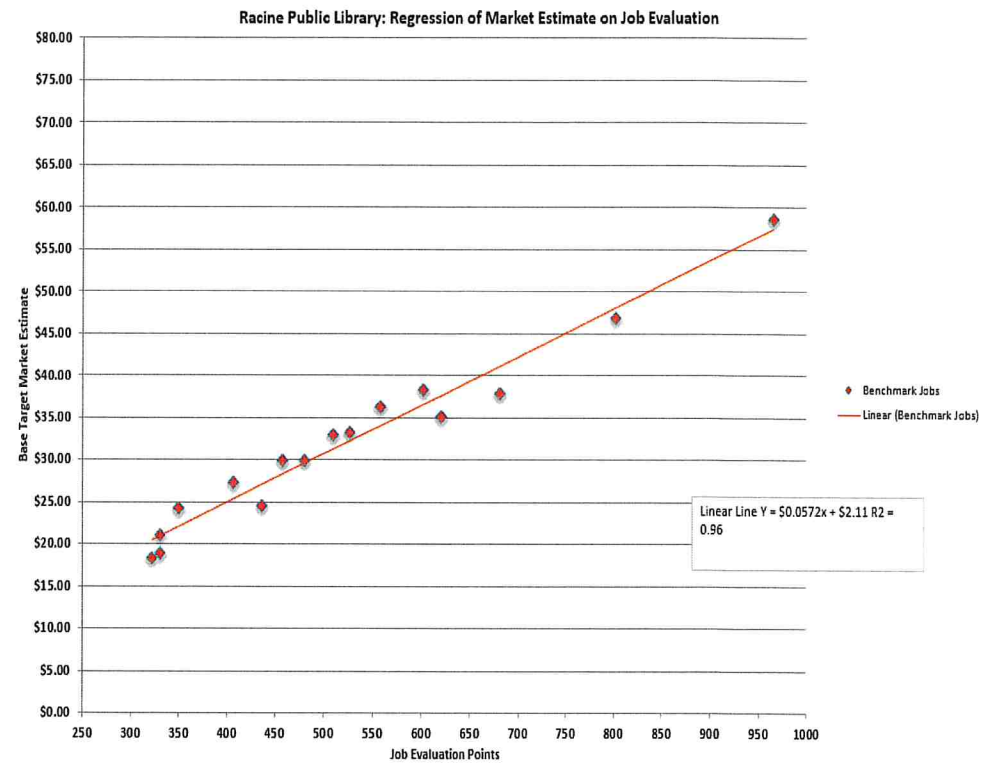
Formal Sustainable System

Pay Structure Design = Market vs. Job Evaluation

Methodology

- Measured the correlation between job evaluation results vs. market analysis for benchmark positions.
- Job evaluation results are an excellent predictor (R^2) of market value for the organization's positions.
- Used the market linear regression analysis, or line-of-best fit results, to set the "midpoint" or "control point" of the recommended pay grades.
- Represents the best approximation of the market for a given job in a given pay grade.
- Allows placement of non-benchmark jobs into structure

R squared value = 96%





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Market Detail & City Structure Alignment

Market Summary & Findings

- # Benchmark positions matched
 - 53% of positions covered
 - 62% of employees covered
- Current state: Overall Market Index (median) based on current pay **102.5%**
- Future State: Overall Market Index (median) based on current pay **98.9%**



City Alignment

Overall study goals:

1. Evaluate library positions using TRC job evaluation system to establish internal alignment within the organization
2. Analyze the external market to ensure Library position rates are competitive and are aligned with market rates
3. Align Library roles within the City's pay structure to support organization-wide consistency and reflect the City's united workforce

Step 3 included two key steps:

Primary Placement: Based on job evaluation points, Library roles were initially aligned with corresponding City grades.

Market Calibration: We then assessed how well the City's Control Points for those grades aligned with the Library market data. In cases where the City's Control Point significantly over- or under-shot the Library market rate, adjustments were considered. Consideration was also given on alignment where comparable jobs existed in both the City & Library.



| Current Title | Recommended Job Title | Recommended Grade |
|--|--|-------------------|
| EXEC DIR LIBRARY | | Q |
| DEPUTY DIRECTOR | | N |
| ADULT SERVICES SUPERVISOR | | J |
| YOUTH SERVICES SUPERVISOR | | J |
| HEAD BUSINESS DEVELP | | J |
| HEAD OF DIGITAL SERVICES & INNOVATIONS | | J |
| CIRC & TECH SERVICES SUPERVISOR | | I |
| LIBRARY SOCIAL WRKER | | I |
| LIBRARY BUSINESS MANAGER | | I |
| DIGITAL SERVICES & INNOV ASSOCIATE | Digital Services and Innovation Lead Associate | H |
| LIBRARIAN II | | H |
| BOOKMOBILE LEAD SUPERVISOR | | H |
| STATIONARY ENGINEER | | G |
| TECHNOLOGY TEAM ASSOCIATE | Digital Services and Innovation Associate | G |
| ADMIN ASSIST - LIBRA | | F |
| OUTREACH & MARKETING ASSISTANT | | F |
| LIBRARY ASSOCIATE | | F |
| HOME DELIV SERVICES COORD | | E |
| LIBRARY ASSISTANT | | E |
| PUBLIC SERVICES ASSISTANT | | E |
| TECHNOLOGY TEAM ASSISTANT | Digital Services and Innovation Assistant | E |
| BOOKMOBILE DRIVER | | E |
| BOOKMOBILE ASSISTANT | | E |
| ADULT SERVICES ASSISTANT | | D |
| VAN DRIVER | | D |
| PUBLIC SAFETY SPECIALIST | | C |
| CIRCULATION CLERK | | B |
| PROCESSING CLERK 1 | | B |
| INNOVATORS IN RESIDENCE | | A |



Recommendations

Implementation strategy: transition employees into City structure based on step that provides a minimum % increase

- Ensures all employees receive minimum % through transition
- Final % will need to be determined through budget process and will be dependent on City structural adjustment for 2026
 - Recommend aiming for 1-4% (alignment with City increases)
 - Estimated cost of implementation \$70,211 - \$127,471



Questions