City management plan for non-union raises

- **Meet with Elevate and assess the data collection tools – Completed May 13, 2021**
  The Mayor told the HR department in April about some very innovative and state of the art wage and job mining tools being used by Elevate Rapid City. He encouraged us to meet with the Elevate crew and see if those tools are something that we could use to ensure that our non-union wage scales were as accurate as they could be. Using localized data, that is captured in real time, is a great way to ensure we are compensating people properly.

- **Obtain an EMSI (Economic Modeling Specialists International) user login through Elevate – June 2021**
  The one tool we really honed in on is the EMSI data mining tool. We explored the idea of gaining a partner login for the benefit of the City. The other option, besides getting a login of our own, would be to schedule dozens of meetings with Elevate and having them do the looking for us. It sounded terribly inefficient and not the best use of time. HR agreed to purchase a login and will lean on Elevate to assist us in training and to be used as a resource if we need assistance.

- **Work with Department Directors to identify positions that need to be specifically looked at and possibly re-graded - 3rd Q 2021**
  There are over 200 positions on the NU scale. These were graded (given a starting and ending salary) by the consultant we entered into a partnership with in 2018. Some of the salary ranges are acceptable, meaning the City agrees that the data is sound and the position will be placed on the new scale appropriately. There are many others that there is not agreement that the position was graded properly. We need buy-in from our employees and our supervisors on the validity of this data. If we move forward with bad information we will have bad outcomes. Through this process we will have a list of positions that need to be looked at individually.

- **Use tools and partnership with Elevate to make sure positions are accurately graded – 3rd/4th Q 2021**
  As we learn the EMSI tools and continue to partner with Elevate we will take a look at each position individually and make sure it is placed on the scale to match the market data and internal equity. This is the step that will take the most time if done correctly. We do not want to rush this part. If we take our time and ensure that we have buy in from the employee, supervisor, HR and Elevate that the data is correct we can ensure a smooth process.

- **Place all positions on the New Non-Union Scale – 4th Q 2021**
  Once the positions are properly graded we will place them at the proper starting and ending point on the new wage scale.

- **Place all employees on the correct step of the New Non-Union Scale – 4th Q 2021**
  Once the positions are properly graded we will move each individual employee to the appropriate step on the new scale. Most employees will move to the first step on the scale where they would not lose money. There is a high probability that a employee’s current salary would not align perfectly with a step on the new scale, so they would move to the closest step
to them, without taking them backwards. For example: An employee is currently making $15.24 per hour, but there is no step on the new scale for $15.24, but there is one at $15.27 per hour, so we would move the employee to that step.

- **Train supervisors on educating employees on the new scale – 4th Q 2021**
  We will meet with supervisors and show them how the process worked and how they can answer questions from their employees. We want to make sure all supervisors are comfortable explaining this to their employees and can answer questions. The supervisor/employee is the most comfortable and should be the one where employees feel they can get their questions answered.

- **Present plan to City Council – End of 2021**
  Once all employees are placed properly on the new wage scale we will come back to the City Council and let them know the process is finished, we will share struggles and successes and lessons we learned going forward.