



Human Resources

Council Members;

Various members of the Council have asked questions about the wage study. I wanted to put together a document that addresses these questions and hopefully alleviates some concerns.

I hope this helps;

What is the population of the comparison entities?

City	Population as of 2021
City of Billings, Montana	117,445
City of Casper, Wyoming	58,656
City of Cedar Rapids, Iowa	136,467
City of Cheyenne, Wyoming	65,051
City of Colorado Springs, Colorado	483,956
City of Des Moines, Iowa	212,031
City of Fargo, North Dakota	126,748
City of Lincoln, Nebraska	292,657
City of Loveland, Colorado	77,194
Minnehaha County, South Dakota	199,685
City of Sioux Falls, South Dakota	196,528
City of Spearfish, South Dakota	12,358
State of South Dakota	895,376
City of Bozeman, Montana	54,539
City of Minot, North Dakota	47,789
Pennington County, South Dakota	111,806
Vibrant Arena (Moline, Illinois)	Vibrant Arena seats 12,000 Moline, Il pop. 42,418

Is there a list of comparison jobs?

Administrative Assistant II	GIS Technician I
Airport Operations Manager	Golf Course Superintendent
Airport Marketing, Communications and Air Service Development Manager	Ground Transportation Supervisor
Airport Operations Specialist	Human Resources Generalist
Air Quality Specialist	IT Analyst II
Assistant City Attorney	IT Systems Architect

Assistant Library Director	IT Technology Technician II
Assistant Human Resources Director	Landscape Architect
Fire Battalion Chief	Library Services Coordinator
Building Official	Lieutenant
Capital Improvement Program Manager	Mayor
CBCR Project Manager	Medical Billing Coder II
Chief Accountant	Paralegal
City Attorney	Parking Operations Manager
City Culture Strategist	Payroll Coordinator
City Surveyor	Planning Division Manager
Code Enforcement Division Manager	Recreation Program Specialist
City Communications Coordinator	RSVP Director
Community Enrichment Division Manager	Senior Librarian
Community Relations Specialist (Police Department)	Solid Waste Collections Supervisor
Deputy Finance Director	Staff Engineer
Project Engineering Manager	Street Maintenance Supervisor
Environmental Process Supervisor	Police Technology & Records Manager
Executive Coordinator (Police)	Water Superintendent
Executive Coordinator (Public Works)	Executive Director Monument
Facilities Manager	Ticket Operations Manager
Finance Director	Events Manager
Finance Manager	Director of Operations
GIS Manager	Deputy Director - Finance

Who decides on step placement if a promotion or transfer of position?

- Step placement is a decision made by Department Directors with input from Managers if needed. Directors analyze several factors; compression within both the job and the department, responsibility level (i.e. will they be supervising other staff, what information are they privy to, what type of decisions are they making, etc.), education/certificates the staff member holds, experience both inside and outside the organization, etc.

Is there a process for new position creation?

- New positions are looked at nationally with HR’s tools and with the department based on responsibilities, education and experience requirements for the new position and its place in the hierarchy of the department. Also available are services with Gallagher to affirm our evaluation, if it is out of line with other similar City positions.

Some position’s last step is higher than the next starting step. I.E. One position starts at step 6 with max of step 17, next Position starts at Step 7 with max step of 16. Several positions like this or multiple steps above next step, because?

- All positions were placed based on their individual ranges within the market data and it was determined that some are unique, non-progressive jobs and they may have different end ranges than others that are similarly compensated. This scale allows leadership to look at these when industries changes or jobs need to be evaluated again, they can be looked at singularly, not as a group of non-related jobs.

Were position incumbents interviewed?

Every department had an opportunity to meet with our consultants. Some departments brought along their leadership team and employees. We also gave every employee the opportunity to complete a survey.

Were the Job Descriptions looked at to the actual work being performed? Same question with job evaluation with actual job?

Every job description was evaluated prior to the survey being started. Each employee was given the opportunity to review and edit their job description, with the oversight of their supervisor, to ensure that comparisons were not done with titles, but with the actual work being performed.

What is the number of outliers excluded?

- Airport Operations Specialist
- Capital Improvement Program Manager
- CBCR Project Manager
- RSVP Director

These 4 positions returned 0 responses for the City, The Monument worked independently with Gallagher as they only had 1 or 2 respondents total and matching jobs was difficult due to how The Monument operates within the scope of a Municipal Organization. Once the positions were identified as outliers, we worked with Gallagher and their published salary data and had one on one meetings with leadership to establish good matches on the Economic Research Institute.

Is anyone going to be moved to the top of the scale?

No. We currently have 55 steps on our scale but no individual will be placed at that number. It is there to show the future growth of two positions that are very specialized and have few people across the country that are qualified to run them effectively.

Here is a breakdown of the employees and their placement should this be adopted:

