

City of Minneapolis  
Compensation Analysis  
Report and Findings

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## **Executive Summary**

Last summer, the Executive Committee of the City Council directed the Finance and Human Resources departments to conduct a compensation analysis to examine the position of the City of Minneapolis in the broader marketplace with respect to compensation of employees. Council Member Ostrow sponsored a study session which took place on February 16, 2007. This report was written in response to the direction and to provide information related to compensation in the City.

This report includes an overview of the City's financial picture over the past few years in order to provide a context for the City's compensation analysis. Significant financial pressures related to increased pension costs, internal service fund deficits, and the debt service related to the library referendum led to the development of a five-year financial plan to ensure that the City's long-term financial picture would improve. After the development of the 8% property tax policy and the 2% wage policy, the City sustained a significant reduction in local government aid, further exacerbating its financial challenges. The 2% wage policy allowed the City to address some looming financial issues and put the City in a better position to address these aid reductions.

Recent information on the broader economic environment indicates that financial pressures have not been unique to the City of Minneapolis. Although unemployment rates in the metro area have recently come down to under 4%, wage increases have not kept up with inflation at the state and national level.

The City of Minneapolis employs over 3,700 full time equivalent employees (FTEs), which translates into roughly 4,100 positions. For purposes of this report, only full-time equivalent positions were analyzed. The average age of a City employee is 44.6 years old and the workforce is 68.4% male and 31.6% female. Approximately 22.4% of the workforce is people of color.

This report examines the compensation of City employees as compared to other jurisdictions and the private sector. The definition of "compensation" includes salary and other benefits received by employees for the performance of job duties. Benefits would include healthcare, vacation and sick leave, and retirement benefits, to name a few. Health care benefits are quantified in terms of cost to the employer and the employee. A separate analysis on the "value" of health care benefits is currently underway by the Human Resources Department. Limitations on the availability of comparable data necessitated comparisons of wages and salaries separately.

The definition of "marketplace" varies, depending on which job is being examined. While some jobs may be easily compared to others in the private sector, other jobs may be unique to the public sector. In some cases, positions may be unique to the City of Minneapolis. The analysis uses existing job survey data, supplemented by independent research conducted by the departments, to establish the marketplace and compare the compensation levels of differing positions.

In this examination, jobs were selected to be representative of every grade level and positions that included the largest number of positions as well as the highest dollars in terms of total compensation. Survey data from League of Minnesota Cities, the Minnesota Department of Employment and Economic Development, and the

Employers Association were used for the comparisons. This data cover positions in public jurisdictions and the private sector, depending on the survey. Survey data from this effort use a job matching methodology that is common in the human resources discipline, as described in the body of this report. The survey data were supplemented with the collection of job descriptions and other information solicited through interviews with specific jurisdictions.

The most recent national jobs recovery is the worst on record. It took 46 months to regain peak level employment. Wages have fallen among every entry-level group since 2000. This fall in annual wages has led to falling family incomes and higher poverty.

Generally, Minneapolis City employees have been compensated above those in the metropolitan area and the state. However, the mix of job types must be considered in the review of such information. Generally, the City of Minneapolis pays its employees above the private sector in lower to middle graded jobs; and below the private sector in the appointed jobs - although these appointed positions were outside the scope of this analysis. Conclusions were not able to be drawn for individual job titles due to data discrepancies.

Analysis related to employer spending on total compensation indicates that Minneapolis spends more on supplemental pay such as overtime and paid leave than the national private workforce and other state and local governments nationally. Taken in the context of spending on employment generally as compared to these groups, it is consistent with the City trending above the private and other government sectors nationally.

With receipt of this analysis, the City's leaders have compensation and financial decisions yet to make. The City's overall goals and strategic objectives provide important context for future long-term financial and human resource planning.

## **Introduction**

In August of 2006, the Executive Committee requested the Finance and Human Resources departments complete an analysis of the City's compensation. A project team consisting of Human Resources and Finance was created to work on this analysis. Once the project started, it became evident that there were many more factors to consider beyond just comparing the City's wages and benefits to other local municipalities. Elements such as "Ability-to-Pay", legal requirements, and the broader economic environment give context to the City's wages and benefits.

Unlike the private sector, employment at the City of Minneapolis is governed by many rules and regulations – most of which are intended to protect employees. These protections include Pay Equity (Minnesota Statutes, section 417.9981), classified civil service employment, and other state and federal laws. These protections were put in place to insure that employees are treated fairly and that government services are provided consistently.

While it may be compelling to compare the public sector to the increasing private sector employment trends when the comparable businesses are doing well, the comparison has to also include when business is not performing well and jobs, wages, and benefits are being cut in the private sector.

### **Best Practices**

In order to ensure a balanced analysis, a broader look into compensation needed to occur. Comparing wages of one organization to wages in another organization does not provide an accurate picture of total compensation. Any analysis of compensation should be presented into a larger context.

Information was pulled from the internet on several occasions, both from newspaper and magazine websites, as well as from the websites of professional HR organizations or from agencies which provide HR consulting services to organizations. Data was gathered from Federal, State, and local government's websites and from various universities and non-profit research & policy institutes.

The City's Human Resources and Finance departments created a project team, which met regularly throughout this analysis. George Gmach, from Employers Association, was consulted with during the analysis as was Wally Wysopal, associate professor at Hamline University, who teaches Human Resource Management. The tenth edition of Human Resource Management by R. Mathis and J. Jackson was also heavily relied upon to gain a better understanding of employee compensation. These references are listed in the appendix.

Once the data had been gathered, it was quite evident that within the timeframe of this project, all areas related to compensation were not going to be exhaustively explored. While this report attempted to touch upon major issues relating to compensation, further exploration of the City's compensation process should occur. Outlined in the appendix is all of the data gathered relating to individual job titles. Analysis of individual job titles was not completed as additional due diligence needs to occur before findings can be made. Attempts were made to address some of the data

that seemed to be outliers, but additional research should occur before definitive conclusions can be drawn. It should also be noted that in the absence of time, much of the background information outlined in this report was taken straight from research material and references, the sources of which are noted throughout the report.

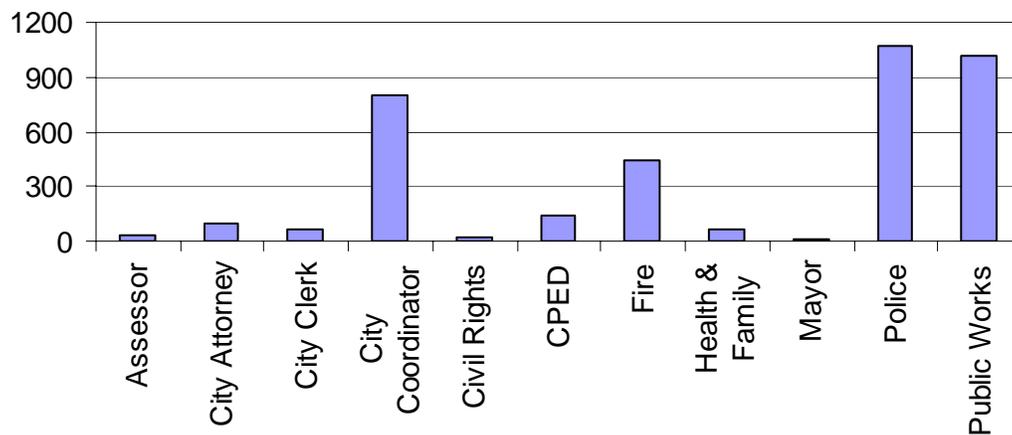
## Background

### Characteristics of City Employees

Prior to taking a closer look at the compensation City of Minneapolis employees receives, it might be helpful to take a closer look at who the employees are.

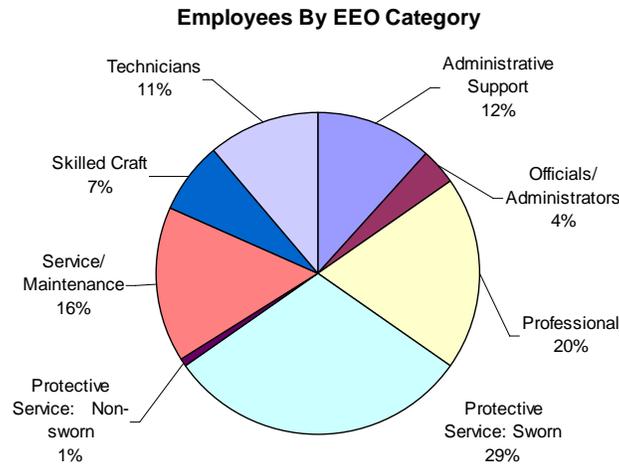
In February 2007, the City of Minneapolis employed over 3,700 full-time, non-seasonal employees in over 550 job titles – there are 4,113 positions in 2007 approved budget. These employees work in 19 different City departments. The average age of employees is 44.6 years old and they have worked, on average, for the City for 12.4 years. 68.4% of employees are male and 31.6% are female, while 22.4% are People of Color. Slightly more than 1/3 of employees are at the top step of their job title. 86% of employees are paid on an hourly basis and are considered “non-exempt”, while 14% of employees are salaried and are considered “exempt” by Fair Labor Standards Act (FLSA) rules.

### Employees by Department



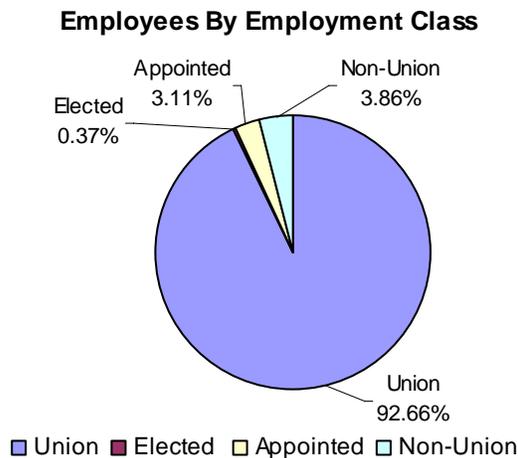
Source: HRIS February 2007

Using the Equal Employment Opportunity Occupational (EEO) Groups Codes for state and local governments, the following chart outlines a breakdown of employees by these categories:



Source: HRIS February 2007

There are 23 unions that represent over 3400 City employees, which is over 92% union representation:



Source: HRIS February 2007

The following five bargaining units cover over 75% of the union represented employees:

- Minneapolis Police Officers Federation - 24%
- AFSCME Local 9 – Clerical and Technical – 21%
- Minneapolis Fire Fighters – 12%
- Minneapolis Professional Employees – 11%
- Laborers Local 363 – 9%

### Motivation to work in public sector

Human motivations are difficult to identify. Information taken from a recently published book, “Is There Still A Public Service Ethos? Work Values, Experience, and Job Satisfaction Among Government Workers,” by Pippa Norris provides some insight. People seek motivational value from their work. Motivational values can be separated into three types:

- *Material benefits*: Pay and other financial benefits, opportunities for career promotion, job autonomy and job security.
- *Social benefits*: Occupational status and social prestige, work-related travel, acquisition of new skills and qualifications, intellectual stimulation.
- *Idealistic rewards*: The opportunity helps people, to contribute toward an improved society.

Because government agencies must meet standards for public service, including accountability, transparency, equity and responsiveness, some decisions are limited when compared to business decisions in the corporate world. Studies have found that while public positions may have less autonomy, the difference in job satisfaction is not great. Studies determine that an essential point in job satisfaction is a match between expectations and conditions.

Researchers asked employees to rank the following motivational values for careers:

- Usefulness to society
- Job security
- High income
- Helps others
- Interesting job
- Advancement opportunities
- Independent work

Public service employees ranked usefulness to society a primary reason for their choice to work in the public sector. Helping others and job security were also important.

People who preferred working in business placed a priority on autonomy and working independently. The satisfaction and rewards people most want from work, and the qualities experienced in jobs differed by sector, following the broad mission of government and private business.

When people in both the private and public sectors were asked to rank these categories in terms of importance and relevance to their own jobs, gaps in each sector appeared in job security, income, interest in the job, and promotion prospects. Employee expectation far exceeded experience in each of these areas. When employees were asked “How satisfied are you in your job?” the differences in answers were insignificant among sectors. Occupational rank was the greatest discernable contrast, with senior officials and managers in both sectors more satisfied than blue collar or manual workers in both sectors.

## Compensation Primer<sup>1</sup>

Employers must balance compensation costs at a level which ensure organizational competitiveness and rewards employees for knowledge, skills, abilities and accomplishments. Compensation requires balancing the interests and costs of the employer with the expectations of employees. In public organizations, interests of the employer must also be balanced with interests of taxpayers.

An effective compensation program addresses four objectives:

- Legal compliance with appropriate laws and regulations
- Cost-effectiveness for the organization
- Internal, external and individual equity for employees
- Performance enhancement for the organization

Compensation systems must comply with government laws at both federal and state levels. At a federal level, the Fair Labor Standards Act (FLSA):

- Establishes a minimum wage
- Sets the minimum age for unlimited employment at 16
- Encourages limits on weekly hours through overtime provisions by classifying positions as exempt, and non-exempt.
  - Salaried exempt employees are not required to be paid overtime, however, employees may be classified as salaried non-exempt, and must be paid overtime.
  - Factors determining whether position are exempt include:
    - Discretionary authority
    - Percentage of time spent performing routine, manual or clerical work
    - Earnings level
- Requires one and one-half times the regular pay rate for weekly hours in excess of 40 hours.
- Establishes compensatory time off (comp time) for hours worked over 40 in a work week. Per FLSA rules, not all employees are qualified to receive compensatory time off.
  - Comp time off is given in lieu of payment for extra time worked.
  - Given to non-exempt employees at the rate of one and one-half time of the hours worked over a 40 hour week.
  - Public sector employees including fire and police, and other public workers have exceptions to those provisions and may receive comp time off because they often work 24-hour shifts.
  - Maximum for “banked” hours:
    - 480 hours for police and fire employees.
    - 240 hours for other public sector employees.

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<sup>1</sup> Unless noted otherwise, the following section regarding compensation basics came from the 10<sup>th</sup> edition of Human Resource Management by R. Mathis and J. Jackson.

## Pay Equity

At the Federal level, the Equal Pay Act prohibits using different wage scales for men and women performing substantially the same jobs. Differences can be based on the basis of merit, seniority, quantity or quality of work, or factors other than gender.

Pay equity requires that pay for all jobs requiring comparable knowledge, skills and abilities pay the same even if job duties and market rates differ significantly. This goes beyond the familiar idea of "equal pay for equal work" where men and women with the same jobs must be paid equally.

A policy to establish pay equity usually means: 1) that all jobs will be evaluated and given points according to the level of knowledge and responsibility required to do the job; and 2) that salary adjustments will be made if it is discovered that women are consistently paid less than men for jobs with similar points.

State law governs pay equity in Minnesota, and states that employers should not discriminate based on gender when paying wages, unless a pay scale measuring different factors (seniority, merit, quality, etc.) was previously in place (Minnesota Statutes, section 471.9981).

- The State of Minnesota evaluates pay equity in local governments. The system assigns points according to knowledge and responsibility required for the job.
- Salary adjustments are made if women are consistently paid less than men for jobs with equal points. (<http://www.doer.state.mn.us/lr-peqty/lr-peqty.htm>)
  - Requires that compensation for female-dominated classes (70% female) is not consistently below the compensation for male-dominated classes (80% male) of comparable work value.
  - Defines "comparable work value" as the value of work measured by the skill, effort, responsibility, and working conditions normally required in the performance of the work.
- Penalty for non-compliance = greater of \$100 per day or 5% of state aid funds (\$4.2 million loss in local government aid (LGA) for Minneapolis).

The Americans with Disabilities Act (ADA) requires employers to identify the essential functions of a job. All facets, not just essential facets of jobs are examined during a job evaluation. For persons with disabilities, employers must make reasonable accommodations, or adjustments to work environments that allow qualified person with disabilities to have employment opportunities.

Other Federal regulations state that employers must treat pregnant women and employees over 40 without discrimination, and abide by guidelines designed to prevent sexual harassment. Additional information regarding State and Federal laws can be found in the appendix.

## Perceptions of Pay Fairness

The extent to which employees perceive compensation to be fair often affects their performance and how they view their jobs and employers.

Individuals judge equity in compensation by comparing the effort and performance they give to the effort and performance of others and the subsequent rewards received. These comparisons are personal and based on individual process, not just facts. However, a sense of inequity occurs when the comparison process results in an imbalance between input and outcomes.

### Equity Considerations in Compensation

<b>External</b>
<ul style="list-style-type: none"> <li>• Pay Survey Data</li> <li>• Competing Employers' Policies</li> </ul>
<b>Organizational Justice</b>
<ul style="list-style-type: none"> <li>• Distributive <ul style="list-style-type: none"> <li>○ Pay for Performance</li> <li>○ Managerial Decisions</li> </ul> </li> <li>• Procedural <ul style="list-style-type: none"> <li>○ Policies and Procedures</li> <li>○ Pay Structures</li> </ul> </li> </ul>
<b>Individual</b>
<ul style="list-style-type: none"> <li>• Perceptions of inputs and outcomes (equity)</li> </ul>
Source: 10 <sup>th</sup> Edition Human Resource Management

## Pay Practices

Compensation includes both direct and indirect components. Direct compensation includes wages or salaries and variable pay such as bonuses or incentives given in exchange for work completed. Indirect pay, or benefits, is given regardless of employee performance.

<b>Compensation</b>	
<b>Direct</b>	<b>Indirect</b>
Base Pay	Benefits
Wages	Insurance (Health, Dental, Life)
Premium Pay (Overtime)	Paid Time Off (Vacation, Holiday, Sick)
Salaries	Retirement Pensions
Variable Pay	Workers' Compensation
Bonuses	Supplemental
Incentives	
Stock Options	Source: 10 <sup>th</sup> Edition Human Resource Management

## **Pay Structures**

Market surveys reveal many organizations have different pay structures including hourly and salary; office, plant, technical, professional and managerial, clerical, information technology, professional, supervisory, management, and executive. The number of pay structures is determined by each organization's nature and culture. Examples of pay structures include:

- *Pay grades:* A grouping of jobs having approximately the same worth. Small and medium-sized companies generally have between 11 and 17 pay grades. The City of Minneapolis has 18 pay grades: 2-19.
- *Broadbanding:* The practice of using fewer pay grades with broad ranges. Broadbanding allows organizations to be flexible as organizational needs change, encourages competency development, and emphasizes career development.
- *Pay Ranges:* The pay levels established for each grade by making the market line the midpoint line of the new pay structure. Minimum and maximum pay levels are determined from the midpoint line.

## **Pay Increases**

Employees and employers view decisions about pay increases as critical. There are several ways to determine pay increases:

- *Pay Adjustment Matrix:* Pay adjustments are based on an employee's current pay level divided by the midpoint of the range, combined with their performance appraisal.
- *Step Movement:* Pay increases set in a progression of steps, usually 5-8 steps. Steps differ from ranges in that they are known progressions in pay.
- *Seniority:* Pay increases often set as automatic steps. Proficiency and performance are considered, not only longevity.
- *Cost-of-Living Adjustments (COLA):* A standard raise given to all employees enabling them to maintain the same real wages accounting for inflation.
- *Lump Sum Increases:* A one-time payment of all or part of a yearly pay increase. This method allows employers to slow down the increase of base pay, and allows flexibility in the amount of the "lump".

Pay compression occurs when the pay differences for different levels of experience is small. The major cause of pay compression is that market pay levels increase more rapidly than current employees' pay adjustments.

## **The Human Resources Aspect: Managing Compensation, Employee Benefits, and Employee/Business Unit Relations**

*"The mission of the Human Resources Department is to strategically partner with City departments to hire, develop and retain an excellent workforce"*

## Collective Bargaining Process

Employees represented by a union are considered classified. Collective bargaining is negotiation between the City and union representatives over terms of employment for employees. The most significant terms are wages and hours. Both the City and union employees abide by negotiated terms for the length of the contract.<sup>2</sup> In the private sector, most employees are considered to have “at-will” employment and just cause is not required for dismissal.

The City has 23 labor unions and employment contracts typically cover a one- to three-year period. The collective bargaining process is defined by MN Statutes, chapter 179A. The Executive Committee provides direction and the City Council approves bargaining agreements. Since the adoption of the 2% wage policy, settlements have tended to be shorter – usually one year.

## Job Evaluation

Organization-wide job evaluations provide a framework for ranking the relative worth of jobs within an organization. In organization-wide job evaluations, every job in an organization is examined and priced according to:

- Relative importance of the job
- Knowledge, skills and abilities needed to perform the job
- Difficulty of the job

Organizations use several methods to determine the internal job worth. The intent of each method is to develop a usable, measurable and realistic system to determine compensation in an organization.

- *Ranking Method:* Jobs are placed in order from highest to lowest in value to the organization. The entire job, not simply the individual components are considered. This method is most appropriate in a small organization having relatively few jobs.
- *Classification Method:* Based on job descriptions, each job is put into a grade according to the best class description match.
- *Point Method:* Breaks jobs into weighted compensable factors. Because the method evaluates job components rather than the total job, it is more comprehensive than the ranking or classification methods. Two examples of a point method are:
  - The Cresap, McCormick, and Paget Point Method. This system is used by the City of Minneapolis to rank jobs.

The “Cresap” method calculates a numerical rating for each job based on six factors:

- Prerequisite knowledge

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<sup>2</sup> 10<sup>th</sup> Edition Human Resource Management, p. 561

- Decisions and actions required
- Supervisory responsibility
- Relationships responsibility
- Working conditions
- Effort

City jobs range from under 90 points up to 895 points for the City Coordinator. Based on cursory research, Minneapolis is one of the few cities using this method, pioneered by a 1950's Chicago Management consulting firm (now owned by Towers Perrin Consulting).

- Hay Method<sup>3</sup>

The Hay method calculates a numerical rating for each job based on four factors: Know-How, Problem Solving, Accountability, and Working Conditions. This method is used by the State of Minnesota and many other municipalities to rank jobs. State jobs range from under 100 points to between 1500 and 2000 points for deputy commissioners in large state departments.

- *Factor Comparison*: A quantitative and multifaceted combination of ranking and point methods. The first step is to determine benchmark jobs in an organization, selecting compensable factors and ranking all benchmark jobs by factor. The second step is a comparison of jobs to market rates for benchmark jobs, resulting in monetary values assigned to each factor. The final step is to evaluate all other jobs in the organization by comparing them with the benchmark jobs.

## **Job Classification**

Most jobs in the City of Minneapolis are in the “classified” service. Classified jobs are those filled on the basis of formal testing or ratings of the applicant’s ability to perform specific job requirements.<sup>4</sup>

“Unclassified” job are not subject to the same hiring requirements as classified jobs. Unclassified jobs include department heads and top management, elected officials, as well as other specific job categories spelled out in law.<sup>5</sup>

The City’s Human Resources department is responsible for maintaining, revising and administering the City’s job classification plan. The City’s process for ranking new positions is similar to the State’s process, as outlined in the State Employee Compensation Program Evaluation Report done for the Office of the Legislative Auditor in February 2000. New positions are allocated to an appropriate class, and a salary range is negotiated and/or assigned to each class. If a class is in a collective bargaining unit, the salary range applicable to that unit is applied.

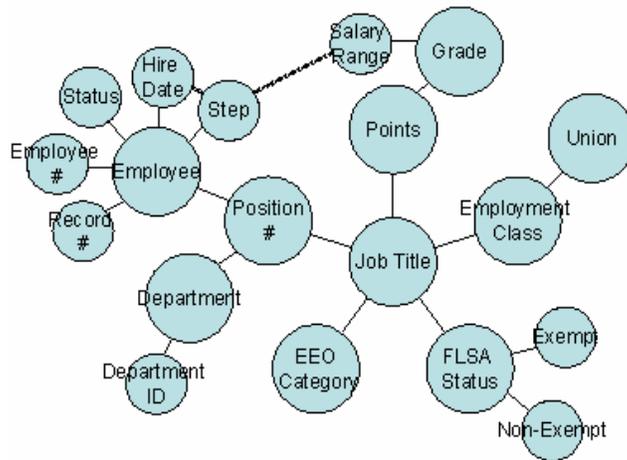
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<sup>3</sup> 2000 State Employee Compensation Report, pp. 12-13

<sup>4</sup> State of MN Compensation Report

<sup>5</sup> Ibid

### Anatomy of a Job Title



In order to prevent bias, the City uses standards to classify jobs. Job classes are divided into groups of positions with similar duties. Positions are then classified based on their assessed value to City functions. The Human Resources department maintains appropriate records relating to classification studies and actions, and maintains a written class specification outlining typical duties and responsibilities for each job class. The diagram above outlines some of the information associated with a job title.

The City’s Human Resources department maintains and administers the classification system by creating, re-evaluating and deleting job classes, and updating records. Human Resources conducts periodic audits of any or all classified positions. Generally, if 60% of an employee’s assigned duties are within the assigned class, the person is considered to be working in class. If an employee is found to be working out of class, several options are available:

- Reclassify the position to a new or existing class.
- Reclassify position and current job incumbent to a new or existing class.
- Arrange for a solution that is acceptable to the affected department.

Human Resources places responsibility for maintaining integrity of the class system with department heads, by limiting employees to performing duties appropriate for their classes, and reporting duties that may fall outside of their assigned class.

There are two methods for which wages can change: classification process or union negotiations. The classification process can be completed through reclassification requests or maintenance studies. Departments may request a reclassification study be completed as a result of job duty changes or issues with hiring and retaining employees. An employee may request a reclassification study be completed as a result of significant changes to their job duties. Maintenance studies are performed by Human Resources on a regular basis. Annually, about 80 job titles are studied through this maintenance process.

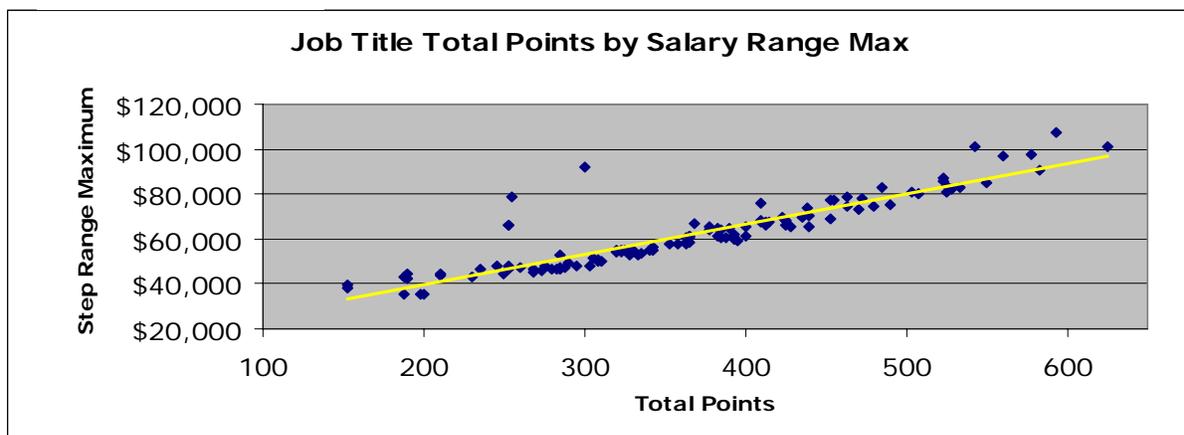
Through union negotiations wages can change via cost of living adjustments (COLA) and/or changes to salary schedules associated with individual job titles.

When there are classification changes as a result of job duty changes, the following information may also change:

- Total points associated with the job title
- The grade associated with the job title
- The wages associated with the job title
- The employee may be moved into another job title more reflective of the current duties the employee is performing

There may be a negative impact on internal equity if market forces have resulted in increases to the salary schedule of a job title but the job duties have not changed. Examples of this problem can be noted on the scatter gram below. There are three job titles associated with the building trades that have much higher salaries than job titles with comparable Cresap points. Increases to the salary schedule are a result of market demand.

Source: 2/2007 HRIS



This scatter gram notes the job titles (only those selected for this analysis) by salary range maximum and total points associated with the job title. The dots farthest from the trend line indicate job titles where the wage and total points may need additional assessment. The light (yellow) line represents the trend line.

*Merit Pay.* Some job titles in the City of Minneapolis are eligible for merit pay. Those job titles covered under the employment class of “Classified, Non-Represented” are eligible for 2%, 4%, or 6% merit pay increases and job titles covered under certain labor agreements are also eligible for merit pay.

### City Benefits<sup>6</sup>

Benefits are an important and increasingly costly component of total compensation. Benefit programs can be categorized into the following main types:

<sup>6</sup> Additional information on employee benefits can be found in the appendix.

- *Income protection programs* – designed to protect the standard of living of the employee and his/her family in event of injury or involuntary separation.

Under this category, the City is mandated by Federal or Minnesota State law to provide:

- Social Security.
- Federal and State Unemployment Insurance.
- Workers' Compensation.
- Contributions to the Public Employees Retirement Plan Association of Minnesota (PERA).

In addition to the 'mandatory' benefits listed above, full-time employees of the City are eligible for the following 'voluntary' benefits:

- Medical (including prescription drugs) insurance.
- Health Reimbursement Account (HRA).
- Dental plan.
- Life insurance.
- Disability insurance.
- Flexible spending accounts.
- Transportation benefits.
- Employee assistance plan.
- Deferred compensation plans.

- *Paid time off programs* – designed to protect the employee's income during certain periods when the employee is not working. City programs include:
  - Paid vacation.
  - Paid sick leave.
  - Paid holidays.

Employers typically provide voluntary benefits as a means of competing with other employers for quality employees. Paid time off is provided for competitive reasons, to encourage sick employees to stay home and not infect others, and to ensure adequate regenerative rest and relaxation. The largest benefit, in financial terms, is typically healthcare, followed by paid time off and retirement. Other benefits, though valuable to the employee, are usually a smaller portion of compensation.

Benefits are sometimes offered in a cafeteria plan, which allows employees to choose from an array of available options. Private sector employers typically share benefit costs with employees on a percentage basis. Benefits to employees with family coverage are typically more costly to the private and public sector employer.

A recent trend for public sector employers is to make a flat dollar amount per employee contribution toward benefits, without regard for the employee's status as a single or family enrollee. This approach results in relatively equal benefits for all employees but in lower benefits for an employee's family. Minneapolis does not follow this practice. More recently, some employers recognize domestic partners as family for purposes of benefit eligibility. Recently, a state law was overturned by the courts, disallowing the extension of health care benefit eligibility to domestic partners. Therefore, this option is currently unavailable to the City of Minneapolis.

## **Benefit Value**

According to a 2004 survey by the Kaiser Family Foundation, 60% of America workers reported that health insurance was the most important benefit in the workplace, followed by 17% choosing a retirement savings plan. There is not currently empirical data on how City employees value health care.

The 2006 employee survey asked the questions, “How do you rate your benefits program (*e.g.*, health care, paid leave, pension, etc.)?” Forty-nine percent responded favorably – 32% of the responses were neutral and 20% were unfavorable. Future surveys could ask more specific questions to determine the relative importance of the various benefit plans to City employees and to provide input for plan design changes.

## **Benefit Trends**

As benefits increase in cost for both employers and employees, several trends are evident across both private and public sectors.

- Employee and employer contributions toward health care premiums are increasing more rapidly than the cost of living.
- In order to contain costs, employers are changing the health care coverages they provide. Examples include: Higher copays and/or deductibles, higher deductible plans combined with HRA’s or Health Care Spending Account’s (HSA’s), smaller provider networks.
- Greater use of disease management and wellness programs, including cash incentives tied to health risk assessments and management.
- Benefits are offered to fewer employees. Increasingly, part-time employees pay a higher percentage of their benefit costs than full time employees or receive no benefit at all.
- “Use it or lose it” paid time off policies, which couple sick leave and vacation leave. For predictability and cost savings, many employers do not allow employees to carryover unused vacation time when fashioned as paid time off.
- Retirement benefits are being reduced. Fewer employers offer defined benefit pension plans. More employers either terminating retiree medical plans or eliminating subsidized premiums for these plans.

## **Recruitment and Employee Retention**

An organization’s compensation philosophy and practices impact an organization’s ability to attract, recruit and retain employees. Setting compensation levels too low will decrease an organization’s ability to recruit the qualified candidates for potential inclusion within its workforce. On the other hand, setting compensation levels to high may place an organization at an organizational disadvantage if the higher costs are not offset by higher productivity and/or better products and services. Additionally, setting compensation too high may “handcuff” employees to jobs in which they may have lost interest.

## **Recruitment:**

Recruitment is the process of locating and identifying possible candidates for a position. Advertising is a common means of locating candidates; however, it should not be confused with “recruitment.” Recruitment is the searching for qualified candidates who may be interested. It is accomplished either through the use of a firm, or the organization’s own internal capacity. Advertising can occur through several means - the internet, newspapers, professional journals, community newspapers, etc..

Even though recruitment and advertising strategies can take many forms, other factors can also impact whether a potential candidate actually applies with an organization including but not limited to:

- Sector (*i.e.* Private, Public, non-profit).
- Industry.
- Reputation of the organization.
- Advancement opportunities (philosophy on promoting from within).
- Job security.
- Benefits including medical coverage and retirement plans.
- Compensation levels and practices including sign-on bonuses.

In 2006, the City of Minneapolis received over 11,300 employment applications which included applications from current employees. This is an increase of 46 percent over 2005, when the City received about 7800 applications--an increase over 2004 when the City also saw a significant increase of 18 percent over 2003<sup>7</sup>.

Although the City has experienced a gain in the number of applications received each year going back to 2003, the City is still experiencing difficulty in recruiting sufficient applicant pools for certain positions and occupations including but not limited to finance, engineering, information technology, nursing, community project management and police-fire dispatchers.

## **Employee Retention:**

Retaining employees is a key concern to employers in all industries with voluntary employee turnover receiving most attention. Since 2001, the City has experienced an annual turnover rate of about 7.5 percent for full-time regular employees which equates to about 270 employees leaving each year<sup>8</sup>. According to an article from the Society of Human Resources Management (SHRM) “*voluntary turnover occurs when an employee leaves by the employee's own choice, and can be caused by a number of factors. These may include poor job feedback, job dissatisfaction, unmet job expectations, performance problems, situational constraints, socialization difficulties, greater degrees of job stress, and a lack of career advancement opportunities.*”<sup>9</sup>

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<sup>7</sup>The increases in applications can be explained in part by the types of jobs being opened (*i.e.* Firefighter Cadet in 2006, 311 Customer Service Agent) and some jobs being opened for the first time since the LGA cuts of 2003 (*i.e.* Police Officer).

<sup>8</sup> Source: HRIS – January 9 and February 3, 2007

<sup>9</sup> SHRM, Employee Turnover: Analyzing Employee Movement Out Of The Organization, June 1993 Reviewed November 2002.

Other research has shown other common reasons for high employee turnover including<sup>10</sup>:

- Poor relationship with immediate supervisor.
- Lack of training and developmental opportunities.
- A perception of unfairness.
- Substandard equipment, tool, or facilities.
- Feelings of not being appreciated.
- Work not interesting or challenging.
- Unequal or substandard wage structures.

The saying “people don’t leave their jobs, they leave their managers” has some research to back up that statement. Recent studies have shown that managers have the most power to reduce unwanted employee turnover since the most important factors driving employee satisfaction and commitments are largely within the direct control of the manager.

The following factors are considered key to building and improving employee loyalty and job satisfaction:

- Broadly-defined responsibilities rather than narrowly defined job functions.
- Effective and regular performance evaluations, both formally and informally.
- An employer emphasis on employee learning, development and growth.
- Wide-ranging employee participation in the organization as a whole.

A combination of factors typically influence an employee’s decision to stay at their current job<sup>11</sup>:

- Satisfying work.
- A feeling of being challenged.
- Clear opportunities for advancement.
- The impression of skills being effectively used.
- A sense of job security.
- The ability to contribute to the success of the organization.

### **Cost of Employee Turnover:**

While a certain amount of employee turnover is healthy for an organization, the cost and consequences of undesirable employee turnover can be substantial. According to SHRM, the costs associated with employee turnover can include: *“decreased productivity, costs of hiring a new employee, increased training time, and other indirect costs. Other turnover consequences relate to the smoothness and*

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<sup>10</sup> Insight, The State of Employee Satisfaction, January 2004.

<sup>11</sup> Ibid

<sup>13</sup> SHRM, Employee Turnover: Analyzing Employee Movement Out Of The Organization, June 1993 Reviewed November 2002.

*continuity of organizational operations, employee morale, and the difficulty of replacing the departed employee.”<sup>13</sup>*

Another significant cost to an organization is the loss of institutional knowledge that walks out the door when employees leave. This especially challenging in very specialized occupations and/or where management has not taken the necessary steps to cross-train other individuals in the workforce to perform the tasks of the departed employee.

### **Selected Characteristics of Employee Separations – 1998 to 2006**

A review of information in HRIS showed that over 2,500 employees separated from the City between 1998 and 2006. The employee terminations were coded in HRIS as follows:

<b>Reasons for Terminations:</b>	<b>#</b>	<b>%</b>
Resignation	925	36.4%
Retirement Regular	616	24.2%
Retirement with Severance	448	17.6%
Probationary Release	167	6.6%
Discharge	111	4.4%
From layoff	81	3.2%
Death	44	1.7%
End of Appointment	40	1.6%
Non-Duty Disability (Retired)	28	1.1%
Abandoned Position	22	0.9%
Duty Disability (Retired)	18	0.7%
Transfer(Different Board, Agency)	16	0.6%
Terminated from Job Bank	15	0.6%
Resigned in Lieu of Discharge	8	0.3%
End of Grant Funding	2	0.1%
<b>Total</b>	<b>2,541</b>	<b>100.0%</b>

Source: HRIS – February 3, 2007

### **Selected Characteristics of Employees Separating from Service between 1998 and 2006:**

1. Worked an average of 15.1 years for the City.
2. The 1110 employees retiring averaged 27 years of service.
3. The 925 people who resigned from the City, averaged 5.8 years of service.
4. Of the people who separated on an involuntary basis (e.g. discharge, probationary release, etc.), they averaged 6.7 years of service.

**Types of Retirement:**

<b>Retirement Types:</b>	<b>#</b>	<b>%</b>
Retirement Regular	616	55.5%
Retirement with Severance	448	40.4%
Non-Duty Disability	28	2.5%
Duty Disability	18	1.6%
	<b>1110</b>	<b>100.0%</b>

**Source:** HRIS – February 3, 2007

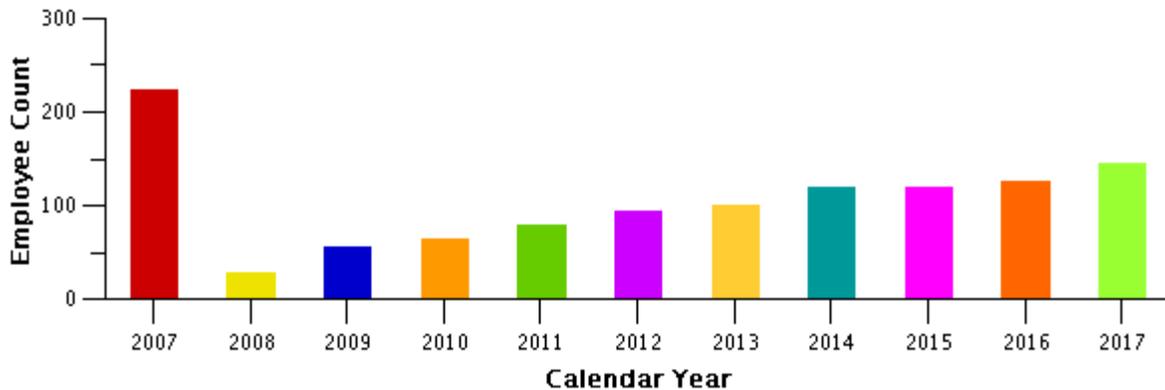
The vast majority of retirees listed in the table above, retired from one of the three pension plans - MERF, Fire Relief and Police Relief - that closed to new members in the late 1970s. As of late January 2007, HRIS showed that only 167 current employees remaining in the workforce are members of these three pension plans. This means that about 95% of the employees are either members of PERA and Police & Fire PERA, this characteristic is significant because these pensions are “portable” to other public sector organizations which *may* lead to higher turnover in the future.

**Retirement Projections:**

On February 3, 2007, HRIS showed that approximately six percent of the workforce was eligible to retire, about 225 employees. Within this group of employees are high level appointed and classified positions and very specialized positions within the organization.

During 2008, an additional one percent (or 30 employees) will reach retirement eligibility. Based on the current makeup of the workforce, this trend will continue to rise at least through 2017 as illustrated by the graph below.

**# of Employees Eligible to Retire in 10 years**



To what extent a change in the City’s compensation philosophy and practices will have on retaining these and other employees is difficult to project, but it may have short and long-term impacts on the City of Minneapolis’ ability to recruit and retain a highly qualified and diverse workforce.

## **Financial Pressures, Budgeting, and the Economy**

### **2% Wage Policy**

In January 2003, the City Council adopted a 2% wage policy to help the City address its long-term financial pressures, including the debt service for the library referendum, pension payments for the closed pension funds, and workout plan payments for the internal service funds. (The policy was effective for contracts beginning in 2004.) These three major pressures, combined with generally increasing costs of City services, projected a difficult financial picture. The wage policy and the tax policy were put in place as part of the long-term financial plan for maintaining the financial stability of the City.

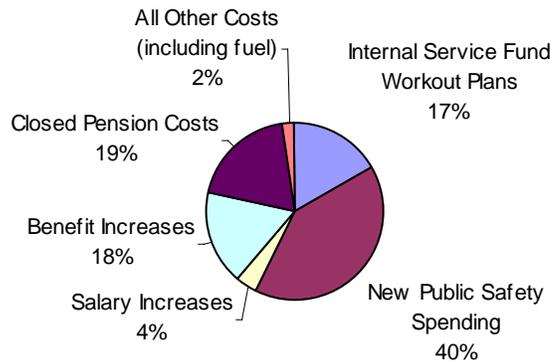
The 2%, as indicated in the policy, refers to the annual cost increase of a new labor contract based upon the amount of the existing labor contract. How the 2% annual increase is dispersed among employees of the labor agreement is decided in the collective bargaining process. Limiting the amount of contract increases to an annual 2% resulted in a variety of negotiated results, with employees at the top step tending to be most impacted by this policy. While the 2% wage policy may have restricted step movement for some employees, depending on the bargaining unit, employees at the lower end and middle of the pay range generally received step increases. Transfers and promotions within the City were not impacted by this policy.

After the City Council approved the 2% wage policy to address its own financial issues, the State of Minnesota significantly reduced the amount of local government aid (LGA) to cities and counties in an attempt to address financial issues at the state level. As time has progressed, many people have inaccurately connected these two events as cause and effect – assuming the 2% wage policy was a result of the cuts to LGA. However, had the wage policy not been in place at the time of the cuts to LGA, the City most likely would have had to make even more significant cuts, especially in terms of positions eliminated, than it did.

### **The City's Ability-to-Pay**

In light of these financial pressures, the City considered its ability-to-pay for wage and benefit increases in the context of the level of service provided to citizens. The main focus was property tax supported services, but similar pressures can also be seen in the City's fee based services (mainly utility funds). The property tax was of particular focus since the Council and Mayor adopted a policy to limit the growth of property tax revenue to 8% a year. The graph to on the next page provides an example of how this increase is allocated.

**Uses of New Property Tax Revenue in the General Fund  
(\$13 million in 2007)**



Source: 2007 Budget Information

In 2003, the initial financial direction for 2004-2008 included choices as follows (five-year financial impact included in parentheses):

- Reductions to the capital program (\$18 million - increases funds available in the operating budget).
- Public safety reductions (\$15 million).
- Reductions to public works (\$8 million).
- Eliminating the community development levy (\$4 million).
- Eliminating non-grant support for health and family support (\$4 million).
- Reductions to all other areas in the general fund (\$2 million).
- Total Planned Reductions: **\$55 million.**

As with any financial planning exercise, revisions and refinements were made in subsequent updates. These revisions reflected both new information and priority decisions about where the City's resources would be concentrated. With the 2006 budget, police and fire reductions were removed; additional resources have been allocated to both of these departments. Additional reductions past the 2006 budget for Health and Family Support were removed. Without the 2% wage policy, the financial resources to make these decisions would not have been available without greater cuts to other departments.

The reductions on all the other services remain. Revising choices relating to the City's service levels on public works and infrastructure remain a major concern in future planning. Changes to the wage and benefit assumption must be considered with this important context in mind. Funding for compensation increases beyond current assumptions will come from one of the following:

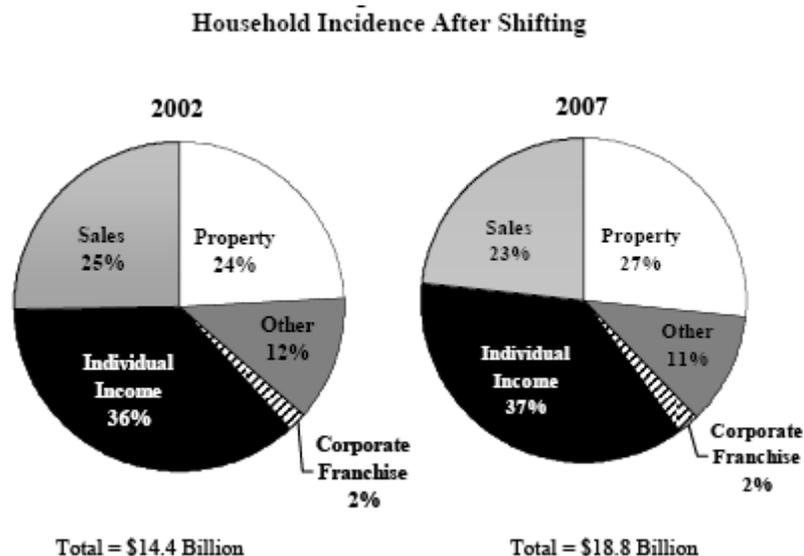
- Directly from making different policy decisions on what services are priorities for citizens (increased reductions to departments taking reductions, adding reductions to departments that are currently exempt from reductions, either of which could lead to fewer positions in the City service).
- Directly from making different policy decisions regarding revenues (including increasing at a greater rate than planned property taxes and utility fees).

- Indirectly by requiring departments to manage increases above the current assumptions (either through reductions in service or long-term changes that result in efficiencies).

Further, compared with other cities in Minnesota, the City of Minneapolis is a fully developed city. Many other cities, especially suburban communities, are able to handle inflationary cost pressures and demands for new service with new property values from new development. The City's property values, while increasing, are not increasing at the same level as developing suburbs. This factor enables other cities' ability-to-pay relative to that of Minneapolis.

### Resident's Ability-to-Pay

In addition to the effects on the property tax base, the ability of residents to pay the bill for City services has a major influence on the policy decisions on the revenue side of the financial planning equation. The decision by State policy makers to change the property tax system has had a major effect on property tax bills for residential properties. The level of property taxation and the ability for residents to pay their property tax bills is not a direct connection. In the 2005 State of Minnesota Tax Incidence Study, the overall tax system was found to be relatively regressive (people with lower incomes pay a higher share of their income in taxes), an increase attributable to the shift in property tax from commercial to residential property.

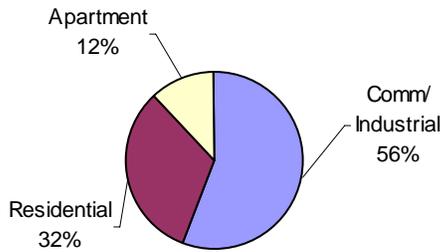


Source: 2005 Minnesota Tax Incidence Study

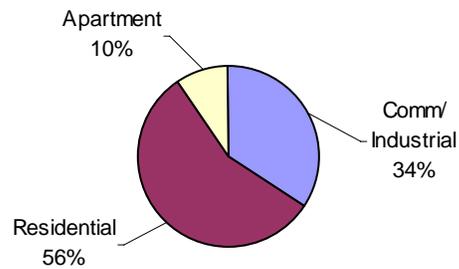
The main policy decision made at the State that influenced local property tax bill was the elimination of the limited market value (LMV) program. This program limited increases to a residential property tax bill to 8% each year. In 2001, the State legislature instituted a phase-out of this program. This phase-out meant that individual property owners would see increases in their property tax bill related to more of the value of the home rather than a capped value. This impact on an individual taxpayer was in addition to tax increases related to the 8% property tax policy.

Minneapolis had close to \$3 billion of this limited market value which was not being taxed. The change in the property tax burden can be seen in the following pie charts:

**City of Minneapolis  
Tax Capacity – Taxes Payable  
1997 (\$330 million)**



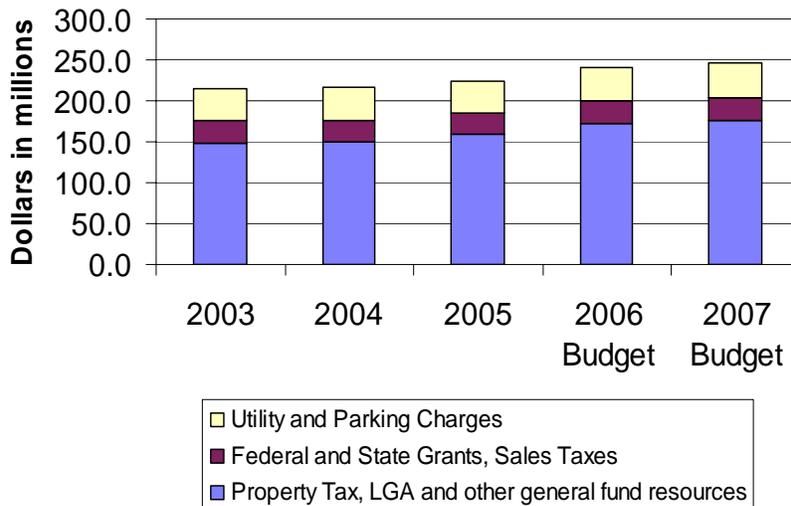
**City of Minneapolis  
Tax Capacity – Taxes Payable  
2007 (\$428 million)**



Source: 2007 Budget Book

These changes in the property tax system increased sensitivity of both taxpayers and elected officials to changes in the property tax burden born by residents – both property owners and renters. In light of this sensitivity, the desire to moderate the level of taxation among some policy makers is strong.

### Salary costs by funding source



Source: 2007 Budget Information

The ability-to-pay issue for residents is not just related to the property tax. The City's utility funds have seen increases in their rates over the rate of inflation since the late 1990's. These increases resulted from policy decisions to undertake major capital improvements. Further, a major component of the bill – storm water charges – underwent a complete overhaul of the basis for the charge in 2005.

The following shows the relative impact of the property tax and utilities on a typical residential property:

<b>Residential Property Home with Estimated Market Value \$225,500</b>				
	<b>2006</b>	<b>2007</b>	<b>% change</b>	<b>\$ change</b>
Assessed Market Value	\$ 225,500	\$ 225,500	0.0%	\$ -
Taxable Value	\$ 175,800	\$ 202,100	15.0%	\$ 26,300
<b>City Property Taxes</b>				
Property Tax	\$ 945	\$ 1,075	13.7%	\$ 129
Referendum Tax	\$ 47	\$ 54	16.7%	\$ 8
<i>Total City Property Taxes</i>	\$ 992	\$ 1,129	13.8%	\$ 137
<b>Utilities</b>				
Water	\$ 252	\$ 256	1.9%	\$ 5
Storm Water	\$ 110	\$ 117	6.5%	\$ 7
Sanitary Sewer	\$ 151	\$ 166	9.5%	\$ 14
Solid Waste/Recycling	\$ 267	\$ 276	3.4%	\$ 9
<i>Total Utilities</i>	\$ 780	\$ 815	4.5%	\$ 35
<b>Total Property Taxes and Utilities</b>	<b>\$ 1,772</b>	<b>\$ 1,944</b>	<b>9.7%</b>	<b>\$ 173</b>

(Additional examples are available in the 2007 budget document – [www.ci.minneapolis.mn.us/city-budget](http://www.ci.minneapolis.mn.us/city-budget) )

As evidenced above, 40% of the typical residential property’s annual bill is related to utilities. *Please note: individual property taxes will vary depending on characteristics of the individual properties.*

The balance between property taxes and fees for service is another aspect of financial planning. Other charges in addition to these bills are based on usage and are occasional may or may not be related to an individual’s ability to pay:

- Permits for home improvements.
- Animal licenses.
- Parking in municipal ramps.
- Assessments for lighting and street improvements.
- Parking and motor vehicle violations.
- Franchise fees on utility and cable bills.
- Sales and use tax on purchases.

When a resident pays these charges, the overall impression of the cost of City government is impacted. Further, these charges may be perceived as “nickel and diming” by the local government.

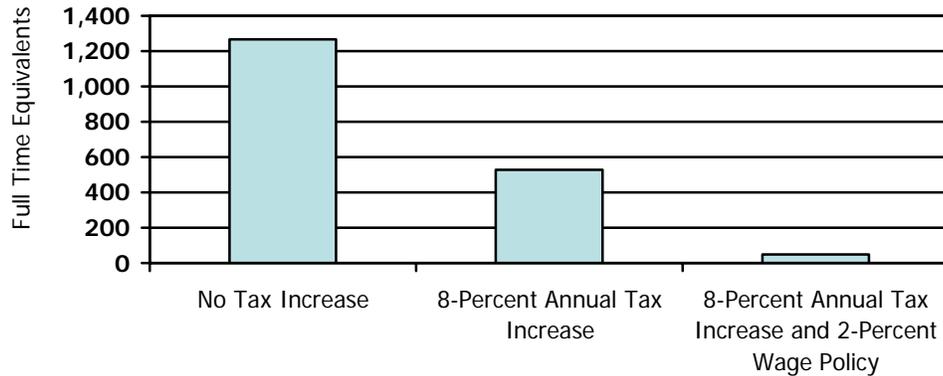
## Budget Process and Costing of Labor Contracts

### *Prior to the 2% wage policy*

The City would assume a Cost of Living wage increase for budget purposes for unsettled contracts. In addition, step progression would proceed as outlined in the salary schedules in the most recently approved contract. Settled contracts would be projected for budget purposes based upon the terms outlined.

Little integration between the contract settlements and the City's financial situation existed. Financial guidance before or during labor negotiations did not exist. Expectations for short term costs and long term costs of contracts were not explicit. The expectation was to settle for what could be negotiated and then alter the budget. Formal guidance across the board for all pay groups or between pay groups was not expressed by the elected officials or the Minneapolis Finance Department.

### **January 2003 projection of job reductions prior to policy decisions**



Source: 2004-2008 Five-Year Financial Direction Presentation

Settlements would often come well into the budgeting process or after the budget was adopted. When settlements exceeded budgeted expectations, departments would most often be required to manage the additional costs within their adopted budget. Occasionally, allocations from contingency funds or fund balances would be made to help departments maintain service levels and manage these costs. Little to no systematic, long-term planning for wages or other costs took place. Follow-up on the impacts of out years of labor settlements on budgeted costs was rare.

### *Since Implementation of the 2% Policy – January 2003*

During annual budgeting, the terms of settled contracts have been assumed in projecting the next year's budget. For example, if a bargaining unit negotiates a step freeze, steps are frozen in the financial projections. If the contract is unsettled, the default assumption is to allow step progression in the projections. A step at the end of the step progression is added represent the cost of the settlement related to employees that do not have step increases. In all cases it could be assumed that the 2% policy would be followed. Any variations, Police and the first year of Fire, both pre-2% policy, were approved by the Executive Committee and included in future budget projections.

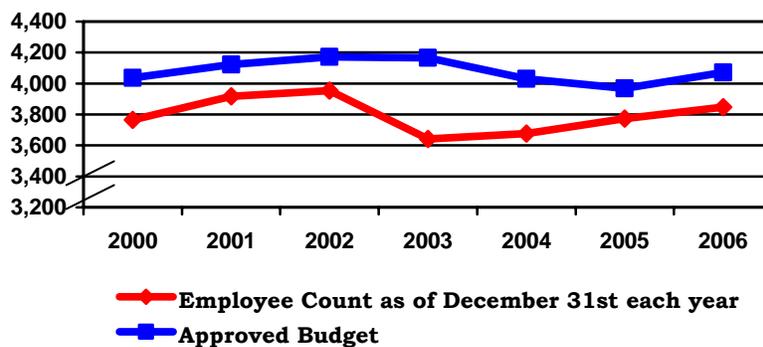
The City’s Executive Committee has provided direction in labor negotiations to follow the 2% wage policy. The Committee considers settlements based upon whether the financial terms are within the policy. Finance and Human Resources have been collaborating closely on costing of settlements since 2003, one year prior to the official implementation of the 2% policy.

The 2% policy is the basis for long-term planning for wages. Until a different policy is adopted, this would likely continue to be the starting place for wage projections. Basic sensitivity analysis for different wage policies has been provided to the elected officials during the budgeting process. To the degree a department makes decisions which increase their wage costs – reclassifying positions, for example – departments are expected to manage these costs both in the short- and long-term. Annual salary budget forecasts focus the attention of department managers on these choices.

### The Economy

According to Tom Gillaspay<sup>14</sup>, Minnesota’s state demographer, “Average wages have not been keeping up with the cost of living.” The reason may be that any wage increases for the average consumer in Minnesota have been negated by higher gasoline prices, health care, and many other goods and services. Minnesota Budget Project Director at the Minnesota Council of Nonprofits, Nan Madden noted that other studies have shown stagnant wages across all income and education levels in the state.

**Employee Count and Approved Budget**



Sources: Counts from HRIS February 2007; Budget: City Budget Books

An article<sup>15</sup> in the Los Angeles Times published in late December 2006, noted that while there has been “spectacular profit growth” for the fourth consecutive year for US companies, wages of average workers have only just begun to improve after seriously lagging behind inflation for most of this decade. The article also noted, “because labor is the largest expense for business overall, the dampening of growth in wages and benefits has been a key contributor to corporate America’s profit success in this decade.”

<sup>14</sup> Twin Cities incomes aren’t keeping up. Pioneer Press. August 30, 2006

<sup>15</sup> Wages lag in booming economy. Los Angeles Times. December 26, 2006.

The Economic Policy Institute (EPI), a non-profit, non-partisan think tank, recently published “The State of Working America 2006/2007”. Among their findings it was noted this was the worst jobs recovery on record, that between 2000-04 wages declined, family incomes fell, and poverty increased. Additional EPI findings are located in the appendix.

The Consumer Price Index (CPI) is the most widely used measure of inflation. In many instances the CPI is used as a measurement of compensation inflation. But according to the Department of Employment and Economic Development’s (DEED) website, the Consumer Price Index is “not recommended as a measure of wage and compensation inflation” and the CPI is “strictly a measure of month-to-month and cumulative price inflation.” Instead DEED suggests using the Bureau of Labor Statistics (BLS) Employment Cost Index ([www.bls.gov/nce/ect/](http://www.bls.gov/nce/ect/)). BLS website states “the Employment Cost Index (ECI) is a measure of the change in the cost of labor, free from the influence of employment shifts among occupations and industries. The compensation series includes changes in wages and salaries and employer costs for employee benefits. The wage and salary series and the benefit cost series provide the changes for the two components of compensation.” Additional information regarding ECI can be found at [www.bls.gov/news.release/eci.tn.htm](http://www.bls.gov/news.release/eci.tn.htm). A 2003 TIME magazine article, “Where did my raise go?,” noted that millions of working Americans faced the problem of shrinking wages – whether it be outright pay cuts or losing a job and settling for less pay in a new job. Others faced pay freezes, reduced overtime, and eroding health and pension benefits.

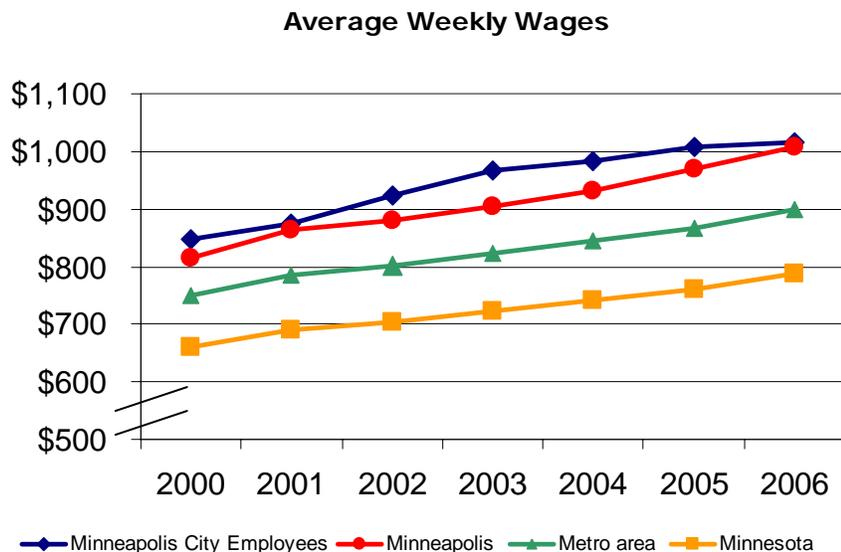
The 2005 Twin Cities Metropolitan Area Compensation Survey completed by the Stanton Group noted the following information relating to range, wage, and cost-of-living increases:

<b>Range and Wage Increases</b>	
The 2005 Metro Survey shows an average 2.8%* overall increase in pay structure (ranges) since 2004. The comparable figure for only the largest government entities (e.g. state and metro-area agencies and county participants) is 2.0%. The average overall increase in pay structure (ranges) for group 5 cities is 2.8%	
* This figure is the un-weighted mean of all jurisdictions’ pay range data	

<b>2005 Pay Increases vs. Cost-of-Living Increases<sup>16</sup></b>	
Pay Structure (ranges)	2.8%*
Actual Pay	2.1%**
Nationwide “Cost of Living” (April 2004-April 2005) – CPI for Urban Wage Earners and Clerical Workers, revised CPI-W	3.7%
Minneapolis-St. Paul “Cost of Living” (January 2004 – January 2005) – revised CPI-W	2.9%
* This figure is the un-weighted mean of all jurisdictions’ pay range data	
** This information is gathered by comparing average wages for every job throughout the survey meeting established criteria. The actual average increase for each of the seven jurisdiction groups is determined and the final percentage is a weighted average	
“Cost of Living” based on the Consumer Price Index published by the Bureau of Labor Statistics, U.S. Department of Labor.	
The number of jurisdictions providing data for the survey was 115. The survey collected wage and salary information on 91 job titles in 15 job families.	

<sup>16</sup> Please note: When comparing increases to the cost of living, there are many comparisons that can be made which result in significantly different comparisons. The information outlined above uses a revised CPI-W which could not be replicated for purposes of this analysis.

These results indicate local (at least those participating in the survey) government jurisdictions were also experiencing the wage lag compared to cost-of-living increases as was the rest of the nation during 2004-2005.



Similar to the State, City employees are paid more than private sector employees because the City’s workforce contains a higher concentration of professional workers and a lower concentration of sales, craft, and assembly-line positions.

**Findings:** The 2% wage policy allowed the City to address some looming financial issues the City was facing, as well as put the City in a position to address the cut to LGA that happened soon after the policy was approved by City Council. This policy served its purpose and the City is in a much better place financially that it would have been had the policy not been adopted.

**Methodology**

The project team, with the assistance of George Gmach from Employers Association (EA), worked together to create the methodology for this analysis. The methodology for conducting the job title comparisons is consistent with commonly adopted human resources practices. In order to get a more accurate view of where the City stands in comparison to other local government municipalities, the following criteria was established in selecting the job titles<sup>17</sup> for this compensation analysis:

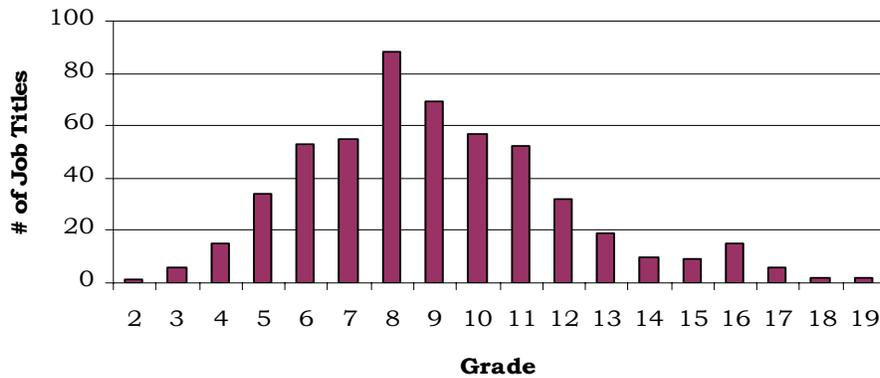
- Of grades 2-19, grades 4-12 were chosen as the majority of employees and job titles are within those grades (see charts below).
- At least one job title from each union<sup>18</sup>.
- Job titles with the highest number of employees.
- Job titles from each 1/3 of each grade (4-12), based upon total points.

<sup>17</sup> Data relating to job titles were pulled from HRIS.

<sup>18</sup> In order to include every union in the analysis, a grade 3 job title was selected.

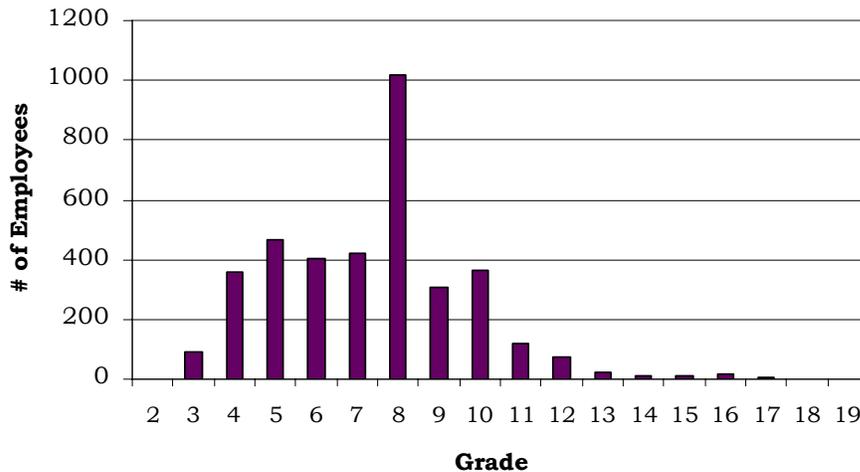
- Job titles considered “hard-to-fill” as based upon a survey of HR Generalists performed in July, 2006.
- Job titles benchmarked in local surveys (League of Minnesota Cities (LMC) – survey formerly performed by the Stanton Group, Employers Association, and Department of Employment and Economic Development<sup>19</sup> (DEED)).
- Informal survey of local municipalities and Hennepin County for job titles where no benchmarking existed.

**Job Titles by Grade**



Source: HRIS, February 2007

**# Employees by Grade**



Source: HRIS, February 2007

Once the job titles were selected using the criteria listed above, additional job titles within the “job family” were also included in the list. For example, if an office support specialist I was chosen as part of the selection criteria, office support specialist II and III were then added to the list. Including these additional job titles

<sup>19</sup> Many of the job title information identified in the DEED survey is represented as a “job family” rather than a for a specific job title. Therefore, that data should be referenced in a more general manner.

made making some job title matches more difficult, especially at job titles in the higher end of the job family. Of the 455 job titles in grades 4-12, over 120 job titles were selected for this analysis. For purposes of this analysis, similar job titles were combined (e.g. maintenance crew leader bridge, maintenance crew leader property services, maintenance crew leader sewer, maintenance crew leader solid waste, maintenance crew leader streets, maintenance crew leader transportation = maintenance crew leader). Job matches were performed by Human Resources.

Excluded from this analysis:

- Appointed positions.
- Elected positions.
- Independent boards and agencies.
- Premium pay: overtime pay, compensatory time off, off-duty pay, merit pay, and supplemental pay.

Outlined below is some additional information regarding the compensation surveys used in this analysis:

**League of Minnesota Cities Survey.** In 2006, the League of Minnesota Cities (LMC) performed its first Salary and Benefits Survey for MN Local Governments. In the past this survey had been conducted by the Stanton Group. The Stanton Group no longer performs the government survey and 2005 was the last year they conducted the survey. There was a good response rate for the LMC survey, 21 cities with a population over 25,000 and 10 counties responded to the survey. Additional information about this survey can be found at:  
<http://www.lmnc.org/hr/SalarySurvey.cfm>

Since some labor contracts settled after the LMC survey was completed by HR, salary steps were updated for some of the Minneapolis job titles in this analysis. Also, once the job titles from the LMC survey were compared to the list of City job titles for this analysis, many potential additional matches were identified that had not previously been matched. HR reviewed the potential matches and additional matches were made. Therefore, data responses listed in the LMC survey for Minneapolis are not the same as data responses listed in this analysis.

LMC survey results were not audited by the survey conductor. Since the majority of the data was being pulled from that survey and it is the main source for current local government compensation data, a regression method was used to portray the data in a manner that would assist in identifying some of the data issues (noted as “outliers”) contained within the survey.<sup>20</sup> Also, the LMC survey did not ask questions that the Stanton Group survey had asked: number of steps, years to max, and longevity related questions. These questions are very helpful when comparing survey data as they assist in making better comparisons.

**Employers Association Survey.** Data from the 2006 Employers Association (EA) Large Employer Edition Wage Survey (Office, Clerical, & Technical; Managerial,

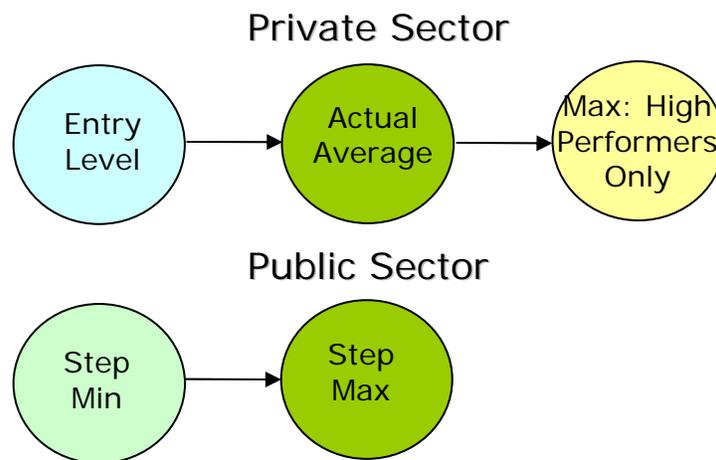
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<sup>20</sup> Due to time constraints, additional research into these outliers did not occur. Follow-up on those outliers should be done by departments and human resource generalists in order to establish if true matches were actually made.

Supervisory & Professional; and Production Trades) and 2005 Benefit Survey were used in the analysis to provide a private sector perspective, although some public sector organizations did participate in the wage survey. 67 firms participated in the wage survey and over 300 firms participated in the benefits survey – with over 90% of the respondents employing less than 500 employees. According to the survey notes, job titles included in the wage surveys were selected because EA believed the titles were found in a number of organizations and in multiple industries. Human Resources regularly uses survey information and consulting services from the Employers Association. Additional information about the Employers Association can be found at: <http://www.employersinc.com/>

When comparing public sector data to private sector data, the commonly used comparison is using the public sector “step maximum” data to the private sector “actual averages” data. The reason for this method of comparison is that “actual averages” represent the mid-point of the market, where most employees are paid. The maximum a job may pay in the private sector is usually reserved for high performing individuals and does not truly reflect a pay that most employees receive. The “step maximum” is used as the comparison since the maximum is considered to be an “actual” rate since employees who stay in the job title will eventually get that rate.

The diagram below outlines this comparison:



**Informal survey of local municipalities with populations of 25,000 or more (Stanton 3 and 5).** For 28 job titles where benchmarking could not be found in the two previous data sources, an informal survey of what is referred to as the “Stanton 3 and 5” was performed. Human Resources created the survey questions and Finance sent out the survey. 16 of the 18 surveys were received back from municipalities and 26 of the 28 job titles were matched.

**DEED Occupational Employment Statistics 2005 Salary Survey.** The Department of Employment and Economic Development (DEED) has been participating in the Occupational Employment Statistics (OES) survey for over 30 years. The survey is conducted biannually in all 50 states, covers 800 occupation classifications, and is aggregated to the national level. According to information listed on DEED’s website,

“OES is a federal-state cooperative program between the US Bureau of Labor Statistics and state agencies. Surveyed employers are asked about the number of wage and salary workers in detailed occupations and about the wage distribution for those workers. OES survey samples are drawn from the universe of non-farm employers covered by the Unemployment Insurance (UI) system. In Minnesota, approximately 6,000 employers participate in the survey each year.” Additional information and OES survey methodology can be found on DEED’s website:  
<http://www.deed.state.mn.us/lmi/tools/oes/methodology.htm>.

While the City of St. Paul did not participate in the LMC 2006 Salary and Benefit Survey, job matches were solicited from the city and added to the LMC survey results. Job title information received from the City of St. Paul was collected through Human Resources or by pulling job descriptions and salary step information from their website. Job titles from the Stanton Group’s 2005 Twin Cities Metropolitan Area Compensation Survey (<http://www.stanton-group.com/>) where the City of St. Paul listed matches were compared with job titles the LMC 2006 Salary and Benefits Survey in which the City of Minneapolis listed matches (the City of Minneapolis did not participate in the 2005 Stanton survey). HR then contacted St. Paul to see if the job titles they listed as matches in the 2005 Stanton survey had stayed the same or if duties increased or decreased. Updated salary information was also requested.

In the summer of 2006, Human Resource Generalists were asked to complete a survey regarding hard-to-fill job titles for the City of Minneapolis. Respondents were asked the “Job title of hard-to-fill (actual or perceived) position,” then they were asked to supply the reasons/examples why they believed that job title was hard-to-fill or to keep filled. Several responses were received, outlining 24+ job titles. The job titles from this survey were included in the list of job titles for this analysis. The complete list of hard-to-fill job titles can be found in the appendix of the report.

Once the data was compiled, further research was completed for any results outside of two standard deviations<sup>21</sup>. Municipalities were contacted and a job description was requested of the job titles outside of the two standard deviations. Not all municipalities responded to our request and some noted they either did not have that specific job title (even though the job title was what the municipality listed in the LMC survey) or the job title they had entered into the LMC survey did not actually exist because they used a title that represented several job titles. In total, 6 jurisdictions could not send job descriptions for 7 job titles that those same

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<sup>21</sup> According to Wikipedia, “the standard deviation is a measure of how widely values are dispersed from the average value (the mean). In practice, one often assumes that the data are from an approximately normally distributed population. If that assumption is justified, then about 68% of the values are within 1 standard deviation of the mean, about 95% of the values are within two standard deviations and about 99.7% lie within 3 standard deviations. This is known as the “68-95-99.7 rule”, or “the empirical rule.” For the normal distribution, one standard deviation from the mean accounts for 68.27% of the set; while two standard deviations from the mean account for 95.45%; and three standard deviations account for 99.73%. For normal distributions, the two points of the curve which are one standard deviation from the mean are also the inflection points.”

The Excel formula of STDEVA was used in calculating the standard deviation. The reason for using this formula over other standard deviation formulas was that STDEVA estimates the standard deviation based on a sample – which is what the data set used in the surveys represents.

jurisdictions identified as matches when completing our survey. Those job titles found not to be a match were not included so not to skew the results, while those found to still be a match remained. While ideally there should be at least eight results to compare to an individual job title, a minimum of three matches was decided upon since the comparison was at a more global perspective. Any job title comparisons with fewer than two matches were not included in the analysis.

Several City jobs do not exist – or are very limited - in the public or private sector so finding matches is difficult. In the surveys used for this analysis, the following job titles received two or fewer matches and, therefore, were not included in the analysis: Assistant Manager Utility Billing; Assistant Supervisor Parking and Traffic Control; District Supervisor, Inspections (Housing Services); General Foreman Sewer Construction; GIS Analyst III and IV; Housing Inspector II; Laboratory Technician; Machinist; Painter; Production Technician I and II; Property Services Project Coordinator; Public Health Chemist I and II; Senior Applications Analyst; Senior Resource Coordinator (previously City Planner II); and Sheet Metal Worker.

While some of the above job titles had benchmarking matches, the number of organizations matching to those job titles was not reviewed until after the informal survey had been completed. Had the response numbers been reviewed prior to the survey being sent out, these titles would have been added to the survey list.

Employers often have some unique jobs that do not match other organization's jobs or existing survey benchmarks. In these situations, an estimate of the relevant market may be made by a "market basket" or "job blending" comparison of related jobs. The method blends two job titles with job descriptions matching the unmatched job title. This method was not used in this analysis.

City data outlined in this report was pulled from either HRIS, cost data was pulled from the City's financial systems (BRASS, CRS). The following criteria were used for when selecting the data set:

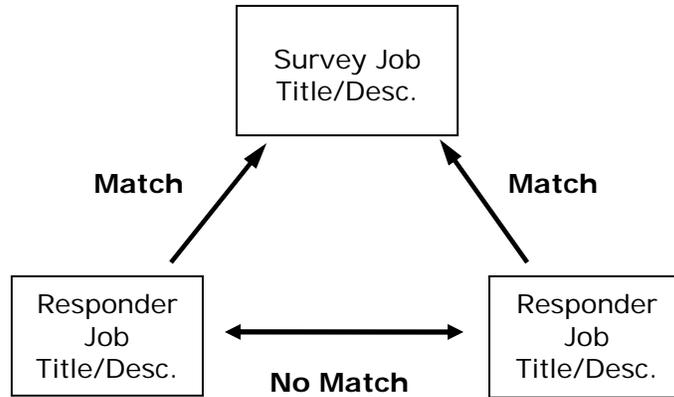
- FTE = 1
- Record Number = 0
- Fulltime employee
- Regular employee
- Independent boards and agencies were removed from the data set

In the analysis of the HRIS data, data discrepancies were found and assumptions were made regarding those discrepancies.

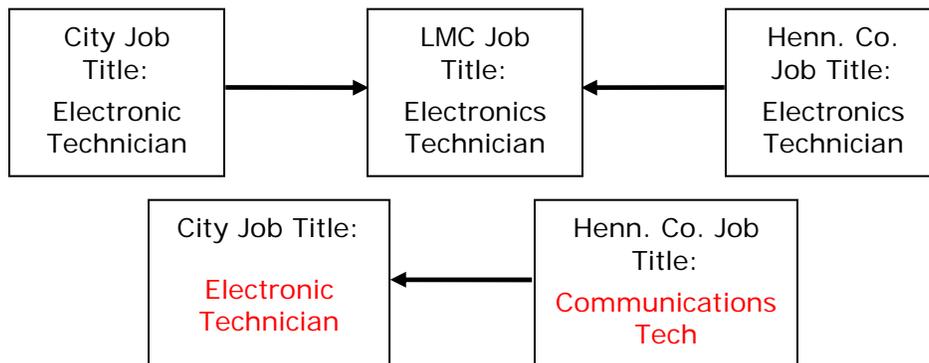
### **Limitations of Survey Results.**

While many responders of surveys may put a lot of time and effort into completing a survey correctly and completely, others may view the task of completing a survey a good learning experience for newer employees. Those employees, not having the same knowledge and background as more experienced employees, may make matches based upon job titles rather than job descriptions.

Matches to job descriptions are also only as good as the job description being current and accurately reflecting job duties. Making job matches to an intermediary job title and description (i.e. survey job title/description) can tend not to be as good of a match as job matches based upon an organization’s job description. This is especially true for more specialized job titles. Ideally, when considering if a job title is a match, at least 60% of the job description should be a match. The problem arises when the 60% one organization matches to is not the same 60% another organization is matching to. So while both may match to the survey job description, when the two organizations job descriptions are compared a match may not be made.



This above example actually occurred with this analysis. When asked to match the LMC job title and description of “Electronics Technician”, both the City and Hennepin County matched a job to that title. But when Hennepin County was asked for a match to the City’s job title of “Electronic Technician,” they matched a different job title of “Communications Tech.” The difference in salary between the two Hennepin County job titles was almost \$8,500. This was the case for another job title, “Public Health Nurse,” The same situation happened with Ramsey County for those two job titles and the differences in salary was between \$10,000 and \$23,000.



Some other issues with survey data:

- The number of years to reach step maximums. If this information is not asked in a survey, assumptions may be mistakenly made as one municipality it may be seven years and another it may be twenty years. The Stanton Group survey did ask this information, as well as for the number of steps for each job title and longevity information for that job title. The League of Minnesota Cities survey did not collect that information.
- In most situations, it can be assumed that salary steps are actualities while salary ranges are rough estimates. In the case of salary ranges, actual averages should be compared as it more accurately reflects what employees are being paid (*e.g.* Dakota County uses salary ranges instead of steps).
- Matching job titles in surveys can be subjective in nature. Assumptions are made that the job description is accurate and up-to-date. Jobs may be matched on job titles, instead of job descriptions. If a job description has not been recently updated, a match may be mistakenly made.
- Number of employees with the job title. Many of the job title matches made in the LMC survey had only one or a few employees in the job title whereas the City of Minneapolis had significantly more employees in the job title. Although not always the case, the job duties and responsibilities could vary as a result of difference in the number of employees in a job title.

*Appointed Survey.* The Human Resources Department contracted with Employers Associates to conduct a survey of fifty appointed positions. This survey was conducted using data with an effective date of January 1, 2006. The results of that study are not in the scope of this analysis.

## **Salary Comparisons**

With any comparison of other entities' (public and private) employment data, a few considerations should be made when assessing the data. One recognized and accepted compensation survey is the Stanton Group Annual Twin Cities Metropolitan Area Compensation Survey. The Stanton Group last performed this survey in 2005. In 2006, the League of Minnesota Cities (LMC) took over performing this survey,

When it comes to wage survey comparisons, even though the City of Minneapolis is grouped within what is commonly referred to as the "Stanton Group 3" (Hennepin County, Ramsey County, Minneapolis, and St. Paul) and also compared with the "Stanton Group 5" (suburbs over 25,000), the grouping is only based upon the population of each municipality. Other factors, such as a municipality's ability to pay, are not reflected in the grouping. As noted in the preceding section regarding the City's ability-to-pay, many of the municipalities within the Stanton Groups 3 and 5 may only have population and location (metro area) in common.

One aspect of the compensation analysis was to take a look at wage increases since 2000. Non-Exempt job titles from the AFSCME contract were chosen for this analysis since AFSCME represents a significant amount of job titles in the city, as well as a significant number of employees in those job titles. The AFSCME salary schedules from 1999 through 2006 were compiled. Steps 1 through 7 (step 8, starting in 2003)

wages were averaged for the non-exempt job titles for each year between 1999 and 2006. During that time period the number of job titles within the non-exempt group ranged between 95 and 106. Also during that time period job titles from CPED (formerly MCDA), which had their own AFSCME bargaining unit, merged with AFSCME General Office Clerical and Technical Unit. Several job titles covered under AFSCME were also reclassified during that time period, as well, and those increases are reflected in the results.

Wage increases were analyzed from both the perspective of someone experiencing step progression and someone at the top step. Assumptions for the example experiencing step progression were that the step date was same as the effective date of the contract (January 1<sup>st</sup> of each year) and that the “employee” was hired on 1/1/2000. It was also assumed the employee stayed in the same job title, even though job transfers and promotions continued to occur during the 2% wage policy. Additional pay, such as longevity, shift differentials, merit, and on-call pay were not included in this analysis.

Outlined on the next two pages are the two examples of salary increases from 2000-2006. These examples reflect that even though the 2% wage policy was in place from 2003-2006, employees who continued step movement received annual wage increases greater than 2%, while those at the top step received more modest wage increases.

**Step Progression Analysis of AFSCME Non-Exempt Employees from 2000-2006, Averaged**

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
<b>2000</b>	31,045	33,023	35,592	37,134	39,358	41,117	42,830	NA
<b>2001</b>	32,023	34,064	36,713	38,304	40,597	42,412	44,179	NA
<b>2002</b>	33,063	35,171	37,906	39,549	41,917	43,791	45,615	NA
<b>2003</b>	32,981	34,771	37,581	39,440	41,192	43,557	45,454	46,253
<b>2004</b>	33,353	35,194	38,037	39,936	41,753	44,170	46,171	47,649
<b>2005</b>	33,349	35,209	38,024	39,914	41,763	44,138	46,222	48,419
<b>2006</b>	33,765	35,657	38,387	40,283	42,192	44,355	46,527	49,441

	2000	2001	2002	2003	2004	2005	2006	Total Wage Increase:	Over 5 Years:	2001-06 Average Increase:
<b>Step Movement Increase in Annual Pay Yearly Wages</b>	<b>Step 1</b>	<b>Step 1&gt;2</b>	<b>Step 2&gt;3</b>	<b>Step 3&gt;4</b>	<b>Step 4&gt;5</b>	<b>Step 5&gt;6</b>	<b>Step 6&gt;7</b>			
	0.00%	9.72%	11.28%	4.05%	5.86%	5.71%	5.41%			
	31,045	34,064	37,906	39,440	41,753	44,138	46,527	<b>\$15,482</b>	<b>49.87%</b>	<b>7.01%</b>
<b>Average Increase 2003-2006: 5.26%</b>										

Source: HRIS, February 2007

**Findings:** On average, if an employee was moving through step progressions during the 2% wage policy, they were experiencing higher than 2% annual wage increases.

**No Step Progression Analysis of AFSCME Non-Exempt Employees from 2000-2006, Averaged**

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8
<b>1999</b>							40,250	NA
<b>2000</b>	31,045	33,023	35,592	37,134	39,358	41,117	42,830	NA
<b>2001</b>	32,023	34,064	36,713	38,304	40,597	42,412	44,179	NA
<b>2002</b>	33,063	35,171	37,906	39,549	41,917	43,791	45,615	NA
<b>2003</b>	32,981	34,771	37,581	39,440	41,192	43,557	45,454	46,253
<b>2004</b>	33,353	35,194	38,037	39,936	41,753	44,170	46,171	47,649
<b>2005</b>	33,349	35,209	38,024	39,914	41,763	44,138	46,222	48,419
<b>2006</b>	33,765	35,657	38,387	40,283	42,192	44,355	46,527	49,441

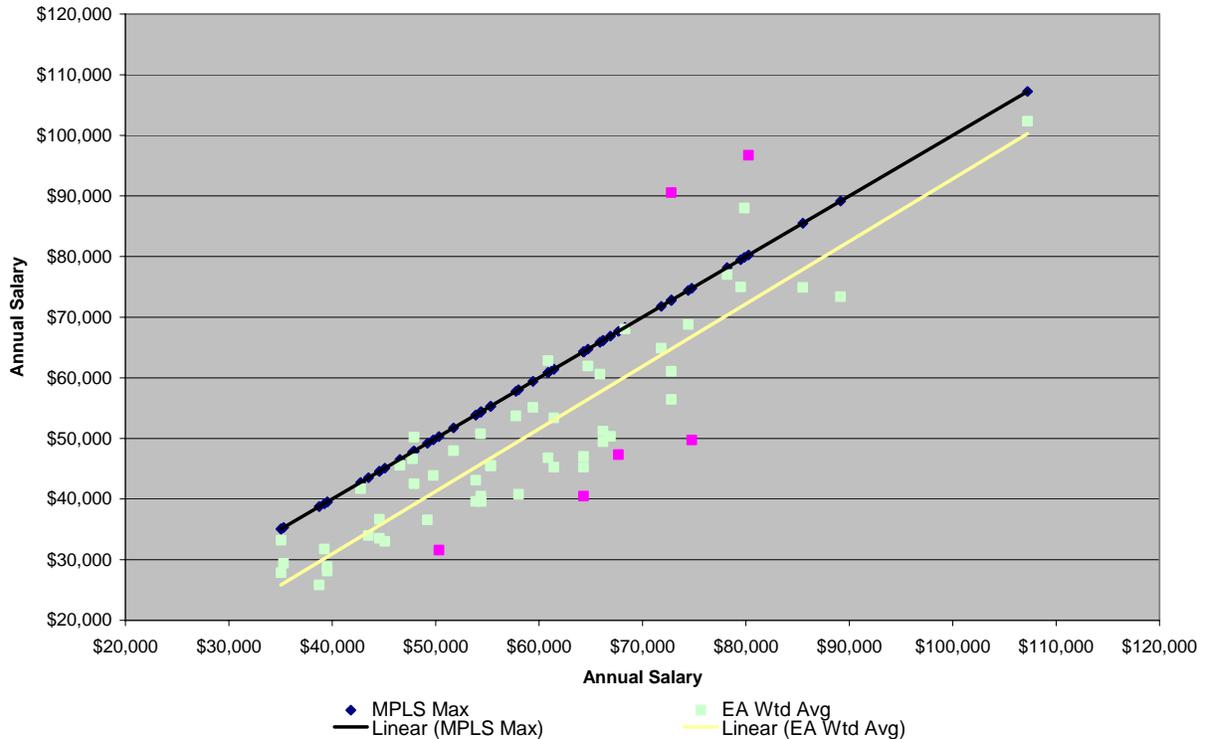
	2000	2001	2002	2003	2004	2005	2006	Total Wage Increase:	Over 5 Years:	2001-06 Average Increase:
<b>Step Movement Increase in Annual Pay Yearly Wages</b>	<b>Step 7</b>	<b>Step 7</b>	<b>Step 7</b>	<b>Step 8</b>	<b>Step 8</b>	<b>Step 8</b>	<b>Step 8</b>			
	6.41%	3.15%	3.25%	1.40%	3.02%	1.62%	2.11%			
	42,830	44,179	45,615	46,253	47,649	48,419	49,441	<b>\$6,611</b>	<b>11.91%</b>	<b>2.99%</b>
<b>Average Increase 2003-2006: 2.04%</b>										

Source: HRIS, February 2007

**Findings:** On average, if an employee was at the top step during the wage policy, they were experiencing annual wage increase of 2.04%, which was more in line with the average metro employee increases (based upon the Stanton Group 2005 Twin Cities Metro Area Compensation Survey). These modest wage increases for employees at the top step are comparative to their counterparts in the private sector.

## Survey Data Comparisons

### Minneapolis with EA Results Overlay



**Employers Association Survey.** This regression diagram shows that of the 57 job titles that were matched with results from the EA survey, 52 are trending above similar job titles in the private sector. Outliers (examples noted in pink) on these scatter grams need additional research to find out if the job match was a good match.

**Findings:** The City of Minneapolis is trending above the private sector for the job titles matched to the Employers Association survey results.

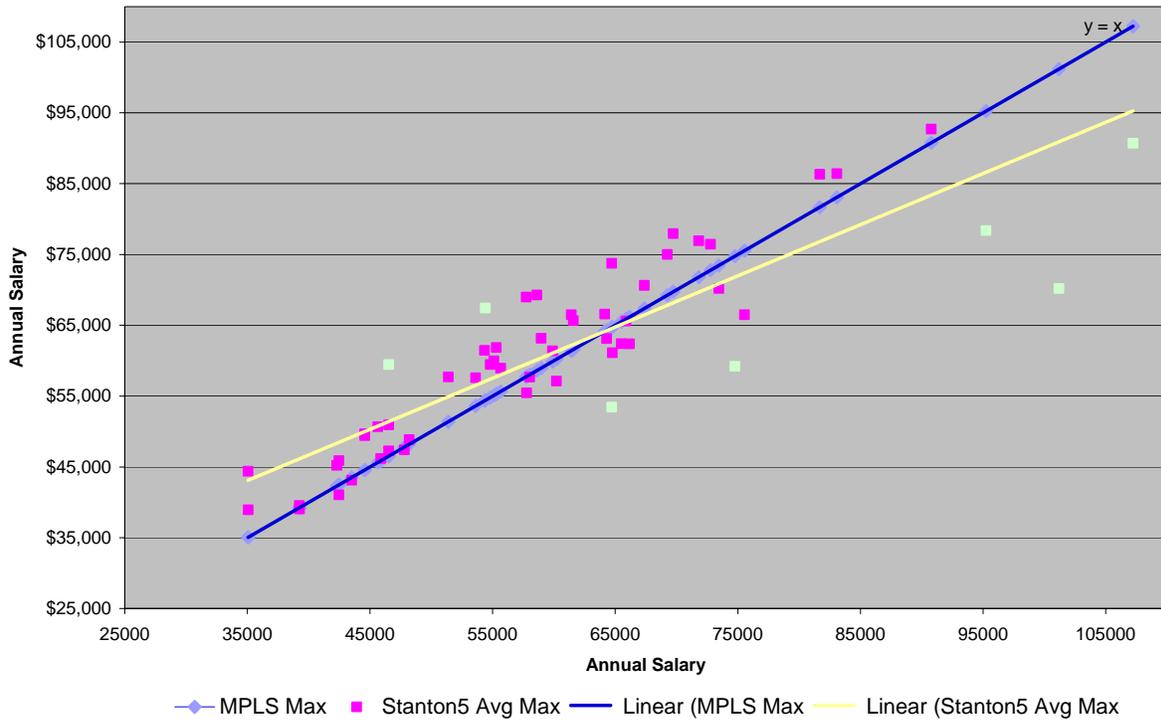
The 2000 State of Minnesota Compensation report noted the following:

- Lower graded State government jobs pay relatively higher than comparable jobs in the private sector.
- Middle graded State government jobs pay relatively the same as comparable jobs in the private sector.
- Higher graded State government jobs pay relatively less than comparable jobs in the private sector.

It was assumed the results would be the same for the City of Minneapolis. When the City's salary information was compared to the private sector data in the Employers Association survey, the results were slightly different regarding the middle graded job titles as those, too, seem to be trending higher than the private sector. So it seems the "crossover" point is moving up job grades and may now be at the managerial level versus the professional job level. And while appointed and higher

graded (grades 13-19) job titles were outside of the scope of this analysis, it is still believed those job titles are, in fact, paid less than comparable jobs in the private sector.

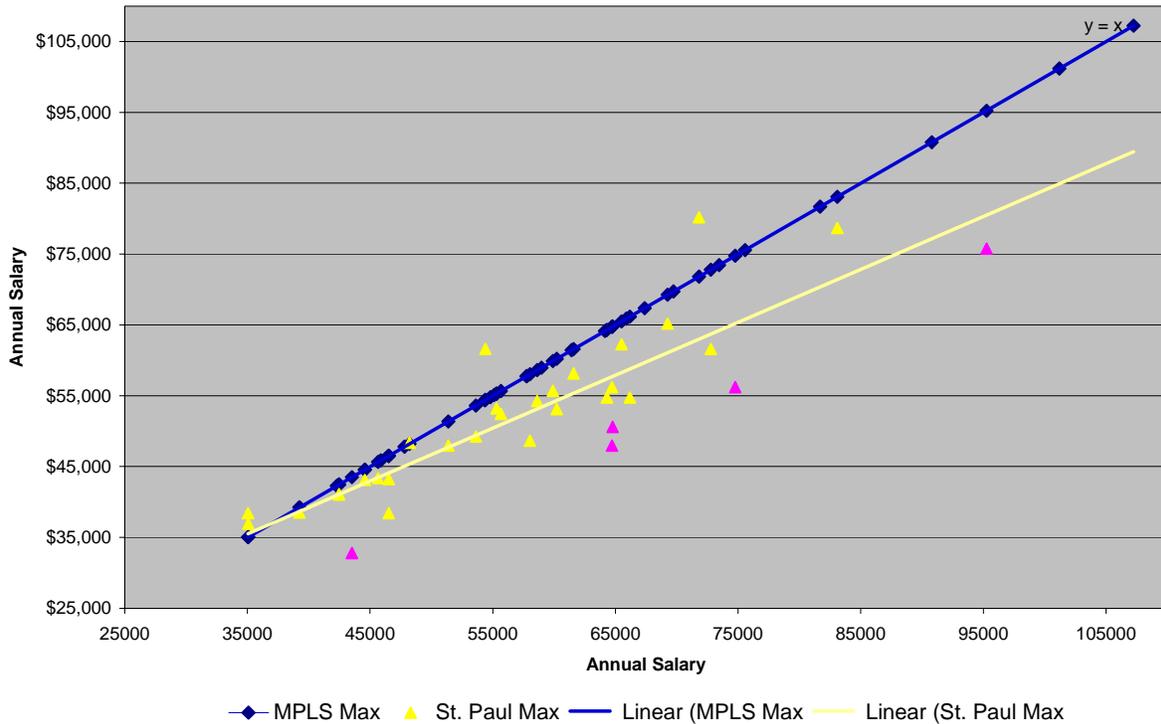
### Minneapolis with LMC "Stanton 5" Results Overlay



**League of Minnesota Cities Survey.** This regression diagram shows that of the 93 job titles that were matched with the “Stanton 5” results from the LMC and informal surveys, 79 are trending above similar job titles in from the Stanton 5 group. Cities grouped within Stanton 5 receive very little, if any, local government aid (LGA) and, therefore, were not affected by the cuts to LGA since 2003. It has only been in recent years that the Stanton 5 cities have been trending above the City of Minneapolis. Some outliers on these scatter grams need additional research to find out if the job match was a good match (those noted in green).

**Findings:** The City of Minneapolis is trending below the “Stanton 5” (cities over 25,000) for the job titles matched to the LMC and informal survey results. Additional review of past Stanton surveys would need to be completed in order to find out if this trend is consistent with past years or a relatively recent change.

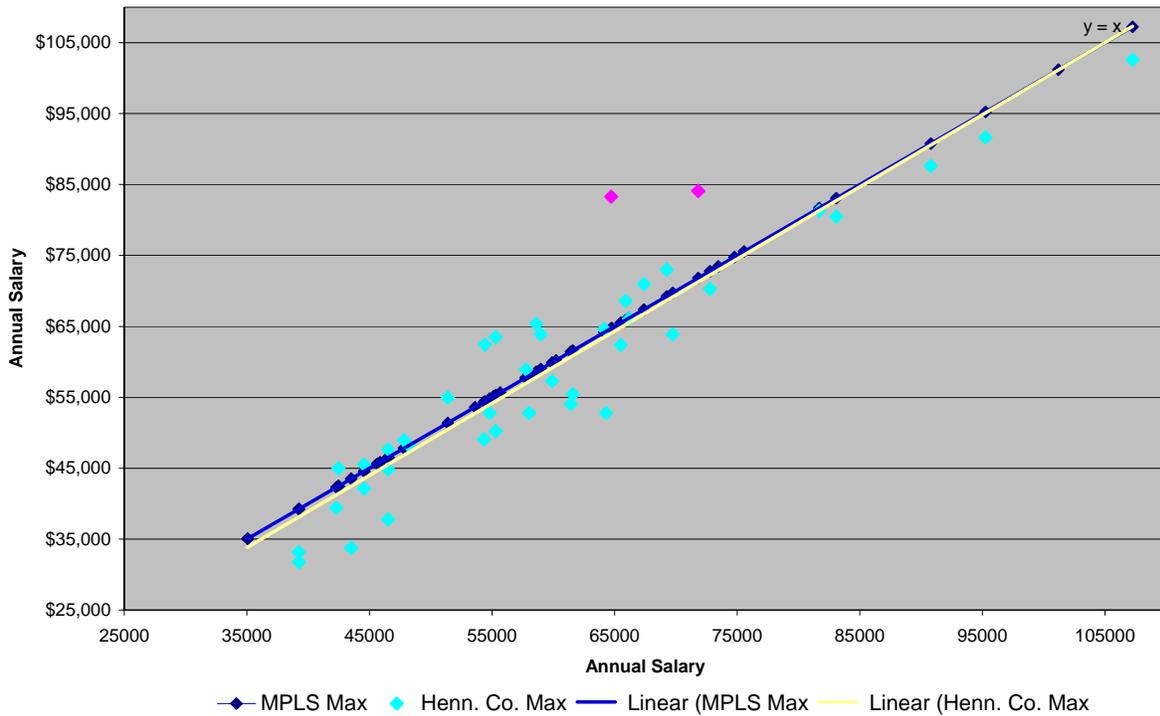
### Minneapolis with St. Paul Results Overlay



This regression diagram shows that of the 61 job titles that were matched with results from St. Paul, 57 are trending above similar job titles in St. Paul. St. Paul received similar cuts to LGA since 2003. Some outliers on these scatter grams need additional research to find out if the job match was a good match (those noted in pink).

**Findings:** The City of Minneapolis is trending above St. Paul for the job titles matched to the LMC and informal survey results. Additional review of past Stanton surveys would need to be completed in order to find out if this trend is consistent with past years or a relatively recent change.

### Minneapolis with LMC Hennepin County Results Overlay



This regression diagram shows that of the 63 job titles that were matched with Hennepin County results from the LMC and informal surveys. Nearly all of the Minneapolis job titles trend with similar job titles in Hennepin County. Hennepin County received similar cuts to LGA since 2003. Some outliers on these scatter grams need additional research to find out if the job match was a good match (those noted in pink).

**Findings:** The City of Minneapolis is trending with Hennepin County for the job titles matched to the LMC and informal survey results. Additional review of past Stanton surveys would need to be completed in order to find out if this trend is consistent with past years or a relatively recent change.

## Benefit Comparisons

With many compensation surveys, it is difficult to compare an organization's salary and benefits to another organization's salary and benefits – especially if the survey's participants are private sector organizations and will only report salary and benefit information if the results are averaged together with other respondent's information. With the LMC's 2006 salary and benefits survey, there was an opportunity to make that comparison. Unfortunately, since the data in the survey is not being analyzed by the survey conductor, the value of the data is questionable. A comparison was made of some of the basic benefits. The results of this comparison found the City offered similar benefits.

Additional benefit survey information is listed in the appendix of this report. The Benefits Sub-Committee of the Labor Management Committee has asked Human Resources to prepare a report benchmarking the City's benefits. This report is expected to be completed in April, 2007. As a result, the benefit information in this report will analyze benefit data at a more generalized level and the report from HR will be more detailed.

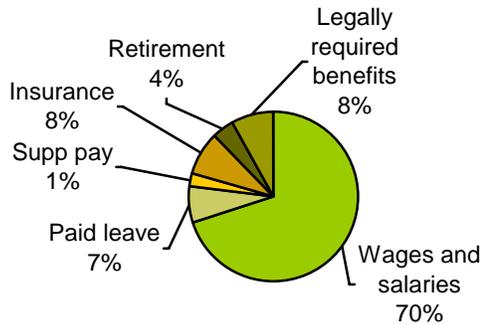
Noted in a December 2006 BLS News Release, private industry employer costs for employee compensation of the Midwest region for September 2006 was \$25.07 per hour worked. Wages accounted for \$17.36 (or 69.2 percent) and benefits accounted for the remaining \$7.71 (or 30.8 percent). Employer costs for legally required benefits were \$2.12 per hour worked (or 8.5 percent) of total compensation costs. Paid leave costs averaged \$1.70 per hour (or 6.8 percent) of total compensation.

What these comparisons do not tell us is what does an employee *value* when it comes to benefits? The City offers a variety of benefits and can calculate the costs associated with those benefits but the value an employee places on those benefits is not known. Additional issues relating to employee value will be addressed in the benefit report being prepared by Human Resources.

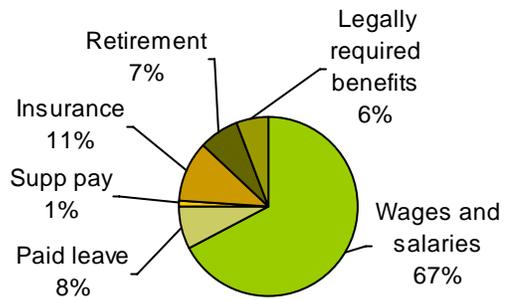
According to the 2000 State of Minnesota Compensation Report, comparing benefit costs among employers is difficult because the average wages differ among employers and some costs are calculated as a percent of wages or salary. The example they provide is that the cost of paid leave, retirement, and social security are a function of wage rates. Government employees, in general, and Minnesota State employees, in particular, are more highly paid than employees of private companies. As a consequence, the dollar value of benefits is higher for government employees than for private employees.

The City spends an average of \$15 per hour to provide benefits to employees. The following charts compare the City of Minneapolis' compensation (salaries and benefits) to national averages as follows<sup>22</sup>:

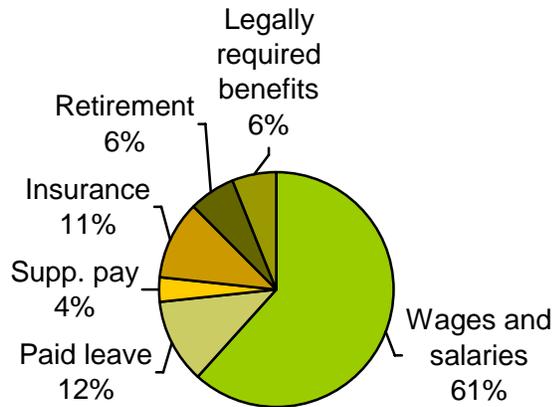
**Total workforce spending on compensation**



**State & local government spending on compensation**



**Minneapolis spending on compensation**



<sup>22</sup> Source: BLS "Employer Costs for Employee Compensation – September 2006" news release 06-2069. Data includes nonfarm private industry and State and local government workers.

Definitions:

- Insurance includes life, health, and disability
- Legally required benefits includes Social Security, Medicare, unemployment insurance, and workers' compensation.

Paid leave benefits include vacation, holidays, sick and other leave.

2006 Minneapolis compensation information from financial information systems.

The City offers four medical plan options from which employees may choose. The City pays the majority of the premium cost for these plans, but makes an equal contribution to each. Employees' pre-tax contributions are based on the plan and coverage level (single or family) elected. Three of the plans include City contributions to a Health Care Reimbursement Account/Voluntary Employee Benefit Arrangement (HRA/VEBA). City employees receive dental coverage at no cost to the employee. The City also provides basic life insurance coverage, long-term disability benefits and an employee assistance program to eligible employees.

Employees may also elect to purchase supplemental life insurance and voluntary short-term disability insurance. Additionally, employees have an option to participate in pre-tax flexible spending accounts, including dependant care, and pre-tax transportation programs.

The vast majority of City employees participate in the Public Employees Retirement Association of Minnesota (PERA), a defined benefit pension plan. This plan provides a guaranteed pension benefit with disability and survivor benefits. Both the employee and the City contribute a percentage of pay to fund future benefits. Contribution percentages are determined by Minnesota law. Additionally, employees may also choose participate in a pre-tax deferred compensation program.

City employees receive 11 paid holidays per year, between 12 and 26 vacation days per year depending on years of service, and 12 paid sick days per year. Additional information about the City's benefits can be found in the appendix.

### **Cost of Benefits**

The City's cost to provide these benefits has increased 23% since 2003. Factors in the increase include: Rising health care costs, worker's comp claims, pension funding increases, etc.

In the City, health care is offered to all full time employees (defined as 32 hours per week), and almost all the eligible employees choose the benefit. Employees contribute a portion of health care premiums. Single coverage contributions range from \$33.90 to \$93.67 per month, and family coverage employee contributions range from \$128.52 to \$331.10 per month depending on the plan selected by the employee.

The City has been successful in containing some health care costs. In 2001 and 2004 as part of an effort lead jointly by City administration and the employee unions, the City took a major step in containing health care costs by switching to deductible and co-insurance health plans and implementing HRA/VEBA accounts for employees. By making the switch, it is estimated the City saved \$1.5-2.0 million compared to projected health care costs increases prior to the switch.

Additionally, employer contribution to medical insurance premiums varies according to sector, as reflected in the following chart:

Percent of medical insurance premiums paid by employer and employee, by selected characteristics, private industry, National Compensation Survey, March 2006<sup>23</sup>

<b>Characteristics</b>	<b>Single Coverage</b>		<b>Family Coverage</b>	
	<b>Employer Share</b>	<b>Employee Share</b>	<b>Employer Share</b>	<b>Employee Share</b>
All workers participating in medical plans				
White-collar occupations	81	19	69	31
Blue-collar occupations	84	16	73	27
Service occupations	80	20	67	33
Full Time	82	18	70	30
Part time	80	20	67	33
Union	91	9	86	14
Nonunion	80	20	67	33
Average wage less than \$15/hr.	80	20	66	34
Average wage \$15 per hour or higher	83	17	73	27
Metropolitan areas	82	18	70	30
Nonmetropolitan areas	82	18	69	31
West North Central (Includes MN)	84	16	73	27

### **LMC Benefit Analysis**

The benefit information summarized in this report was downloaded from the League of Minnesota Cities Compensation Report. Data from Stanton Group 3 and 5 cities was used. The following benefits were studied: Health care, time off, longevity and retiree benefits.

#### **Health Care**

- 28 jurisdictions responded to the survey.
- Jurisdictions used the following 4 providers: Preferred One (2), Medica (11), HealthPartners (10), Blue Cross Blue Shield (5).
- For 26 of the 28 reporting jurisdictions, total monthly cost for single coverage ranged from \$253.85 (Andover) - \$592.70 (Coon Rapids). Minneapolis was second lowest at \$262.50.
- Employer contributions toward single monthly coverage ranged from 88.28% to 100%.

<sup>23</sup> Minneapolis – St. Paul, MN-WI National Compensation Survey May 2005 (2006, March). U.S. Department of Labor, U.S. Bureau of Labor Statistics. Bulletin 3130-45.

- Monthly family coverage ranged from \$651.50 (Burnsville) to \$1268.23 (Maple Grove). Minneapolis was 7<sup>th</sup> at \$915.00.
- Employer contributions to family coverage ranged between 51% and 88%.
- Some employers offer flexible benefits, which may include a cafeteria plan. Benefits typically included in a cafeteria plan are:
  - Health insurance, dental insurance, child care, retirement contributions, or group term life insurance.
  - Cash may be an option for some employees.

**Findings:** Minneapolis' total cost for single coverage health care was second lowest among the jurisdictions surveyed; total cost for family coverage was 7<sup>th</sup>. The City covers 88.74% of single monthly premiums, and 83.1% of family monthly premiums.

**Paid Time Off (PTO - Minneapolis offers vacation and sick leave rather than PTO)**

- 15 jurisdictions responded to the survey. Many jurisdictions seem to have both systems in place, and are placing new employees in a PTO system.
- In all 15 jurisdictions using PTO, the maximum accumulation was equal to the maximum paid out at Severance or Retirement. The maximum accumulations ranged from 25-240 days. 5 jurisdictions maxed out between 25 and 50 days, 5 jurisdictions between 51 and 75 days, 3 jurisdictions between 75 and 100 days, and 2 jurisdictions at over 100 days.

**Findings:** Many jurisdictions are moving away from traditional paid vacation and sick leave and toward PTO. Minneapolis has traditional paid vacation and sick leave.

### **Holidays**

- 28 jurisdictions responded with information about paid holidays.
- All jurisdictions award employees between 10 and 13 paid holidays annually.
- Minneapolis awards 11 holidays per year, as do 11 other jurisdictions. 12 jurisdictions offer more holidays, and 7 jurisdictions offer fewer than 11 holidays (the total is greater than 28 because Bloomington responded for 3 unions, and Maple Grove responded for 2 unions).

**Findings:** 23 of 30 jurisdictions offer 11 or 12 paid holidays annually, including Minneapolis, which offers 11 paid holidays.

### **Vacation**

- 28 jurisdictions responded to survey on vacation (Bloomington included 3 unions, and Maple Grove included 2), 17 with PTO, 16 with both. (Some entities appear to be phasing out traditional vacation/sick Leave and replacing it with PTO.) Many new employees are put in PTO system rather than vacation/sick leave.
- Minneapolis awards 12 vacation days after 1 year. Two jurisdictions award more, 15 award less, and 6 award exactly 12.
- Minneapolis awards 18 vacation days after 15 years. Sixteen jurisdictions award more, 1 awards less, and 1 awards exactly 18.

**Findings:** In terms of paid vacation, Minneapolis is ahead of many jurisdictions in the paid vacation it offers employees with few years of experience, however Minneapolis is behind in the vacation it offers long-term (15+ years) employees.

### **Retiree Benefits**

- 28 jurisdictions responded to the survey.
- 8 jurisdictions contribute to health care plans of retired employees under age 65. In many cases, the amount of city contribution is related to length of service.
- 3 jurisdictions contribute to health care plans of retired employees over age 65.
- 14 jurisdictions allow retirees to participate in dental plans, including Minneapolis.
- 20 jurisdictions allow retirees to participate in life insurance plans.

**Findings:** Minneapolis does not contribute toward health benefits for retirees. Minneapolis offers dental and life insurance benefits to employees, however, employees pay the full cost of these benefits.

### **Longevity**

- 21 jurisdictions responded to survey.
- 11 jurisdictions base longevity pay on a flat amount, and 11 base longevity pay on a percentage of salary (different units in Bloomington handle longevity differently, so they are counted twice).
- The average minimum years to collect longevity is 6.5, and the average maximum is 20.5 years.
- In many jurisdictions, amount and type of longevity pay is dependent on union contract.

**Findings:** Minneapolis requires a longer tenure to qualify for longevity than many jurisdictions. Longevity amounts are determined by union contract and vary among unions.

### **Sick Leave**

- 24 jurisdictions responded to survey.
- Jurisdictions offered between 5 and 15 paid sick days per year.
- 19 jurisdictions offer 12 paid sick days per year, 3 offer less than 12, and 2 offer more than 12.
- Payouts are done on the basis of days (9), flat amounts (3) or percentages (13, depending on union, Washington County uses both a flat amount and a percentage based payout). Maximum percentage based payouts ranged from 23-50%. Maximum days ranged from 30-120 days. Flat amounts ranged from \$4500 to \$15,000.

**Findings:** Minneapolis and 18 other jurisdictions offer 12 paid sick days per year. Minneapolis allows an accumulation of 480 sick days. Payout at retirement for long-term employees is 50%, and deposited into a Health Care Savings Account (HSA).

Outlined below is a comparison of the job title “Office Support Specialist III”, the “actual average” salary information and some more commonly provided benefits: vacation, paid holidays, sick time, longevity, and retirement benefits<sup>24</sup>.

**Local Municipality Salary and Benefit Comparisons**

<i>Job Title: Office Support Specialist III</i>	Anoka County	Bloomington	Hennepin County	Minneapolis	Ramsey County
<b>Yearly Salary</b>	\$39,487	\$45,599	\$35,779	\$44,678	\$36,275
<b>Vacation</b>					
Annual Paid Holidays	12	11	10	11	12
1 Year	24 PTO	10	12	12	12
5 Years	27 PTO	15	15	15	15
10 Years	30 PTO	16	18	18	17
15 Years	33 PTO	20	20	18	21
Max Vacation Days Granted	30 PTO	60	35	50	50
<b>Sick Time</b>					
Annual Sick Days Granted	12	N/A	12	12	15
Max Accumulation in Days	100	N/A			no limit
Max Payout at Retirement	50	N/A	100 Days	50%	\$15,000
Max Payout at Severance	50	N/A	100 Days	50%	\$15,000
<i>Job Title: Office Support Specialist III</i>	Anoka County	Bloomington	Hennepin County	Minneapolis	Ramsey County
<b>Paid Time Off (PTO)</b>					
Max Accumulation in Days	30	125	60	N/A	N/A
Max Paid out at Retirement/Severance	30	125	60	N/A	N/A
<b>Health Care</b>					
Carrier	Medica	HealthPartners	HealthPartners Distinctions	Medica	HealthPartners
Single Coverage Rate (Monthly)	\$434.60	\$406.89	\$433.76	\$294.94	\$518.96
Employer Paid Monthly Amount (Single)	\$383.67	\$406.89	\$433.76	\$261.04	\$503.96
Family Coverage Rate (Monthly)	\$1,004.03	\$1,249.14	\$1,212.10	\$1,028.07	\$1,235.11
Employer Paid Monthly Amount (Family)	\$787.34	\$820.00	\$917.84	\$899.55	\$905.03
<b>Longevity</b>					
Minimum Pay	\$80/mo	3%	\$400/yr	\$40.20	N/A
Years Service for Minimum Pay	8	5	5	9	N/A
Maximum Pay	\$300/mo	5%	\$1200/yr	\$80.70	N/A
Years Service for Maximum Pay	20	10		24	N/A

<sup>24</sup> Information pulled from the 2006 LMC Salary and Benefits for MN Local Governments.

**Local Municipality Salary and Benefit Comparisons**

*Job Title: Office Support Specialist III*

**Retirement**

	Anoka County	Bloomington	Hennepin County	Minneapolis	Ramsey County
Under 65 Retiree Health Insurance Contribution?	Yes	No	Yes	No	Yes
Over 65 Retiree Health Insurance Contribution?	Yes	No	No	No	Yes
Retiree Dental Insurance?	Yes	No	Yes	No	Yes
Retiree Life Insurance?	Yes	Yes	Yes	Yes	Yes

**Report Overview**

The major finding of this analysis is that compensation is an extremely complex subject. While wages and salaries are very important aspects of compensation, they are not the only considerations for employers and employees. Further, this analysis examined external equity, research shows that internal equity has a much greater impact on whether an employee decides to stay with or leave an organization. Although the City’s ability to pay affects equity in external comparisons and the ability to recruit new employees, internal equity relies much more on “organizational justice<sup>25</sup>,” an individual’s perceptions of fairness, and their decision to continue working for that organization. A sense of inequity occurs when there is a perceived imbalance between one person’s inputs and outcomes when compared against another’s inputs and outcomes. This perceived imbalance can affect how an employee views their job and their employer, as well as an employee’s work performance. Additional internal factors that may result in an employee leaving an organization include<sup>26</sup>:

- Poor relationship with immediate supervisor.
- Lack of training and developmental opportunities.
- Substandard equipment, tool, or facilities.
- Feelings of not being appreciated.
- Work not interesting or challenging.
- Unequal or substandard wage structures.

The Human Resources department is responsible for administering compensation. The collective bargaining process also impacts compensation. Market and economy factors are outside of the control of the City. When those factors affect the City’s ability to hire employees or the City is facing significant financial obligations, adjustments to compensation may be needed. Implementing the 2% wage policy and performing maintenance studies are examples of tools the City has used to address these factors.

While Human Resources and City policies attempt to address external factors, individual departments play a large part in internal factors such as employee’s perception of equity. Although the City’s overall turnover is relatively low, there are

<sup>25</sup> Source: 10<sup>th</sup> Edition Human Resource Management

<sup>26</sup> Source: NOBSCOT.com

some departments that have significantly higher turnover than other departments. The reasons for turnover at a department level were not analyzed for this project.

Perceptions of pay inequity may affect an employee's satisfaction with their job, but actual pay inequity within the City can result in large fines from the State. Pay equity is only one of many State and Federal laws with which the City has to comply.

Analyzing individual job titles requires more due diligence than utilizing survey data to compare the wages and salaries of City job titles globally to highlight trends relative to competitive employers. The City of Minneapolis is a very large employer. While job duties outlined in a job title's description may be very similar to another employer's job description, work conditions are also critical aspects of job matches. The issues that City employees address in an average work day may be completely different than those an employee in a surrounding suburb or in the private sector addresses in an average work day. With this analysis, the City's leaders have compensation and financial decisions yet to make. Considering the City's overall goals and strategic objectives provides important context for future long-term financial and human resource planning.

### **Factors to Consider**

- City has limited ability to raise revenue to cover increased costs relating to employment.
- The 2% wage policy was used as a tool to save jobs.
- Public sector bound by laws and regulations that the private sector is not. Pay Equity is just one example.
- On average, union workers earn more than their nonunion counterparts - even though nonunion wages have risen faster than union wages.
- Similar to the findings in the 2000 State Compensation Report, the cost to employers of providing benefits is not necessarily equal to the value of benefits to employees. The value of benefits the City provides to its employees is not known.
- While the City offers a range of benefits, there has been no analysis of what benefits employees want. Nor has there been a process to gauge if employees are aware of all of the benefits the City offers. Using the bi-annual employee survey to collect and track this information may be one option to pursue using to gain that understanding.
- In 2006, the City of Minneapolis received over 11,300 employment applications which included applications from current employees—a 46% increase over 2005
- Since 2001, the City has experienced an annual turnover rate of about 7.5 percent for full-time regular employees (about 270 employees leaving each year)
  - State and Local Government<sup>27</sup>: 8.2%
  - Turnover in Midwest (all industries)<sup>28</sup>: 21.5% Corp.
  - What are the reasons behind recruitment and retention problems?
  - What steps can the City take to address these problems?

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<sup>27</sup> Source: NOBSCOT.com

<sup>28</sup> Ibid

- City employees are a diverse group with a variety of needs, interests, and motivating factors. The reason that draws one employee to work for the City of Minneapolis may be very different to what draws another employee. This diversity in needs should be considered, especially as one generation is leaving the workforce and another is entering it.
- The labor market continually changes. Some jobs become more in demand, the pool of applicants shrinks, and positions may become hard to fill. But labor shortages are not the only reason why a job may be hard to fill. And why demand in the labor market is outside of the control of the City, there may be internal reasons for why jobs are hard-to-fill that the City can control.
- A job may required skills that are no longer being taught in business or vocational schools. Or the demands of a job or the culture within the workplace may be the reason a job is hard-to-fill. These are retention issues that are in the control of the City.

## Appendix

### List of Employers Association (EA) Survey Job Title Matches

MPLS Job Title	EA Job Title
Account Clerk I -C	Payroll Clerk I
Account Clerk I -C	Accounting Clerk I (Entry)
Account Clerk II -C	Payroll Clerk II
Account Clerk II -C	Accounting Clerk II (Experienced)
Accountant I -C	Accountant I
Accountant II -C	Cost Accountant II
Accountant II -C	Accountant II
Applications Analyst-C	Programming Analyst I
Applications Programmer/Analys	Programming Analyst Senior
Applications Programmer-C	Programming Analyst II
Associate Buyer-C	Buyer II
Asst City Attorney III-C	Attorney III
Banking Services Clerk-C	Credit and/or Collection Clerk
Buyer-C	Buyer III
Coord Plans and Scheduling-C	Production Planner/Scheduler II
Copy Center Operator-C	Copy Center Operator
Customer Service Rep I-C	Customer Service Representative II
Customer Service Rep II-C	Customer Service Representative III
Customer Services Supervisor-C	Customer Service Supervisor
Development Finance Analyst	Financial/Business/Budget Analyst III
Engineering Tech III Graphic-C	CAD Drafter III (Design)
Engineering Tech III Survey-C	CAD Drafter III (Design)
Facility Manager-C	Facilities Manager II
Financial Analyst-C	Financial/Business/Budget Analyst I
Foreman Shp Water Dept SupII	Machine Shop Supervisor - Job Shop & Tool Room
Graphics Designer I-C	Graphic Artist
HR Associate Consultant-C	Training Specialist I
HR Consultant-C	Employment Interviewer (Staffing Rep)
HR Consultant-C	Human Resource Generalist
HR Consultant-C	Training Specialist I
HR Senior Associate-C	Human Resource Assistant
HR Senior Consultant-C	Compensation Manager
HR Senior Consultant-C	Benefits Analyst II
HR Senior Consultant-C	Human Resource Generalist, Senior
Janitorial Worker-C	Office Janitor
Legal Typist-C	Legal Secretary II (Experienced)
Manager Finance-C	General Accounting Manager
Manager Safety Programs-C	Safety Manager
Metal Fabrication & Wldng Sp-C	Welder II
Office Support Specialist I-C	Administrative Assistant I
Office Support Specialist I-C	File Clerk II (Experienced)
Office Support Specialst II-C	Administrative Assistant II
Operating Maint Engineer-C	Operating Engineer HVAC

MPLS Job Title	EA Job Title
Paralegal-C	Paralegal
Professional Engineer-C	Design Engineer IV
Program Assistant, Non-Supv-C	Administrative Assistant III
Program Assistant-C	Office Services Supervisor
Program Assistant-C	Administrative Assistant III
Project Coordinator-C	Project Manager
Project Manager-C	Construction Project Manager
Public Wks Safety Specialist-C	Safety Specialist
Receptionist-C	Receptionist
Risk Manager-C	Risk Manager
Software Engineer II (SD/Dev)	Software Engineer IV
Stationary Engineer II-C	Building/Grounds Maintenance Mechanic II
Supv Distribution Ctr-C Sup II	Warehouse (Shipping/Receiving) Supervisor
Supv Payroll/Accounts Payabl-C	General Accounting Supervisor

**List of League of Minnesota (LMC) Survey Job Title Matches**

MPLS Job Title	LMC Job Title
Account Clerk I -C	Accounting Technician
Account Clerk II -C	Accounting Technician--Advanced
Account Clerk II -C	Payroll Clerk
Accountant I -C	Accountant - General
Administrative Analyst I-C	Administrative Assistant
Applications Analyst-C	PC/Network Analyst
Applications Programmer-C	Systems Analyst-Programmer
Assessor I-C	Residential Appraiser
Assessor II-C	Senior Residential Appraiser
Assessor III-C	Commercial/Industrial Appraiser
Asst City Attorney I-C	Attorney - General
Asst City Attorney II-C	Attorney - Experienced
Asst City Attorney III-C	Attorney - Advanced
Automotive Mechanic-C	Skilled Mechanic
Buyer-C	Senior Buyer/Purchasing Agent
City Planner -C	Planner--General
Clerical Supervisor-C	General Office Supervisor
Code Compliance Ofcr I Env-C	Environmental Health Specialist--General
Code Compliance Ofcr II Env-C	Environmental Health Specialist--Experienced
Communications Specialist-C	Communications Specialist
Community Service Officer-C	Community Service Officer
Constr Equip Oper-Oiler B-C	Heavy Equipment Operator
Constr Maint Laborer-C	Laborer
Constr Maint Laborer-C	Maintenance Worker - Single Classification
Constr Maint Laborer-C	Streets Maintenance Worker
Customer Service Rep II-C	General Office Supervisor
Customer Service Rep II-C	Utilities Billing Clerk
District Street Supv Sr-C Sup6	Streets Supervisor
Electronic Technician-C	Electronics Technician

MPLS Job Title	LMC Job Title
Emergency Com Shift Supv-C	Dispatch Supervisor (Law Enforcement)
Engineer-C	Civil Engineer--General
Engineering Technician I - C	Engineering Technician--General
Engineering Technician II - C	Engineering Technician--Experienced
Engineering Technician III - C	Engineering Technician--Advanced
Epidemiologist-C	Epidemiologist
Equipment Service Worker-C	Auto Service Worker
Family Support Spec 2 EmTrn -C	Community Health Specialist
Firefighter 54.6 hrs/wk -C	Firefighter
Foreman Constrctn/Mntnc PrSr-C	Maintenance Supervisor
Foreman Water Svc Maint-C	Water System Supervisor
GIS Analyst II-C	Geographic Information Systems (GIS) Technician
HR Consultant-C	Human Resources Representative
HR Senior Consultant-C	Senior Human Resources Representative
Inspector Building-C	Building Inspector
Inspector Housing I-C	Housing/Code Enforcement Inspector
Janitorial Worker-C	Custodian
Maintenance Crew Leader-C	Lead Worker - Public Works
Manager Accounting-C	Accounting - Staff Supervisor
Manager Business Inform Serv-C	Supervisor, Systems & Programming
Manager School Health Svcs-C	Public Health Nurse Supervisor
Office Support Specialist I-C	Office Support - General
Office Support Specialist II-C	Office Support - Experienced
Office Support Specialist III-C	Office Support - Advanced
Paralegal-C	Paralegal
Police Captain-C	Police/Sheriff's Captain
Police Lieutenant-C	Police/Sheriff's Lieutenant
Police Officer-C	Patrol Officer/Deputy Sheriff
Police Sergeant-C	Police/Sheriff's Sergeant
Police-Fire Dispatcher-C	Dispatcher (Law Enforcement)
Principal City Planner-C	Planner--Advanced
Principal Professional Engr-C	Assistant City/County Engineer
Professional Engineer-C	Civil Engineer--Experienced
Program Assistant-C	Office Administrator/Supervisor
Receptionist-C	Telephone Operator and/or Receptionist
Registered Prof Nurse-C	Public Health Nurse
Senior City Planner-C	Planner--Experienced
Senior Legal Typist -C	Legal Secretary
Senior Professional Engineer-C	Civil Engineer--Advanced
Solid Waste and Recycling Wk-C	Maintenance Worker - Single Classification
Street Maintenance Engineer-C	Superintendent
Water Treatment Plant Oper-C	Water System Operator
Water Works Service Wrker I-C	Sewer & Water Maintenance Worker
Water Works Service Wrker II-C	Senior Sewer & Water Maintenance Worker

### List of Informal Survey Job Title Matches

Minneapolis Job Title
911 Operator-C
Administrative Analyst II-C
Asst Manager Utilities Bilng-C
Asst Supv Prkg Traf Ctl SupIII
Constr Equip Oper-Oiler B-C
Conv Ctr Ops Maint Specialst-C
Council Committee Coord-C
District Street Supv II-C SupV
District Supv Insp Hsg-C SupIV
Electronic Technician-C
Emergency Com Asst Shft Supv-C
Engineering Technician Asst-C
Epidemiologist-C
Fire Captain 54.6 hrs/wk -C
Fire Motor Operator 54.6 hr/wC
Foreman Constrctn/Mntnc Trns-C
Inspector Housing II-C
Lead Inspector Cnst Insp Svc-C
Lead Inspector Housing-C
Manager Assessment Services-C
Nurse Practitioner-C
Painter-C
Police Support Technician I-C
Police Support Technician II-C
Principal Project Crd (CPED)-C
Registered Prof Nurse-C
Senior Financial Analyst-C
Senior Project Coordinator-C
Solid Waste and Recycling Wk-C
Truck Driver -C

Job titles highlighted in grey received two or fewer responses. Those responses were not included in the survey results.

**Compilation of Job Title Survey Results**

Minneapolis Job Title	Organization's Job Title	Municipality	# Emp	Range		Range		Union	FLSA	Degree of Match
				Minimum	Maximum	Minimum	Maximum			
<b>911 Operator-C</b>										
<b>Informal Survey</b>										
Telecommunicator		Ramsey County	3	\$32,178	\$40,414			Y	N	E
Civilian Police Dispatcher		Bloomington	13	\$41,288	\$45,531			Y	N	E
911 Operator-C		Minneapolis	34	\$35,826	\$47,438			Yes	N	
SAME		RICHFIELD	8	\$38,002	\$47,507			Y	N	E
Dispatcher		St. Louis Park	10	\$36,587	\$47,986			Y	N	E
Emergency Communications Center										
Telecommunicator		Saint Paul		\$39,062	\$48,090					
911 Dispatcher		Burnsville	10	\$38,251	\$49,712			Y	N	E
Sheriff's Telecommunicator		Hennepin County	43	\$35,755	\$51,126			Y	N	E
Dispatcher		Apple Valley	9	\$42,598	\$52,707			N	N	E
<b>Account Clerk I -C</b>										
<b>LMC Job Title</b>										
<i>Accounting Technician</i>										
Account Clerk I -C		Minneapolis	4	\$25,299	\$35,050			\$30,763	Yes	Equal
Accounting and Data Processing Clerk		Fridley	2	\$29,723	\$37,170			\$36,691	No	Equal
ACCOUNTING CLERK		Anoka County	8	\$26,029	\$37,904			\$34,704	No	Yes
Accounting Clerk II		Saint Paul	6	\$30,898	\$38,401			\$39,481		
FINANCIAL SERVICES TECHNICIAN		Washington County	8	\$27,373	\$39,790			\$32,843	Yes	Equal
Finance Technician I		Eden Prairie	2	\$36,691	\$41,829			\$38,418	No	Equal
Accounting Clerk		St. Louis Park	3	\$35,733	\$42,039			\$39,564	No	Equal
Accounting Clerk		Minnetonka	1	\$37,996	\$42,218			\$42,218	Yes	Equal
Account Clerk 1		Ramsey County	10	\$29,245	\$42,474			\$34,320	Yes	Equal
Accounts Payable Clerk		Maple Grove	1	\$34,195	\$42,682			\$42,682	No	Equal
Accounts Payable Clerk		Edina	1	\$32,151	\$42,875			\$42,875	No	Equal
Accounting Clerk		Richfield	4	\$33,613	\$43,160			\$43,160	No	Equal
Accounting Technician II		Scott County	9	\$28,831	\$43,204			\$35,596	Yes	Equal
Accounting Clerk II		Burnsville	4	\$34,424	\$43,950			\$43,950	No	Equal
same		Carver County	7	\$32,594	\$44,366			\$40,477	Yes	Equal
Finance Assistant I		Brooklyn Park	3	\$35,110	\$44,512			\$41,038	No	Equal
AR/AP Technician		Lakeville	2	\$37,211	\$44,658			\$38,584	No	Equal
Accounting Clerk II		Cottage Grove	1	\$35,755	\$45,157			\$44,699	Yes	Equal
Accounting Technician		Woodbury	2	\$34,798	\$45,198			\$44,699	No	Equal
Accounts Payable Clerk		Blaine	1	\$38,973	\$45,693			\$45,693	No	Equal
Accounting Technician		Dakota County	3	\$33,700	\$46,900			\$45,313	No	Range
Accounting Technician		Maplewood	2	\$37,190	\$47,507			\$47,507	Yes	Equal
Accounting Clerk II		Coon Rapids	2	\$36,504	\$48,381			\$41,496	No	Equal
Accounting Technician I		Apple Valley	2	\$38,272	\$48,422			\$46,114	No	Equal
Accounting Clerk		Plymouth	2	\$35,838	\$48,797			\$48,797	Yes	Equal
<b>EA Job Title</b>										
<i>Accounting Clerk I (Entry)</i>										
<i>Payroll Clerk I</i>										
<b>Account Clerk II -C</b>										
<b>LMC Job Title</b>										
<i>Accounting Technician--Advanced</i>										
SENIOR ACCOUNTING CLERK		Anoka County	9	\$27,994	\$40,767			\$39,831	No	Yes
Accounting Technician 1		Roseville	1	\$35,547	\$42,827			\$37,253	No	Yes
Account Clerk II -C		Minneapolis	58	\$31,002	\$44,566			\$42,203	Yes	Greater
SR FINANCIAL SERVICES TECHNICIAN		Washington County	9	\$34,507	\$45,406			\$43,659	Yes	Equal
ACCOUNT CLERK, PRINCIPAL		Hennepin County	7	\$32,160	\$45,480			\$42,912	Yes	Yes
Accounting Clerk		Andover	1	\$36,097	\$45,692			\$45,692	No	Yes
Account Clerk 2		Ramsey County	37	\$31,242	\$46,634			\$40,976	Yes	Equal
Accounting Technician		Edina	1	\$35,121	\$46,828			\$46,828	No	Yes
Accounting Assistant		Bloomington	4	\$37,791	\$46,865			\$43,591	No	Equal
Senior Accounting Clerk		Burnsville	1	\$37,190	\$47,216			\$47,216	No	Equal
Senior Account Clerk		St. Louis Park	1	\$41,424	\$48,734			\$48,734	No	Equal
Sr. Accounting Technician		Carver County	1	\$33,155	\$49,275			\$49,275	Yes	Equal
<b># of Organizations Responding</b>			<b># Emp</b>	<b>Un-Wtd Avg</b>	<b>Wtd Avg</b>					
	19		73	\$27,744	\$27,837					
	9		17	\$31,401	\$33,189					

**Compilation of Job Title Survey Results**

Minneapolis Job Title	Organization's Job Title	Municipality	# Emp	Range		Average	Union	FLSA	Degree of Match
				Minimum	Maximum				
	Accounting Specialist	Fridley	1	\$40,019	\$50,024	\$48,672	No	Yes	Equal
	Finance Technician III	Eden Prairie	1	\$42,328	\$50,170	\$47,549	No	Yes	Equal
	Accounting Technician	Minnetonka	1	\$45,680	\$50,756	\$50,756	No	Yes	Equal
	Accounting Clerk	Maple Grove	1	\$41,080	\$51,293	\$51,293	No	Yes	Equal
	Accounting Technician	Plymouth	1	\$38,709	\$52,686	\$52,686	Yes	Yes	Equal
	Senior Accounting Technician	Dakota County	2	\$38,200	\$54,400	\$47,234	No	Yes	Range
	Finance Assistant III	Brooklyn Park	1	\$44,429	\$56,326	\$56,326	No	Yes	Equal
	Community Development Accountant	Richfield	1	\$44,034	\$56,555	\$56,555	No	No	Equal
<b>EA Job Title</b>	<b># of Organizations Responding</b>	<b># Emp</b>		<b>Un-Wtd Avg</b>	<b>Wtd Avg</b>				
Accounting Clerk II (Experienced)	43	193		\$33,756	\$33,512				
<b>Account Clerk II - C</b>									
	Payroll Clerk I	Ramsey County	1	\$29,203	\$41,870	\$31,158	No	Yes	Less
	OFFICE SPECIALIST, PRINCIPAL	Hennepin County	17	\$28,536	\$42,096	\$40,507	Yes	Yes	(Match)
	Payroll Clerk	Saint Paul	9	\$34,283	\$43,111	\$45,927			
	Accounting Clerk II	Shoreview	1	\$39,040	\$43,932	\$44,824	No	Yes	Equal
	PAYROLL SPECIALIST	Anoka County	2	\$30,397	\$44,265	\$44,883	No	Yes	Equal
	Account Clerk II - C	Minneapolis	58	\$31,002	\$44,566	\$42,203	Yes	Yes	Greater
	Payroll Tech - Confidential	Carver County	1	\$32,718	\$44,574	\$40,830	No	Yes	Equal
	Accounting Clerk II	Cottage Grove	1	\$35,755	\$45,157	\$44,699	Yes	Yes	Greater
	Payroll Technician	Fridley	1	\$36,296	\$45,386	\$45,386	No	Yes	Equal
	Finance Technician II	Eden Prairie	2	\$39,520	\$45,594	\$42,557	No	Yes	Equal
	Senior Accounting Clerk-Payroll	Burnsville	1	\$37,190	\$47,216	\$47,216	Yes	Yes	Equal
	Accounting/Payroll Clerk	Blaine	1	\$41,669	\$48,375	\$48,375	No	Yes	Equal
	Employee Relations Technician	Maple Grove	1	\$39,104	\$48,838	\$48,838	No	Yes	Equal
	Payroll Technician	Scott County	2	\$32,617	\$48,874	\$38,126	No	Yes	Equal
	Payroll Technician	Lakeville	1	\$40,934	\$49,109	\$49,109	No	Yes	Equal
	Payroll Clerk	Woodbury	1	\$38,002	\$49,358	\$46,634	No	Yes	Equal
	Payroll Clerk	Plymouth	2	\$36,109	\$49,650	\$48,526	No	Yes	Greater
	Payroll Accountant	St. Louis Park	1	\$42,844	\$50,405	\$50,405	No	Yes	Equal
	Payroll Technician	Richfield	1	\$39,915	\$51,022	\$51,022	No	Yes	Equal
	Payroll Specialist	Maplewood	1	\$38,917	\$51,979	\$51,979	No	Yes	Equal
	Payroll Clerk	Bloomington	1	\$39,032	\$52,302	\$49,497	No	Yes	Equal
	Finance Assistant II	Coon Rapids	1	\$39,499	\$52,312	\$49,358	No	Yes	Equal
	Payroll Technician	Brooklyn Park	1	\$41,330	\$52,354	\$52,354	No	Yes	Equal
	Accounting Technician III	Apple Valley	1	\$42,598	\$52,707	\$52,707	No	Yes	Equal
		Roseville	1	\$44,762	\$53,934	\$49,088	No	Yes	Greater
<b>EA Job Title</b>	<b># of Organizations Responding</b>	<b># Emp</b>		<b>Un-Wtd Avg</b>	<b>Wtd Avg</b>				
Payroll Clerk II	20	31		\$37,573	\$36,676				
<b>Accountant I - C</b>									
	Senior Accounting Specialist	Dakota County	10	\$31,700	\$43,700	\$39,319	No	Yes	Range
	Accountant I	Saint Paul	5	\$36,972	\$48,661	\$50,128			
	ACCOUNTANT	Washington County	4	\$39,645	\$52,229	\$47,570	Yes	Yes	Equal
	ACCOUNTANT	Hennepin County	38	\$34,560	\$52,776	\$50,570	No	No	
	ACCOUNTANT	Anoka County	6	\$36,801	\$53,597	\$49,627	No	Yes	
	Accountant I	Andover	1	\$42,928	\$54,340	\$54,340	No	No	Greater
	Accountant	Lakeville	1	\$47,216	\$56,659	\$56,659	No	Yes	Equal
	Accountant I	Ramsey County	5	\$38,896	\$57,678	\$47,403	No	No	Equal
	Accountant I - C	Minneapolis	12	\$41,150	\$58,020	\$52,437	Yes	Yes	Equal
	Accountant	Brooklyn Park	1	\$43,909	\$59,405	\$59,405	No	No	Equal
	Accountant I	Maple Grove	1	\$48,210	\$60,264	\$48,210	No	No	Equal
	Accountant	Carver County	1	\$44,741	\$66,498	\$48,859	Yes	No	Equal

**Compilation of Job Title Survey Results**

Minneapolis Job Title	Organization's Job Title	Municipality	# Emp	Range		Average	Union	FLSA	Degree of Match
				Minimum	Maximum				
EA Job Title	# of Organizations Responding		# Emp	Un-Wtd Avg	Wtd Avg				
<i>Accountant I</i>	30		75	\$41,061	\$40,798				
<b>Accountant II - C</b>									
<b>LMC Job Title</b>									
<i>Accountant - Experienced</i>									
	Accountant	Scott County	2	\$34,263	\$51,342	\$43,804	Yes	No	Equal (No Match)
	Accounting Coordinator	Minnetonka	1	\$47,090	\$52,322	\$52,322	No	No	Equal
	Accountant	Fridley	2	\$46,509	\$53,518	\$50,398	No	No	Equal
	ACCOUNTANT II	Washington County	4	\$41,572	\$54,707	\$54,604	Yes	No	Equal
	Accountant II	Saint Paul	4	\$41,642	\$54,749	\$55,816			
	Accountant	Eden Prairie	1	\$45,864	\$58,074	\$52,395	No	Yes	Equal
	Accountant I	Apple Valley	2	\$48,422	\$58,469	\$56,181	N/A	N/A	
	Senior Accountant	Dakota County	1	\$42,400	\$61,600	\$57,478	No	Yes	Range
	Accountant	Plymouth	1	\$47,715	\$64,958	\$64,958	Yes	Yes	Equal
	Accountant II	Woodbury	1	\$50,107	\$65,083	\$50,107	No	No	Equal
	Accountant	Burnsville	1	\$50,898	\$65,229	\$59,509	No	No	Equal
	Accountant	Richfield	1	\$48,526	\$65,270	\$65,270	No	No	Equal
	Accountant II	Maple Grove	1	\$52,886	\$66,046	\$62,845	No	No	Equal
	ACCOUNTANT, SENIOR	Hennepin County	35	\$43,260	\$66,084	\$60,514	No	No	Equal
	Accountant II - C	Minneapolis	19	\$46,772	\$66,178	\$57,029	Yes	No	Equal
	Accountant 2	Ramsey County	7	\$44,762	\$66,290	\$60,902	No	No	Equal
	Senior Accountant	Brooklyn Park	1	\$50,045	\$67,704	\$67,704	No	No	Equal
	Accountant	Bloomington	5	\$46,441	\$69,388	\$62,318	No	No	Equal
<b>EA Job Title</b>	<b># of Organizations Responding</b>		<b># Emp</b>	<b>Un-Wtd Avg</b>	<b>Wtd Avg</b>				
<i>Cost Accountant II</i>	8		11	\$48,693	\$49,459				
<i>Accountant II</i>	30		113	\$50,241	\$51,221				
<b>Administrative Analyst I - C</b>									
<b>LMC Job Title</b>									
<i>Administrative Assistant</i>									
	Administrative Assistant to City Manager	Fridley	1	\$38,230	\$46,509	\$46,509	Yes	No	Less
	Administrative Assistant	Cottage Grove	1	\$38,364	\$47,955	\$44,310	No	Yes	Equal
	Executive Assistant	Eden Prairie	1	\$42,328	\$50,170	\$47,549	No	Yes	Greater
	Administrative Secretary	Dakota County	4	\$35,800	\$50,400	\$41,480	No	Yes	Range
	Administrative Asst to Police Chief	Maple Grove	1	\$41,080	\$51,293	\$51,293	No	Yes	Equal
	ADMINISTRATIVE ASSISTANT	Hennepin County	47	\$34,560	\$52,776	\$50,997	No	No	Equal
	Executive Assistant	Roseville	1	\$44,762	\$53,934	\$50,669	No	Yes	Equal
	Administrative Analyst I - C	Minneapolis	9	\$33,921	\$54,802	\$50,315	Yes	Yes	Equal
	Asst. to the City Manager	Shoreview	1	\$53,723	\$60,453	\$60,453	No	No	Equal
	Asst to the City Administrator	Lakeville	1	\$54,475	\$65,374	\$65,374	No	No	Equal
	Administrative Assistant	Edina	1	\$51,877	\$69,170	\$69,170	No	No	Equal
	Administrative Operations Manager	Maplewood	1	\$51,438	\$69,181	\$58,968	No	No	Equal
	Assistant to the County Administrator	Scott County	1	\$49,613	\$74,346	\$69,651	No	No	Equal
	Assistant to the City Manager	Richfield	1	\$62,546	\$80,434	\$70,762	No	No	Greater
<b>Administrative Analyst II - C</b>									
<b>Informal Survey</b>									
	Administrative Assistant	Brooklyn Center	1	\$35,822	\$43,595	\$43,595	N	N	E
	Administrative Analyst II-C	Minneapolis	21	\$43,877	\$62,023	\$62,023	Yes	E	E
	Sr Planning Analyst	Hennepin County	105	\$40,955	\$61,443	\$61,443	N	E	E
	Management Analyst	Cottage Grove	2	\$44,491	\$55,619	\$55,619	N	E	H
	Management Analyst 2	Ramsey County	4	\$43,056	\$54,371	\$54,371	YN	E	E
	Administrative Assistant	Saint Paul		\$51,210	\$65,998				
<b>Applications Analyst C</b>									
<b>LMC Job Title</b>									
<i>PC/Network Analyst</i>									
	Information Systems Technician	Lakeville	2	\$40,934	\$49,109	\$40,934	No	Yes	Equal
	Sr. IS Analyst	Shoreview	1	\$48,410	\$54,478	\$54,478	No	Yes	Less
	IS Systems Support Specialist IV	Saint Paul	6	\$45,205	\$56,218	\$57,458			
	IT Technician II	Minnetonka	2	\$51,070	\$56,744	\$56,744	No	Yes	Equal

**Compilation of Job Title Survey Results**

Minneapolis Job Title	Organization's Job Title	Municipality	# Emp	Range Minimum	Range Maximum	Actual Average	Union	FLSA	Degree of Match
IT Network Specialist		Apple Valley	2	\$48,422	\$58,469	\$58,469	No	Yes	Equal
IT/Network Analyst		Maplewood	1	\$44,949	\$59,488	\$59,488	No	Yes	Equal
Sr. Support Analyst		Carver County	2	\$41,413	\$61,547	\$53,997	Yes	Yes	Equal
IT ANALYST		Washington County	16	\$49,691	\$65,437	\$59,800	Yes	Yes	Equal
LAN ADMINISTRATOR		Anoka County	5	\$45,103	\$65,686	\$59,428	No	No	Greater
Network Systems Analyst		Roseville	1	\$55,349	\$66,685	\$58,011	No	No	Equal
Computer Specialist		Bloomington	3	\$46,441	\$69,388	\$54,707	No	No	Equal
Applications Analyst-C		Minneapolis	11	\$53,611	\$74,765	\$69,222	Yes	No	Equal
Data Networking Specialist		Dakota County	5	\$49,000	\$101,600	\$77,901	No	No	Range
<b>EA Job Title</b>	<b># of Organizations Responding</b>	<b>Un-Wtd Avg</b>	<b># Emp</b>	<b>Wtd Avg</b>					
Programming Analyst I	4	\$48,933	18	\$49,737					

**Applications Programmer/Analys**

			\$48,992	\$68,305	Yes	No			
<b>EA Job Title</b>	<b># of Organizations Responding</b>	<b>Un-Wtd Avg</b>	<b># Emp</b>	<b>Wtd Avg</b>					
Programming Analyst Senior	17	\$72,584	217	\$68,075					

**Applications Programmer-C**

IS Information Technical Analyst III		Saint Paul	5	\$45,205	\$56,218	\$56,186			Greater
Network Specialist		Lakeville	1	\$49,525	\$59,426	\$49,525	No	Yes	Equal
Sr. Systems Engineer		Carver County	1	\$41,413	\$61,547	\$71,989	Yes	No	Equal
Applications Programmer-C		Minneapolis	2	\$46,403	\$64,719	\$58,074	Yes	Yes	Greater
Senior Programmer Analyst		Scott County	5	\$46,074	\$69,041	\$66,578	No	No	Equal
SR IT ANALYST		Washington County	5	\$57,635	\$75,844	\$75,395	Yes	No	Equal
Analyst; Senior Analyst		Bloomington	10	\$53,544	\$76,491	\$64,756	No	No	Equal
Information Services Application Developer 3		Ramsey County	6	\$52,312	\$77,605	\$68,910	No	No	Equal
Technology Analyst/Developer		Eden Prairie	1	\$56,430	\$78,998	\$63,981	No	No	Equal
Systems Analyst		Plymouth	1	\$55,645	\$79,990	\$79,990	No	No	Equal
INFORMATION TECHNOLOGY SPECIALIST, PR		Hennepin County	104	\$53,208	\$83,280	\$79,381	No	No	Equal
Systems Analyst Programmer		Dakota County	14	\$45,000	\$91,900	\$73,172	No	No	Range
<b>EA Job Title</b>	<b># of Organizations Responding</b>	<b>Un-Wtd Avg</b>	<b># Emp</b>	<b>Wtd Avg</b>					
Programming Analyst II	13	\$62,598	37	\$61,919					

**Assessor I-C**

Appraiser I		Scott County	3	\$31,045	\$46,521	\$40,786	Yes	Yes	Equal
APPRAISER, JUNIOR		Hennepin County	3	\$35,352	\$49,068	\$42,565	No	No	Equal
Appraiser I		Carver County	3	\$33,155	\$49,275	\$36,213	Yes	Yes	Equal
Real Estate Appraiser I		Ramsey County	7	\$34,091	\$50,731	\$36,213	Yes	Yes	Equal
PROPERTY APPRAISER II		Washington County	4	\$39,645	\$52,229	\$50,378	Yes	Yes	Equal
APPRAISER		Anoka County	12	\$36,801	\$53,597	\$47,431	No	Yes	Greater
Assessor I-C		Minneapolis	8	\$37,145	\$54,349	\$43,243	Yes	Yes	Equal
Appraiser I		Eden Prairie	1	\$45,864	\$55,682	\$49,130	No	Yes	Equal
Appraiser II-Market Adjusted		Dakota County	11	\$40,300	\$57,900	\$54,846	Yes	Yes	Range
Residential Appraiser		Bloomington	3	\$49,872	\$58,020	\$56,140	Yes	Yes	Equal
Residential Appraiser I		St. Louis Park	1	\$50,669	\$59,611	\$59,611	No	Yes	Equal
Appraiser I		Brooklyn Park	3	\$47,528	\$60,237	\$59,134	No	Yes	Equal
Residential appraiser		Woodbury	1	\$46,925	\$60,923	\$60,923	No	Yes	Equal
Appraiser		Plymouth	3	\$44,907	\$61,131	\$55,910	Yes	Yes	Equal
Appraiser II		Coon Rapids	2	\$47,029	\$62,338	\$50,440	No	Yes	Greater
Appraiser		Maple Grove	3	\$52,894	\$66,040	\$58,365	No	Yes	Equal
Appraiser		Edina	4	\$51,877	\$69,169	\$69,169	No	No	Equal

**Assessor II-C**

**Compilation of Job Title Survey Results**

Minneapolis Job Title	Organization's Job Title	Municipality	# Emp	Range		Maximum	Average	Union	FLSA	Degree of Match
				Minimum	Maximum					
<b>LMC Job Title</b> <i>Senior Residential Appraiser</i>	Appraiser II	Scott County	5	\$34,263	\$51,342	\$46,438	Yes	Yes	Equal	
	Appraiser II	Carver County	3	\$35,630	\$52,957	\$39,499	Yes	Yes	Equal	
	SENIOR APPRAISER	Anoka County	3	\$40,661	\$59,216	\$58,713	No	Yes	Equal	
	Appraiser	Fridley	1	\$48,651	\$60,819	\$57,554	No	Yes	Equal	
	Residential Appraiser II	St. Louis Park	1	\$52,802	\$62,120	\$62,120	No	Yes	Equal	
	Principal Appraiser	Minnetonka	1	\$56,514	\$62,795	\$61,214	No	Yes	Equal	
	Assessor II-C	Minneapolis	8	\$43,037	\$64,149	\$53,394	Yes	Yes	Equal	
	APPRAISER	Hennepin County	8	\$41,400	\$64,608	\$52,626	No	No	Range	
	Senior Appraiser	Dakota County	2	\$45,000	\$66,200	\$59,395	Yes	Yes	Equal	
	Real Estate Appraiser 3	Ramsey County	14	\$44,762	\$66,290	\$59,842	Yes	Yes	Equal	
	Senior Appraiser	Plymouth	1	\$49,442	\$67,288	\$67,288	Yes	Yes	Equal	
	Senior Appraiser	Maple Grove	1	\$57,075	\$71,344	\$71,344	No	Yes	Equal	
	Appraiser II	Eden Prairie	2	\$53,622	\$75,067	\$64,376	No	No	Equal	
	<b>Assessor III-C</b> <i>Commercial/Industrial Appraiser</i>	COMMERCIAL/INDUSTRIAL APPRAISER-III	Washington County	3	\$46,696	\$61,485	\$50,066	Yes	Yes	Equal
		Senior Appraiser	Minnetonka	3	\$59,340	\$65,933	\$65,933	No	Yes	Equal
Real Estate Appraiser 3		Ramsey County	14	\$44,762	\$66,290	\$59,842	Yes	Yes	Equal	
St. Appraiser		Carver County	1	\$44,741	\$66,498	\$58,261	Yes	Yes	Less	
Commercial Appraiser		Plymouth	1	\$49,442	\$67,288	\$67,288	Yes	Yes	Equal	
Assessor III-C		Minneapolis	2	\$45,319	\$67,377	\$66,414	Yes	Yes	Equal	
Appraiser II		Brooklyn Park	1	\$53,726	\$68,099	\$68,099	No	Yes	Equal	
Commercial Appraiser		Dakota County	6	\$47,000	\$69,800	\$65,260	Yes	Yes	Range	
APPRAISER, SENIOR		Hennepin County	7	\$41,784	\$70,956	\$69,000	No	No	Range	
Commercial Appraiser		Maple Grove	1	\$57,075	\$71,344	\$60,632	No	Yes	Equal	
Commercial Appraiser		Bloomington	3	\$58,080	\$72,156	\$64,928	Yes	Yes	Equal	
Appraiser III		Eden Prairie	2	\$56,430	\$78,998	\$66,529	No	No	Equal (Match)	
<b>Asst City Attorney I-C</b> <i>Attorney - General</i>		ASST COUNTY ATTORNEY I	Washington County	4	\$47,020	\$61,872	\$48,450	Yes	No	Equal
		Assistant County Attorney I	Scott County	2	\$41,743	\$62,553	\$49,879	Yes	No	Equal
		ASSISTANT COUNTY ATTORNEY III	Anoka County	3	\$44,883	\$65,363	\$51,906	No	No	Equal
	Assistant County Attorney I	Carver County	1	\$44,741	\$66,498	\$53,373	Yes	N/A	Equal	
	Assistant County Attorney 1	Ramsey County	2	\$50,336	\$74,901	\$55,515	N/A	N/A	Equal	
	Asst City Attorney I-C	Minneapolis	26	\$45,216	\$75,559	\$65,618	Yes	Yes	Equal	
	Attorney II	Dakota County	3	\$56,300	\$87,100	\$61,265	Yes	No	Range	
	<b>Asst City Attorney II-C</b> <i>Attorney - Experienced</i>	Associate City Attorney - Prosecution	Bloomington	4	\$51,085	\$70,208	\$61,660	No	No	Equal
		ASST COUNTY ATTORNEY II	Washington County	2	\$54,698	\$71,979	\$58,304	Yes	No	Equal
		Assistant County Attorney II	Carver County	2	\$48,443	\$72,010	\$61,734	Yes	N/A	Equal
		Assistant County Attorney II	Scott County	3	\$49,613	\$74,346	\$55,353	Yes	No	Equal
		Assistant County Attorney 2	Ramsey County	7	\$60,341	\$89,814	\$67,392	Yes	No	Equal
		Asst City Attorney II-C	Minneapolis	22	\$65,013	\$101,188	\$94,573	Yes	Yes	Equal
		Attorney III	Dakota County	9	\$65,700	\$106,100	\$71,480	Yes	No	Range
		<b>Asst City Attorney III-C</b> <i>Attorney - Advanced</i>	Assistant County Attorney III	Carver County	5	\$52,458	\$77,958	\$76,003	Yes	N/A
Assistant City Attorney			Minnetonka	1	\$72,161	\$80,179	\$74,166	N/A	N/A	Equal
Assistant County Attorney III			Scott County	8	\$57,535	\$86,212	\$72,085	Yes	No	Equal
ASST CO ATTORNEY III			Washington County	10	\$69,210	\$91,077	\$85,531	Yes	No	Equal
Associate City Attorney - Civil			Bloomington	3	\$69,115	\$94,794	\$87,673	No	No	Equal
Assistant City Attorney			Coon Rapids	2	\$73,653	\$97,614	\$84,739	No	No	Equal
ATTORNEY			Hennepin County	147	\$55,620	\$102,612	\$100,000	Yes	No	Equal
Asst City Attorney III-C			Minneapolis	2	\$69,061	\$107,245	\$107,951	Yes	Yes	Equal
Assistant County Attorney 3	Ramsey County		49	\$73,882	\$107,827	\$94,869	Yes	No	Equal	

**Compilation of Job Title Survey Results**

Minneapolis Job Title	Organization's Job Title	Municipality	# Emp	Range Minimum	Range Maximum	Actual Average	Union	FLSA	Degree of Match
Attorney III	Attorney IV	Dakota County	15	\$68,200	\$111,400	\$100,540	Yes	No	Range
<b>EA Job Title</b>	<b># of Organizations Responding</b>		<b># Emp</b>	<b>Un-Wtd Avg</b>	<b>Wtd Avg</b>				
Associate Buyer-C	5		156	\$110,997	\$102,301				
Buyer II			59	\$49,789	\$50,772				
<b>Automotive Mechanic-C</b>	<b># of Organizations Responding</b>		<b># Emp</b>	<b>Un-Wtd Avg</b>	<b>Wtd Avg</b>				
LMC Job Title	18		59	\$37,145	\$54,349		Yes	No	
Skilled Mechanic			2	\$41,974	\$45,198	\$45,198	No	Yes	Equal
	Mechanic-B	Fridley	4	\$41,621	\$46,093	\$44,512	Yes	Yes	Equal
	FLEET TECHNICIAN	Washington County	1	\$41,160	\$46,318	\$48,512	No	Yes	Equal
	Mechanic	Shoreview	1	\$46,446	\$46,467	\$46,467	Yes	Yes	Equal
	Mechanic	Roseville	2	\$34,549	\$47,070	\$45,323	Yes	Yes	Equal
	Equipment Mechanic	Cottage Grove	6	\$47,237	\$47,237	\$47,237	Yes	Yes	Equal
	PSWIII-Mechanic	St. Louis Park	4	\$39,000	\$47,320	\$47,320	Yes	Yes	Equal
	Maintenance Worker Mechanic	Minnetonka	2	\$32,406	\$47,528	\$47,528	Yes	Yes	Equal
	MECHANIC	Eden Prairie	7	\$31,713	\$47,568	\$43,922	Yes	Yes	Equal
	Technical Specialist - Fleet Maintenance	Anoka County	2	\$35,547	\$48,027	\$48,027	Yes	Yes	Equal
	EQUIPMENT MECHANIC, JOURNEYMAN	Apple Valley	12	\$46,259	\$48,187	\$48,484	Yes	Yes	Equal
	Automotive Mechanic-C	Hennepin County	42	\$48,210	\$48,210	\$48,214	Yes	Yes	Equal
	Mechanic	Minneapolis	3	\$40,726	\$48,235	\$48,235	Yes	Yes	Equal
	Vehicle Mechanic-Heavy	Plymouth	17	\$48,360	\$48,360	\$49,566			
	Mechanic	Saint Paul	1	\$40,019	\$48,568	\$48,568	Yes	Yes	Greater
	Street Maintenance II, Service Technician	Coon Rapids	3	\$38,418	\$48,797	\$48,797	Yes	Yes	Equal
	Equipment Mechanic	Lakeville	5	\$32,617	\$48,874	\$44,115	Yes	Yes	Equal
	Mechanic	Scott County	1	\$35,899	\$49,027	\$49,027	Yes	Yes	Equal
	Heavy Equipment Mechanic	Andover	2	\$38,542	\$49,254	\$44,866	Yes	Yes	Equal
	Shop Mechanic Heavy	Maplewood	5	\$33,155	\$49,275	\$44,408	Yes	Yes	Equal
	Mechanic	Carver County	2	\$37,398	\$49,525	\$49,046	Yes	Yes	Equal
	Mechanic	Burnsville	5	\$40,477	\$50,274	\$47,029	Yes	Yes	Equal
	Fleet Mechanic	Woodbury	3	\$41,330	\$52,354	\$50,918	Yes	Yes	Equal
	Heavy Equipment Mechanic	Brooklyn Park	11	\$45,011	\$53,768	\$52,166	Yes	Yes	Equal
	Senior Fleet Maintenance Technician	Ramsey County	3	\$40,300	\$57,900	\$54,947	Yes	Yes	Range
	Senior Mechanic	Dakota County	5	\$45,286	\$58,810	\$53,055	No	Yes	Equal (Match)
		Bloomington							
<b>DEED/OES Job Grouping</b>	<b>Geography</b>		<b># Emp</b>	<b>Emp SE*</b>	<b>Median</b>	<b>Annual Salary</b>			
49-3023 Automotive Service Technicians and Mechanics	Seven County Mpls-St Paul, MN		5,390	367	\$18.00/hr	\$37,440			
	Minnesota		11,230	674	\$16.57/hr	\$34,466			
	U S		65,480	4,584	\$16.54/hr	\$34,403			
<b>Banking Services Clerk-C</b>				\$35,081	\$50,307		Yes	Yes	
<b>EA Job Title</b>	<b># of Organizations Responding</b>		<b># Emp</b>	<b>Un-Wtd Avg</b>	<b>Wtd Avg</b>				
Credit and/or Collection Clerk	11		26	\$31,268	\$31,578				
<b>Buyer-C</b>			2	\$36,801	\$53,597	\$54,075	No	Yes	
Senior Buyer/Purchasing Agent	PURCH BUYER	Anoka County	1	\$39,732	\$59,538	\$61,689	Yes	No	Equal
	Purchasing Agent	Scott County	1	\$44,802	\$66,170	\$54,495	No	No	Equal (Match)
	Buyer-C	Bloomington	2	\$55,935	\$65,883	\$66,537	Yes	Yes	
	Contract Coordinator	Minneapolis	1	\$45,000	\$66,200	\$61,148	No	No	Range
		Dakota County							

**Compilation of Job Title Survey Results**

Minneapolis Job Title	Organization's Job Title	Municipality	# Emp	Range Minimum	Range Maximum	Actual Average	Union	FLSA	Degree of Match
	Purchasing Agent	Coon Rapids	1	\$50,794	\$67,288	\$61,755	No	No	Less
	BUYER, SENIOR	Hennepin County	5	\$44,964	\$68,604	\$68,604	No	No	
<b>EA Job Title</b>	<b># of Organizations Responding</b>		<b># Emp</b>	<b>Un-Wtd Avg</b>	<b>Wtd Avg</b>				
<i>Buyer III</i>	17		53	\$58,979	\$60,619				
<b>Clerical Supervisor-C</b>	SUPPORT SERVICES SUPERVISOR, SENIOR	Hennepin County	90	\$28,224	\$44,832	\$43,485	No	Yes	
<b>LMC Job Title</b>	Clerical Supervisor-C	Minneapolis	2	\$32,458	\$46,530	\$47,784	No	No	Equal
<i>General Office Supervisor</i>	Office Supervisor 2	Ramsey County	4	\$34,091	\$50,003	\$46,072	No	No	Equal
	ADMINISTRATIVE TECHNICIAN	Washington County	6	\$38,605	\$50,835	\$49,837	Yes	Yes	Equal
	Support Services Supervisor	Scott County	3	\$34,263	\$51,342	\$43,776	Yes	No	Equal
	Office Services Supervisor	Dakota County	2	\$38,200	\$54,400	\$45,034	No	Yes	Range
	Records Supervisor	Richfield	1	\$44,034	\$56,555	\$56,555	No	No	Greater
	Police Support Services Supervisor	Coon Rapids	1	\$47,029	\$62,338	\$51,147	No	No	Equal
<b>City Planner -C</b>	Environmental Planner	Fridley	1	\$42,328	\$48,547	\$44,325	No	No	Equal
<b>LMC Job Title</b>	Associate Planner	Andover	2	\$39,781	\$50,356	\$43,558	No	No	Equal
<i>Planner-General</i>	Planning Assistant	Lakeville	1	\$42,910	\$51,522	\$51,522	No	Yes	Less
	Associate Planner	St. Louis Park	1	\$44,979	\$52,917	\$48,605	No	Yes	Equal
	City Planner II	Saint Paul	5	\$40,466	\$53,123	\$49,559			
	Associate Planner	Roseville	1	\$44,762	\$53,934	\$44,762	No	No	Equal
	Associate Planner	Scott County	2	\$36,897	\$55,290	\$43,430	Yes	Yes	Equal
	Planner I	Eden Prairie	1	\$45,864	\$55,682	\$49,130	No	Yes	Equal
	Planner I	Minnetonka	1	\$50,504	\$56,116	\$56,116	No	Yes	Equal
	ASSOCIATE PLANNER	Washington County	2	\$42,862	\$56,406	\$44,883	Yes	No	Equal
	City Planner -C	Minneapolis	5	\$42,536	\$60,216	\$44,970	Yes	Yes	Equal
	Planner	Maplewood	2	\$49,587	\$63,378	\$61,256	Yes	Yes	Equal
	Assistant City Planner	Maple Grove	1	\$52,886	\$66,046	\$59,528	No	No	Equal
	Planner II-Capital Planning	Dakota County	1	\$45,000	\$66,200	\$47,025	No	Yes	Range
	Community Development Specialist	Coon Rapids	1	\$54,870	\$72,717	\$56,410	No	No	Greater
<b>Code Compliance Ofcr I Env-C</b>	ENVIRONMENTAL SPECIALIST	Washington County	2	\$41,558	\$54,725	\$46,155	Yes	Yes	Equal
<b>LMC Job Title</b>	Code Compliance Ofcr I Env-C	Minneapolis	3	\$37,559	\$55,105	\$40,498	Yes	Yes	Equal
<i>Environmental Health Specialist-General</i>	Code Enforcement Specialist	Brooklyn Park	1	\$44,429	\$56,326	\$46,218	Yes	Yes	Equal
	Environmental Health Specialist	Minnetonka	1	\$53,059	\$58,955	\$53,059	No	Yes	Equal
	Environmental Health Specialist 1	Ramsey County	2	\$39,874	\$59,072	\$41,475	No	No	Equal
	Environmental Inspector	St. Louis Park	6	\$52,091	\$61,283	\$59,452	No	Yes	Equal
	Environmental Health Specialist	Bloomington	6	\$55,116	\$63,348	\$60,820	Yes	Yes	Equal
<b>Code Compliance Ofcr II Env-C</b>	Environmentalist II	Scott County	5	\$36,897	\$55,290	\$47,930	Yes	Yes	Equal
<b>LMC Job Title</b>	ENVIRONMENTALIST	Hennepin County	15	\$37,932	\$55,416	\$49,694	No	No	Equal
<i>Environmental Health Specialist-Experience</i>	SR ENVIRONMENTAL HEALTH SPECIALIST	Washington County	16	\$44,366	\$57,866	\$55,120	Yes	Yes	Equal
	Environmental Health Specialist II	Saint Paul		\$44,200	\$58,139	\$0			
	ENVIRONMENTAL HEALTH SPECIALIST	Anoka County	8	\$40,661	\$59,216	\$53,262	No	Yes	Equal
	Envir/Neighbor/Zoning Enforcement Specialist	Brooklyn Park	3	\$47,528	\$60,237	\$58,032	No	Yes	Equal
	Code Compliance Ofcr II Env-C	Minneapolis	8	\$44,782	\$61,589	\$60,258	Yes	Yes	Equal
	Environmentalist II	Carver County	4	\$44,741	\$66,498	\$57,054	Yes	Yes	Equal
	Health Administrator	Richfield	1	\$52,541	\$67,558	\$67,558	No	No	Equal
	Assistant Sanitarian	Edina	1	\$51,877	\$69,169	\$69,169	No	Yes	Equal
	Environmental Specialist	Dakota County	21	\$47,000	\$69,800	\$62,702	No	No	Range
	Environmental Health Specialist 3	Ramsey County	5	\$47,486	\$70,346	\$64,771	No	No	Equal

**Compilation of Job Title Survey Results**

Minneapolis Job Title Communications Specialist-C	Organization's Job Title	Municipality	# Emp	Range		Actual	Union	FLSA	Degree of Match	
				Minimum	Maximum					
<b>LMC Job Title</b> <i>Communications Specialist</i>	PUBLIC INFORMATION SPECIALIST	Washington County	1	\$37,086	\$48,797	\$48,797	No	Yes	Less	
	Communications Specialist-C	Minneapolis	5	\$33,675	\$54,404	\$47,470	Yes	No	Greater	
	Assistant to the Mayor II	Woodbury	1	\$42,598	\$55,328	\$44,574	No	Yes	Greater	
	Communications Specialist	Saint Paul	8	\$49,220	\$61,623	\$65,400	No	Yes	Greater	
	Communications Coordinator	Roseville	2	\$51,730	\$62,317	\$61,069	No	No	Greater	
	INFORMATION WRITER, SENIOR	Lakeville	1	\$51,938	\$62,317	\$57,949	No	Yes	Equal	
	Community Relations Manager	Hennepin County	20	\$40,788	\$62,412	\$59,572	No	No	Greater	
	Communications Specialist	Minnetonka	1	\$57,398	\$63,776	\$63,776	No	No	Greater	
	Communications Coordinator	Dakota County	1	\$45,000	\$66,200	\$57,535	No	Yes	Range	
	Communications Manager	Eden Prairie	1	\$50,086	\$70,117	\$59,738	No	No	Equal	
	Communications Director	Plymouth	1	\$52,686	\$72,443	\$70,797	No	No	Greater	
	Public Communications Manager	Edina	1	\$64,344	\$85,791	\$85,791	N/A	N/A	Greater	
		Ramsey County	1	\$63,461	\$94,328	\$88,400	No	No	Greater	
	<b>Community Service Officer-C</b> <i>Community Service Officer</i>	Community Service Officer-C	Blaine	4	\$22,583	\$26,339	\$23,995	No	Yes	Equal
		Community Liaison Officer	Minneapolis	18	\$27,724	\$35,071	\$20,826	Yes	Yes	Less
		Community Service Officer	Saint Paul	3	\$30,299	\$36,945	\$32,323	No	Yes	Equal
		Community Public Safety Officer	Minnetonka	3	\$36,234	\$40,260	\$40,260	No	Yes	Equal
		Community Service Officer	Lakeville	3	\$33,821	\$40,581	\$38,334	No	Yes	Greater
		Community Service Officer	Maple Grove	2	\$34,195	\$42,682	\$42,682	No	Yes	Equal
Community Service Officer		Plymouth	3	\$32,926	\$44,824	\$40,851	Yes	Yes	Equal	
Community Service Officer		Ramsey County	27	\$31,158	\$45,947	\$35,901	No	Yes	Equal	
<b>Constr Equip Oper-Oiler B-C</b> <i>Heavy Equipment Operator</i>		Highway Maintenance Worker	Carver County	9	\$32,594	\$44,366	\$42,744	Yes	Yes	Equal
		Heavy Equipment Operator 1	Ramsey County	13	\$39,603	\$47,362	\$46,322	Yes	Yes	Equal
	Heavy Equipment Operator	Coon Rapids	3	\$39,104	\$47,424	\$47,424	Yes	Yes	Equal	
	EQUIPMENT OPERATOR	Anoka County	33	\$31,713	\$47,568	\$46,048	Yes	Yes	Equal	
	Constr Equip Oper-Oiler B-C	Minneapolis	61	\$47,809	\$47,809	\$44,516	Yes	Yes	Equal	
	EQUIPMENT OPERATOR, HEAVY	Hennepin County	7	\$45,989	\$48,936	\$48,499	Yes	Yes	Equal	
	Highway Maintenance V	Dakota County	4	\$38,200	\$54,400	\$53,771	Yes	Yes	Range	
	<b>Informal Survey</b>	Reported as Maintenance Worker - Single	St. Louis Park		\$0	\$0				
		Classification in LMC survey	Saint Paul		\$42,307	\$42,307				
		Heavy Equipment Operator	Plymouth	27	\$36,774	\$46,426		Y	N	E
Maintenance Person		Shoreview		\$37,378	\$46,883		N	N	L	
Heavy Equipment Operator		Ramsey County	4	\$42,286	\$46,987		Y	N	E	
Heavy Equipment Operator 2		Eagan	10	\$36,192	\$47,590		Y	N	H	
Street Maintenance Worker		Hennepin County	7	\$45,989	\$47,736		Y	N	E	
Heavy Equip Opr		Hennepin County	7	\$45,989	\$47,736		Y	N	E	
Constr Equip Oper-Oiler B-C		Minneapolis	62	\$47,809	\$47,809		Yes	N		
<b>Constr Maint Laborer-C</b> <i>Maintenance Worker - Single Classification</i>		Maintenance Worker I	Apple Valley	9	\$30,118	\$36,067	\$33,301	Yes	Yes	Greater
	Water Utility Worker I	Saint Paul	27	\$41,080	\$41,080	\$41,912				
	Constr Maint Laborer-C	Minneapolis	248	\$30,547	\$42,465	\$41,309	Yes	Yes	Equal	
	Highway Maintenance Laborer	Ramsey County	3	\$37,066	\$44,346	\$41,330	Yes	Yes	Equal	
	Maintenance Worker	Bloomington	5	\$37,497	\$46,050	\$40,159	No	Yes	Equal	
	Constr Maint Laborer-C	Minneapolis	215	\$30,547	\$42,465	\$41,938	Yes	No	Equal	
	Public Works Worker	Richfield	6	\$35,880	\$44,346	\$43,306	Yes	Yes	Equal	
	Maintenance Worker (Parks, Streets, etc)	Coon Rapids	31	\$37,232	\$45,219	\$43,493	Yes	Yes	Less	
	Maintenance I, II, and III	St. Louis Park	48	\$35,131	\$45,864	\$44,728	Yes	Yes	Less	

**Compilation of Job Title Survey Results**

Minneapolis Job Title	Organization's Job Title	Municipality	# Emp	Range		Average	Union	FLSA	Degree of Match
				Minimum	Maximum				
	Maintenance Worker	Andover	18	\$33,752	\$46,094	\$45,002	Yes	Yes	Equal
	Maintenance Worker	Plymouth	43	\$36,774	\$46,426	\$45,781	Yes	Yes	Equal
	Maintenance Worker	Burnsville	8	\$34,424	\$46,738	\$46,738	Yes	Yes	Equal
	Maintenance Worker	Maplewood	12	\$37,586	\$48,027	\$46,467	Yes	Yes	Equal
	Public Service Worker	Edina	34	\$41,995	\$54,142	\$44,198	Yes	Yes	Equal (No Job Desc)
<b>Constr Maint Laborer-C</b>									
	Street Services Worker	Saint Paul	40	\$41,080	\$41,080	\$41,912			(Unsure of Match)
	MAINTENANCE WORKER	Washington County	27	\$36,712	\$41,850	\$40,622	Yes	Yes	Equal
	<b>Constr Maint Laborer-C</b>	<b>Minneapolis</b>	<b>148</b>	<b>\$30,555</b>	<b>\$42,474</b>	<b>\$42,205</b>	<b>Yes</b>	<b>Yes</b>	
	Maintenance Worker	Shoreview	5	\$35,290	\$43,932	\$41,404	No	Yes	Equal
	Public Service Worker - Streets	Fridley	7	\$34,798	\$44,346	\$41,288	No	Yes	Equal
	Public Works Worker	Richfield	8	\$35,880	\$44,346	\$43,285	Yes	Yes	Equal
	Maintenance Worker Streets	Eden Prairie	11	\$32,406	\$44,699	\$42,806	Yes	Yes	Equal
	Maintenance Worker II - Streets	Roseville	8	\$34,341	\$44,886	\$44,886	Yes	Yes	Equal
	Public Services Worker - Streets	Blaine	17	\$41,080	\$44,990	\$44,616	Yes	Yes	Equal
	HIGHWAY MAINTENANCE OPERATOR	Hennepin County	72	\$34,362	\$45,005	\$42,251	Yes	Yes	Equal
	Public Service Worker- Streets	Cottage Grove	8	\$32,594	\$45,115	\$43,763	Yes	Yes	Equal
	PSWII- Streets	Minnetonka	20	\$37,398	\$45,448	\$43,826	Yes	Yes	Equal
	Light Equipment Operator	Maple Grove	10	\$31,054	\$45,843	\$39,915	Yes	Yes	Equal
	Street Maintenance II	Lakeville	10	\$38,418	\$46,488	\$45,677	Yes	Yes	Equal
	Maintenance Worker	Burnsville	11	\$34,424	\$46,738	\$46,405	Yes	Yes	Equal
	Maintenance Worker II - Streets	Apple Valley	6	\$32,074	\$46,925	\$45,552	Yes	Yes	Equal
	Public Service Worker - Streets	Brooklyn Park	14	\$38,189	\$48,443	\$46,571	Yes	Yes	Equal
	Public Service Worker- Streets	Woodbury	16	\$34,653	\$50,274	\$42,203	Yes	Yes	Equal
	Highway Maintenance IV	Dakota County	19	\$35,800	\$50,400	\$46,285	Yes	Yes	Range
<b>Conv Ctr Ops Maint Specialist-C</b>									
	Janitor & Building Guard N	Ramsey County	31	\$26,499	\$32,302		Y	N	L
	Fac Mntce Wkr	Hennepin County	5	\$25,480	\$33,721		Y	N	E
	<b>Conv Ctr Ops Maint Specialist-C</b>	<b>Minneapolis</b>	<b>114</b>	<b>\$26,050</b>	<b>\$38,089</b>	<b>Yes</b>	<b>N</b>	<b>N</b>	<b>L</b>
	Maintenance Custodian	Brooklyn Center	1	\$33,265	\$40,481		N	N	L
	Operations Supervisor	Eagan	3	\$36,816	\$43,285		N	N	H
	Bldg Maint Worker	Brooklyn Park	3	\$35,110	\$44,512		N	N	E
	Maintenance Person	Plymouth	1	\$36,774	\$46,426		Y	N	E
	Maintenance Worker I/II - Community Center	Apple Valley	1	\$30,118	\$46,925		Y	N	E
	CC Facility Maint Coord	Maple Grove	1	\$41,080	\$51,293		N	N	N
				\$51,114	\$67,672		Yes	No	
<b>Coord Plans and Scheduling-C</b>									
	<b>EA Job Title</b>	<b># of Organizations Responding</b>	<b># Emp</b>	<b>Un-Wtd Avg</b>	<b>Wtd Avg</b>				
	Production Planner/Scheduler-II	4	17	\$47,913	\$47,338				
<b>Copy Center Operator-C</b>									
	<b>EA Job Title</b>	<b># of Organizations Responding</b>	<b># Emp</b>	<b>Un-Wtd Avg</b>	<b>Wtd Avg</b>				
	Copy Center Operator	7	8	\$29,602	\$29,402				
				\$25,499	\$35,304		Yes	Yes	
<b>Council Committee Coord-C</b>									
	<b>Informal Survey</b>								
	Executive Assistant I	Saint Paul	1	\$36,234	\$45,448		N	N	E
	Administrative Sec	Hennepin County	1	\$30,056	\$48,485		N	N	E
	<b>Council Committee Coord-C</b>	<b>Minneapolis</b>	<b>5</b>	<b>\$37,507</b>	<b>\$53,810</b>	<b>Yes</b>	<b>N</b>	<b>N</b>	<b>H</b>
	Administrative Secretary/Deputy Clerk	Eagan	1	\$50,086	\$58,926		N	N	H
<b>Customer Service Rep I-C</b>									
				\$31,458	\$45,094		Yes	No	

**Compilation of Job Title Survey Results**

Minneapolis Job Title	Organization's Job Title	Municipality	# Emp	Range		Average	Union	FLSA	Degree of Match
				Minimum	Maximum				
<b>EA Job Title</b>									
<i>Customer Service Representative II</i>									
	25		321			\$34,185			\$33,038
<b>Customer Service Rep II-C</b>									
	Utilities Billing Clerk	Edina	2	\$32,151	\$42,868	\$42,868	No	Yes	Equal
	Utility Billing Clerk	Minnetonka	1	\$39,006	\$43,340	\$43,340	No	Yes	Equal
	Accounting Clerk II	Shoreview	1	\$39,040	\$43,932	\$43,932	No	Yes	Equal
	Utility Billing Clerk	Lakeville	1	\$37,211	\$44,658	\$44,658	No	Yes	Equal
	Accounting Clerk II	Cottage Grove	1	\$35,755	\$45,157	\$45,157	Yes	Yes	Equal
	Utility Billing Technician	Woodbury	2	\$34,798	\$45,198	\$39,541	No	Yes	Equal
	Utility Billing Clerk	Roseville	1	\$38,022	\$45,822	\$43,077	No	Yes	Equal
	<b>Customer Service Rep II-C</b>	<b>Minneapolis</b>	<b>6</b>	<b>\$32,469</b>	<b>\$45,864</b>	<b>\$43,888</b>	<b>Yes</b>	<b>Yes</b>	<b>Greater</b>
	Utilities Billing Clerk	Maple Grove	1	\$37,149	\$46,363	\$43,285	No	Yes	Equal
	Senior Accounting Clerk-Utility Billing	Burnsville	2	\$37,190	\$47,216	\$46,176	No	Yes	Equal
	Utility Billing Clerk	Coon Rapids	1	\$36,504	\$48,381	\$45,635	No	Yes	Equal
	Senior Utility Billing Clerk	St. Louis Park	1	\$41,424	\$48,734	\$48,713	No	Yes	Equal
	Accounting Technician	Plymouth	1	\$38,709	\$52,686	\$52,686	Yes	Yes	Equal (No Match)
<b>EA Job Title</b>									
<i>Customer Service Representative III</i>									
	11		26			\$45,573			\$45,569
<b>Customer Services Supervisor-C</b>									
				\$38,083			\$51,730	No	Yes
<b>EA Job Title</b>									
<i>Customer Service Supervisor</i>									
	9		20			\$48,635			\$47,969
<b>Development Finance Analyst</b>									
				\$52,914			\$74,424	Yes	No
<b>EA Job Title</b>									
<i>Financial/Business/Budget Analyst III</i>									
	13		50			\$68,641			\$68,795
<b>District Street Supv II-C Supv</b>									
	Highway Maintenance Supervisor	Ramsey County	5	\$49,566	\$55,494		N	E	E
	Public Works Supervisor III	Saint Paul	1	\$60,819	\$62,546				
	Field Supervisor	Brooklyn Park	1	\$50,627	\$64,168		N	NE	E
	Supervisor Streets & Parks	Brooklyn Center	1	\$54,508	\$66,333		N	N	E
	Public Works Supv	Hennepin County	3	\$52,062	\$70,824		N	E	E
	Street Supervisor	Plymouth	1	\$52,686	\$72,446		N	E	E
	Public Works Superintendent-Streets	Apple Valley	1	\$64,979	\$77,958		N	E	E
	<b>District Street Supv II-C SupV</b>	<b>Minneapolis</b>	<b>1</b>	<b>\$59,843</b>	<b>\$79,229</b>		<b>Yes</b>	<b>E</b>	
	Superintendent of Streets/Equipment	Eagan	1	\$73,590	\$86,570		N	E	H
<b>District Street Supv Sr-C Sup6</b>									
	Foreman	Cottage Grove	1	\$54,267	\$54,267		Yes	Yes	Equal
	Field Supervisor - Streets	Brooklyn Park	1	\$50,627	\$64,168		No	Yes	Equal
	Streets Supervisor	Richfield	1	\$52,541	\$67,558		No	No	Equal
	Streets Supervisor	Maple Grove	1	\$57,045	\$71,333		No	No	Equal
	Streets Supervisor	Woodbury	1	\$55,848	\$72,530		No	No	Equal
	<b>District Street Supv Sr-C Sup6</b>	<b>Minneapolis</b>	<b>3</b>	<b>\$55,479</b>	<b>\$73,450</b>		<b>No</b>	<b>No</b>	<b>Equal</b>
	Streets Supervisor	Coon Rapids	1	\$59,259	\$78,541		No	No	Equal
	Street Maintenance Manager	Eden Prairie	1	\$59,238	\$82,950		No	No	Greater
<b>Electronic Technician-C</b>									
	SIGNAL TECHNICIAN - 10	Anoka County	1	\$31,713	\$47,568		Yes	Yes	
	ELECTRONICS TECHNICIAN	Hennepin County	4	\$34,644	\$50,244		No	Yes	
	Election Technician	Dakota County	1	\$35,800	\$50,400		No	Yes	Range

**Compilation of Job Title Survey Results**

Minneapolis Job Title	Organization's Job Title	Municipality	# Emp	Range		Average	Union	FLSA	Degree of Match
				Minimum	Maximum				
<b>Electronic Technician-C</b>	Traffic Signal Technician	Scott County	1	\$36,897	\$55,290	\$51,048	Yes	Yes	Equal
	Electronic Technician-C	Minneapolis	6	\$46,625	\$55,307	\$51,531	Yes	No	Greater
	Electronic Traffic Signal Technician 2	Ramsey County	4	\$40,019	\$59,363	\$54,330	N/A	N/A	Equal
	Radio Communications Technician	Ramsey County	1	\$38,293	\$48,318		Y	N	H
<b>Informal Survey</b>	Communications Technician	Saint Paul		\$40,768	\$50,606				
	Electronic Technician-C	Minneapolis	6	\$46,625	\$55,307	\$55,307	Yes	N	N
<b>Communications Tech</b>	Communications Tech	Hennepin County	11	\$36,067	\$58,739		N	N	E
	Lead Dispatcher	Richfield	1	\$39,707	\$49,650	\$49,650	Yes	Yes	Equal
<b>Emergency Com Shift Supv-C</b>	PSAP COORDINATOR	Washington County	4	\$38,397	\$50,565	\$44,096	Yes	Yes	Less
	LEAD DISPATCHER	Anoka County	6	\$36,801	\$53,597	\$56,326	No	Yes	Less
	Dispatch Supervisor	Edina	1	\$42,976	\$57,301	\$57,301	No	No	Equal
	Police Communications Manager	Minnetonka	1	\$54,246	\$58,968	\$58,968	Yes	Yes	Greater
	Communications Supervisor	Burnsville	1	\$53,914	\$59,426	\$59,426	Yes	Yes	Equal
	Dispatch Supervisor	Apple Valley	1	\$50,544	\$59,925	\$59,925	No	Yes	Equal
	ECC Shift Supervisor	Saint Paul	7	\$50,462	\$62,271	\$66,139			
	SHERIFFS TELECOMMUNICATOR SERGEANT	Hennepin County	6	\$37,932	\$62,376	\$60,872	No	No	Equal
	Emergency Com Shift Supv-C	Minneapolis	3	\$53,131	\$65,492	\$65,499	Yes	Yes	Equal
	911 Dispatch Lieutenant	Scott County	1	\$43,854	\$65,713	\$65,713	No	No	Equal
	PSAP Supervisor	Carver County	2	\$44,949	\$66,810	\$64,002	No	No	Equal
	Public Safety Communications Manager	Maplewood	1	\$50,086	\$68,390	\$63,856	No	No	Equal
	Police Communications and Analysis Manager	Lakeville	1	\$57,117	\$68,557	\$68,557	No	No	Greater
	Communications Supervisor	Bloomington	1	\$46,441	\$69,388	\$60,070	No	No	Equal
	Telecommunications Supervisor	Eden Prairie	1	\$50,086	\$70,117	\$59,030	No	No	Equal
	Public Safety Communications Supervisor	Ramsey County	1	\$53,352	\$79,186	\$67,371	No	No	Equal
	<b>Emergency Com Asst Shift Supv-C</b>	Dispatch Supervisor	Apple Valley	1	\$50,544	\$59,925		N	N
Emergency Communications Center Shift Supervisor		Saint Paul		\$50,461	\$62,275				
Emergency Communications Shift Supervisor		Ramsey County					N	E	H
Emergency Com Asst Shift Supv-C		Minneapolis	8	\$44,755	\$60,810	\$60,810	Yes	N	N
Sheriffs Telecommunicator Sgt		Hennepin County	6	\$37,939	\$61,173		N	E	E
Engineer-C		Minneapolis	8	\$40,105	\$58,966	\$49,123	Yes	No	Equal
<b>LMC Job Title</b> <i>Civil Engineer-General</i>	Water Resources Engineer	Minnetonka	1	\$53,461	\$59,401	\$54,946	No	Yes	Equal
	Civil Engineer	Lakeville	1	\$51,938	\$62,317	\$53,851	No	Yes	Equal
	ENGINEER, GRADUATE	Hennepin County	2	\$39,780	\$63,876	\$55,998	No	No	Equal
	Engineer I	Woodbury	1	\$50,107	\$65,083	\$59,342	No	Yes	Equal
	Civil Engineer I	Maplewood	2	\$51,584	\$65,915	\$52,874	Yes	Yes	Equal
	Civil Engineer	Carver County	1	\$48,443	\$71,989	\$60,362	Yes	No	Equal
	Engineering Intern	Brooklyn Center	1	\$24,960	\$24,960		N	N	E
	Engineering Aide	Ramsey County		\$26,790	\$32,864		N	N	E
	Engineering Technician Asst-C	Minneapolis	0	\$27,810	\$38,742		Yes	N	
	Engineering Aide I	Saint Paul		\$29,557	\$39,728		Y	N	E
<b>Engineering Technician Asst-C</b>	Asst Eng Tech	Hennepin County	10	\$29,016	\$40,296		Y	N	E
	Eng Tech	Maple Grove		\$41,080	\$51,293		N	N	G
	Public Works Technician I	Saint Paul	9	\$35,033	\$43,228	\$45,052			
<b>LMC Job Title</b>	Engineering Technician I	Ramsey County	1	\$30,555	\$45,157	\$33,717	Yes	Yes	Equal

**Compilation of Job Title Survey Results**

Minneapolis Job Title <i>Engineering Technician--General</i>	Organization's Job Title	Municipality	# Emp	Range		Average	Union	FLSA	Degree of Match
				Minimum	Maximum				
Engineering Technician I	Engineering Technician I - C	Blaine	2	\$38,974	\$45,693	\$41,496	No	Yes	Equal
Engineering Technician I	Engineering Technician I	Minneapolis	13	\$31,955	\$46,529	\$38,688	Yes	Yes	Equal
ENGINEERING TECHNICIAN	ENGINEERING TECHNICIAN	Edina	1	\$35,121	\$46,827	\$46,827	No	Yes	Equal
Engineering Technician	Engineering Technician	Hennepin County	18	\$37,740	\$47,616	\$45,353	Yes	Yes	Equal
Engineering Technician	Engineering Technician	Plymouth	3	\$35,838	\$48,797	\$44,616	Yes	Yes	Equal
Engineering Technician	Engineering Technician II	Scott County	1	\$32,617	\$48,874	\$45,429	Yes	Yes	Equal
Engineering Technician	Engineering Technician	Carver County	1	\$33,155	\$49,275	\$49,275	Yes	Yes	Equal
Engineering Technician	Engineering Technician	Maplewood	2	\$38,854	\$49,650	\$41,829	Yes	Yes	Equal
Engineering Technician	Engineering Technician II	Burnsville	1	\$38,917	\$49,670	\$40,872	No	Yes	Equal
Engineering Technician	Engineering Technician I	Eden Prairie	1	\$42,328	\$50,170	\$44,949	No	Yes	Equal
Engineering Technician	Engineering Technician	Dakota County	4	\$35,800	\$50,400	\$38,122	No	Yes	Range
Engineering Tech	Engineering Tech	Maple Grove	1	\$41,080	\$51,293	\$51,293	No	Yes	Equal
Engineering Technician	Engineering Technician	Richfield	1	\$40,976	\$52,395	\$47,549	No	Yes	Equal
Engineering Technician	Engineering Technician	Bloomington	6	\$43,769	\$53,908	\$48,039	No	Yes	Equal
Engineering Technician I	Engineering Technician I	Woodbury	1	\$42,598	\$55,328	\$48,651	No	Yes	Equal
Engineering Technician	Engineering Technician	Lakeville	1	\$47,216	\$56,659	\$56,659	No	Yes	Greater

**Engineering Technician II - C**

LMC Job Title <i>Engineering Technician--Experienced</i>	Organization's Job Title	Municipality	# Emp	Range		Average	Union	FLSA	Degree of Match
				Minimum	Maximum				
ENGINEERING TECHNICIAN II	ENGINEERING TECHNICIAN II	Anoka County	1	\$30,397	\$44,265	\$44,265	No	Yes	(Unsure of Match)
ENGINEER TECHNICIAN II	ENGINEER TECHNICIAN II	Washington County	2	\$36,109	\$44,949	\$44,949	Yes	Yes	Equal
Public Works Technician II	Public Works Technician II	Saint Paul	12	\$38,663	\$47,958	\$52,758			
Engineering Technician II - C	Engineering Technician II - C	Minneapolis	29	\$35,281	\$51,382	\$44,304	Yes	Yes	Equal
Engineering Technician II	Engineering Technician II	Edina	2	\$39,149	\$52,198	\$45,674	No	Yes	Equal
Engineering Technician II	Engineering Technician II	Brooklyn Park	6	\$41,330	\$52,354	\$50,877	No	Yes	Equal
Engineering Technician 2	Engineering Technician 2	Ramsey County	2	\$35,381	\$52,374	\$44,699	Yes	Yes	Equal
Engineering Technician III	Engineering Technician III	Minnetonka	2	\$47,892	\$53,213	\$53,213	No	Yes	Equal
Engineering Technician II	Engineering Technician II	Blaine	1	\$45,693	\$53,754	\$51,742	No	Yes	Equal
Engineering Technician	Engineering Technician	Roseville	1	\$44,762	\$53,934	\$53,394	No	Yes	Equal
ENGINEERING TECHNICIAN, SENIOR	ENGINEERING TECHNICIAN, SENIOR	Hennepin County	30	\$43,728	\$54,972	\$53,782	Yes	Yes	Equal
Public Works Technician	Public Works Technician	Cottage Grove	1	\$44,498	\$55,623	\$55,623	No	No	Equal
Engineering Technician II	Engineering Technician II	Eden Prairie	1	\$45,864	\$55,682	\$50,773	No	Yes	Equal
Sr. Engineering Technician	Sr. Engineering Technician	Carver County	2	\$38,376	\$57,054	\$57,054	Yes	Yes	Equal
Senior Engineering Technician	Senior Engineering Technician	Dakota County	4	\$40,300	\$57,900	\$49,188	No	Yes	Range
Engineering Technician II	Engineering Technician II	Fridley	1	\$46,509	\$58,157	\$46,509	No	Yes	Equal
Engineering Technician III	Engineering Technician III	Burnsville	4	\$45,718	\$58,344	\$54,288	No	Yes	Equal
Engineering Technician III	Engineering Technician III	St. Louis Park	4	\$49,959	\$58,775	\$58,244	No	Yes	Less
Engineering Technician III	Engineering Technician III	Scott County	4	\$39,732	\$59,538	\$51,767	Yes	Yes	Equal
Civil Engineer	Civil Engineer	Richfield	1	\$45,157	\$60,757	\$55,078	No	Yes	Equal
Senior Engineering Technician	Senior Engineering Technician	Maplewood	4	\$48,152	\$61,526	\$61,526	Yes	Yes	Equal
Senior Construction Representative	Senior Construction Representative	Lakeville	1	\$51,938	\$62,317	\$62,317	No	Yes	Equal
Senior Engineering Technician	Senior Engineering Technician	Bloomington	7	\$51,926	\$64,064	\$55,622	No	Yes	Equal
Engineering Technician II	Engineering Technician II	Woodbury	2	\$50,107	\$65,083	\$60,278	No	Yes	Equal

**Engineering Technician III - C**

LMC Job Title <i>Engineering Technician--Advanced</i>	Organization's Job Title	Municipality	# Emp	Range		Average	Union	FLSA	Degree of Match
				Minimum	Maximum				
SENIOR ENGINEER TECHNICIAN	SENIOR ENGINEER TECHNICIAN	Washington County	5	\$43,430	\$52,562	\$50,502	Yes	Yes	Equal
Public Works Technician III	Public Works Technician III	Saint Paul	19	\$42,970	\$53,208	\$58,628			
Sr. Engineering Tech	Sr. Engineering Tech	Shoreview	3	\$48,410	\$54,478	\$57,305	No	Yes	Equal
Engineering Technician	Engineering Technician	Fridley	1	\$44,158	\$55,224	\$55,224	No	Yes	Equal
Engineering Technician III - C	Engineering Technician III - C	Minneapolis	1	\$37,976	\$55,307	\$37,981	Yes	Yes	Equal
Engineering Technician III	Engineering Technician III	Edina	3	\$42,976	\$57,301	\$57,301	No	Yes	Equal

**EA Job Title**  
CAD Drafter III (Design)

**# of Organizations Responding**  
6

**# Emp**  
34

**Un-Wtd Avg**  
\$45,529

**Wtd Avg**  
\$45,516

**Epidemiologist-C**

EPIDEMIOLOGIST	Hennepin County	2	\$40,788	\$63,876	\$62,813	No	No		
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**Compilation of Job Title Survey Results**

Minneapolis Job Title	Organization's Job Title	Municipality	# Emp	Range		Actual	Union	FLSA	Degree of Match
				Minimum	Maximum				
<b>Firefighter 54.6 hrs/wk - C</b>									
<i>Firefighter</i>	Firefighter	Saint Paul	184	\$41,869	\$52,450	\$0			(Match)
<b>LMC Job Title</b>	Firefighter 54.6 hrs/wk - C	Minneapolis	196	\$38,301	\$55,655	\$49,168	Yes	Yes	Greater
<i>Firefighter</i>	Firefighter/Paramedic	Maplewood	10	\$47,281	\$57,883	\$52,040	Yes	Yes	Greater
	Firefighter	Coon Rapids	21	\$37,827	\$58,211	\$51,222	Yes	Yes	Greater
	Firefighter	St. Louis Park	12	\$48,085	\$58,461	\$57,499	Yes	Yes	Equal
	Firefighter	Fridley	3	\$48,718	\$59,259	\$58,269	Yes	Yes	Equal
	Firefighter/EMT	Woodbury	4	\$45,860	\$59,557	\$55,285	No	Yes	Equal
	Firefighter	Richfield	18	\$48,660	\$60,162	\$59,405	Yes	Yes	Equal
<b>Fire Captain 54.6 hrs/wk - C</b>									
	Fire Captain	Brooklyn Park	85	\$17,555	\$27,893		N	NE	E
	Fire Captain	Saint Paul		\$49,358	\$61,838				
	Fire Captain	RICHFIELD	2	\$66,352	\$69,368		Y	N	E
	Fire Captain	Plymouth	2	\$52,686	\$72,446		N	E	E
	Fire Captain	St. Louis Park	3	\$61,859	\$72,779		N	N	E
	Fire Captain 54.6 hrs/wk - C	Minneapolis	92	\$66,612	\$73,580		Yes	N	E
	Fire Captain	Burnsville	8	\$70,574	\$74,880		Y	N	E
<b>Fire Motor Operator 54.6 hr/wC</b>									
	Fire Equipment Operator	Saint Paul		\$45,198	\$56,618				
	FMO (assignment)	Burnsville	6	\$47,424	\$63,066		Y	N	E
<b>Informal Survey</b>	Fire Motor Operator 54.6 hr/wC	Minneapolis	97	\$58,656	\$64,766		Yes	N	E
	Fire Motor Operator	Blaine	1	\$58,698	\$69,888		N		
<b>Foreman Constrcn/Mntnc PrSr-C</b>									
<b>LMC Job Title</b>	Public Works Supervisor I	Saint Paul	13	\$52,809	\$54,242	\$55,485			Equal
<i>Maintenance Supervisor</i>	TPD MAINTENANCE SUPERVISOR	Washington County	2	\$40,539	\$56,680	\$55,016	Yes	Yes	Equal
	Foreman Constrcn/Mntnc PrSr-C	Minneapolis	53	\$49,905	\$56,616	\$56,742	Yes	Yes	Equal
	Highway Maintenance Supervisor	Ramsey County	5	\$49,566	\$59,176	\$57,304	No	No	Equal
	Maintenance Supervisor	Andover	4	\$47,721	\$60,406	\$58,594	No	No	Greater
	Supervisor (Parks, Streets, Water, Sewer, Fleet)	Fridley	5	\$51,293	\$62,317	\$57,158	No	No	Equal
	Maintenance Supervisor	Shoreview	3	\$56,128	\$63,159	\$61,575	No	No	Equal
	Field Supervisor	Brooklyn Park	5	\$47,528	\$64,168	\$59,342	No	Yes	Equal
	PUBLIC WORKS FOREMAN	Hennepin County	8	\$47,160	\$65,352	\$62,837	No	No	Equal
	ASSISTANT SUPERINTENDENT-OPERATIONS	Anoka County	2	\$44,883	\$65,363	\$66,958	No	No	Equal
	Team Leader	Edina	5	\$49,341	\$65,788	\$65,788	No	Yes	Equal
	Public Works Manager I	Minnetonka	2	\$59,318	\$65,909	\$64,262	No	No	Equal
	Maintenance Supervisor	Roseville	4	\$55,349	\$66,685	\$62,670	No	No	Greater
	Public Works Supervisor	Blaine	3	\$56,448	\$67,204	\$67,204	No	No	Equal
	Public Works Supervisor - Fleet/Bldg.	Apple Valley	1	\$55,034	\$67,281	\$67,281	No	No	Equal
	Maintenance Supervisor	Richfield	1	\$52,541	\$67,558	\$62,088	No	No	Equal
	Supervisor	Burnsville	5	\$55,432	\$70,741	\$70,741	No	No	Equal
	Maintenance Supervisors	Maple Grove	2	\$57,065	\$71,333	\$71,333	No	No	Equal
	Park Maintenance Foreman	Maplewood	1	\$54,288	\$71,386	\$69,534	No	No	Equal
	Maintenance Supervisor	Plymouth	4	\$52,686	\$72,443	\$72,443	No	No	Equal
	Fleet Supervisor and Parks Supervisor	Woodbury	2	\$55,848	\$72,530	\$66,539	No	No	Equal
	Supervisor	Bloomington	9	\$53,544	\$76,491	\$66,370	No	No	Equal
	Supervisor (Parks & Utility Ops)	Coon Rapids	2	\$59,259	\$78,541	\$70,096	No	No	Greater
	Maintenance Supervisor - Parks	Eden Prairie	1	\$59,238	\$82,950	\$75,525	No	No	Equal (No Match)
<b>Foreman Ship Water Dept SupII</b>									
				\$45,972	\$60,865		Yes	No	
<b>EA Job Title</b>	# of Organizations Responding	# Emp	Un-Wtd Avg	Wtd Avg					

**Compilation of Job Title Survey Results**

Minneapolis Job Title      Organization's Job Title      Municipality      # Emp      Range Minimum      Range Maximum      Average      Union      FLSA      Degree of Match

Machine Shop Supervisor - Job Shop & Tool Room      4      17      \$65,543      \$62,815

**Foreman Street Maint & Repr -C**

Minneapolis Job Title	Organization's Job Title	Municipality	# Emp	Range Minimum	Range Maximum	Average	Union	FLSA	Degree of Match
	Labor Crew Leader	Ramsey County	4	\$42,286	\$46,987		Y	N	E
<b>Informal Survey</b>	Public Works Maintenance Crew Leader	Brooklyn Center	3	\$47,466	\$47,466		Y	N	E
	Leadperson	Plymouth	1	\$49,053	\$49,483		Y	N	E
	Working Foreman-Streets Maintenance	Apple Valley	3	\$39,062	\$51,854		Y	N	E
	Working Foreman	Blaine	1	\$53,830	\$53,830		Y	N	E
	Public Works Supervisor II	Saint Paul	1	\$55,744	\$57,346				
	<b>Foreman Street Maint &amp; Repr -C</b>	Minneapolis	1	\$49,905	\$58,616		Yes	N	E
	Public Wks Foreman	Hennepin County	8	\$47,154	\$64,147		N	E	E
	Maintenance Supervisors	Shoreview		\$56,118	\$64,418		N	E	L
	STREETS SUPERVISOR	RICHFIELD	1	\$52,541	\$67,558		N	E	E
	Street Dept Supv	Maple Grove		\$57,075	\$71,344		N	E	G
	Street Maintenance Supervisor	Eagan	1	\$63,107	\$74,235		N	E	H
	Supervisor (Street, Park, Facilities)	Bloomington	6	\$53,539	\$76,482		N	E	E

**Foreman Water Svc Maint-C**

Minneapolis Job Title	Organization's Job Title	Municipality	# Emp	Range Minimum	Range Maximum	Average	Union	FLSA	Degree of Match
	Foreman	Cottage Grove	1	\$54,267	\$54,267		Yes	Yes	Equal
<b>LMC Job Title</b>	<b>Foreman Water Svc Maint-C</b>	Minneapolis	5	\$52,112	\$57,739		Yes	Yes	Less
<i>Water System Supervisor</i>	Field Supervisor - Water Supply	Brooklyn Park	1	\$50,627	\$64,168		No	Yes	Equal
	Public Works Supervisor	Blaine	1	\$56,449	\$67,204		No	No	
	Water Supervisor	Richfield	1	\$52,541	\$67,558		No	No	Equal
	Public Utilities Manager	Andover	1	\$56,162	\$71,091		No	No	Greater
	Utilities Supervisor	Woodbury	1	\$55,848	\$72,530		No	No	Equal
	Water Quality Supervisor	Bloomington	1	\$53,544	\$76,491		No	No	Equal
	Utility Operations Supervisor	Coon Rapids	1	\$59,259	\$78,541		No	No	Greater (Match)

**Graphics Designer I-C**

EA Job Title	# of Organizations Responding	# Emp	Un-Wtd Avg	Wtd Avg
Graphic Artist	13	28	\$43,532	\$43,891

**GIS Analyst II-C**

Minneapolis Job Title	Organization's Job Title	Municipality	# Emp	Range Minimum	Range Maximum	Average	Union	FLSA	Degree of Match
	GIS TECHNICIAN	Anoka County	1	\$30,397	\$44,265		Yes	Yes	Yes
	Water Utility Technician II	Saint Paul	7	\$38,663	\$47,958		Yes	Yes	Less
<b>LMC Job Title</b>	<b>Geographic Information Systems (GIS) Tech</b>	Lakeville	1	\$40,934	\$49,109		Yes	Yes	Less
<i>Geographic Information Systems (GIS) Technician</i>	GIS/GPS Technician	Blaine	1	\$43,010	\$51,071		No	Yes	Equal
	GIS Tech	Maple Grove	1	\$41,080	\$51,293		Yes	Yes	Equal
	Geographic Information Systems Technician	Ramsey County	3	\$35,381	\$52,624		Yes	Yes	Equal
	GIS Technician	Roseville	1	\$44,741	\$53,934		Yes	Yes	Equal
	Geographic Information Systems (GIS) Spec.	Woodbury	1	\$42,598	\$55,328		Yes	Yes	Equal
	GIS Specialist	Carver County	1	\$38,376	\$57,054		Yes	Yes	Greater
	GIS/CAD Technician	Burnsville	1	\$46,883	\$59,842		Yes	Yes	Equal
	<b>GIS Analyst II-C</b>	Minneapolis	1	\$46,403	\$64,719		Yes	Yes	Equal
	GIS Specialist II	Dakota County	3	\$47,000	\$69,800		Yes	Yes	Range

**HR Associate Consultant-C**

EA Job Title	# of Organizations Responding	# Emp	Un-Wtd Avg	Wtd Avg
Training Specialist I	3	3	\$40,470	\$40,470

**HR Consultant-C**

Minneapolis Job Title	Organization's Job Title	Municipality	# Emp	Range Minimum	Range Maximum	Average	Union	FLSA	Degree of Match
	Benefits Specialist	Lakeville	1	\$40,934	\$49,109		Yes	Yes	Less
<b>LMC Job Title</b>	<b>HUMAN RESOURCES REPRESENTATIVE</b>	Hennepin County	3	\$34,560	\$52,776		No	No	

**Compilation of Job Title Survey Results**

Minneapolis Job Title	Organization's Job Title	Municipality	# Emp	Range		Average	Union	FLSA	Degree of Match
				Minimum	Maximum				
<i>Human Resources Representative</i>	Human Resources Specialist II	Saint Paul	1	\$41,642	\$54,749	\$0	No	No	Greater
	Human Resources Coordinator	Richfield	1	\$44,034	\$56,555	\$56,555	No	No	Equal
	HUMAN RESOURCES ASSOCIATE	Washington County	1	\$45,533	\$59,918	\$54,007	No	No	Equal
	Human Resources Coordinator	Maple Grove	1	\$48,214	\$60,258	\$60,258	No	Yes	Equal
	Human Resources Representative	Maplewood	1	\$46,550	\$61,797	\$61,797	No	Yes	Equal
	Human Resources Representative	Edina	1	\$46,473	\$61,964	\$61,964	No	No	Equal
	Human Resources Representative	Apple Valley	1	\$51,269	\$62,083	\$59,047	No	No	Equal
	Human Resources Assistant	Burnsville	1	\$50,086	\$63,918	\$63,918	No	No	Equal
	<b>HR Consultant-C</b>	<b>Minneapolis</b>	<b>8</b>	<b>\$45,465</b>	<b>\$64,306</b>	<b>\$58,989</b>	<b>No</b>	<b>No</b>	<b>Equal</b>
	Human Resources Specialist	Woodbury	1	\$50,107	\$65,083	\$64,126	No	No	Greater
	Senior Employee Relations Consultant	Dakota County	3	\$45,000	\$66,200	\$53,687	No	No	Range
	Human Resources Coordinator	Blaine	1	\$56,448	\$67,204	\$67,204	No	No	Greater
	Human Resources Generalist 2	Ramsey County	8	\$46,530	\$69,077	\$61,339	No	No	Equal
	Staffing Specialist	Eden Prairie	1	\$50,086	\$70,117	\$59,738	No	No	Greater
	Human Resources Specialist	Brooklyn Park	1	\$56,181	\$76,003	\$70,325	No	No	Equal (Match)
			<b># Emp</b>	<b>Un-Wtd Avg</b>	<b>Wtd Avg</b>				
<b>EA Job Title</b>	<b># of Organizations Responding</b>								
<i>Employment Interviewer (Staffing Rep)</i>	11		18	\$44,643	\$45,234				
<i>Human Resource Generalist</i>	20		35	\$46,469	\$47,059				
<i>Training Specialist I</i>	3		3	\$40,470	\$40,470				
<b>HR Senior Associate-C</b>				\$36,202	\$49,192		No	No	
			<b># Emp</b>	<b>Un-Wtd Avg</b>	<b>Wtd Avg</b>				
<i>Human Resource Assistant</i>	23		42	\$36,672	\$36,555				
<b>HR Senior Consultant-C</b>									
	HUMAN RESOURCES REPRESENTATIVE	Anoka County	4	\$40,661	\$59,216	\$58,429	No	No	
	Human Resources Specialist III	Saint Paul	3	\$46,898	\$61,597	\$62,941			
	HUMAN RESOURCES COORDINATOR	Washington County	2	\$48,177	\$63,320	\$63,320	No	No	Equal
	Employee Relations Representative	Scott County	1	\$43,854	\$65,713	\$60,845	No	No	Equal
	Employee Relations Generalist	Carver County	3	\$44,949	\$66,810	\$51,730	No	No	Equal
	HUMAN RESOURCES REP, SENIOR	Hennepin County	24	\$43,872	\$70,296	\$66,572	No	No	(No Match)
	Human Resources Coordinator	St. Louis Park	1	\$60,916	\$71,666	\$65,826	No	No	Greater
	<b>HR Senior Consultant-C</b>	<b>Minneapolis</b>	<b>18</b>	<b>\$50,987</b>	<b>\$72,780</b>	<b>\$66,842</b>	<b>No</b>	<b>No</b>	<b>Equal</b>
	Human Resources Generalist 3	Ramsey County	2	\$50,336	\$74,630	\$65,083	No	No	Equal
	Human Resources Representative	Bloomington	2	\$53,544	\$76,491	\$69,260	No	No	Equal
	Employee Relations Consultant IV	Dakota County	1	\$51,200	\$77,600	\$67,901	No	No	Range
	Human Resources Coordinator	Coon Rapids	1	\$59,259	\$78,541	\$70,054	No	No	Equal
	Senior Human Resources Generalist	Eden Prairie	1	\$56,430	\$78,998	\$62,754	No	No	Equal
			<b># Emp</b>	<b>Un-Wtd Avg</b>	<b>Wtd Avg</b>				
<b>EA Job Title</b>	<b># of Organizations Responding</b>								
<i>Benefits Analyst II</i>	4		5	\$55,633	\$56,454				
<i>Compensation Manager</i>	7		7	\$90,536	\$90,536				
<i>Human Resource Generalist, Senior</i>	14		33	\$63,274	\$61,066				
<b>Inspector Building-C</b>									
	LJEP Inspector II	Saint Paul	5	\$40,768	\$50,615	\$54,130			
	Building Inspector	Fridley	1	\$44,158	\$55,224	\$52,270	No	Yes	Equal
	Inspector	Scott County	5	\$36,897	\$55,290	\$46,672	Yes	Yes	Equal
	Building Inspector	Cottage Grove	2	\$44,498	\$55,623	\$52,452	No	No	Equal
	Building Inspector	Andover	1	\$46,077	\$58,326	\$58,326	No	Yes	Equal
	Building Inspector - Residential	Apple Valley	2	\$48,422	\$58,469	\$58,469	No	Yes	Equal
	Code Enforcement Officer	Roseville	3	\$48,797	\$58,802	\$60,632	No	Yes	Equal
	Building Inspector	Woodbury	7	\$45,406	\$58,989	\$57,720	No	Yes	Equal

**Compilation of Job Title Survey Results**

Minneapolis Job Title	Organization's Job Title	Municipality	# Emp	Range		Range Maximum	Average	Union	FLSA	Degree of Match
				Minimum	Maximum					
	Various	Minnetonka	7	\$53,443	\$59,381	\$59,381	\$59,381	No	Yes	Equal
	Building Inspector	Brooklyn Park	5	\$47,528	\$60,237	\$60,237	\$55,494	No	Yes	Equal
	Combination Building Inspector	Maple Grove	9	\$48,214	\$60,258	\$60,258	\$56,243	No	Yes	Equal
	Building/Trade Inspector	Richfield	3	\$45,157	\$60,757	\$60,757	\$60,757	No	Yes	Equal
	Building Code Inspector	St. Louis Park	5	\$52,091	\$61,283	\$61,283	\$59,738	No	Yes	Equal
	Protective Inspector II	Burnsville	4	\$48,235	\$61,422	\$61,422	\$61,422	No	Yes	Equal
		Blaine	4	\$52,412	\$61,826	\$61,826	\$59,473	No	Yes	Equal
	Building Inspector II	Eden Prairie	7	\$51,584	\$61,922	\$61,922	\$58,989	No	Yes	Greater
	Building Inspector	Maplewood	2	\$48,693	\$62,213	\$62,213	\$52,416	Yes	Yes	Equal
	Building Inspector/Plans Examiner	Lakeville	4	\$51,938	\$62,317	\$62,317	\$62,317	No	Yes	Equal
	Inspector (Plumbing, Heating, HVAC, Building)	Bloomington	7	\$54,936	\$64,008	\$64,008	\$61,140	Yes	Yes	Equal
	Inspector Building-C	Minneapolis	9	\$55,650	\$64,773	\$64,773	\$62,566	Yes	Yes	Equal
	Building Inspector	Plymouth	8	\$47,715	\$64,958	\$64,958	\$62,962	Yes	Yes	Equal
	Building Inspector	Coon Rapids	5	\$50,794	\$67,288	\$67,288	\$63,482	No	Yes	Equal
	Building Inspector	Edina	3	\$51,877	\$69,170	\$69,170	\$69,170	No	Yes	Equal (Match)

**Inspector Housing I-C**

**LMC Job Title**  
*Housing/Code Enforcement Inspector*

Environmental Health Inspector	Saint Paul		\$39,699	\$49,254	\$49,254	\$0			Yes	
Code Enforcement Inspector	Apple Valley		\$42,598	\$52,707	\$52,707	\$52,707	No	Yes		
Inspector Housing I-C	Minneapolis		\$35,454	\$53,618	\$53,618	\$0	Yes	No		
Code Enforcement Officer	Woodbury		\$42,598	\$55,328	\$55,328	\$51,542	No	Yes		Equal
Housing Inspector	Plymouth		\$42,120	\$57,325	\$57,325	\$57,325	Yes	Yes		Equal
Site Housing Inspector	Maple Grove		\$48,214	\$60,258	\$60,258	\$60,258	N/A	Yes		Equal
Housing Inspector	Coon Rapids		\$47,029	\$62,338	\$62,338	\$58,802	No	Yes		Equal

**Janitorial Worker-C**

**LMC Job Title**  
*Custodian*

Custodian	Dakota County		\$22,500	\$29,500	\$29,500	\$29,700	Yes	Yes		Range
UTILITY WORKER	Washington County		\$22,568	\$31,013	\$31,013	\$27,664	Yes	Yes		Equal
ENVIRONMENTAL SERVICES WORKER	Hennepin County		\$22,884	\$33,168	\$33,168	\$30,784	Yes	Yes		Equal
Custodian	Shoreview		\$29,793	\$33,527	\$33,527	\$33,527	No	Yes		Greater
CUSTODIAN	Anoka County		\$23,263	\$33,876	\$33,876	\$31,965	No	Yes		Equal
Custodial/Laundry worker	Ramsey County		\$27,706	\$35,651	\$35,651	\$30,992	Yes	Yes		Equal
same	Carver County		\$26,437	\$35,984	\$35,984	\$32,677	Yes	Yes		Equal
Public Service Worker I	Minnetonka		\$29,598	\$36,275	\$36,275	\$36,275	Yes	Yes		Equal
Custodian	Burnsville		\$28,662	\$36,587	\$36,587	\$34,965	No	Yes		Equal
Custodian	Saint Paul		\$35,755	\$38,522	\$38,522	\$38,626				
Janitorial Worker-C	Minneapolis		\$25,332	\$39,233	\$39,233	\$38,230	Yes	Yes		Equal
Custodian	Brooklyn Park		\$32,011	\$40,560	\$40,560	\$35,485	No	Yes		Equal
Custodian	Edina		\$31,418	\$41,237	\$41,237	\$41,237	No	Yes		Equal
Custodian II	Coon Rapids		\$35,339	\$42,910	\$42,910	\$41,246	Yes	Yes		Equal
Maintenance/Custodian	Blaine		\$38,973	\$45,693	\$45,693	\$42,336	No	Yes		Greater

**# of Organizations Responding**

Office Janitor	12	<b># Emp</b>	131	<b>Un-Wtd Avg</b>	\$28,538	<b>Wtd Avg</b>	\$31,782
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**Lead Inspector Cnst Insp Svc-C**

Building Inspector-Commercial	Apple Valley		\$50,544	\$59,925	\$59,925		N	N	E	
Bldg Inspect Supv	Brooklyn Park		\$50,045	\$67,704	\$67,704		N	E	E	
Lead Inspector Cnst Insp Svc-C	Minneapolis		\$58,980	\$68,008	\$68,008		Yes	N		
Building Official	Brooklyn Center		\$56,160	\$68,359	\$68,359		N	E	H	
Sr. Inspector	Eagan		\$58,427	\$68,744	\$68,744		N	N	H	
Sr. Bldg Inspector	Blaine		\$58,698	\$69,888	\$69,888		N	N	E	
Senior Building Inspector	Saint Paul		\$82,888	\$82,888	\$82,888					

**Legal Typist-C**

			\$28,750	\$42,752	\$42,752		Yes	Yes		
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**Compilation of Job Title Survey Results**

Minneapolis Job Title	Organization's Job Title	Municipality	# Emp	Range		Average	Union	FLSA	Degree of Match
				Minimum	Maximum				
<b>EA Job Title</b>									
Legal Secretary II (Experienced)	# of Organizations Responding		# Emp	Un-Wtd Avg	Wtd Avg				
	3		72	\$43,122	\$41,688				
<b>Maintenance Crew Ldr Streets-C</b>									
Grounds Crew Leader		Saint Paul	10	\$43,368	\$43,368	\$44,242			
Maintenance Crew Ldr Streets-C		Minneapolis	78	\$45,648	\$45,648	\$45,656	Yes	Yes	Equal
Maintenance Worker II		Roseville	1	\$46,446	\$46,467	\$46,467	Yes	Yes	Less
Maintenance Worker Lead		Eden Prairie	3	\$47,528	\$47,528	\$47,528	Yes	Yes	Equal
Public Service Worker Lead		Cottage Grove	4	\$47,590	\$47,590	\$47,590	Yes	Yes	Equal
Lead Maintenance Worker		Andover	4	\$35,832	\$48,174	\$48,174	Yes	Yes	Equal
Leadperson		Plymouth	4	\$45,053	\$49,483	\$48,339	Yes	Yes	Equal
Labor Crew Leader		Ramsey County	4	\$42,286	\$50,544	\$49,254	Yes	Yes	Equal
Working Foreman		Apple Valley	11	\$39,062	\$51,854	\$51,854	Yes	Yes	Equal
Lead Maintenance		Lakeville	3	\$38,418	\$52,229	\$51,064	Yes	Yes	Equal
Highway Foreman		Carver County	3	\$35,630	\$52,957	\$52,957	Yes	Yes	Equal
Working Foreperson		Blaine	3	\$53,040	\$53,040	\$53,040	Yes	Yes	Equal
Crew Chief (Various)		Maplewood	4	\$41,350	\$54,163	\$51,355	Yes	Yes	Equal
Lead PSW - Parks/Streets/Utilities		Brooklyn Park	3	\$44,429	\$56,326	\$54,246	Yes	Yes	Equal
Highway Maintenance Crew Chief		Dakota County	2	\$42,400	\$61,600	\$56,300	Yes	Yes	Range
<b>Manager Accounting-C</b>									
ACCOUNTING SUPERVISOR		Anoka County	2	\$44,883	\$65,363	\$57,432	No	No	No
Accounting Supervisor		Blaine	2	\$56,448	\$67,204	\$67,204	No	No	Equal
ACCOUNTING SUPERVISOR		Washington County	4	\$53,166	\$69,085	\$66,149	Yes	No	Equal
Manager Accounting-C		Minneapolis	9	\$50,987	\$71,814	\$70,017	No	No	Equal
Supervisor, Accounting		Dakota County	1	\$49,000	\$73,600	\$72,800	No	No	Range
Assistant Finance Manager		Bloomington	1	\$53,544	\$76,491	\$69,777	No	No	Equal
Accounting Manager		St. Louis Park	1	\$66,598	\$78,350	\$78,350	No	No	Equal
Accountant V		Saint Paul	3	\$62,031	\$80,186	\$85,488			
Accountant 4		Ramsey County	4	\$54,371	\$80,725	\$78,187	No	No	Equal
ACCOUNTING MANAGER		Hennepin County	4	\$54,012	\$84,096	\$83,555	No	No	No
Accounting Supervisor		Woodbury	1	\$65,915	\$85,613	\$68,723	No	No	Equal
<b>Manager Assessment Services-C</b>									
Supervisor - Property Valuation		Ramsey County	4	\$56,430	\$71,448		N	E	H
Chief Commercial Assessor or Chief Residential Assessor		Bloomington	2	\$53,539	\$76,482		N	E	E
Manager Assessment Services-C		Minneapolis	1	\$56,758	\$79,485	No	E		
Real Estate Manager		Saint Paul	1	\$65,499	\$84,802		N	E	E
City Assessor		Brooklyn Park	1	\$65,374	\$88,442		N	E	E
City Assessor		Maple Grove	1	\$75,275	\$94,328		N	E	E
<b>Manager Business Inform. Serv-C</b>									
MIS Coordinator		Woodbury	1	\$52,541	\$68,224	\$69,389	No	No	Equal
IT Manager		Minnetonka	1	\$65,156	\$72,396	\$72,396	No	No	Equal
IS Systems Consultant III		Saint Paul	6	\$57,655	\$75,777	\$82,167			
Information Technology Manager		Apple Valley	1	\$64,971	\$77,966	\$77,966	No	No	Equal
Assistant IS Dept Manager		Carver County	1	\$52,707	\$78,333	\$78,333	No	No	Equal
IT SUPERVISOR		Washington County	4	\$63,411	\$83,450	\$78,436	Yes	No	Equal
Information Technology Manager		Scott County	2	\$57,535	\$86,212	\$86,212	No	No	Equal
Project Coordinator		Bloomington	2	\$60,101	\$86,325	\$75,351	No	No	Equal
Information Systems Manager		Lakeville	1	\$72,509	\$87,006	\$87,006	No	No	Greater
APPLICATION SERVICES MANAGER		Anoka County	1	\$62,358	\$90,814	\$91,638	No	No	No
INFORMATION TECHNOLOGY SUPERVISOR		Hennepin County	25	\$56,088	\$91,644	\$88,536	No	No	No
Manager Business Inform Serv-C		Minneapolis	8	\$72,651	\$95,249	\$91,669	No	No	Greater
Info Services Application Svcs Supervisor		Ramsey County	3	\$65,978	\$98,051	\$92,643	No	No	Equal

**Compilation of Job Title Survey Results**

Minneapolis Job Title	Organization's Job Title	Municipality	# Emp	Range Minimum	Range Maximum	Actual Average	Union	FLSA	Degree of Match
<b>Manager Finance-C</b>	Manager, Information Technology	Dakota County	6	\$58,700	\$111,400	\$90,300	No	No	Range
				\$56,758	\$79,485		No	No	
<b>EA Job Title</b>	<b># of Organizations Responding</b>		<b># Emp</b>	<b>Un-Wtd Avg</b>	<b>Wtd Avg</b>				
General Accounting Manager	26		49	\$75,232	\$74,996				
<b>Manager Safety Programs-C</b>				\$50,992	\$71,809		No	No	
<b>EA Job Title</b>	<b># of Organizations Responding</b>		<b># Emp</b>	<b>Un-Wtd Avg</b>	<b>Wtd Avg</b>				
Safety Manager	12		12	\$64,866	\$64,866				
<b>Manager School Health Svcs-C</b>									
<b>LMC Job Title</b>									
Public Health Nurse Supervisor	Nursing Team Leader	Scott County	2	\$43,854	\$65,713	\$60,786	Yes	No	Equal
	PUBLIC HEALTH PROGRAM MANAGER	Washington County	3	\$54,239	\$71,373	\$68,094	Yes	No	Equal
	titles vary by program area	Carver County	3	\$54,288	\$80,704	\$80,704	No	No	Equal
	NURSING SUPERVISOR, COMMUNITY BASED	Hennepin County	4	\$56,028	\$81,288	\$74,192	No	No	Equal
	Manager School Health Svcs-C	Minneapolis	1	\$63,435	\$81,693	\$82,359	Yes	Yes	Greater
	Supervisor, Public Health	Dakota County	8	\$4,000	\$82,600	\$78,855	Yes	No	Range
	Public Health Nurse Clinician	Ramsey County	8	\$55,515	\$84,032	\$79,456	No	No	
	Public Health Program Manager	Bloomington	2	\$60,101	\$86,325	\$73,391	No	No	Greater
<b>Metal Fabrication &amp; Welding Sp-C</b>									
<b>EA Job Title</b>	<b># of Organizations Responding</b>		<b># Emp</b>	<b>Un-Wtd Avg</b>	<b>Wtd Avg</b>				
Welder II	6		116	\$47,798	\$46,654				
<b>Nurse Practitioner-C</b>									
	Nurse Practitioner-Ob/Gyn	Saint Paul		\$45,510	\$59,842				
	Nurse Practitioner	Hennepin County	17	\$52,624	\$84,968		N	E	E
	Nurse Practitioner	Ramsey County	1	\$54,434	\$68,661		Y	E	E
	Nurse Practitioner-C	Minneapolis	4	\$56,446	\$78,201		Yes	E	
<b>Office Support Specialist I-C</b>									
<b>LMC Job Title</b>									
Office Support - General	OFFICE SPECIALIST I	Hennepin County	63	\$24,600	\$31,776	\$27,137	Yes	Yes	Equal
	Clerk Typist I	Ramsey County	9	\$23,691	\$32,760	\$24,773	Yes	Yes	Equal
	OFFICE SUPPORT II	Washington County	31	\$25,917	\$34,050	\$30,680	Yes	Yes	Equal
	Office Assistant	Dakota County	3	\$25,700	\$34,500	\$32,299	No	Yes	Range
	General Clerk	Andover	2	\$27,468	\$34,770	\$31,119	No	Yes	Equal
	CLERK TYPIST II	Anoka County	3	\$24,499	\$35,679	\$35,491	No	Yes	Equal
	Various	Minnetonka	7	\$32,692	\$36,325	\$35,806	No	Yes	Equal
	Receptionist/Clerk Typist	Fridley	1	\$29,973	\$37,461	\$37,461	No	Yes	Equal
	Receptionist	Lakeville	1	\$32,261	\$38,709	\$32,261	No	Yes	Equal
	Customer Service/Office Assistant	Eden Prairie	9	\$33,862	\$38,730	\$36,296	No	Yes	Equal
	Senior Clerk Typist	Richfield	7	\$30,472	\$38,979	\$38,979	No	Yes	Greater
	Office Support Specialist I-C	Minneapolis	72	\$29,813	\$39,254	\$37,565	Yes	Yes	Equal
	Clerk Typist	Apple Valley	2	\$31,741	\$40,414	\$38,563	No	Yes	Equal
	Program Assistant I	Brooklyn Park	1	\$32,011	\$40,560	\$37,211	No	Yes	Greater
	Secretary	Blaine	3	\$38,973	\$45,693	\$44,575	No	Yes	Equal (No Match)
<b>EA Job Title</b>	<b># of Organizations Responding</b>		<b># Emp</b>	<b>Un-Wtd Avg</b>	<b>Wtd Avg</b>				
Administrative Assistant I	22		346	\$29,412	\$28,863				
File Clerk II (Experienced)	3		7	\$27,871	\$28,109				
<b>Office Support Specialist II-C</b>									
	Clerk Typist II	Saint Paul	51	\$26,662	\$32,782	\$32,082			

Compilation of Job Title Survey Results

Minneapolis Job Title	Organization's Job Title	Municipality	# Emp	Range Minimum	Range Maximum	Actual Average	Union	FLSA	Degree of Match
<b>LMC Job Title</b>									
<i>Office Support - Experienced</i>									
Division Secretary /Police Technician		Fridley	5	\$26,324	\$32,931	\$32,931	No	Yes	Equal (Match)
OFFICE SPECIALIST II		Hennepin County	74	\$25,356	\$33,756	\$33,283	Yes	Yes	Equal
SR OFFICE SUPPORT		Washington County	17	\$27,165	\$35,755	\$33,322	Yes	Yes	Equal
Clerk Typist 2		Ramsey County	15	\$25,646	\$35,797	\$28,558	Yes	Yes	Equal
SENIOR CLERK TYPIST		Anoka County	48	\$26,029	\$37,904	\$32,963	No	Yes	Equal
Secretary B		Andover	2	\$32,098	\$40,631	\$37,584	No	Yes	Equal
Various		Minnetonka	5	\$36,617	\$40,685	\$39,668	No	Yes	Equal
Secretary		Burnsville	9	\$31,928	\$40,976	\$38,272	Yes	Yes	Equal
Secretary		Cottage Grove	9	\$32,947	\$41,579	\$40,290	Yes	Yes	Equal
Administrative Assistant I		Eden Prairie	4	\$36,691	\$41,829	\$39,270	No	Yes	Equal
Office Specialist		Maplewood	5	\$33,197	\$42,411	\$41,850	Yes	Yes	Equal
Administrative Asstant		Lakeville	16	\$35,464	\$42,578	\$41,642	No	Yes	Equal
Secretary		Maple Grove	3	\$34,195	\$42,682	\$39,853	No	Yes	Equal
Senior Office Assistant		Roseville	2	\$35,547	\$42,827	\$39,603	No	Yes	Equal
Secretary		Richfield	4	\$33,613	\$43,160	\$43,160	No	Yes	Equal
Office Support Specialist II-C		Minneapolis	62	\$30,289	\$43,511	\$41,642	Yes	Yes	Greater
Administrative Assistant		Dakota County	12	\$31,700	\$43,700	\$37,083	Yes	Yes	Range
Program Assistant II		Brooklyn Park	10	\$35,110	\$44,512	\$42,994	No	Yes	Equal
Department Secretary		Edina	7	\$33,458	\$44,611	\$44,611	No	Yes	Equal
Office Support Representative		Plymouth	27	\$32,926	\$44,824	\$43,222	Yes	Yes	Equal
Office Assistant		Bloomington	26	\$36,697	\$45,067	\$41,535	No	Yes	Equal
Secretary		Woodbury	7	\$34,798	\$45,198	\$38,854	No	Yes	Equal
Division/Department Specialist		Apple Valley	4	\$34,653	\$46,197	\$46,197	No	Yes	Equal
Administrative Assistant		Blaine	3	\$41,669	\$48,375	\$48,375	No	Yes	Equal
Administrative Secretary I		Coon Rapids	2	\$36,504	\$48,381	\$40,830	No	Yes	Equal
<b>EA Job Title</b>			<b># Emp</b>	<b>Un-Wtd Avg</b>	<b>Wtd Avg</b>				
Administrative Assistant II			588	\$34,639	\$33,988				
<b># of Organizations Responding</b>			31						
<b>Office Support Specialist III-C</b>									
<i>Office Support - Advanced</i>									
OFFICE SPECIALIST III		Hennepin County	367	\$25,920	\$37,776	\$35,779	Yes	Yes	Equal
Secretary		Shoreview	3	\$33,920	\$38,169	\$39,444	No	Yes	Equal
Clerk Typist III		Saint Paul		\$30,898	\$38,401	\$0			
OFFICE SPECIALIST		Washington County	25	\$30,181	\$39,790	\$37,253	Yes	Yes	Equal
Office Specialist		Dakota County	33	\$29,700	\$40,700	\$34,805	Yes	Yes	Range
OFFICE SUPPORT SPECIALIST		Anoka County	2	\$27,994	\$40,767	\$39,487	No	Yes	Equal
Legal Administrative Assistant II		Carver County	3	\$29,994	\$40,830	\$34,382	Yes	Yes	Equal
Dept. Secretary		Fridley	8	\$32,906	\$41,163	\$39,603	No	Yes	Equal
Clerk Typist 3		Ramsey County	174	\$28,933	\$42,245	\$36,275	N/A	Yes	Equal
Secretary A		Andover	5	\$34,557	\$43,744	\$43,744	No	Yes	Equal
Administrative Assistant II		Eden Prairie	5	\$39,520	\$45,594	\$42,557	No	Yes	Equal
Department Assistant		Roseville	5	\$38,022	\$45,822	\$41,954	No	Yes	Equal
Administrative Assistant		Maplewood	6	\$35,963	\$45,947	\$44,387	Yes	Yes	Equal
Various		Minnetonka	5	\$41,843	\$46,492	\$45,562	No	Yes	Equal
Office Support Specialist III-C		Minneapolis	12	\$32,458	\$46,530	\$44,678	Yes	Yes	Equal
Office Support Specialist		Plymouth	6	\$34,382	\$46,800	\$45,448	Yes	Yes	Equal
Senior Secretary		Burnsville	5	\$37,190	\$47,216	\$45,989	No	Yes	Equal
Management Assistant		Cottage Grove	2	\$38,364	\$47,955	\$47,955	No	Yes	Equal
Program Assistant III		Brooklyn Park	10	\$38,189	\$48,443	\$46,613	No	Yes	Equal
Department Technician		Edina	7	\$35,121	\$48,828	\$48,828	No	Yes	Equal
Administrative Secretary		Maple Grove	6	\$39,104	\$48,838	\$48,838	No	Yes	Equal
Administrative Aide		Richfield	4	\$39,915	\$51,022	\$51,022	No	No	Equal
Office Support Specialist		Bloomington	13	\$39,032	\$52,302	\$45,599	No	Yes	Equal
Administrative Secretary III		Coon Rapids	2	\$39,499	\$52,312	\$49,358	No	Yes	Equal
Department Assistant		Apple Valley	3	\$42,598	\$52,707	\$52,707	No	Yes	Greater

**Compilation of Job Title Survey Results**

Minneapolis Job Title	Organization's Job Title	Municipality	# Emp	Range		Actual	Union	FLSA	Degree of Match
				Minimum	Maximum				
<b>Operating Maint Engineer-C</b>				\$47,913	\$47,913		Yes	Yes	
<b>EA Job Title</b>	<b># of Organizations Responding</b>		<b># Emp</b>	<b>Un-Wtd Avg</b>	<b>Wtd Avg</b>				
Operating Engineer HVAC	7		96	\$51,438	\$50,190				
<b>Paralegal-C</b>									
<b>LMC Job Title</b>									
Paralegal	same	Carver County	2	\$35,630	\$52,957	\$47,549	Yes	Yes	Equal
	LEGAL ASSISTANT	Anoka County	5	\$36,801	\$53,597	\$50,379	No	Yes	Equal
	Paralegal	Ramsey County	12	\$36,837	\$54,558	\$46,446	Yes	Yes	Equal
	Legal Assistant	Coon Rapids	1	\$41,850	\$55,474	\$49,504	No	Yes	Less
	Paralegal-C	Minneapolis	13	\$35,774	\$57,774	\$49,059	Yes	No	
	PARALEGAL, SENIOR	Hennepin County	34	\$34,476	\$58,920	\$54,000	No	Yes	
	Legal Assistant	Dakota County	3	\$47,000	\$69,800	\$56,240	No	Yes	Range
<b>EA Job Title</b>	<b># of Organizations Responding</b>		<b># Emp</b>	<b>Un-Wtd Avg</b>	<b>Wtd Avg</b>				
Paralegal	6		81	\$52,444	\$53,704				
<b>DEED/OES Job Grouping</b>	<b>Geography</b>		<b># Emp</b>	<b>Emp SE*</b>	<b>Median</b>	<b>Annual Salary</b>			
23-2011 Paralegals and Legal Assistants	Seven County Mpls-St Paul, MN		3,860	411	\$23.69/hr	\$49,275			
	Minnesota		4,050	450	\$22.25/hr	\$46,280			
	U S		217,700	3,701	\$20.79/hr	\$43,243			
<b>Police-Fire Dispatcher-C</b>									
<b>LMC Job Title</b>									
Dispatcher (Law Enforcement)	911 PUBLIC SAFETY DISPATCHER	Washington County	14	\$33,717	\$42,827	\$35,901	Yes	Yes	Equal (Match)
	same	Carver County	12	\$31,658	\$45,219	\$40,726	Yes	Yes	Equal
	Dispatcher	Richfield	5	\$37,814	\$47,278	\$45,386	Yes	Yes	Equal
	Dispatcher	Minnetonka	8	\$43,160	\$47,965	\$47,195	Yes	Yes	Equal
	Public Safety Dispatcher	St. Louis Park	11	\$36,587	\$47,986	\$46,212	Yes	Yes	Equal
	DISPATCHER II	Anoka County	22	\$33,308	\$48,505	\$45,899	No	Yes	Equal
	Public Safety Dispatcher	Maplewood	8	\$40,498	\$48,651	\$45,157	Yes	Yes	Equal
	Dispatcher	Lakeville	9	\$42,432	\$48,755	\$46,384	Yes	Yes	Equal
	Communications Specialists	Edina	8	\$36,899	\$48,963	\$48,963	Yes	Yes	Equal
	Telecommunicator	Eden Prairie	8	\$41,870	\$48,984	\$48,277	No	Yes	Equal
	Civilian Dispatcher	Bloomington	14	\$40,680	\$49,008	\$45,681	Yes	Yes	Equal
	Dispatcher	Burnsville	9	\$38,251	\$49,712	\$48,963	Yes	Yes	Equal
	Dispatcher	Dakota County	12	\$35,800	\$50,400	\$41,358	Yes	Yes	Range
	911 Dispatcher	Scott County	10	\$34,263	\$51,342	\$40,487	Yes	Yes	Equal
	Radio Dispatcher I	Ramsey County	20	\$34,757	\$51,397	\$41,288	Yes	Yes	Equal
	SHERIFFS TELECOMMUNICATOR	Hennepin County	43	\$35,760	\$52,332	\$46,654	Yes	Yes	Equal
	Police-Fire Dispatcher-C	Minneapolis	33	\$41,132	\$52,544	\$50,066	Yes	Yes	Equal
	Dispatcher	Apple Valley	8	\$42,598	\$52,707	\$50,898	No	Yes	
	ECC Fire Dispatcher I	Saint Paul	17	\$43,236	\$53,205	\$0			
<b>Police Captain-C</b>									
<b>LMC Job Title</b>									
Police/Sheriff's Captain	Sheriff's Captain	Scott County	2	\$53,427	\$80,062	\$77,451	No	No	Equal
	COMMANDER	Washington County	4	\$63,742	\$83,069	\$82,913	Yes	No	Equal
	Captain	Fridley	2	\$77,688	\$83,117	\$79,747	No	No	Equal
	CAPTAIN	Anoka County	4	\$55,660	\$84,331	\$84,778	Yes	No	
	Police Captain	Maple Grove	2	\$68,873	\$86,091	\$79,202	No	No	Equal
	Police Captain	Cottage Grove	2	\$69,199	\$86,499	\$86,499	No	Yes	Equal
	Commander	Carver County	1	\$55,890	\$86,798	\$86,798	No	No	Equal
	Captain	Dakota County	5	\$56,300	\$87,100	\$82,740	Yes	No	Range
	SHERIFFS CAPTAIN	Hennepin County	5	\$49,680	\$87,624	\$87,624	Yes	No	(Match)
	Captain	Minnetonka	2	\$79,933	\$88,815	\$86,595	No	No	Equal
	Deputy Chief of Police	Edina	1	\$69,448	\$89,391	\$89,391	No	No	Equal

**Compilation of Job Title Survey Results**

Minneapolis Job Title	Organization's Job Title	Municipality	# Emp	Range		Range		Average	Union	FLSA	Degree of Match
				Minimum	Maximum	Minimum	Maximum				
Police Captain		Apple Valley	2	\$69,303	\$90,237	\$84,738	No	\$84,738	No	No	Equal
Police Captain		Brooklyn Park	2	\$66,830	\$90,418	\$89,877	Yes	\$89,877	Yes	No	Equal
Police Captain		Woodbury	3	\$69,742	\$90,584	\$89,461	No	\$89,461	No	No	Equal
Police Captain-C		Minneapolis	3	\$85,584	\$90,788	\$87,526	Yes	\$87,526	Yes	Yes	Equal
Police Captain		Richfield	1	\$82,576	\$91,021	\$91,021	No	\$91,021	Yes	No	Equal
Police Captain		Plymouth	1	\$67,969	\$93,457	\$93,457	No	\$93,457	No	No	Equal
Captain		Roseville	1	\$77,605	\$93,496	\$87,880	No	\$87,880	No	No	Equal
Police Captain		St. Louis Park	2	\$79,852	\$93,944	\$93,944	No	\$93,944	No	No	Equal
Captain		Burnsville	2	\$74,152	\$94,182	\$91,978	No	\$91,978	No	No	Equal
		Blaine	1	\$80,643	\$95,423	\$95,423	No	\$95,423	No	No	Equal
Captain		Lakeville	2	\$79,747	\$95,701	\$90,750	No	\$90,750	No	No	Equal
Police Captain		Coon Rapids	2	\$73,653	\$97,614	\$87,235	No	\$87,235	No	No	Greater
Deputy Police Chief		Maplewood	1	\$84,864	\$101,400	\$100,651	No	\$100,651	No	No	Equal
Undersheriff		Ramsey County	3	\$65,978	\$102,024	\$98,717	No	\$98,717	No	No	Equal
Police Captain		Eden Prairie	1	\$76,856	\$107,598	\$91,894	No	\$91,894	No	No	Equal (Match)
<b>Police Lieutenant-C</b>											
Commander		Saint Paul		\$60,722	\$78,678	\$78,678	\$0	\$78,678			
Deputy Sheriff - Lieutenant		Ramsey County	15	\$53,830	\$78,998	\$75,379	Yes	\$75,379	Yes	Yes	Equal
SHERIFFS LIEUTENANT		Hennepin County	18	\$45,540	\$80,460	\$80,333	Yes	\$80,333	Yes	No	Equal
same		Carver County	3	\$54,288	\$80,704	\$77,376	No	\$77,376	No	No	Equal
Police Lieutenant		Edina	2	\$62,937	\$81,010	\$81,010	No	\$81,010	No	No	Equal
Lieutenant		Roseville	1	\$68,411	\$82,430	\$77,480	No	\$77,480	No	No	Equal
Police Lieutenant		Bloomington	6	\$78,696	\$82,584	\$82,584	Yes	\$82,584	Yes	Yes	Equal
Police Lieutenant-C		Minneapolis	40	\$76,825	\$83,084	\$79,331	Yes	\$79,331	Yes	Yes	Greater
Police Lieutenant		Richfield	3	\$76,107	\$83,970	\$83,096	Yes	\$83,096	Yes	No	Equal
Police Lieutenant		Brooklyn Park	4	\$62,317	\$84,282	\$84,074	Yes	\$84,074	No	No	Equal
Police Lieutenant		Blaine	2	\$72,570	\$86,021	\$86,016	No	\$86,016	No	No	Equal
Lieutenant		Plymouth	3	\$63,989	\$87,985	\$86,652	No	\$86,652	No	No	Equal
Police Lieutenant		St. Louis Park	2	\$76,877	\$90,444	\$89,449	No	\$89,449	No	No	Equal
Police Lieutenant		Maplewood	2	\$78,083	\$91,957	\$89,752	No	\$89,752	No	No	Equal
Police Lieutenant		Eden Prairie	4	\$90,630	\$93,341	\$92,663	No	\$92,663	No	No	Equal
<b>Police Officer-C</b>											
DEPUTY		Anoka County	81	\$37,551	\$54,448	\$51,792	Yes	\$51,792	Yes	Yes	Equal
Deputy Sheriff		Carver County	58	\$38,210	\$54,600	\$47,861	Yes	\$47,861	Yes	Yes	Equal
Police Officer		Saint Paul	390	\$43,494	\$55,684	\$0		\$0			
Police Officer or PO/Paramedic		Cottage Grove	24	\$42,453	\$55,910	\$52,250	Yes	\$52,250	Yes	Yes	Greater
Police Officer		Roseville	37	\$37,232	\$57,262	\$53,747	Yes	\$53,747	Yes	Yes	Equal
SHERIFF, DEPUTY		Hennepin County	224	\$43,788	\$57,276	\$53,686	Yes	\$53,686	Yes	Yes	Equal
PATROL OFFICER		Washington County	70	\$39,562	\$58,594	\$48,963	Yes	\$48,963	Yes	Yes	Equal
Patrol Officer		Brooklyn Park	56	\$41,122	\$58,781	\$56,784	Yes	\$56,784	Yes	Yes	Equal
Police Officer		Lakeville	35	\$42,994	\$59,197	\$55,827	Yes	\$55,827	Yes	Yes	Equal
Police Officer		St. Louis Park	38	\$40,618	\$59,375	\$57,527	Yes	\$57,527	Yes	Yes	Equal
Police Officer		Maplewood	39	\$41,600	\$59,426	\$56,992	Yes	\$56,992	Yes	Yes	Equal
Deputy Sheriff		Ramsey County	194	\$40,643	\$59,530	\$54,080	Yes	\$54,080	Yes	Yes	Equal
Police Officer		Burnsville	48	\$41,746	\$59,530	\$57,075	Yes	\$57,075	Yes	Yes	Equal
Police Officer		Richfield	27	\$45,011	\$59,738	\$55,640	Yes	\$55,640	Yes	Yes	Equal
Police Officer		Apple Valley	29	\$41,870	\$59,821	\$56,722	Yes	\$56,722	Yes	Yes	Equal
Police Officer-C		Minneapolis	572	\$44,689	\$59,892	\$56,306	Yes	\$56,306	Yes	Yes	Equal
Police Officer		Blaine	35	\$39,060	\$60,096	\$57,174	Yes	\$57,174	Yes	Yes	Equal
Police Officer		Minnetonka	43	\$48,277	\$60,341	\$58,282	Yes	\$58,282	Yes	Yes	Equal
Patrol Officer		Edina	31	\$44,053	\$60,442	\$58,860	N/A	\$58,860	N/A	N/A	Equal
Police Officer		Woodbury	41	\$43,451	\$61,880	\$59,675	Yes	\$59,675	Yes	Yes	Equal
Sheriff's Deputy		Scott County	22	\$41,743	\$62,553	\$52,280	Yes	\$52,280	Yes	Yes	Equal
Police Officer/SLO/K9/COPPS		Coon Rapids	42	\$36,587	\$62,691	\$56,326	Yes	\$56,326	Yes	Yes	Equal

**Compilation of Job Title Survey Results**

Minneapolis Job Title	Organization's Job Title	Municipality	# Emp	Range		Maximum	Average	Union	FLSA	Degree of Match
				Minimum	Maximum					
	Police Officer	Maple Grove	34	\$42,224	\$63,856	\$58,032	Yes	Yes	Equal	
	Police Officer	Plymouth	43	\$44,096	\$65,250	\$59,987	Yes	Yes	Equal	
	Police Officer	Bloomington	88	\$42,156	\$65,652	\$62,374	Yes	Yes	Equal	
	Patrol Officer	Fridley	27	\$38,459	\$67,350	\$59,509	Yes	Yes	Equal	
	Police Patrol/Investigations	Eden Prairie	47	\$45,906	\$69,576	\$66,976	No	Yes	Equal (Match)	
	General Duty Deputy	Dakota County	41	\$47,000	\$69,800	\$55,948	Yes	Yes	Range	
<b>Police Sergeant-C</b>										
	same	Carver County	9	\$43,722	\$62,442	\$61,235	Yes	Yes	Equal	
	Sergeant	Saint Paul	126	\$50,763	\$65,172	\$0				
	SERGEANT	Anoka County	10	\$44,883	\$65,363	\$66,881	Yes	No		
	Sheriff's Sergeant	Scott County	5	\$43,854	\$65,713	\$60,704	Yes	Yes	Equal	
	SERGEANT	Washington County	13	\$61,069	\$68,474	\$67,122	Yes	Yes	Equal	
	Deputy Sheriff - Sergeant	Ramsey County	34	\$60,154	\$68,619	\$66,747	Yes	Yes	Equal	
	Police Sergeant-C	Minneapolis	186	\$65,283	\$69,260	\$65,832	Yes	Yes	Equal	
	Sergeant	Cottage Grove	6	\$67,766	\$69,493	\$69,493	Yes	Yes	Equal	
		Blaine	6	\$69,804	\$71,604	\$71,604	Yes	Yes	Equal	
	Police Sergeant	Woodbury	7	\$55,848	\$72,530	\$72,904	No	Yes	Equal	
	Police Sergeant	Coon Rapids	8	\$72,800	\$72,821	\$72,821	Yes	Yes	Equal	
	SHERIFFS SERGEANT	Hennepin County	34	\$41,220	\$72,984	\$70,881	Yes	No	(Match)	
	Sergeant	Roseville	7	\$67,933	\$73,528	\$72,218	Yes	Yes	Equal	
	Police Sergeant	Brooklyn Park	8	\$58,094	\$73,653	\$72,634	Yes	Yes	Equal	
	Sergeant	Minnetonka	10	\$67,954	\$73,861	\$73,674	No	Yes	Equal	
	Police Sergeant	Maplewood	7	\$68,162	\$74,568	\$73,320	Yes	Yes	Equal	
	Police Sergeant	Richfield	8	\$67,517	\$74,859	\$73,341	Yes	Yes	Equal	
	Police Sergeant	Apple Valley	7	\$69,014	\$75,088	\$73,362	Yes	Yes	Equal	
	Sergeant	Lakeville	8	\$68,370	\$75,941	\$75,275	Yes	Yes	Equal	
	Police Sergeant	Bloomington	17	\$72,636	\$76,200	\$76,200	Yes	Yes	Equal	
	Police Sergeant	Maple Grove	11	\$66,290	\$76,419	\$72,613	Yes	Yes	Equal	
	Sergeant	Plymouth	12	\$68,827	\$76,544	\$75,026	Yes	Yes	Equal	
	Police Sergeant	St. Louis Park	8	\$73,216	\$77,189	\$75,863	Yes	Yes	Equal	
	Police Sergeant	Edina	8	\$59,897	\$77,214	\$75,870	N/A	N/A		
	Sergeant	Burnsville	11	\$70,242	\$77,501	\$74,194	Yes	Yes	Equal	
	Police Sergeant	Eden Prairie	12	\$80,704	\$80,705	\$80,704	No	No	Equal	
	Sergeant	Dakota County	12	\$54,000	\$82,600	\$75,030	Yes	Yes	Range	
<b>Police Support Technician I-C</b>										
	Identification Technician	Ramsey County	6	\$30,222	\$37,502		Y	N	E	
	Sheriffs Clerk	Hennepin County	35	\$26,915	\$37,939		Y	N	E	
	SR, CLERK	RICHFIELD	5	\$30,618	\$39,166		N	N	E	
	Station Service Officer	Brooklyn Center	3	\$33,265	\$40,481		N	N	L	
	Program Asst I	Brooklyn Park	7	\$32,011	\$40,560		Y	N	E	
	Police Secretary	Burnsville	7	\$31,928	\$40,976		N	N	E	
	Police Records Assistant	Bloomington	9	\$37,794	\$41,662		N	N	H	
	Office Assistant II	St. Louis Park	4.5	\$35,734	\$42,037		N	N	E	
	Record Mgmt Tech	Maple Grove		\$34,195	\$42,682		N	N	E	
	Police Support Technician I-C	Minneapolis	58	\$30,289	\$43,512		Yes	N		
<b>Police Support Technician II-C</b>										
	Station Service Officer	Brooklyn Center	6	\$33,265	\$40,481		N	N	E	
	POLICE SECRETARY	RICHFIELD	1	\$33,779	\$43,368		N	N	E	
	Program Asst II	Brooklyn Park	10	\$35,110	\$44,512		Y	N	E	
	Office Sup. Rep.	Plymouth	6	\$32,926	\$44,824		Y	N	E	
	Police Records Technician	Apple Valley	7	\$34,653	\$46,197		N	N	E	
	Police Support Technician II-C	Minneapolis	5	\$32,115	\$46,559		Yes	N		
	Office Assistant III	St. Louis Park	1	\$39,998	\$47,070		N	N	E	

**Compilation of Job Title Survey Results**

Minneapolis Job Title	Organization's Job Title	Municipality	# Emp	Range		Actual	Degree of Match		
				Minimum	Maximum		Average	Union	FLSA
Crime Prevention Specialist									
		Eagan	1	\$46,384	\$54,579		N	N	H
<b>Principal City Planner-C</b>									
Sr. Planner		Shoreview	1	\$50,811	\$57,176	\$52,853	No	No	Equal
Principal Planner		Scott County	2	\$43,854	\$65,713	\$64,078	Yes	No	Equal
Senior Planner		Cottage Grove	2	\$52,908	\$66,135	\$64,878	No	No	Equal
Associate Planner		Blaine	1	\$56,448	\$67,205	\$67,205	No	No	Equal
PRINCIPAL PLANNER		Washington County	1	\$52,207	\$68,693	\$68,693	No	No	Equal
Assistant City Planner		Edina	1	\$51,877	\$69,169	\$69,169	N/A	N/A	
Principal Planner		Minnetonka	1	\$63,041	\$70,046	\$70,046	No	No	Equal
PLANNING ANALYST, PRINCIPAL		Hennepin County	87	\$46,116	\$70,296	\$68,151	No	No	Equal
Senior Planner		Andover	1	\$55,675	\$70,474	\$62,017	No	No	Equal
City Planner		Roseville	1	\$58,656	\$70,678	\$69,264	No	No	Greater
City Planner IV		Saint Paul	3	\$54,370	\$71,455	\$78,335			
Principal City Planner-C		Minneapolis	7	\$54,183	\$75,577	\$59,758	Yes	No	Equal
Senior Planner		Dakota County	5	\$51,200	\$77,600	\$65,032	No	Yes	Range
Planning & Water Mgmt Coordinator		Carver County	1	\$52,437	\$77,938	\$74,589	Yes	No	Equal
Senior Planner		St. Louis Park	1	\$66,598	\$78,350	\$66,598	No	No	Equal
City Planner		Maple Grove	1	\$62,968	\$78,711	\$78,711	No	No	Equal
City Planner		Eden Prairie	1	\$76,856	\$107,598	\$91,166	No	No	Equal (No Match)

**Principal Professional Engr-C**

**LMC Job Title**

*Assistant City/ County Engineer*

Assistant Public Works Director/City Engineer		Fridley	1	\$62,109	\$71,427	\$71,427	No	No	Equal
Assistant City Engineer		Andover	1	\$56,991	\$72,140	\$72,140	No	No	Greater
Asst. City Engineer		Shoreview	1	\$65,336	\$75,678	\$75,678	No	No	Less
TRANSPORTATION MANAGER		Washington County	1	\$59,259	\$77,982	\$77,982	Yes	No	Equal
Assistant City Engineer		Lakeville	1	\$65,915	\$79,102	\$76,253	No	No	Equal
Transportation Engineer		Richfield	1	\$62,546	\$80,434	\$79,248	No	No	Equal
Assistant City Engineer		Minnetonka	1	\$73,780	\$81,978	\$81,978	No	No	Equal (Match)
Assistant City Engineer		Edina	1	\$62,475	\$83,300	\$79,139	No	No	Equal
Assistant City Engineer		Plymouth	1	\$60,600	\$83,325	\$77,644	No	No	Equal
Assistant City Engineer		Burnsville	1	\$66,539	\$84,947	\$69,867	No	No	Equal
Assistant City Engineer		Woodbury	1	\$65,915	\$85,613	\$83,283	No	No	Equal
Assistant City Engineer		Maplewood	1	\$66,331	\$85,946	\$72,758	No	No	Equal
Asst City Engineer		Maple Grove	1	\$68,873	\$86,091	\$86,091	No	No	Equal
Senior Engineering Project Manager		St. Louis Park	1	\$74,171	\$87,260	\$77,329	No	No	Less
Assistant City Engineer		Eden Prairie	1	\$62,774	\$87,880	\$82,576	No	No	Equal
ASSISTANT COUNTY ENGINEER		Anoka County	1	\$61,525	\$89,600	\$89,910	No	No	Equal
Asst City Engineer/Engineering Division Mgr		Brooklyn Park	1	\$68,432	\$92,602	\$92,602	No	No	Equal
Assistant County Highway Engineer		Scott County	1	\$61,953	\$92,834	\$89,156	No	No	Equal
Assistant County Engineer		Carver County	1	\$60,902	\$94,598	\$94,598	No	No	Equal
Principal Professional Engr-C		Minneapolis	16	\$70,123	\$95,728	\$80,541	Yes	No	Equal
Engineer 4		Ramsey County	4	\$65,978	\$99,091	\$97,240	No	No	Equal
ENGINEER, ADMINISTRATIVE		Hennepin County	5	\$66,432	\$100,824	\$100,551	No	No	Equal
Assistant County Engineer		Dakota County	1	\$63,600	\$101,600	\$100,800	No	No	Range

**Principal Project Crd (CPED)-C**

**Informal Survey**

Econ. Dev. Coord.		Burnsville	1	\$56,451	\$73,050	\$73,050	N	E	E
Project Manager IV		Saint Paul		\$57,658	\$75,774				
Econ Prog Dev Coord		Hennepin County	1	\$54,642	\$81,931	\$81,931	N	E	L
Principal Project Crd (CPED)-C		Minneapolis	4	\$64,410	\$82,266	\$82,266	Yes	E	
Econ & Redev Dir		Brooklyn Park	1	\$71,510	\$96,741	\$96,741	N	E	E
Director of Community Development		Eagan	1	\$92,685	\$109,054	\$109,054	N	E	L

**Professional Engineer-C**

Civil Engineer II		Saint Paul	6	\$46,898	\$61,597	\$65,400			
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**Compilation of Job Title Survey Results**

Minneapolis Job Title	Organization's Job Title	Municipality	# Emp	Range Minimum	Range Maximum	Actual Average	Union	FLSA	Degree of Match
<i>Telephone Operator and/or Receptionist</i>									
	Customer Service Rep	Shoreview	3	\$31,537	\$35,488	\$34,593	N/A	N/A	Equal
	Central Services Specialist	Carver County	1	\$26,437	\$35,984	\$35,984	Yes	Yes	Equal
	Information Assistant	Minnetonka	2	\$32,962	\$36,624	\$36,624	No	Yes	Equal
	Receptionist	Maple Grove	3	\$29,890	\$37,336	\$35,693	No	Yes	Equal
	Receptionist	Roseville	1	\$31,034	\$37,398	\$36,650	No	Yes	Greater
	Receptionist/Clerk	Burnsville	2	\$29,203	\$37,502	\$35,859	No	Yes	Equal
	TELECOMMUNICATIONS OPERATOR	Anoka County	1	\$26,029	\$37,904	\$41,504	No	Yes	Equal
	Receptionist/Cashier	Apple Valley	2	\$29,910	\$37,939	\$40,373	No	Yes	Equal
	Receptionist	St. Louis Park	1	\$32,889	\$38,693	\$35,174	No	Yes	Equal
	Receptionist-C	Minneapolis	4	\$27,808	\$38,742	\$34,486	Yes	Yes	Equal
	Receptionist	Coon Rapids	1	\$30,014	\$39,749	\$35,485	No	Yes	Greater
	Receptionist	Blaine	1	\$34,949	\$40,327	\$40,327	No	Yes	Equal
	Telephone Operator	Edina	1	\$32,151	\$42,868	\$42,868	No	Yes	Equal
<b>EA Job Title</b>	<b># of Organizations Responding</b>		<b># Emp</b>	<b>Un-Wtd Avg</b>	<b>Wtd Avg</b>				
Receptionist	29		84	\$27,722	\$25,830				

**Registered Prof Nurse-C**

**LMC Job Title**

*Public Health Nurse*

same	Carver County	9	\$41,413	\$61,547	\$58,989	Yes	No	Equal
Public Health Nurse	Scott County	11	\$41,743	\$62,553	\$55,495	Yes	No	Equal
PUBLIC HEALTH NURSE	Washington County	11	\$42,138	\$63,463	\$55,844	Yes	No	Equal
Public Health Nurse	Bloomington	9	\$44,802	\$63,925	\$54,386	No	No	Equal
Registered Prof Nurse-C	Minneapolis	5	\$52,399	\$64,333	\$54,791	Yes	Yes	Equal
NURSE, PUBLIC HEALTH	Hennepin County	53	\$43,704	\$65,496	\$62,874	Yes	No	Equal
PUBLIC HEALTH NURSE	Anoka County	20	\$47,038	\$69,173	\$59,423	No	No	Range
Public Health Nurse	Dakota County	33	\$47,000	\$69,800	\$61,330	Yes	No	Equal
Public Health Nurse	Ramsey County	56	\$49,421	\$74,672	\$67,309	Yes	Yes	Equal
LPN	Hennepin County	16	\$29,286	\$42,723		Y	N	E
Nurse - Degree	Ramsey County	24	\$46,987	\$59,301		YN	E	L
Public Health Nurse	Saint Paul		\$45,510	\$59,842				
Public Health Nurse	Bloomington	9	\$44,803	\$63,939		N	E	H
Registered Prof Nurse-C	Minneapolis	5	\$52,399	\$64,333		Yes	E	

**Risk Manager-C**

**LMC Job Title**

*Risk Manager*

Employee Relations Representative	Scott County	1	\$43,854	\$65,713	\$65,713	No	No	Equal
COUNTY RISK MANAGER	Washington County	1	\$52,207	\$68,693	\$65,853	No	No	Equal
Risk Manager-C	Minneapolis	0	\$59,009	\$80,246	\$0	No	No	Equal
PURCHASING & RISK MANAGER	Anoka County	1	\$56,756	\$82,654	\$82,901	No	No	Equal
Support Services/Risk Manager	Bloomington	1	\$60,101	\$86,325	\$77,035	No	No	Equal
Risk/Emergency Management Manager	Carver County	1	\$55,890	\$86,798	\$86,798	No	No	Greater
Manager of Support Services	Eden Prairie	1	\$62,774	\$87,880	\$87,880	No	No	Greater
Manager, Risk	Dakota County	1	\$56,300	\$87,100	\$88,312	No	No	Range
<b>EA Job Title</b>	<b># of Organizations Responding</b>	<b># Emp</b>	<b>Un-Wtd Avg</b>	<b>Wtd Avg</b>				
Risk Manager	6	6	\$96,709	\$96,709				

**Senior City Planner-C**

**LMC Job Title**

*Planner-Experienced*

SENIOR PLANNER	Washington County	4	\$44,972	\$59,178	\$59,178	Yes	No	Equal
City Planner III	Saint Paul	2	\$45,515	\$59,834	\$63,500			Equal
Planner II	Brooklyn Park	3	\$46,966	\$63,544	\$51,168	No	No	Equal
Planner	Bloomington	4	\$49,332	\$65,124	\$58,382	No	No	Equal
Planner-Housing	Burnsville	2	\$50,898	\$65,229	\$59,509	No	No	Equal
Associate Planner	Edina	1	\$49,341	\$65,788	\$65,788	No	No	Equal
Planner I	Carver County	1	\$44,741	\$66,498	\$63,627	Yes	No	Equal
Associate City Planner	Apple Valley	2	\$55,034	\$67,281	\$67,281	No	No	Equal

**Compilation of Job Title Survey Results**

Minneapolis Job Title	Organization's Job Title	Municipality	# Emp	Range		Average	Union	FLSA	Degree of Match
				Minimum	Maximum				
	Associate Planner	Lakeville	3	\$57,117	\$68,557	\$64,750	No	Yes	Equal
	Senior City Planner-C	Minneapolis	12	\$49,939	\$69,660	\$55,349	Yes	No	Equal
	Senior Planner	Plymouth	2	\$51,938	\$70,699	\$70,699	Yes	Yes	Equal
	Planner	Coon Rapids	1	\$54,870	\$72,717	\$64,875	No	No	Equal
	Principal Planner	Dakota County	3	\$54,000	\$82,600	\$80,381	No	No	Range
	Senior Planner	Maplewood	1	\$65,374	\$85,654	\$79,123	No	No	Greater
<b>Senior Financial Analyst-C</b>									
	Financial Analyst	Saint Paul		\$44,138	\$59,134				
	Senior Financial Analyst-C	Minneapolis	3	\$49,309	\$69,739	\$59,134	Yes	E	E
	Budget/Fiscal Analyst	Blaine	1	\$58,698	\$69,888	\$69,888	N	E	E
	Financial Analyst	Plymouth	1	\$52,686	\$72,446	\$72,446	N	E	E
	Financial Analyst	Cottage Grove	1	\$58,510	\$73,133	\$73,133	N	E	E
	Assistant Finance Director	Apple Valley	1	\$66,414	\$80,850	\$80,850	N	E	E
	Chief Financial Officer	Eagan	1	\$79,456	\$93,475	\$93,475	N	E	H
<b>Senior Legal Typist -C</b>									
	LEGAL SECRETARY SPECIALIST	Washington County	3	\$31,242	\$41,122	\$41,122	Yes	Yes	Equal
	Legal Secretary III	Scott County	8	\$28,831	\$43,204	\$39,777	Yes	Yes	Equal
	Legal Administrative Assistant III	Carver County	3	\$32,032	\$43,597	\$43,597	Yes	Yes	Equal
	LEGAL SECRETARY	Hennepin County	31	\$28,500	\$43,848	\$42,678	Yes	Yes	Equal
	LEGAL SECRETARY	Anoka County	14	\$30,397	\$44,265	\$44,169	No	Yes	Equal
	Legal secretary	Ramsey County	18	\$30,784	\$44,866	\$39,749	Yes	Yes	Equal
	Legal Secretary	Dakota County	13	\$35,800	\$50,400	\$46,895	No	Yes	Range
	Senior Legal Typist -C	Minneapolis	1	\$36,123	\$50,877	\$50,149	Yes	Yes	Equal
	Legal - Administrative Secretary III	Coon Rapids	1	\$39,499	\$52,312	\$56,264	No	Yes	Equal
	Legal Secretary	Bloomington	2	\$42,436	\$57,886	\$50,404	No	Yes	Equal
<b>Senior Professional Engineer-C</b>									
	Engineering Technician 3	Ramsey County	7	\$39,790	\$60,112	\$56,118	Yes	Yes	Equal (Range)
	Civil Engineer III	Andover	1	\$53,021	\$67,115	\$67,115	No	No	Equal
	Development/Design Engineer	Lakeville	1	\$71,117	\$88,557	\$61,443	No	No	Equal
	ENGINEER II	Washington County	1	\$52,707	\$69,347	\$59,301	Yes	Yes	Equal
	Civil Engineer III	Saint Paul	10	\$54,370	\$71,455	\$73,416			
	Project Engineer	Brooklyn Park	4	\$59,238	\$80,142	\$77,168	No	No	Equal
	ENGINEER, SENIOR PROFESSIONAL	Hennepin County	13	\$56,004	\$85,176	\$83,906	No	No	Equal
	Senior Civil Engineer	Bloomington	2	\$60,101	\$86,325	\$77,175	No	No	Equal
	Senior Professional Engineer-C	Minneapolis	5	\$63,749	\$87,025	\$77,881	Yes	No	Equal
	Engineer-Program, Design, Construction/Maintenance	Dakota County	3	\$61,500	\$97,300	\$87,636	No	No	Range
<b>Senior Project Coordinator-C</b>									
	Project Manager III	Saint Paul		\$48,318	\$63,502				
	Senior Planner	Brooklyn Park		\$53,102	\$71,843		N	E	E
	City Planner	Apple Valley	1	\$58,635	\$73,632	\$73,632	N	E	E
	Senior Project Coordinator-C	Minneapolis	21	\$57,874	\$73,917	\$73,917	Yes	E	E
	Senior Planner	Bloomington	2	\$60,091	\$86,320	\$86,320	N	E	H
	City Planner	Eagan	1	\$79,456	\$93,475	\$93,475	N	E	E
<b>Solid Waste and Recycling Wk-C</b>									
	Solid Waste and Recycling Wk-C	Minneapolis	62	\$39,978	\$43,326	\$42,946	Yes	Yes	Equal
	Public Works Worker	Richfield	6	\$35,880	\$44,346	\$43,306	Yes	Yes	Equal
	Maintenance Worker (Parks, Streets, etc)	Coon Rapids	31	\$37,232	\$45,219	\$43,493	Yes	Yes	Less
	Maintenance I, II, and III	St. Louis Park	48	\$35,131	\$45,864	\$44,728	Yes	Yes	Equal
	Maintenance Worker	Andover	18	\$33,752	\$46,094	\$45,002	Yes	Yes	Equal
	Maintenance Worker	Plymouth	43	\$36,774	\$46,426	\$45,781	Yes	Yes	Equal

**Compilation of Job Title Survey Results**

Minneapolis Job Title	Organization's Job Title	Municipality	# Emp	Range		Actual Average	Union	FLSA	Degree of Match
				Minimum	Maximum				
<b>Solid Waste and Recycling Wk-C</b>	Maintenance Worker	Burnsville	8	\$34,424	\$46,738	\$46,738	Yes	Yes	Equal
	Maintenance Worker	Maplewood	12	\$37,586	\$48,027	\$46,467	Yes	Yes	Equal
	Public Service Worker	Edina	34	\$41,995	\$54,142	\$44,198	Yes	Yes	Equal (No Job Desc
<b>Informal Survey</b>	Reported as Maintenance Worker - Single Classification in LMC survey Solid Waste and Recycling Wk-C	St. Louis Park Minneapolis	62	\$39,978	\$43,318	\$0	Yes	N	
<b>Software Engineer II (SD/Dev)</b>				\$57,262	\$79,858		Yes	No	
<b>EA Job Title</b> Software Engineer IV	# of Organizations Responding 6		# Emp 45	Un-Wtd Avg \$86,915	Wtd Avg \$88,013				
<b>Stationary Engineer II-C</b>				\$47,913	\$47,913		Yes	Yes	
<b>EA Job Title</b> Building/ Grounds Maintenance Mechanic II	# of Organizations Responding 16		# Emp 65	Un-Wtd Avg \$41,954	Wtd Avg \$42,515				
<b>Supv Distribution Ctr-C Sup II</b>				\$45,972	\$60,865		Yes	Yes	
<b>EA Job Title</b> Warehouse (Shipping/Receiving) Supervisor	# of Organizations Responding 12		# Emp 16	Un-Wtd Avg \$46,314	Wtd Avg \$46,803				
<b>Supv Payroll/Accounts Payabl-C</b>				\$47,197	\$59,405		No	Yes	
<b>EA Job Title</b> General Accounting Supervisor	# of Organizations Responding 7		# Emp 11	Un-Wtd Avg \$56,028	Wtd Avg \$55,122				
<b>Street Maintenance Engineer-C</b>									
<b>LMC Job Title</b> Superintendent	Public Works Supervisor III ASST TPD MANAGER Public Works Superintendent Hwy Maintenance Superintendent Public Works Manager II Public Works Supervisor General Supervisor - Maint & Const Superintendent Street & Sanitary Sewer Superintendents MAINT SUPERINTENDENT Public Works/Parks Superintendent Superintendent Superintendent Superintendent (Utilities, Parks, and Ops) Public Works Superintendent	Saint Paul Washington County Andover Carver County Minnetonka Cottage Grove Ramsey County Lakeville Maplewood Anoka County Apple Valley Brooklyn Park Richfield St. Louis Park Coon Rapids Minneapolis Hennepin County Eden Prairie Bloomington	3 1 1 1 3 1 2 3 2 1 3 4 2 3 1 1 1 2	\$60,810 \$53,166 \$56,838 \$48,672 \$65,156 \$58,509 \$50,336 \$62,837 \$59,779 \$53,156 \$64,971 \$59,238 \$68,182 \$79,852 \$73,653 \$73,980 \$66,432 \$72,238 \$72,120	\$62,544 \$69,085 \$71,947 \$72,342 \$72,396 \$73,136 \$74,630 \$75,400 \$77,314 \$77,412 \$77,966 \$84,302 \$87,630 \$93,944 \$97,614 \$99,159 \$100,824 \$101,130 \$102,717	\$64,107 \$67,645 \$71,947 \$72,342 \$72,396 \$73,136 \$72,322 \$75,400 \$68,536 \$78,599 \$74,285 \$81,744 \$80,787 \$93,843 \$84,698 \$99,159 \$100,551 \$84,968 \$96,818	Yes No No No No No No No No No No No No No No No No No No No	Equal Greater Equal Equal Equal Equal Less Equal Equal No No Equal Equal Equal Greater Equal No No No Greater	
<b>Truck Driver -C</b>	Driver-Operator Truck Driver -C Maintenance II Public Service Worker	Saint Paul Minneapolis Brooklyn Center Blaine		\$41,683 \$37,386 \$32,219 \$43,784	\$41,683 \$43,938 \$44,346 \$47,965		Yes N Y Y	N N N N	H E

**Compilation of Job Title Survey Results**

Minneapolis Job Title	Organization's Job Title	Municipality	# Emp	Range Minimum	Range Maximum	Actual Average	Union	FLSA	Degree of Match
<b>Water Treatment Plant Oper-C</b>									
	Public Services Worker - Utilities	Blaine	7	\$41,080	\$44,990	\$44,242	Yes	Yes	Equal
<b>LMC Job Title</b>	Water Treatment Plant Oper-C	Minneapolis	21	\$35,414	\$46,401	\$42,619	Yes	Yes	Equal
<i>Water System Operator</i>	Water Plant Operator	Eden Prairie	10	\$38,646	\$47,528	\$45,178	Yes	Yes	Equal
	Utility Operator	Plymouth	2	\$45,053	\$49,483	\$47,528	Yes	Yes	Equal
	Water Plant Operator	Coon Rapids	2	\$42,016	\$50,981	\$49,525	Yes	Yes	Equal
<b>Water Works Service Wrker II-C</b>									
	Water Works Service Wrker II-C	Minneapolis	27	\$38,804	\$46,550	\$46,550	Yes	Yes	Equal
<b>LMC Job Title</b>	Maintenance Worker	Saint Paul	5	\$45,157	\$46,946	\$48,177			
<i>Senior Sewer &amp; Water Maintenance Worker</i>	Technical Specialist - Utilities	Apple Valley	3	\$35,547	\$48,027	\$48,027	Yes	Yes	Equal
	PSWIV-Utility	Minnetonka	6	\$46,218	\$48,402	\$48,048	Yes	Yes	Equal
	Lead Maintenance	Lakeville	1	\$38,418	\$51,688	\$51,688	Yes	Yes	Equal
	Public Service Worker II - Utilities	Brooklyn Park	1	\$41,330	\$52,354	\$52,354	Yes	Yes	Greater
	Senior Utility Operator	Bloomington	13	\$45,286	\$58,810	\$54,351	No	Yes	Equal
<b>Water Works Service Wrker I-C</b>									
	Sewer Services Worker	Saint Paul	17	\$41,850	\$41,850	\$42,702			
<b>LMC Job Title</b>	Water Works Service Wrker I-C	Minneapolis	27	\$38,692	\$43,744	\$42,141	Yes	Yes	Equal
<i>Sewer &amp; Water Maintenance Worker</i>	Maintenance Worker	Shoreview	7	\$35,290	\$43,932	\$42,352	No	Yes	Equal
	Water & Wastewater Public Works Worker	Richfield	6	\$35,880	\$44,346	\$42,120	Yes	Yes	Equal
	Public Service Worker-Sewer & Water	Fridley	8	\$34,798	\$44,346	\$43,139	No	Yes	Equal
	Maintenance Worker Utilities	Eden Prairie	10	\$32,406	\$44,699	\$41,933	Yes	Yes	Equal
	Maintenance Worker II - Utilities	Roseville	8	\$34,341	\$44,886	\$44,054	Yes	Yes	Equal
	Public Service Worker- Utilities	Cottage Grove	6	\$32,594	\$45,115	\$44,158	Yes	Yes	Equal
	PSWII-Utility	Minnetonka	5	\$37,398	\$45,448	\$40,477	Yes	Yes	Equal
	Water/Sewer Maint I	Maple Grove	2	\$31,054	\$45,822	\$36,338	Yes	Yes	Equal
	Maintenance Worker II - Utilities	Apple Valley	4	\$32,074	\$46,925	\$44,886	Yes	Yes	Equal
	Utility Maintenance II	Lakeville	10	\$38,418	\$48,256	\$45,947	Yes	Yes	Equal
	Public Service Worker - Utilities	Brooklyn Park	8	\$38,189	\$48,443	\$46,654	Yes	Yes	Equal
	Public Service Worker-Utilities	Woodbury	12	\$34,653	\$50,274	\$43,368	Yes	Yes	Equal
	Utility Operator	Bloomington	20	\$42,235	\$52,498	\$46,935	No	Yes	Equal (No Match)

**Table and Charts**

**Stanton Units of Government – Groupings<sup>29</sup>**

Those highlighted in grey either did not complete the 2006 LMC survey or were not included in the survey results since they were located outside of the “metro” area.

<b>Stanton Groupings</b>	
<b>Stanton Group 1</b>	<b>Stanton Group 5</b>
State of Minnesota	Blaine
University of Minnesota	Bloomington
	Brooklyn Center
<b>Stanton Group 2</b>	Brooklyn Park
Metropolitan Airports Commission (MAC)	Burnsville
Metropolitan Council	Coon Rapids
	Cottage Grove
<b>Stanton Group 3</b>	Eagan
Hennepin County	Eden Prairie
Minneapolis	Edina
Ramsey County	Fridley
Saint Paul	Inver Grove Heights
	Lakeville
<b>Stanton Group 4</b>	Maple Grove
Anoka County	Maplewood
Carver County	Minnetonka
Dakota County	Oakdale
Duluth	Plymouth
Scott County	Richfield
Washington County	Roseville
Olmsted County	St. Cloud
St. Louis County	St. Louis Park
<b>Stanton Group 5</b>	Shakopee
Andover	Shoreview
Apple Valley	Woodbury

<b>Hard-to-Fill Job Titles</b>
• 911 Dispatcher and Operator
• Accountant I and II
• Assessor I, II, and III
• Assistant and Deputy Fire Chief
• Automotive Mechanic

<sup>29</sup> 2005 Twin Cities Metropolitan Area Compensation Survey

<ul style="list-style-type: none"> <li>• Code Compliance Officers</li> <li>• Council Committee Coordinator (Clerk's office)</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Hard-to-Fill Job Titles</b></li> </ul>
<ul style="list-style-type: none"> <li>• Engineering Tech Jobs</li> <li>• Financial Analyst</li> <li>• IT positions at BIS</li> <li>• Police Support Technician I</li> <li>• Police/Fire Dispatcher</li> <li>• Principal City Planner</li> <li>• Principal Project Coordinator</li> <li>• Public Information Assistant</li> <li>• Registered Professional Nurse</li> <li>• Senior Project Coordinator</li> <li>• Sr. Financial Analyst</li> <li>• Water Treatment Plant Operator</li> </ul>
<ul style="list-style-type: none"> <li>• <b>Reasons Identified</b></li> </ul>
<ul style="list-style-type: none"> <li>• Not enough qualified applicants to fill vacancies. For those who do qualify, higher salaries are requested.</li> <li>• Department has suggested top tier applicants not attracted due to low salary range.</li> <li>• Employees can work in the private sector for a significant higher salary.</li> <li>• Candidates not passing background check.</li> <li>• 24/7 shift work hard on person's home life.</li> <li>• Very few applications.</li> <li>• Specific expertise and competency levels required pay much higher in private sector.</li> <li>• Job offers turned down because of the salary.</li> <li>• Market demand very high, beginning salary range below the market for starting salaries.</li> <li>• New employees must work late shift due to seniority rules.</li> <li>• Pay does not match education and experience requirements.</li> <li>• Market demand for job is very high.</li> <li>• Beginning salary range below the market for starting salaries.</li> <li>• The classification for this job as not been studied since for over twenty years.</li> <li>• Job offers turned down because of the salary.</li> <li>• Parking downtown is expensive and free parking not provided.</li> <li>• Lack of diverse applicants - sometimes departments get stuck recruiting from the same sources and end up with the same results.</li> <li>• Not being able to fully develop our internal resources often leaves us having to compete for higher-level positions externally and salary not competitive enough.</li> </ul>
Source: 7/2006 survey of Human Resource Generalists

<p><b>The Economic Policy Institute's</b>  <b><i>The State of Working America 2006/2007 findings:</i></b></p>
<ul style="list-style-type: none"> <li>• This is the worst jobs recovery on record: It took 46 months to regain peak level employment following the 2001 recession.</li> <li>• Job growth five years into this recovery has not been strong enough to boost most workers; living standards despite overall economic expansion and impressive labor productivity gains.</li> <li>• Over the 2000-04 period, annual wages declined by 0.3% annually, and hourly wages, in inflation-adjusted terms, fell by 0.1% annually.</li> <li>• Wages fell among every entry-level group, both high school and college-educated workers and both men and women, in the period of sluggish wage growth since 2000.</li> <li>• In recent years, the fall in annual wages and reduced work hours has led to falling family incomes and higher poverty.</li> </ul>

<ul style="list-style-type: none"> <li>The United States has no mandated vacation time compared to many European countries that, by law, have a minimum of four to five week per year.</li> </ul>
<ul style="list-style-type: none"> <li>The union premium in 2005 was 14.7% overall – 18.4% for men and 10.5% for women. The union premium is presented as the extra dollars per hour and the percentage higher wage earned by those covered by a collective bargaining contract.</li> </ul>
<ul style="list-style-type: none"> <li>The union wage premium was far greater among low-wage workers (27.9%) than among middle-wage (18.0%) or the highest-wage (10.5%) workers. As a result, unions lower wage inequality.</li> </ul>
<ul style="list-style-type: none"> <li>Unionized workers are 28.2% more likely to be covered by employer-provided health insurance, 28.4% more likely to have employer-provided pensions.</li> </ul>
<ul style="list-style-type: none"> <li>Unionized workers have better benefits with their health insurance and pension plans funded at respectively, 52.7% and 27.7% higher levels than comparable non-union workers.</li> </ul>
<ul style="list-style-type: none"> <li>71.9% of union workers have employer-provided pensions, compares to only 43.8% of non-union workers.</li> </ul>
<ul style="list-style-type: none"> <li>Union workers get more paid time off. The three weeks of vacation amount to about three days more than non-union workers receive. When adding holidays to vacation days, union workers receive 14.3% more paid time off.</li> </ul>

### Chart of State and Federal Laws<sup>30</sup>

State Laws	Meal and Rest Breaks
	<p><b>Statutes:</b> MN 177.253, MN 177.254, MN 181.939</p> <p><b>Applies To:</b> All Employees</p> <p><b>Exceptions:</b> Excludes certain agricultural and seasonal employees. A collective bargaining agreement may provide for different rest and meal breaks.</p> <p><b>Meal Break:</b> Sufficient unpaid time for employees who work 8 consecutive hours or more.</p> <p><b>Rest Break:</b> Paid adequate rest period within each 4 consecutive hours of work, to utilize nearest convenient restroom.</p> <p><b>Breastfeeding:</b> Reasonable unpaid break time to breastfeed infant or express milk.</p>
	Health Insurance Continuation Laws
	<p><b>Statutes:</b> MN 62A.17</p> <p><b>Employers affected:</b> All employers who offer group health insurance and have 2 or more employees.</p> <p><b>Eligible employees:</b> All covered employees are eligible.</p> <p><b>Length of coverage for employee:</b> 18 months, indefinitely if employee becomes totally disabled while employed.</p> <p><b>Length of coverage for dependents:</b> 18 months for current spouse; divorced or widowed spouse can continue until eligible for Medicare or other group health insurance.</p> <p><b>Time employer has to notify employee:</b> Within 10 days of termination of coverage.</p> <p><b>Time employee has to apply:</b> 60 days from termination of coverage or receipt of employer's notice, whichever is later.</p>
	Family and Medical Leave Law
	<p><b>Statutes:</b> MN 181.940 and following</p>

<sup>30</sup> Sources: 10<sup>th</sup> Edition Human Resource Management and 7<sup>th</sup> Edition The Employer's Legal Handbook

**Employers Covered:** Employers with at least 21 employees at one site must provide childbirth/maternity and adoption leave; with at least 20 employees must allow leave to donate bone marrow; all employers must provide leave for school activities.

**Eligible Employees:** Employees who have worked at least for one year are eligible for maternity leave; at least 20 hours per week are eligible for leave to donate bone marrow; at least one year are eligible for school activities.

**Family Medical Leave:** 6 weeks for childbirth/maternity or adoption; up to 40 hours paid leave per year to donate bone marrow; parent can use accrued sick leave to care for sick or injured child.

**School Activities:** 16 hours in 12-month period; includes activities related to child care, preschool, or special education.

#### **Law Regarding Last Paycheck**

**Statutes:** MN 181.13-181.14  
**If employee is fired, paycheck is due:** Immediately  
**If employee quits, paycheck is due:** Next payday or 20 days from last day of work, whichever is earlier.  
**Unused vacation pay due:** Yes  
**Special employment situations:** Migrant agricultural workers who resign: within 5 days

#### **Law Prohibiting Discrimination in Employment**

**Statutes:** MN 363A.03, 363A.08, 181.974  
**Employers Covered:** Employers with one or more employees  
**Protected Categories:** Private employers may not make employment decisions based on age, ancestry or national origin, physical or mental disability, AIDS/HIV, gender, marital status, pregnancy, childbirth and related medical conditions, race or color, religion or creed, sexual orientation, or genetic testing information.  
**Additional Protected Categories:** Additional protected categories are gender identity, members of local commissions, perceived sexual orientation, and receipt of public assistance.

#### **MN Pay Equity Act**

**Statutes:** **471.99-471.9981**  
**Employers Covered:** A home rule charter or statutory city or county, referred to in this section as a "governmental subdivision," that employs ten or more people.  
**Purpose:** Requires that compensation for female-dominated classes (70% female) is not consistently below the compensation for male-dominated classes (80% male) of comparable work value.

#### **Federal Laws**

#### **Americans with Disabilities Act**

Prohibits private employers, state and local governments, employment agencies and labor unions from discriminating against qualified individuals with disabilities in job application procedures, hiring, firing, advancement, compensation, job training, and other terms, conditions and privileges of employment.  
**Employees Covered:** Has a physical or mental impairment that substantially limits one or more major life activities; has a record of such an impairment; or is regarded as having such an impairment.

**Qualified Employee:** A qualified employee or applicant with a disability is an individual who, with or without reasonable accommodation, can perform the essential functions of the job in question. Reasonable accommodation may include, but is not limited to:

- Making existing facilities used by employees readily accessible to and usable by persons with disabilities.
- Job restructuring, modifying work schedules, reassignment to a vacant position.
- Acquiring or modifying equipment or devices, adjusting modifying examinations, training materials, or policies, and providing qualified readers or interpreters.

An employer is required to make an accommodation to the known disability of a qualified applicant or employee if it would not impose an "undue hardship" on the operation of the employer's business. Undue hardship is defined as an action requiring significant difficulty or expense when considered in light of factors such as an employer's size, financial resources and the nature and structure of its operation.

#### **Fair Labor Standards Act (FLSA)**

**Purpose:** Establish minimum wage floor, discourage oppressive use of child labor, encourage limits on number of weekly hours employees work through overtime provisions.

**Employees Covered:** Private-sector employees of employers engaged in interstate commerce and retail service firms with gross sales of \$500,000 and 2 or more employees. Most federal, state, and local employers.

**Law Passed:** 1938

#### **Equal Pay Act of 1963**

**Purpose:** Requires employers to pay similar wage rates for similar work without regard to gender.

#### **Sexual Harassment Regulations and Cases**

**Introduced by:** Equal Employment Opportunity Commission (EEOC)

**Purpose:** Guidelines to curtail sexual harassment.

### City Benefits Chart<sup>31</sup>

<b>City Benefits</b>	
Paid Leave	Insurance Continued
Vacation	Short-Term – Employee paid
Sick Leave	Retirement Plans
Holidays	Two active pension plans
Paid Leaves of Absence	Three closed pension plans
Funeral	Supplemental Benefits
Jury Duty and Court Witness	Job Bank
Military (some w/o pay)	Reimbursement Accounts
Olympic Competition	MinneFlex Pre-Tax Spending Account
Bone Marrow Donor	HRA/VEBA Health Care Reimbursement Accounts (HRA)
Leave without Pay	Health Care Savings Account (HSA)
Family Medical Leave Act (FMLA) Leave	Severance Pay
Appointed/Elective Office Leave	Employee Assistance Program (EAP)
Association (Union) Leave	Health and Wellness Related Discounts
School Conference/Activities Leave	Deferred Compensation
Temporary illness or disability	Three plans options
To serve in an unclassified City position	Transit Related
For education that benefits the employer	Pre-Tax Public Transit (Metro Pass)
Temporary employment with another public employer	Pre-Tax Contract Parking
Candidacy in a general election for public office	City/County Credit Union Membership
Personal convenience budget-related	Union, Department, Agency Dependent
Insurance	Overtime Pay
Health	Compensatory Time Off (FLSA rules apply)
Four options	Off-Duty Work
Dental	Administrative Paid Leave
Life	Flexible Work Schedule
Basic – Employer paid	Vacation Credit
Optional – Employee paid	Tuition Reimbursement
Disability	On-Call Pay, Shift Differential Pay, Uniform Pay
Long-Term – Employer paid	Merit (Performance) Pay

<sup>31</sup> Information pulled from Human Resources' City Talk web page

## Glossary<sup>32</sup>

Word	Definition
457 Plan	An elective tax-deferred retirement plan for government employees that allows employees to make tax-deferred contributions from their salaries to the plan. Similar to 401(k) plans and 403(b) plans. See also Section 457.
Ability to Pay	The ability of a firm to pay a given level of wages or benefit cost increase while remaining profitable. Dependent upon a firm's ability to be competitive in its market, it is a frequent issue in contract negotiating.
Accommodation	Modifications or changes made by an employer to assist an individual with a disability in the performance of a job.
Accrual of Benefits	In the case of a defined benefit pension plan, the process of accumulating pension credits for years of credited service, expressed in the form of an annual benefit to begin payment at normal retirement age. In the case of a defined contribution plan, the process of accumulating funds in the individual employee's pension account.
Americans with Disabilities Act	A law enacted in 1990 that prohibits discrimination against persons with disabilities in areas such as terms and conditions of employment. Requires employers to make reasonable accommodations to enable employees with disabilities to perform the essential parts of a job.
Annual Benefits Statement	A report containing specific information about the status of a participant's projected pension income or account balance. Can include a description of the value and cost of health and welfare benefits, and is often distributed to employees to promote awareness and appreciation of benefits.
Appointment	The actual hire of an eligible candidate into the classified service. Usually three persons are certified for a vacancy, but a City department interviews, selects, and generally appoints only one. The date on which employment with the City begins is the original appointment date. (CSC 3/14/02)
Benchmark job	Job found in many organizations and performed by several individuals who have similar duties.
Benefit	Indirect compensation given to an employee or group of employees as a part of organizational membership.
Benefits Needs Analysis	A comprehensive look at all aspects of benefits.
Broadbanding	Practice of using fewer pay grades having broader ranges than in traditional compensation systems.
Bureau of Labor Statistics	The U.S. Department of Labor unit that collects and reports labor statistics, including area wage data, national pay data and industry surveys.
Cafeteria Plan	An employee benefit plan that offers participants a choice between cash and one or more qualified, or tax-favored, benefits. To obtain the benefit of tax-favored treatment, the plan must comply with Internal Revenue Code Section 125. Typical benefits include health insurance, child care, 401(k) contributions, group term life and dental benefits. See also Flexible Benefit Plan; Section 125 Plan.
Calendar Year Deductible	A deductible that applies to any eligible medical expenses incurred by the insured during any one calendar year.
Classified Service	The group of City employees who hold job titles included in the official listing published by the Commission.

<sup>32</sup> Sources: Employee Benefit Research Institute, <http://www.ebri.org/resources/index.cfm?fa=benefitBiblio#Dictionaries/Glossaries>, 10<sup>th</sup> Edition Human Resource Management, Human Resources website on City Talk: <http://citytalk/human-resources/csc-rules/>

Co-Insurance	A policy provision, frequently found in major medical insurance, by which the insured person and the insurer share the hospital and medical expenses resulting from an illness or injury in a specified ratio (e.g., 80%: 20%), after the deductible is met. A form of cost sharing.
Compa-Ratio	Pay level divided by the midpoint of the pay range.
Compensable Factor	Any factor, such as skill, effort, responsibility and working conditions, used to provide a basis for creating a job worth hierarchy (job evaluation) within an organization. These factors were established by the Equal Pay Act of 1963.
Compensatory Time Off	Hours given in lieu of payment for extra time worked - "CompTime".
Competency-Based Pay	Connects pay to the depth and scope of abilities needed to perform a job. Includes skill-based pay and pay for knowledge.
Compra-Ratio	A comparison of total actual pay in a pay grade to the midpoint or some other point of that pay grade. The ratio can be expressed as actual pay divided by the applicable salary range. Compa-ratios can be calculated for a group, a department or an entire organization and are used to analyze the relative position of the individual or group to the pay guide.
Contributory Plan	Pension plan in which the money for pension benefits is paid in by both employees and employers.
Co-Payment	Employee's payment of a portion of the cost of both insurance premiums and medical care.
Cost of Living Adjustment	An across-the-board increase (or decrease) in wages or pension benefits according to the rise (or fall) in the cost of living as measured by some index, often the consumer price index (CPI).
Cost Sharing	Arrangements whereby consumers pay a portion of the cost of health services, sharing costs with employers. Deductibles, co-payments, coinsurance and payroll deductions are forms of cost sharing.
Cost Shifting	(Employer) Policies designed to shift the relative burden of health care costs borne by one party or market segment to another. For example, many employers are shifting a portion of the costs of care to employees by co-payments and increased contributions. (Provider) The practice by some providers of redistributing the difference between normal charges and amounts received from certain payers by increasing charges made to other payers.
Deductible	The amount of out-of-pocket expenses that must be paid for health services by the insured before becoming payable by the carrier. Most common in major medical policies, but also found in basic policies. See also Family Deductible; First Dollar Coverage.
Defined Benefit Plan	Both ERISA (Employee Retirement Income Security Act) and the Internal Revenue Code define a defined benefit plan as any plan that is not an individual account plan. Under a defined benefit plan, there is a definite formula by which the employee's benefits will be measured. This formula may provide that benefits be a particular percentage of the employee's average compensation over his or her entire service or over a particular number of years; it may provide for a flat monthly payment; or it may provide a definite amount for each year of service, expressed either as a percentage of his or her compensation for each year of service or as a flat dollar amount for each year of service. In plans of this type, the employer's contributions are determined actuarially. No individual accounts are maintained as is done in the defined contribution plans. (Defined benefit plans are subject to regulation by the PBGC (Pension Benefit Guaranty Corporation) and are "pension plans" under the Internal Revenue Code. That is, they are designed primarily for retirement.)
Defined-Benefit Plan	One in which an employee is promised a pension amount baesd on age and service.
Defined-Contribution Plan	One in which the employer makes an annual payment otn an employee's pension account.
Dependent Care Assistance Program	A tax-advantaged benefit program permitting employers to pay or reimburse employees for qualified child and dependent care expenses.

Dependent Care Flexible Spending Account	Employer-sponsored flexible benefits plan feature that permits employees to use pretax (tax-free) dollars from their paychecks to pay the cost of care for children or elderly dependents up to a certain legislated limit and within very specific guidelines. See also Flexible Spending Accounts (FSAs).
Detail	The temporary assignment of current City employees to different job classes than their status class.
Disability Benefit	Periodic payments, usually monthly, payable to participants under some retirement plans if such participants are eligible for the benefits and become totally and permanently disabled prior to the normal retirement date. Includes short-term and long-term disability benefits.
Educational Assistance Plan	Program under which an employer fully or partially reimburses an employee's expenses for education and training on a predetermined basis (usually pay as you go) and is permitted a business expense deduction whether or not the reimbursement is tax free or taxable to the employee.
Employment-At-Will	A legal doctrine maintaining that it is the right of an employer or employee to terminate the employment relationship at any time and for any reason. The doctrine has been successfully challenged by employees in the courts in recent years.
Equity	The perceived fairness between what a person does and what the person receives.
ERISA	
Exempt Employees	Employees to whom employers are not required to pay overtime under that Fair Labor Standards Act.
Flexible Benefit Plan	A benefit program under Section 125 of the Internal Revenue Code that offers employees a choice between permissible taxable benefits, including cash, and nontaxable health and welfare benefits such as life and health insurance, vacation pay, retirement plans and child care. Although a common core of benefits may be required, the employee can determine how his or her remaining benefit dollars are to be allocated for each type of benefit from the total amount promised by the employer. Sometimes employee contributions may be made for additional coverage.
Flexible Spending Account	Account that allows employees to contribute pretax dollars to buy additional benefits.
Fringe Benefits	Nontaxable benefits as defined by IRC Section 132. May include employer-operated facilities offering meals for employees at a discount, programs providing employee discounts on property or services offered to customers in the employer's normal course of business, and working condition fringes. Also refers to cafeteria plans and tuition reimbursement programs. Generally, refers to both formal and informal benefits other than salary provided by an employer for employees.
Garnishment	A court action in which a portion of an employee's wages is set aside to pay a debt owed to a creditor.
Grade Level	The relative value assigned to a class when it is compared to other classes in the same field of work and within the City organizational structure as a whole.
Health maintenance organization (HMO)	Managed care plan that provides services for a fixed periods on a prepaid basis.
Incumbent	The person who currently holds the position.
Job Class	One or more positions sufficiently similar with respect to duties and responsibilities so that the same descriptive title may be used to designate each position assigned to the class, the same general qualifications are needed for performance of the duties of the class, the same tests may be used to select employees, and the same schedule of pay can be applied with equity to all positions in the class.

Job Class Series	Occupational career ladders within promotional lines which include an entry level job class or classes which can be filled by persons with the basic preparation necessary to enter the occupation, "senior" job classes typically performed by persons who have acquired considerable knowledge of the occupational field and are able to perform a wide range of complex tasks typical of the occupation, and "expert" job classes usually performed only by persons with thorough experience who are able to handle the most difficult and complex work in the field. Typically, such series are designated by a "I" following entry level classes, a "II" following senior level job classes, and a "III" following expert job classes.
Job Class Specification	A written statement describing typical duties; responsibilities; entrance qualification standards; and knowledge, abilities, and skills required for full job-performance of the duties in a class of positions.
Job Class Title	The official title of every position assigned to the class and is used on all payrolls, budget estimates, and official records and reports relating to such positions. However, any other title desired by departmental officials may be used to designate any position for purposes of internal departmental administration and in any other connection not involving the personnel processes covered by the Charter or these Rules. The departmental title is referred to as the "working title".
Job Evaluation	The systematic determination of the relative worth of jobs within an organization.
Managed Care	Approaches that monitor and reduce medical costs using restrictions and market system alternatives.
Mandated Benefits	Benefits employers in the United States must provide to employees by law.
Market Line	The line on a graph showing the relationship between job value, as determined by job evaluation points and pay survey rates.
Maturity Curve	Curve that depicts the relationship between experience and pay rates.
Non-Contributory Plan	Pension plan in which all the funds for pension benefits are provided by the employer.
Non-Exempt Employees	Employees who must be paid overtime under the Fair Labor Standards Act.
Occupation Classifications	The 2000 Standard Occupational Classification (SOC) system is used by Federal statistical agencies to classify workers into occupational categories for the purpose of collecting, calculating, or disseminating data. All workers are classified into one of over 820 occupations according to their occupational definition. To facilitate classification, occupations are combined to form 23 major groups, 96 minor groups, and 449 broad occupations. Each broad occupation includes detailed occupation(s) requiring similar job duties, skills, education, or experience. Additional information regarding SOC can be found at <a href="http://www.bls.gov/soc/">http://www.bls.gov/soc/</a> .
Paid Time-Off Plan	Plan that combines all sick leave, vacation time and holidays into a total number of hours or days that employees can take off with pay.
Pay Compression	Situation in which pay differences among individuals with different levels of experience and performance in the organization becomes small.
Pay Equity	Similarity on pay for all jobs requiring comparable levels of knowledge, skills, and abilities, even if actual duties and market rates differ significantly.
Pay Grade	A grouping of individual jobs having approximately the same job worth.
Pay Survey	A collection of data on compensation rates for workers performing similar jobs in other organizations.
Preferred Provider Organization (PPO)	A health-care provider that contracts with an employer group to provide health-care services to employees at a competitive rate.
Protected Class	A group of persons that is specifically protected by law against discrimination.
Seniority	Time spent in the organization of on a particular job.
Severance pay	A security benefit voluntarily offered by employers to employees who lose their jobs.
Union Wage Premium	The degree to which union wages exceed non-union wages, controlling for industry, occupation, education, experience and other factors.
Utilization Review	An audit and review of the services and costs billed by health-care providers.

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