



CITY OF MANITOWOC

WISCONSIN, USA

www.manitowoc.org

DATE: June 2, 2025
TO: Personnel Committee
FROM: Jessie Lillibridge, HR Director
RE: Pay Compression – Protective Services

Pay compression occurs when the compensation gap between employees with different levels of experience, skills, qualifications, or responsibilities becomes minimal. This issue is commonly observed in unionized environments, where collective bargaining agreements often result in pay scale increases that outpace those of non-represented supervisory positions.

At the City, this has created challenges in attracting employees to transition from union roles into supervisory positions. The limited pay differential, despite the added responsibilities of supervisory roles, has diminished the incentive for promotions.

To address this issue, the following policy language is recommended for adoption when setting compensation for non-represented protective service employees:

Effective January 1, 2026, minimum pay for the roles below shall be as follows:

Police Department

Assistant Police Chief	20% above Detective Sergeant maximum
Deputy Police Chief	20% above Detective Sergeant maximum
Captain of Detectives	10% above Detective Sergeant maximum
Patrol Captain	8% above Detective Sergeant maximum
Training Lieutenant	6% above Detective Sergeant maximum
Patrol Lieutenant	Equal to Detective Sergeant maximum

Fire Rescue Department

Assistant Fire Chief	20% above Fire Captain maximum
Battalion Chief	10% above Fire Captain maximum

Employees in these positions will continue to participate in the annual performance evaluation process. They will be eligible to receive either the compression pay differential or the applicable market adjustment—whichever provides the greater benefit.

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Employees who receive an unsuccessful performance evaluation will not be eligible for any salary increase in the following year.

Recommendation: Approve the inclusion of the above pay compression language in the Employee Policy Manual.

Thank you for your consideration.

Thank you.