

**HUMAN RESOURCES COMMITTEE  
MEETING MINUTES  
February 12, 2013 @ 6:15pm  
Jefferson County Courthouse, Room 112**

1. Meeting called to order at 6:15pm by J. Braugher.
2. Present: J. Braugher, G. David, D. Schulz, P. Rogers. Excused: J. Schroeder. Quorum established. Others Present: G. Petre, T. Palm, J. Molinaro, P. Ristow, A. Jenswold, B. Block, B. Kern, J. Parker, A. Draeger, D. Jacobson
3. Certification of compliance with the Open Meetings Law by G. Petre.
4. Agenda reviewed with no changes.
5. Citizen Comments. None.
6. Motion by D. Schultz, second by G. David, to approve the January 15, 2013, minutes as printed. Motion carried 3:0, Rogers abstain.
7. Communications: None.
8. Motion by D. Schultz, second by G. David, to recommend to County Board amendment to Personnel Ordinance HR0690, Vacation with Pay, to revise the vacation carryover process, amending G to include the "month of eember". Motion carried 4:0.
9. Human Resources Director provided an update of the request for reviews following the Compensation and Classification Study, notifying the committee that approximately 16 of the 43 requests were successful in their review.
10. Motion by D. Schultz, second by P. Rogers, to convene into closes session pursuant to Wisconsin Statues 19.85(1(b), consideration of employee discipline. All members present responding "Aye". Moved into closed session at 6:35pm. NOTE: J. Parker, P. Ristow and T. Palm remained in closed session.  
Motion by P. Rogers, second by D. Schultz, to approved the Sheriff's recommendation of disciplinary action. Motion carried 4:0.
11. Motion by P. Rogers, second by D. Schultz, to reconvene into open session. All members present responding "aye". Moved into open session at 6:45pm.
12. Next meetings scheduled Wednesday, February 27 at 4:00pm and Thursday, February 28 at 4:00pm.
13. Motion by D. Schultz, second by P. Rogers, to adjourn. Meeting adjourned at 6:55pm.

## GENERAL:

- Public Comment. Because of the time restrictions per each review, anyone wishing to speak on behalf of a review should sign in for public comment, including managers/department heads.

## EMPLOYEE:

- Employees will be allowed five (5) minutes to explain to the Committee your reason for believing that your position was not properly rated. If more than one person submitted a review request for the same position you will need to select one person to talk on behalf of everyone in that position.
- An additional 5 minutes will be set aside for the Committee to ask questions of either the employee or of the Carlson Dettmann representative.
- Employees should focus on the JDQ, including areas of decision making (impacts of judgment, extent of decision making, nature of decisions), thinking challenges and problem solving (context and complexity of challenges and problems), interactions and communications and work environment.
- Employees should NOT bring in new information that was not presented in the original JDQ or request for review. In other words, please do not present info that Carlson Dettmann did not have to make their evaluation.
- The Review process focuses on job duties and not on policy issues such as market comparisons, pay structure and pay plan implementation and related policies.

## COMMITTEE:

The purpose of the classification and compensation study is to properly rate each **classification**, should be made on the level of the five point factors (formal preparation/experience, decision making, problem solving, interactions/communications and work environment) needed for the position. Decisions should not take into consideration the background, experience or performance of the individual holding the position.

After all the employees present their review, the Committee will consider each one, discuss, may ask more questions, and reach a conclusion in concurrence with the Carlson Dettmann representative. For example, if the Committee agrees that a particular factor should be rated higher, CD would either justify the rating change and/or inform the committee that an increase in one particular factor either did or did not change the points enough to make a grade change.

## Terri Palm

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**From:** Kathi Cauley  
**Sent:** Thursday, February 21, 2013 9:22 AM  
**To:** Terri Palm  
**Cc:** Brent Ruehlow  
**Subject:** RE: 0-3 supervisor

Terri,

Brent's summary is completely accurate. I would just add that we are the only county that has a pre-school. Brent and I have discussed other models, where a pre-school would not be needed. Lastly, the pre-school is not mandated.

Thanks,  
Kathi

Kathi Cauley  
Director  
Jefferson County Human Services  
1541 Annex Rd.  
Jefferson WI 53549  
920-674-8111 direct  
920-674-7603 fax

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**From:** Brent Ruehlow  
**Sent:** Thursday, February 21, 2013 9:11 AM  
**To:** Terri Palm  
**Cc:** Kathi Cauley  
**Subject:** 0-3 supervisor

Hi Terri,  
I hope this is what you are looking for, please let me know what else might be needed.

The 0-3 supervisor position is accountable for administration and compliance with the state and federal Birth to Three guidelines as defined by DHS, which accounts for approximately 90% of the job. The responsibility of directing the Busy Bee pre-school is governed under DCF 251, which licenses "group child care centers" and accounts for only 10% of the job. Via the current job description and under DCF 251, the director of the pre-school needs to have 808/809 licensure as defined by DCF. The candidate we have chosen does not currently hold this license, but is willing to obtain the needed licensure and is nearing the end of the needed requirements. In the meantime, the 0-3 program has staff members that are able to act as director and/or co-directors of the Busy Bee pre-school to assure compliance with DCF and avoid and lapse in child care or licensing. It is the departments hope that we can hire our highly qualified proposed candidate, with the expectation of securing her 808/809 license in the first year of employment.

Brent Ruehlow, CSW, MSW  
Child and Family Divison Manager  
Jefferson County Human Services  
1541 Annex Rd.  
Jefferson WI. 53549

**HR0270**

**QUALIFICATIONS OF EMPLOYEES.**

- A. Officers and employees holding positions upon the taking effect of this ordinance are deemed to be qualified for the positions to which they are assigned, subject to the right of the County Administrator or the Board of Supervisors to dismiss any employee in accordance with law.
- B. Persons hereafter employed in or appointed to any position requiring full-time or part-time service and which position is included in the classification plan and for which a class description exists establishing appropriate qualifications should possess substantially the qualifications of education and experience prescribed for that class; provided, however, that if fully qualified persons cannot be recruited, the Human Resources Committee, upon recommendation of the County Administrator or Human Resources Director, may authorize the appointment of persons having less than the appropriate qualifications (see HR0220). [am. 3/13/12, ord. 2011-31]
- C. In the event the County has a current classification in a lower pay grade that matches the person's qualifications, the person shall be employed in that classification, notwithstanding positions in the current budget. [cr. 2007-15, 07/10/07]

## Jefferson County Position Description

<b>Name:</b>		<b>Department:</b>	Human Services
<b>Position Title:</b>	Birth-to-Three/Preschool Supervisor	<b>Pay Grade:</b>	9
		<b>FLSA:</b>	Exempt 2
<b>Date:</b>	January 2013	<b>Reports To:</b>	Child and Family Division Manager

### Purpose of Position

The purpose of this position is to provide family-focused services to children with disabilities and to their families by successfully directing, planning and supervising the Birth-to-Three Program under DHS 90 and the County Preschool , licensed under DCF 251.

### Essential Duties and Responsibilities

**The following duties are normal for this position. These are not to be construed as exclusive or all-inclusive. Other duties may be required and assigned.**

- Supervise and implement services and programs for the Early Intervention Program according to mandated Federal law under DHS 90. Provide monitoring and professional guidance for providing services to children with special needs and their families.
- Maintain a group childcare center licensed under DCF 251 to ensure fidelity to the law and provide appropriate educational opportunities.
- Receive and complete assessments on referrals. Complete and coordinate IFSPs (Individual Family Service Plans) with families and staff.
- Monitor and audit files to ensure compliance with state and federal regulations in the Birth-to-Three, Preschool programs, Targeted Case Management Requirements under Medical Assistance
- Approve monthly lesson plans and menus in the Preschool, as well as teach in the Preschool when necessary.
- Monitor all DCF licensing updates and mandates.
- Coordinate services and case plans with the Child Protective Services Team, Wraparound program , other internal departments, Public schools and other community agencies.
- Participate in the supervisory on-call rotation, covering the Child Protective Services, Intake, Juvenile Justice and Wraparound Units
- Supervise staff and contracted employees, including but not limited to scheduling; assigning cases; recommending hiring, discipline, termination; completing performance evaluations.

- Recommend and address budgetary issues and monitor the budget for the Birth-to-Three and Preschool programs on a regular basis. Write and apply for applicable grants and monitor the utilization of grant funding.
- Serves on a variety of committees to ensure the most current rules and regulations are followed and to promote each program to the fullest.
- Demonstrate dependable attendance.
- Perform other duties as assigned or as may develop

**Minimum Training and Experience Required to Perform Essential Job Functions**

Master's degree in Early Childhood, Exceptional Education or related field with one to two years dealing with children with developmental delays, Bachelor's degree in Early Childhood, Exceptional Education or related field with three to five years experience dealing with children with developmental delays, or any combination of education and experience that provides equivalent knowledge, skills, and abilities. Also required: A minimum of 2 years supervisory experience, State 808/ 809 early childhood license, maintaining Level 14 or higher on The Registry and access to dependable travel.

**Other Requirements**

**Physical:** None

**Work Environment:** Travel may be required approximately 20% of the time

**Hours of Work:** Position is typically scheduled Monday through Friday, but is required to work occasional evenings and weekends and regular rotating on-call duties to ensure the programs' needs are met.

Jefferson County is an Equal Opportunity Employer. In compliance with the Americans with Disabilities Act, the County will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.

.....  
Employee's Signature

.....  
Supervisor's Signature

.....  
Date

.....  
Date

	Job Title	Department	Current Grade	Appeal Decision	Recommendation	Reason for Recommendation
1	Account Clerk	Highway	3	no	No Change	Based upon the information on the appeals form in regard to the many hats worn in the department and the request to give weight to the program management area of the job, I increased the ratings in the area of problem solving and extent of Decision Making Impact. While this increased the points for this position, it did not move the position into the next grade.
2	Account Clerk (w/parts)	Highway	3	yes	Move one position w/parts responsibilities from Grade 3 to Grade 4, leave the other as is	This position has been assigned additional duties above and beyond the Account Clerk duties. These duties include managing the price of materials, managing job costing, and working closely with the parts division in regard to journal entries, month end fuel, and year-end inventory. The clarifying information on the appeal form resulted in adjustment in job points for the individual in the position and resulted in this person's position moving from a Grade 3 to a Grade 4. It is also my recommendation that the title for this position be changed to reflect these additional responsibilities. The title of Account/Parts Clerk may be a reasonable title for this position.

3	<b>Accountant</b>	Highway	10	yes	Move from Grade 10 to Grade 11	It is my recommendation the position be moved up from a Grade 10 to a Grade 11. Part of the appeal form focused on how the position was rated in comparison to other Accounting positions within Jefferson County and also focused on the complexity and impact the decisions made by this position have on cost savings for the County. The second part of the appeal focused on external market comparisons that are not part of this review process. In reviewing the job evaluation points and taking into consideration the clarifying information, along with ratings of other Accounting positions within the County, the job evaluation points were increased. This increase in points resulted in the position moving from a Grade 10 to a Grade 11. In regard to the title change, the official listing the consultant had from Jefferson County listed the position as Accountant. The JDQ did list the position as Accounting Manager/Controller. The title of Highway Accounting Manager seems to be a reasonable title for this position.
4	<b>Accountant, Human Services</b>	Human Services	6	yes	Move from Grade 6 to Grade 7	It is my recommendation the position be moved up from a Grade 6 to a Grade 7. The additional information on the appeals form provided a clearer understanding of the decision-making responsibilities and the complexity of the work being performed. The job ratings for the position were adjusted in this area and resulted in the position moving into a Grade 7.
5	<b>Administrative Assistant</b>	Fair Parks	4	no	No Change	The information provided on the appeal focused on the position taking on the Marketing Assistant duties. Those duties were rated below the Administrative Assistant duties and would not cause the ratings for this position to increase. However, it is my understanding the department is restructuring and additional higher level duties may be assigned to this position. Two new Job Description Questionnaires that were not in existence when the study began have been submitted to Carlson Dettmann Consulting for review and placement onto the salary structure. Once the classification review process is complete and the new positions have been filled, it is my recommendation we review this position again and determine if the new responsibilities warrant a change in job evaluation points and possible and change in Grade.



6	<b>Administrative Assistant</b>	Administration	5	no	No Change	The majority of the appeal focuses on external market data that is not part of this review. There was reference made to Paralegal positions in the County being previously at the same level as this position. I reviewed the points for this positions and believe the job is evaluated appropriately.
7	<b>ADRC Paraprofessional</b>	Human Services	2	yes	Move from Grade 2 to Grade 3	It is my recommendation this position move from a Grade 2 to a Grade 3. The additional information on the appeals form provided additional information in regard to the level of assistance this position provides to the public and the background and certification required to provide this assistance. Based on this information the job evaluation points were adjusted. The adjustment to the points caused the position to move from a Grade 2 to a Grade 3.
8	<b>ADRC Supervisor</b>	Human Services	9	no	No Change	The appeal asked that the position be reviewed with respect to the educational and experience requirements for the position. The position is rated as requiring a four year degree and four to five years of experience. This rating aligns with the adjusted requirement suggested by the incumbent and the supervisor.
9	<b>Appointment Secretary/Receptionist</b>	Human Services	2	no	No Change	Based on the information provided in regard to the additional and more complex work required to support the Economic Support area as described in the appeal form, I increased the job ratings in the area of problem solving and decision making. While this increased the points for this position, it did not move the position into the next grade.
10	<b>Building Maintenance</b>	Human Services	4	no	No Change	The Building Maintenance workers provided further detail on their job responsibilities and also explained the new responsibilities they will have in regard to the new security systems they are putting in place. Based on this information I increased the ratings in the problem solving & thinking challenges area. While this increased the total points for this position it did not move the position into the next grade.

11	<b>Chief Deputy County Clerk</b>	County Clerk	4	yes	Move from Grade 4 to Grade 5	It is my recommendation the position of Chief Deputy County Clerk move from a Grade 4 to a Grade 5. The appeal form emphasizes the positions role in regard to its responsibility in regard to all twenty-seven municipalities within the County and the complexity of the constantly changing election set up, along with the programming responsibilities that are involved with the position. Based on this additional information, the job evaluation points were reviewed and adjusted. The adjustment of these points in the area of decision-making and problem solving resulted in the position moving from a Grade 4 to a Grade 5.
12	<b>Child Support Enforcement Specialists</b>	Child Support	5	no	No Change	The appeal focused on the comparison between the of the Child Support Enforcement Specialist position in comparison to Paralegal positions in other departments in the County. The job is rated appropriately. The ratings for the positions are fairly similar, but more weight was given to the Paralegals who the Child Enforcement Specialists compared themselves in regard to the breadth of matters these positions work with.
13	<b>Communication Officers</b>	Sheriff	4	yes	Start the position at Grade 4, once the individual is trained & can work on their own, move them to Grade 5	Based on information provided on the appeals form, I reviewed the overall ratings for the position. I increased the job evaluation points in the area of decision making, problem solving, and communications. This increase in ratings moved the position into the next grade. The ratings were increased based on the fact that someone is fully trained and can work independently.
14	<b>Community Outreach Worker/Interpreter</b>	Human Services	4	yes	Move the Community Outreach/Interpreter position from a Grade 4 to a Grade 5	The Community Outreach Worker/Interpreter position requires the individual to be pulled away from duties of the Community Outreach Worker to assist in many other areas of the County. This individual must be able to understand and interpret forms, policies, guidelines, and explain consequences to non-English speaking individuals in a manner that is clear and understandable. This skill requires an individual to have more skill and experience than others in this area. It is my understanding the County utilizes the person in this position often to assist with interpretation in very serious matters.

15	<b>Community Resource and Long Term Support Coordinator</b>	Human Services	5	no	No Change	It is my recommendation the position remain in a Grade 5. The fulltime Children's Long Term Support Worker (CLTS) positions are in a Grade 6. The percentage of time spent by this position doing the same level of work is minimal in comparison to the fulltime CLTS workers, the level of decision-making is less than the fulltime CLTS workers and the job requirements for this position are less than the CLTS workers. If these factors change, the department supervisor should determine if the person in the position is eligible for promotion.
16	<b>Deputy Clerk of Courts II</b>	Clerk of Courts	3	no	No Change	It is my recommendation the position remain classified in Grade 3. I understand the importance of this position and the requirements of the "Deputy" Clerk. I thoroughly reviewed the appeal and the JDQ's and determined the job is appropriately rated.
17	<b>Deputy Court Clerk III/Bookkeeping</b>	Clerk of Courts	4	no	No Change	There has been a change in the reporting relationship for this position. This position is no longer under the direction of the Lead Deputy Clerk. I reviewed the job evaluation points for the position and based on this change I increased the level of decision making in regard to autonomy delegated to the position. The change in the rating did increase the job evaluation points, but did not push the position into the next grade.
18	<b>Deputy Register in Probate/Court Clerk II</b>	Clerk of Courts	3	no	No Change	The appeals form included additional information about the position that was helpful in clarifying some of the responsibilities of the job. Based on the additional information provided, particularly in the additional information of reviewing new filings for the District Attorney and Human services, I reviewed the job evaluation points in both the areas of Decision Making and the area of Thinking, Challenges, and Problem Solving. The Decision Making rating remained the same as the rating already encompassed these types of Decisions, but I felt the Thinking, Challenges and Problem Solving rating might be a little low. I increase this rating. The increase in points did not move the position into the next grade.

19	<b>Economic Support Specialist One</b>	Human Services	4	yes	Create a Training Level One, move all current staff to ESS II position	<p>It is my recommendation, the County develop two levels of Economic Support Specialists. One would be an entry-level position in Grade 4. The second would be a position that requires mastering specific skills before moving to the position of Economic Support Specialist Two. The supervisor should work with human resources to establish these parameters. Once the individual has obtained all the skills and expertise and the supervisor verifies this, the supervisor can recommend to human resources that the individual should move from a Grade 4 to a Grade 5. It is my understanding that all the current Economic Support Specialists have mastered all the skills that are required to fully perform the duties of an Economic Support Specialist Two and, therefore, should all be moved into a Grade 5. Due to the fact that the Economic Support Specialists are assigned an area in which they spend more time, lead the consultant to conclude that some of those concentrating in one area did not possess all the knowledge nor did it appear they had the same level of responsibility for these additional duties listed on the other Economic Support Specialist JDQ's. After further discussions with the direct supervisor, it was explained that all the current Economic Support Specialists have the same responsibilities. I also looked at the Economic Support Specialists who also have the additional Child Care responsibilities and adjusted the points for those additional responsibilities. The adjustment of those points did <u>not</u> move these Economic Support Specialist with Child Care responsibilities into a Grade 6.</p>
20	<b>Equipment Operators</b>	Highway	4	yes	If increase the requirements for being hired into the position, then move into the next Grade	<p>The Equipment Operator rating was right at the cusp of a Grade 4. After reviewing the comments on the appeal explaining the construction knowledge they need on the job and equipment maintenance, I checked the ratings for this position. The ratings for this position are correct in all areas, but I don't believe the education and experience rating for the job was high enough. The job was rated as requiring only two to three years of experience, but it is my recommendation the job require a minimum of five years experience. The new rating moved the position into a Grade 5.</p>

21	<b>Equipment Parts Person</b>	Highway	4	no	No Change	The appeal states that the consultant must have missed the fact that it is this positions responsibility to order correct parts to keep the operations in the Highway Department running. I reviewed the ratings for the position and determined that perhaps more weight could be given in the area of Thinking, Challenges, and Problem Solving. I increased the job rating in this area but the increase in the rating did not move the position into the next grade.
22	<b>Fair Parks Director</b>	Fair Parks	13	no	No Change	The appeal was focused on the market comparisons for the positions. The review process is a review of the internal comparison ratings. It was also noted by the Human Resources Director that the review was submitted after the deadline.
23	<b>Fair Parks Supervisor</b>	Fair Parks	9	no	No Change	The appeal partially focuses on the market comparison which is not part of the review process and also focuses on the comparison of the Fair Parks Supervisor position to the Parks Supervisor. The individual in this position states that he previously worked as the Parks Supervisor and does not feel there is should be a differentiation between the two positions. The difference in the job ratings is in regard to the breadth of the job responsibilities as it relates to the whole County.
24	<b>Financial Planner</b>	Human Services	5	no	No Change	The County no longer has a W-2 program. It was the W-2 program responsibilities that differentiated the positions. The position had been graded higher than the other Economic Support Specialist, but the point difference had not put them into the next grade.
25	<b>Highway Commissioner</b>	Highway	16	no	No Change	The position is rated at the very top levels of the organization and has been given a rating in Decision Making as Substantial where Judgments involve multi-department policy interpretation and/or defining new policies of major importance to the organization. It has been given significant weight in the area of Thinking and Challenges and Problem Solving and has been given ratings appropriate for Major Department Heads.

26	<b>Highway Leads</b>	Highway	5	yes	Move from Grade 5 to Grade 6	It is my recommendation the position be moved up from a Grade 5 to a Grade 6. Based on the appeal, a thorough review of the job evaluation ratings was conducted for this position. It was determined that not enough points was given by the consultant in the area of decision making and problem solving and the job evaluation points were adjusted accordingly. The adjustment of points resulted in the Lead Worker positions moving from a Grade 5 to a Grade 6. There was also a request for these positions to be retitled as Highway Foreman. The title of Highway Foreman seems to reasonably reflection the position's responsibilities.
27	<b>Highway Operations Manager</b>	Highway	13	no	No Change	Based on information on the appeal form, I verified that the education and experience rating for this position was correct and was in line with other top management staff reporting to the Director of a large department. The Decision Making rating is the same as other management staff at the same level in the organization. As this is a Professional Engineering position, the thinking and challenges rating was among the highest in the organization. Interactions and Communications was also rated in line with top management staff reporting to a Department Head. The job is rated appropriately.
28	<b>Highway Superintendents</b>	Highway	10	no	No Change	The external market comparisons are not part of this review process. There was a comparison made on whether or not the Highway Superintendent positions should be in the same grade as the Parks Supervisor. I compared the ratings and the ratings are different, however, the difference is not enough to move the positions into two different grades.
29	<b>Highway Worker (Individual)</b>	Highway	3	policy decision	Recommend making a policy decision on what percentage of time constitutes a Equipment Operator (example: 75%)	It is my recommendation that the County work with the Human Resource department and determine if this person should be promoted to Equipment Operator. If the individual is continuously performing this higher level of work, consideration should be given to whether or not the individual is currently placed in the correct job classification. The County needs to make a policy decision on what percentage of time constitutes an individual being paid as an Equipment Operator.

30	<b>Highway Workers</b>	Highway	3	no	No Change	The Highway workers appeal focused primarily on the work environment portion of their position which also includes physical requirements for the Job. The job rating given to the is position in the area of Work Environment was the highest in the County and was given the rating of a position requiring physical effort performed in at least half or more of the job and rated as a job having potential for accidents and exposure to multiple recognized health hazards.
31	<b>Human Services Secretary</b>	Human Services	2	yes	Move the position from Grade 2 to a Grade 3	It is my recommendation this position move from a Grade 2 to a Grade 3. The additional information on the appeals form clarified some of the positions level of decision-making responsibilities, along providing a more in-depth understanding of the position's auditing responsibilities resulted in an adjustment of the job evaluation ratings. This change in evaluation ratings caused the position to move from a Grade 2 to a Grade 3.
32	<b>Jail Cooks</b>	Sheriff	2	no	No Change	It is my recommendation the position remain classified in a Grade 2. The additional information on the appeals form did increase the points in the area of Thinking, Challenges and Problem Solving. It clarified information in regard to the cook's responsibilities in regard to "special" diets. The increase in the job rating increase the points, but it did not move the position into the next grade.
33	<b>Judicial Assistants</b>	Clerk of Courts	3	yes	Move position from a Grade 3 to a Grade 4	The appeal focused on the position goes beyond scheduling courts and provided greater detail on the wide variety of cases that the position is responsible and expanded on the responsibility of independently drafting, preparing, processing orders, pleadings and correspondence by analyzing factual data and legal research. The judges also discussed this position's requirement of having to have knowledge of substantive and procedural law in the areas of Divorce, Paternity, child abuse and neglect, criminal actions, and much more. Based upon the breadth of knowledge required and the independent creation and drafting of documents, I adjusted the job ratings to be more reflective of these job responsibilities. The change in job ratings moved the position into the next grade. The education and experience listed as high school diploma and three to five years of legal secretary experience seems low to me. It is my recommendation that the County give consideration to whether or not the requirements for education and experience are high enough for this level of position.

34	<b>Juvenile Justice Supervisor</b>	Human Services	9	yes	Move position from Grade 9 to a Grade 10	It is my recommendation this position move from a Grade 9 to a Grade 10. The position has changed since the Job Description Questionnaire was completed this summer. In October the state Department of Children and Families released new standards that in the past did not apply to Juvenile Justice Workers. The standards had only applied to Child Protective Service Workers. In addition, this position is now sharing after-hours on-call rotations with the Children's Division Manger, CPS Supervisor, Intake Supervisor, and Wrap Around Services Supervisor. Having these additional responsibilities increases the level of Decision Making and Impact the position has. These new responsibilities increased the level of decision-making rating, and, in turn, resulted in the position moving from a Grade 9 to a Grade 10.
35	<b>Juvenile Justice Worker</b>	Human Services	6	yes	Move the position from a Grade 6 to a Grade 7	It is my recommendation this position move from a Grade 6 to a Grade 7. The position has changed since the Job Description Questionnaire was completed this summer. In October the state Department of Children and Families released new standards that in the past did not apply to Juvenile Justice Workers. The standards had only applied to the Child Protective Service Workers. These new standards require the Juvenile Justice Workers to be making the same level of decisions, judgments, and problem solving skills as the Child Protective Service workers currently in Grade 7. These increases in responsibilities increased the job evaluation points in the respective areas mentioned above and resulted in the position moving from a Grade 6 to a Grade 7. The education and experience ratings for this position were not adjusted. It is my recommendation that, in light of these new responsibilities, the County review the job requirements and determine if, perhaps, they need to be adjusted.
36	<b>Legal Secretary, Clerk of Courts</b>	Clerk of Courts	3	no	No Change	The appeal focused on the Legal Secretary responsibilities in relationship to other Legal Secretary positions within the County. While the jobs are similar in nature, the breadth of issues this position covers differs from the Legal Secretaries in the District Attorney's office. After reviewing and comparing the positions, I made adjustments in some areas of the job ratings, but the change in ratings did not result in the position moving up a Grade.



37	<b>Program Assistant</b>	Parks	4	no	No Change	The appeal points to the technical aspects of the job and highlights the positions responsibilities in regard to Emergency Mananagement. I reviewed the job evaluation points for the position and believe the points are reflective of these responsibilities.
38	<b>Sergeants</b>	Sheriff	9	no	No Change	The appeal states that in Jefferson the Sergeants function more like Lieutenants in other Counties and the responsibilities are on par with the Highway Superintendents. I reviewed the ratings. The Sergeants were originally given credit for some more responsibility in the Administrative area than a traditional "Sergeant" rating and I increased the points in the Interactions and Communications area to reflect these additional responsibilities. This also brought the rating reflective of the supervisory responsibilities in line with the Superintendents in the highway. The change in ratings increased the points but did not move the positions into the next grade.
39	<b>Support Services Clerical Assistant</b>	Sheriff	3	no	No Change	Based on the information on thorough information provided on the JDQ I increased the job ratings for problem solving and decision making. While this increased the points, it did not move the position into the next grade. It should be noted that Grade "numbers" from this pay plan cannot be compared to Grade "numbers" for the old plan. A Grade 3 in this plan does not mean the position decreased if it was a Grade 4 in the old plan.
40	<b>WIC Registered Dietician</b>	Health	4	yes	Move from Grade 4 to a Grade 5	It is my recommendation the position of WIC Registered Dietician move from a Grade 4 to a Grade 5. The appeal form begins with focusing on the education and experience for the positions. The position is rated appropriately in regard to education and experience required for the position. The appeal form clarifies the level of responsibility and similarity of some of the important job duties that are the same as the Public Health Nurses. Based on the additional information provided, the job evaluation points were adjusted. The adjustment of these points in the areas of problem solving and work environment resulted in the position moving from a Grade 4 to a Grade 5.

41	<b>Wrap Around Youth Service Supervisor</b>	Human Services	9	yes	Move the position from a Grade 9 to a Grade 10	It is my recommendation this position move from a Grade 9 to a Grade 10. The additional information on the appeals form clarified some of the positions level of decision-making responsibilities in regard to making decisions about the health a safety of children and families, fiscal responsibilities, training responsibilities, along with the level of decision-making required when this position is on-call. These responsibilities increased the level of decision-making rating and, in turn, resulted in the position moving from a Grade 9 to a Grade 10.
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**JEFFERSON COUNTY  
CLASSIFICATION AND COMPENSATION STUDY  
POSITION ALLOCATION  
REVIEW PROCESS**

Jefferson County is using the following process for employee reviews of position allocations resulting from the adoption of the Classification and Compensation Study.

The process used by Carlson Dettmann Consulting, LLC (the Consultant) in conducting the classification and compensation study involved substantial employee input and administrative review. Every employee was responsible for submitting either an individual Job Description Questionnaire (JDQ) or a group JDQ. Departments were responsible for reviewing all JDQ's for accuracy and completeness. In addition to analyzing JDQ's, the Consultant interviewed department directors to obtain an overview of their organizations.

If a County staff member feels that the Consultant committed a gross error in applying the Point Factor Job Evaluation System to his/her position, or if the employee's job has changed significantly since the original JDQ response, then the employee may supply additional information and ask for a re-evaluation.

## **GRADE REVIEW GUIDELINES**

### **Basis for Review**

Grade reviews must be focused on the JDQ. If an employee believes their job has been incorrectly graded, the employee must read through their JDQ and focus on areas they feel may have been evaluated incorrectly. Typically, these areas will be the responsibilities of your position that are unique or are not commonly found in similar positions. Any comparisons with other positions must be based on documented evidence submitted by the appellant.

Each employee's supervisor and department head must review, comment, and sign off on requests to review. Human Resources will review all requests to ensure guidelines are met before forwarding them to the Consultant.

***Matters that are not subject to review include the policy decisions made by the County on market comparisons, pay structure, and pay plan implementation and related policies.***

### **How to file a Request to Review:**

1. Obtain a "Request to Review Form" from the employee website or from the Human Resources Department. ***Employees in the same classification may file one review as a group.*** The review form must include a statement of the basis of the review, which is limited to the two appropriate review criteria explained above.
  - a. If the review involves a claim of additional responsibilities or significant changes to the position since the completion of the JDQ, the employee must attach a ***hard copy*** of their original JDQ, ***with any changes indicated on the JDQ itself.*** Changes can either be shown in handwriting, or if the employee uses the

electronic form of the JDQ, changes should be made very clear using underlining or some other demarcation.

2. Submit the Request to Review Form and any documentation to your immediate supervisor by 12:00pm, Monday, December 31, 2012.
3. The supervisor will meet with the Department Head to review the information provided by the employee, certify that it is factual and correct, sign the Supervisor and Department Head review portion of the form, include a fiscal note, and, at his/her discretion(s), provide additional comments.
4. Department heads should submit the review requests to the Human Resources Director no later than 12:00pm, Friday, January 11, 2013. Requests received after the deadline date will be considered late and will not be accepted.
5. The Human Resources Director will review the requests to ensure the guidelines are followed and will forward the review requests to the Consultant for analysis and a recommendation by 4:30pm, Tuesday, January 15, 2013.
6. The Consultant will consider the substance and merits of each review and in doing so, may find it necessary to gather further information from the employee and/or supervisor. The Consultant will prepare a brief written response on each request indicating if he feels the review has been upheld, or if not, his reason for recommending denial of the request. A written response will be provided to the Human Resources Director by Tuesday, February 12, 2013.
7. The Human Resources Director will provide a summary of all reviews by sending a copy to all Department Heads to post within the department, as well as post a copy on the employee website. The reviews recommendations will be posted by Thursday, February 14, 2013. In addition, the employee, supervisor and the department head will receive a copy of the individual written response.
8. Employees who are not in agreement with the recommendation from the Consultant may appear before the Human Resources Committee. Employees will be allowed approximately 5 minutes to present to the Committee his/her reason for believing the Consultant misclassified their position. Employees must notify the Human Resources Director, in writing or email, by 4:30pm on Wednesday, February 20, 2013, of his/her desire to meet with the Committee.
9. The Human Resources Committee will meet at a date and time to be set by the Committee to listen to employees' petitions and to discuss and take action on the recommendations of the reviews. The final decision on all reviews will be the responsibility of the Human Resources Committee.
10. Reviews approved by the Human Resources Committee will be retroactive in accordance with the implementation method approved by County Board.

**JEFFERSON COUNTY  
EMPLOYEE COMPENSATION AND CLASSIFICATION PLAN**

**REQUEST FOR REVIEW FORM**

Name: \_\_\_\_\_

Date: \_\_\_\_\_

Title: \_\_\_\_\_

Department: \_\_\_\_\_

Signature: \_\_\_\_\_

***EMPLOYEES SUBMITTING A REVIEW AS A GROUP SHOULD COMPLETE A SEPARATE SHEET TO INCLUDE ALL NAMES AND SIGNATURES***

**I believe my position was incorrectly graded because:**

(If the basis of the review is additional responsibilities or significant changes to the position since the completion of the JDQ, please explain when the duties changed, the reason for the change, and from where the duties originated. If the duties came from another position, the employee must indicate from which position they were removed).

MANAGEMENT REVIEW FORM

**Supervisor Review Section:**

I certify that I have reviewed all factual information concerning this review.

\_\_\_\_\_  
Name

\_\_\_\_\_  
Position Title

\_\_\_\_\_  
Date

Comments:

**Department Head Review Section:**

I certify that I have reviewed all factual information concerning this review.

\_\_\_\_\_  
Name

\_\_\_\_\_  
Position Title

\_\_\_\_\_  
Date

Fiscal Impact:

Comments:

**Human Resources Director Review Section:**

I certify that I have reviewed all factual information concerning this review.

\_\_\_\_\_  
Name

\_\_\_\_\_  
Position Title

\_\_\_\_\_  
Date

Comments:



## DECISION MAKING (IMPACT)

IMPACT OF JUDGMENTS	LEVEL	EXTENT OF DECISION MAKING (A/B/C/D) – NATURE OF DECISIONS (A/S/P/F)															
		JOB-CENTERED A				DEPARTMENT-WIDE B				MULTIPLE DEPARTMENTS C				ORGANIZATION-WIDE D			
		A	S	P	F	A	S	P	F	A	S	P	F	A	S	P	F
LEAST – Detailed procedures / protocols and close supervision	1																
CONFINED – Procedures / protocols are clear and supervision is available as required or requested	2		Asst														
MODERATE – Policies and precedents are clear and supervision / managerial direction is available as requested	3			S A													
CONSIDERABLE – Department policies and practices are interpreted and applied with only general supervision / managerial direction	4							M									
SUBSTANTIAL – Judgments involve multi-department policy interpretation and/or defining new policies of major importance to the organization	5												D				
INCLUSIVE – Judgments deal with governance of the entire organization within overall parameters established by the governing authority	6																



## THINKING CHALLENGES AND PROBLEM SOLVING

CONTEXT AND COMPLEXITY OF CHALLENGES AND PROBLEMS	LEVEL	REQUIRED RESPONSE				
		Make clear-cut choices A	Choose among several responses of equal effect B	Choose the best alternative from among the possibilities C	Examine, research, and resolve each challenge/issue D	Develop and offer original, creative solutions E
Complexity is low and challenges / problems are relatively minimal	1					
Challenges / problems tend to be routine procedure / process issues	2		Asst			
Challenges / problems tend to be more diverse but are typically covered by precedent or established practice	3			S		
Challenges / problems must be addressed within broader, <u>department-wide procedures and practices</u>	4			A M		
Challenges / problems are complicated and require interpretation and application of <u>policies and objectives</u>	5				D	
Challenges / problems are complex, relating to <u>broad operating policies</u>	6					
Challenges / problems deal with the organization's mission and governance	7					

## INTERACTIONS AND COMMUNICATIONS

CONTEXT OF INTERACTIONS AND COMMUNICATIONS	LEVEL	OUTCOMES AND EFFECTS				
		A	B	C	D	E
Responses are provided to others' requests for basic, general information	1					
Requests are answered and contacts initiated to exchange basic, general information	2		Asst			
Specialized information and/or recommendations are provided to others regarding an area of expertise	3			S		
Actively persuades and/or directs others toward achievement of expected outcomes	4			M & A		
Interactions are frequently focused on complex issues of major importance to the organization	5				D	
Interactions are consistently focused on critical operational and/or governance issues	6					

## WORK ENVIRONMENT

POTENTIAL FOR ACCIDENTS AND/OR HEALTH HAZARDS IN THE REGULAR WORK ENVIRONMENT	LEVEL	PHYSICAL REQUIREMENTS		
		LOW	MEDIUM	HIGH
Minimal	1			
Limited potential for accidents and some exposure to one or two recognized health hazards	2			
Some potential for accidents and some exposure to multiple recognized health hazards	3			
Potential for lost-time accidents and regular exposure to multiple recognized health hazards (or frequently to one)	4			
Frequent potential for lost-time accidents and continuous exposure to health hazards	5			
Continuous potential for severe / lost time accidents and/or intense exposure to recognized health hazards	6			

# Human Resources: Large Department Example

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JOB TITLE	Formal Prep Exp		Decisions		Thinking		Communication		Work Environ		Total Points
	Rating	Points	Rating	Points	Rating	Points	Rating	Points	Rating	Points	
DIRECTOR	6E	198	5C+P	402	5D	198	5D	228	1L	50	1076
MANAGER	6D	198	4BP	174	4C+	152	4C	131	1L	50	705
ANALYST	6C	172	3+A+P	150	4C	131	4C	131	1L	50	634
OFFICE SUPV	5C	114	3A+P	132	3C	114	3C	99	1L	50	509
ASSISTANT	3C	86	2AS	75	2B	75	2B	75	1L	50	361

**COLOR KEY**

Contract Position
Green Circled positions (62)
Red Circled positions (48)
Exempt status Changes
Job Title Changes

**RECOMMENDED 2013 STRUCTURE  
- HOURLY FORMAT**

JOB TITLE	DEPARTMENT	Current Plan			Proposed Title	Grade	RECOMMENDED 2013 STRUCTURE - HOURLY FORMAT			FLSA Exempt
		Min	Mid	Max			Min	Mid	Max	
County Administrator	Administration	\$45.31	\$51.79	\$58.27	County Administrator	22	\$48.25	\$55.14	\$62.03	Y (DH)
Corporation Counsel	Corporation Counsel	\$42.27	\$48.30	\$54.34	Corporation Counsel	20	\$44.77	\$51.17	\$57.57	Y (DH)
Director of Human Services (1)	Human Services	\$39.21	\$44.80	\$50.40	Director of Human Services	19	\$43.04	\$49.19	\$55.34	Y (DH)
Director/Health Officer	Health	\$36.13	\$41.29	\$46.45	Director/Health Officer	16	\$37.84	\$43.24	\$48.65	Y (DH)
Highway Commissioner	Highway	\$36.13	\$41.29	\$46.45	Highway Commissioner	16	\$37.84	\$43.24	\$48.65	Y (DH)
Chief Deputy	Sheriff	\$33.07	\$37.80	\$42.52	Chief Deputy	15	\$36.10	\$41.26	\$46.42	Y (DH)
Finance Director	Finance	\$34.61	\$39.55	\$44.49	Finance Director	15	\$36.10	\$41.26	\$46.42	Y (DH)
Human Resources Director	Human Resources	\$34.61	\$39.55	\$44.49	Human Resources Director	15	\$36.10	\$41.26	\$46.42	Y (DH)
Parks Director	Parks Department	\$34.61	\$39.55	\$44.49	Parks Director	15	\$36.10	\$41.26	\$46.42	Y (DH)
Zoning and Planning Director	Zoning & Planning	\$34.61	\$39.55	\$44.49	Zoning and Planning Director	15	\$36.10	\$41.26	\$46.42	Y (DH)
Child Support Director (1)	Child Support	\$31.55	\$36.06	\$40.56	Child Support Director	14	\$34.37	\$39.28	\$44.19	Y (DH)
Family Court Com/Guar At Litem	Clerk of Courts	\$34.61	\$39.55	\$44.49	Circuit Court Commissioner	14	\$34.37	\$39.28	\$44.19	Y (DH)
Family Court Commissioner	Clerk of Courts	\$34.61	\$39.55	\$44.49	Circuit Court Commissioner	14	\$34.37	\$39.28	\$44.19	Y (DH)
Land & Water Conservation Dir.	LWCD	\$33.07	\$37.80	\$42.52	Land & Water Conservation Dir.	14	\$34.37	\$39.28	\$44.19	Y (DH)
Land Information Director	Land Information	\$33.07	\$37.80	\$42.52	Land Information Director	14	\$34.37	\$39.28	\$44.19	Y (DH)
Administrative Services Mngr	Human Services	\$30.01	\$34.30	\$38.59	Administrative Services Mngr	13	\$32.63	\$37.29	\$41.95	Y
Aging/Disability Resource Mngr	Human Services	\$30.01	\$34.30	\$38.59	Aging and Disability Resources Div Mngr	13	\$32.63	\$37.29	\$41.95	Y
Asst Corporation Counsel (1)	Corporation Counsel	\$30.01	\$34.30	\$38.59	Asst Corporation Counsel	13	\$32.63	\$37.29	\$41.95	Y (DH)
Captain-Administrative	Sheriff	\$30.01	\$34.30	\$38.59	Captain-Administrative	13	\$32.63	\$37.29	\$41.95	Y
Captain-Jail	Sheriff	\$30.01	\$34.30	\$38.59	Captain-Jail	13	\$32.63	\$37.29	\$41.95	Y
Captain-Patrol	Sheriff	\$30.01	\$34.30	\$38.59	Captain-Patrol	13	\$32.63	\$37.29	\$41.95	Y
Child and Family Div Manager	Human Services	\$30.01	\$34.30	\$38.59	Child and Family Div Manager	13	\$32.63	\$37.29	\$41.95	Y
Economic Development Director	EDC	\$28.49	\$32.56	\$36.63	Economic Development Director	13	\$32.63	\$37.29	\$41.95	Y (DH)
Fair Park Director (1)	County Fair	\$31.55	\$36.06	\$40.56	Fair Park Director	13	\$32.63	\$37.29	\$41.95	Y (DH)
Highway Operations Manager	Highway	\$30.01	\$34.30	\$38.59	Highway Operations Manager	13	\$32.63	\$37.29	\$41.95	Y
Information Technology Mgr	MIS	\$31.55	\$36.06	\$40.56	Information Technology Mgr	13	\$32.63	\$37.29	\$41.95	Y (DH)
Systems & Applications Manager	MIS	\$30.01	\$34.30	\$38.59	Systems & Applications Manager	13	\$32.63	\$37.29	\$41.95	Y (DH)
Advanced Fund Accountant (1)	Finance	\$25.43	\$29.06	\$32.70	Assistant Finance Director	12	\$30.90	\$35.31	\$39.72	Y
Economic Support Services Mngr	Human Services	\$28.49	\$32.56	\$36.63	Economic Support Division Mngr	12	\$30.90	\$35.31	\$39.72	Y
Highway Fleet Manager	Highway	\$28.49	\$32.56	\$36.63	Highway Fleet Manager	12	\$30.90	\$35.31	\$39.72	Y
Maintenance Manager	Central Services	\$26.95	\$30.81	\$34.66	Director of Maintenance	12	\$30.90	\$35.31	\$39.72	Y (DH)

**RECOMMENDED 2013 STRUCTURE**

**- HOURLY FORMAT**

<u>Current Plan</u>										
JOB TITLE	DEPARTMENT	Min	Mid	Max	Proposed Title	Grade	Min	Mid	Max	FLSA Exempt
Public Health Program Manager	Health	\$28.49	\$32.56	\$36.63	Public Health Program Manager	12	\$30.90	\$35.31	\$39.72	Y
Child Protective Services Supr	Human Services	\$28.49	\$32.56	\$36.63	Child Protective Services Supr	11	\$29.16	\$33.33	\$37.50	Y
Community Sup Prog Supervisor	Human Services	\$28.49	\$32.56	\$36.63	Community Sup Prog Supervisor	11	\$29.16	\$33.33	\$37.50	Y
Comprehensive Commun Serv Supr	Human Services	\$28.49	\$32.56	\$36.63	Comprehensive Commun Serv Supr	11	\$29.16	\$33.33	\$37.50	Y
Emergency Management Director (1)	Sheriff	\$25.43	\$29.06	\$32.70	Emergency Management Director	11	\$29.16	\$33.33	\$37.50	Y (DH)
Intake and Juvenile Justice Supervisor (1)	Human Services	\$28.49	\$32.56	\$36.63	Intake Supervisor	11	\$29.16	\$33.33	\$37.50	Y
Maintenance Supervisor	Human Services	\$26.95	\$30.81	\$34.66	Maintenance Supervisor	11	\$29.16	\$33.33	\$37.50	Y
Mental Health/AODA Supervisor	Human Services	\$28.49	\$32.56	\$36.63	Mental Health/AODA Supervisor	11	\$29.16	\$33.33	\$37.50	Y
Accountant	Highway	\$26.95	\$30.81	\$34.66	Senior Accountant	10	\$27.43	\$31.35	\$35.27	Y
Heavy Maint Superintendent	Highway	\$26.95	\$30.81	\$34.66	Heavy Maint Superintendent	10	\$27.43	\$31.35	\$35.27	Y
Operations Superintendent	Highway	\$26.95	\$30.81	\$34.66	Operations Superintendent	10	\$27.43	\$31.35	\$35.27	Y
Parks Supervisor (1)	Parks Department	\$25.43	\$29.06	\$32.70	Parks Supervisor	10	\$27.43	\$31.35	\$35.27	Y
Patrol Superintendent	Highway	\$26.95	\$30.81	\$34.66	Patrol Superintendent	10	\$27.43	\$31.35	\$35.27	Y
Senior Systems Analyst	MIS	\$26.95	\$30.81	\$34.66	Senior Systems Analyst	10	\$27.43	\$31.35	\$35.27	Y
Veterans Service Officer	VSO	\$25.43	\$29.06	\$32.70	Veterans Service Officer	10	\$27.43	\$31.35	\$35.27	Y (DH)
ADRC Coordinator	Human Services	\$25.43	\$29.06	\$32.70	ADRC Supervisor	9	\$25.69	\$29.36	\$33.03	Y
Benefits Administrator	Human Resources	\$23.89	\$27.31	\$30.73	Benefits Administrator	9	\$25.69	\$29.36	\$33.03	Y
Early Intervention Serv Coord (NR)	Human Services	\$25.43	\$29.06	\$32.70	Birth-to-three/Preschool Supervisor	9	\$23.96	\$27.38	\$30.80	Y
Economic Support Spec-Suprv	Human Services	\$22.37	\$25.56	\$28.76	Economic Support Supervisor	9	\$25.69	\$29.36	\$33.03	Y
Fair Park Supervisor	County Fair	\$25.43	\$29.06	\$32.70	Fair Park Supervisor	9	\$25.69	\$29.36	\$33.03	Y
IT Specialist/Compliance Officer(1)	Human Services	\$19.31	\$22.06	\$24.81	IT Specialist/Compliance Officer	9	\$25.69	\$29.36	\$33.03	Y
Juvenile Justice Supervisor	Human Services	\$20.11	\$22.64	\$25.17	Juvenile Justice Supervisor	9	\$25.69	\$29.36	\$33.03	Y
Sergeant - Detective	Sheriff	\$25.43	\$29.06	\$32.70	Sergeant - Detective	9	\$25.69	\$29.36	\$33.03	N
Sergeant - Support Services	Sheriff	\$25.43	\$29.06	\$32.70	Sergeant - Support Services	9	\$25.69	\$29.36	\$33.03	N
Sergeant-Detective	Sheriff	\$25.43	\$29.06	\$32.70	Sergeant-Detective	9	\$25.69	\$29.36	\$33.03	N
Sergeant-Jail	Sheriff	\$25.43	\$29.06	\$32.70	Sergeant-Jail	9	\$25.69	\$29.36	\$33.03	N
Sergeant-Patrol	Sheriff	\$25.43	\$29.06	\$32.70	Sergeant-Patrol	9	\$25.69	\$29.36	\$33.03	N
Sr Micro Computer Specialist (1)	MIS	\$23.89	\$27.31	\$30.73	Sr Micro Computer Specialist	9	\$25.69	\$29.36	\$33.03	N
Wraparound/Yth Srvcs Supervsr (1)	Human Services	\$25.43	\$29.06	\$32.70	Wraparound/Yth Srvcs Supervsr	9	\$25.69	\$29.36	\$33.03	Y
Zoning/On-Site Waste Mng Tech	Zoning & Planning	\$22.37	\$25.56	\$28.76	Zoning/On-Site Waste Mng Tech	9	\$25.69	\$29.36	\$33.03	N
Advanced Accountant	Human Services	\$22.37	\$25.56	\$28.76	Advanced Accountant	8	\$23.96	\$27.38	\$30.80	N
Behavioral Health Specialist (1)	Human Services	\$21.18	\$23.66	\$26.14	Behavioral Health Specialist	8	\$23.96	\$27.38	\$30.80	N
Chld Prot Serv Ongoing Prof I (5)	Human Services	\$20.64	\$23.04	\$25.45	Chld Prot Serv Ongoing Prof I	8	\$23.96	\$27.38	\$30.80	N
Communication Supervisor	Sheriff	\$22.37	\$25.56	\$28.76	Communication Supervisor	8	\$23.96	\$27.38	\$30.80	N
Community Support Prof II (4)	Human Services	\$21.18	\$23.66	\$26.14	Community Support Prof II	8	\$23.96	\$27.38	\$30.80	N
Comprhnsve Comm Srv Facilitatr (4)	Human Services	\$21.18	\$23.66	\$26.14	Comprhnsve Comm Srv Facilitatr	8	\$23.96	\$27.38	\$30.80	N
Family Court Counselor (1)	Clerk of Courts	\$21.18	\$23.66	\$26.14	Mediator/Custody and Placement Evaluator	8	\$23.96	\$27.38	\$30.80	N
Foster Care Coordinator	Human Services	\$21.18	\$23.66	\$26.14	Foster Care Coordinator	8	\$23.96	\$27.38	\$30.80	N
Human Resources Specialist (1)	Human Resources	\$22.37	\$25.56	\$28.76	Human Resources Specialist	8	\$23.96	\$27.38	\$30.80	Y
Intake/On Call Worker (5)	Human Services	\$21.18	\$23.66	\$26.14	Intake/On Call Worker	8	\$23.96	\$27.38	\$30.80	N
Jail Case Mngr/Beh Hlth Spec	Human Services	\$21.18	\$23.66	\$26.14	Jail Case Mngr/Beh Hlth Spec	8	\$23.96	\$27.38	\$30.80	N

**RECOMMENDED 2013 STRUCTURE**

**- HOURLY FORMAT**

<u>Current Plan</u>					RECOMMENDED 2013 STRUCTURE - HOURLY FORMAT					
JOB TITLE	DEPARTMENT	Min	Mid	Max	Proposed Title	Grade	Min	Mid	Max	FLSA Exempt
Jail Food Service Supervisor	Sheriff	\$20.85	\$23.82	\$26.80	Jail Food Service Supervisor	8	\$23.96	\$27.38	\$30.80	Y
Lueder Haus Manager	Human Services	\$22.37	\$25.56	\$28.76	Lueder Haus Manager	8	\$23.96	\$27.38	\$30.80	Y
Nurse Case Manager	Human Services	\$23.70	\$26.01	\$28.32	Aging & Disability Resource Specialist II	8	\$23.96	\$27.38	\$30.80	N
Office Manager	DA Office	\$22.37	\$25.56	\$28.76	Office Manager	8	\$23.96	\$27.38	\$30.80	Y
Office Manager	Human Services	\$22.37	\$25.56	\$28.76	Office Manager	8	\$23.96	\$27.38	\$30.80	Y
Onsite Waste Systems Tech	Zoning & Planning	\$22.37	\$25.56	\$28.76	Onsite Waste Systems Tech	8	\$23.96	\$27.38	\$30.80	N
Public Health Nurse	Health	\$23.70	\$26.01	\$28.32	Public Health Nurse	8	\$23.96	\$27.38	\$30.80	Y
Resource Conservationist	LWCD	\$22.37	\$25.56	\$28.76	Resource Conservationist	8	\$23.96	\$27.38	\$30.80	N
Soil Conservationist	LWCD	\$22.37	\$25.56	\$28.76	Soil Conservationist	8	\$23.96	\$27.38	\$30.80	N
Surveyor	Land Information	\$22.37	\$25.56	\$28.76	Surveyor	8	\$23.96	\$27.38	\$30.80	Y
Water Resource Management Spec	LWCD	\$22.37	\$25.56	\$28.76	Water Resource Management Spec	8	\$23.96	\$27.38	\$30.80	N
WIC Project Director Supervisor	Health	\$22.37	\$25.56	\$28.76	WIC Project Director Supervisor	8	\$23.96	\$27.38	\$30.80	Y
Adult Protective Svcs Case Mg	Human Services	\$20.11	\$22.64	\$25.17	Adult Protective Svcs Case Mg	7	\$22.23	\$25.40	\$28.58	N
Alternate Care Coordinator	Human Services	\$21.18	\$23.66	\$26.14	Alternate Care Coordinator	7	\$22.23	\$25.40	\$28.58	N
Community Support Prof I (1)	Human Services	\$19.59	\$21.88	\$24.17	Community Support Prof I	7	\$22.23	\$25.40	\$28.58	N
Dep Reg Prob/Lead Juvenile Cl (1)	Clerk of Courts	\$20.85	\$23.82	\$26.80	Dep Reg Prob/Lead Juvenile Cl	7	\$22.23	\$25.40	\$28.58	N
Human Service Professional II	Human Services	\$20.64	\$23.04	\$25.45	Human Service Professional II	7	\$22.23	\$25.40	\$28.58	N
Lead Deputy Clerk	Clerk of Courts	\$20.85	\$23.82	\$26.80	Lead Deputy Clerk	7	\$22.23	\$25.40	\$28.58	N
Paralegal (1)	DA Office	\$15.79	\$17.63	\$19.47	Paralegal II	7	\$22.23	\$25.40	\$28.58	N
Paralegal II, Confidential (1)	Corporation Counsel	\$19.31	\$22.06	\$24.81	Paralegal II	7	\$22.23	\$25.40	\$28.58	N
Programmer Analyst	MIS				Programmer Analyst	7	\$22.23	\$25.40	\$28.58	N
Accountant (1)	Human Services	\$19.31	\$22.06	\$24.81	Accountant	6	\$20.49	\$23.42	\$26.35	N
ADRC Social Worker	Human Services	\$20.11	\$22.64	\$25.17	Aging & Disability Resource Specialist I	6	\$20.49	\$23.42	\$26.35	N
Benefits Specialist (1)	Human Services	\$19.31	\$22.06	\$24.81	Elder Benefits Specialist	6	\$20.49	\$23.42	\$26.35	N
Cartographer	Land Information	\$19.59	\$21.88	\$24.17	Cartographer	6	\$20.49	\$23.42	\$26.35	N
Disability Benefits Specialist	Human Services	\$19.31	\$22.06	\$24.81	Disability Benefits Specialist	6	\$20.49	\$23.42	\$26.35	N
Early Intervention Teacher	Human Services	\$20.11	\$22.64	\$25.17	Early Intervention Teacher	6	\$20.49	\$23.42	\$26.35	N
Equipment Mechanic II	Highway	\$20.92	\$21.67	\$21.67	Equipment Mechanic II	6	\$20.49	\$23.42	\$26.35	N
GIS & Land Use Specialist	LWCD	\$19.59	\$21.88	\$24.17	GIS & Land Use Specialist	6	\$20.49	\$23.42	\$26.35	N
Human Services Professional I (1)	Human Services	\$20.11	\$22.64	\$25.17	Human Services Professional I	6	\$20.49	\$23.42	\$26.35	N
Micro Computer Specialist (1)	MIS	\$19.31	\$22.06	\$24.81	Micro Computer Specialist	6	\$20.49	\$23.42	\$26.35	N
Pers Asst Case Mngr/Fam Coord	Human Services	\$20.64	\$23.04	\$25.45	Pers Asst Case Mngr/Fam Coord	6	\$20.49	\$23.42	\$26.35	N
Welder Fabricator	Highway	\$21.31	\$22.15	\$22.15	Welder Fabricator	6	\$20.49	\$23.42	\$26.35	N
Account Clerk	Human Services	\$16.25	\$18.57	\$20.89	Accounting Specialist II	5	\$18.75	\$21.43	\$24.11	N
Administrative Assistant-Conf. (1)	Administration	\$19.31	\$22.06	\$24.81	Administrative Specialist II	5	\$18.75	\$21.43	\$24.11	N
Clinic LPN (1)	Health	\$17.94	\$20.04	\$22.14	Clinic LPN	5	\$18.75	\$21.43	\$24.11	N
Community Rsrc Coord-Wraparound	Human Services	\$17.79	\$20.32	\$22.86	Community Rsrc Coord-Wraparound	5	\$18.75	\$21.43	\$24.11	N
Confidential Secretary	Sheriff	\$16.25	\$18.57	\$20.89	Administrative Specialist II	5	\$18.75	\$21.43	\$24.11	N
Economic Specialist	Human Services	\$16.25	\$18.57	\$20.89	Economic Support Specialist II	5	\$18.75	\$21.43	\$24.11	N
Economic Support Specialist-MC	Human Services	\$16.25	\$18.57	\$20.89	Economic Support Specialist II	5	\$18.75	\$21.43	\$24.11	N
Enforcement Spec - Paternity	Child Support	\$16.86	\$18.83	\$20.79	Enforcement Spec - Paternity	5	\$18.75	\$21.43	\$24.11	N
Enforcement Specialist (1)	Child Support	\$16.86	\$18.83	\$20.79	Enforcement Specialist	5	\$18.75	\$21.43	\$24.11	N

RECOMMENDED 2013 STRUCTURE

- HOURLY FORMAT

		<u>Current Plan</u>									FLSA
JOB TITLE	DEPARTMENT	Min	Mid	Max	Proposed Title	Grade	Min	Mid	Max	Exempt	
Family Development Worker (1)	Human Services	\$16.25	\$18.57	\$20.89	Family Development Worker	5	\$18.75	\$21.43	\$24.11	N	
Financial Assistance Worker	Human Services	\$16.25	\$18.57	\$20.89	Financial Assistance Worker-CSP	5	\$18.75	\$21.43	\$24.11	N	
Financial Intake Worker	Human Services	\$17.79	\$20.32	\$22.86	Financial Intake Worker	5	\$18.75	\$21.43	\$24.11	N	
Financial Planner	Human Services	\$17.79	\$20.32	\$22.86	Financial Planner	5	\$18.75	\$21.43	\$24.11	N	
Financial Planner Rsrc Spec (1)	Human Services	\$17.79	\$20.32	\$22.86	Financial Planner	5	\$18.75	\$21.43	\$24.11	N	
Financial Support Specialist (1)	Child Support	\$16.86	\$18.83	\$20.79	Financial Support Specialist	5	\$18.75	\$21.43	\$24.11	N	
First Offender Program Dir	DA Office	\$16.86	\$18.83	\$20.79	First Offender Program Dir	5	\$18.75	\$21.43	\$24.11	N	
Fiscal Specialist	Health	\$15.79	\$17.63	\$19.47	Accounting Specialist II	5	\$18.75	\$21.43	\$24.11	N	
Highway Lead Worker	Highway	\$21.67	\$22.62	\$22.62	Highway Lead Worker	5	\$18.75	\$21.43	\$24.11	N	
Highway Lead Worker	Highway	\$21.67	\$22.62	\$22.62	Bridge Crew Lead	5	\$18.75	\$21.43	\$24.11	N	
Highway Lead Worker	Highway	\$21.67	\$22.62	\$22.62	Grade Crew Foreman	5	\$18.75	\$21.43	\$24.11	N	
Justice Info Sharing Coord	DA Office	\$17.41	\$19.44	\$21.48	Justice Computer Specialist	5	\$18.75	\$21.43	\$24.11	N	
Maintenance Worker II	Central Services	\$16.86	\$18.83	\$20.79	Building Maintenance Worker II	5	\$18.75	\$21.43	\$24.11	N	
Mechanic	Sheriff	\$16.33	\$18.24	\$20.15	Mechanic	5	\$18.75	\$21.43	\$24.11	N	
Microcomputer Technician (1)	MIS	\$19.31	\$22.06	\$24.81	Microcomputer Technician	5	\$18.75	\$21.43	\$24.11	N	
Parks Construction/Maint Lead	Parks Department	\$16.86	\$18.83	\$20.79	Parks Construction/Maint Lead	5	\$18.75	\$21.43	\$24.11	N	
Payroll Tech/Accounting Ass't	Finance	\$16.86	\$18.83	\$20.79	Accounting Specialist II	5	\$18.75	\$21.43	\$24.11	N	
Public Health Tech (clinic)	Health	\$17.94	\$20.04	\$22.14	Public Health Tech (clinic)	5	\$18.75	\$21.43	\$24.11	N	
Public Health Tech (jail) (1)	Health	\$17.94	\$20.04	\$22.14	Public Health Tech (jail)	5	\$18.75	\$21.43	\$24.11	N	
Sign Worker (Lead)	Highway	\$21.31	\$22.15	\$22.15	Lead Sign Worker	5	\$18.75	\$21.43	\$24.11	N	
Victim Witness Coordinator	DA Office	\$16.86	\$18.83	\$20.79	Victim Witness Coordinator	5	\$18.75	\$21.43	\$24.11	N	
Zoning Program Assistant	Zoning & Planning	\$16.33	\$18.24	\$20.15	Solid Waste/Clean Sweep Specialist	5	\$18.75	\$21.43	\$24.11	N	
Account Clerk	Sheriff	\$15.25	\$17.03	\$18.80	Accounting Specialist I	4	\$17.02	\$19.45	\$21.88	N	
Account Clerk/System Support (1)	Finance	\$15.25	\$17.03	\$18.80	Accounting Specialist I	4	\$17.02	\$19.45	\$21.88	N	
Administrative Clerk	LWCD	\$15.25	\$17.03	\$18.80	Administrative Specialist I	4	\$17.02	\$19.45	\$21.88	N	
Administrative Clerk	Zoning & Planning	\$15.25	\$17.03	\$18.80	Administrative Specialist I	4	\$17.02	\$19.45	\$21.88	N	
Administrative Secretary	UW Extension	\$15.79	\$17.63	\$19.47	Administrative Specialist I	4	\$17.02	\$19.45	\$21.88	N	
Administrative Secretary	UW Extension	\$15.79	\$17.63	\$19.47	Administrative Specialist I	4	\$17.02	\$19.45	\$21.88	N	
Administrative/Elections Clerk	County Clerk	\$15.79	\$17.63	\$19.47	Chief Deputy County Clerk	4	\$17.02	\$19.45	\$21.88	N	
Adminstrative Clerk	Land Information	\$15.25	\$17.03	\$18.80	Real Property Lister	4	\$17.02	\$19.45	\$21.88	N	
Adminstrative Secretary	County Fair	\$15.79	\$17.63	\$19.47	Administrative Specialist I	4	\$17.02	\$19.45	\$21.88	N	
Building Maintenance Worker	Human Services	\$17.79	\$20.32	\$22.86	Building Maintenance Worker I	4	\$17.02	\$19.45	\$21.88	N	
Chief Deputy Register of Deeds	Register of Deeds	\$16.33	\$18.24	\$20.15	Chief Deputy Register of Deeds	4	\$17.02	\$19.45	\$21.88	N	
Child Care Coordinator	Human Services	\$16.25	\$18.57	\$20.89	Economic Support Specialist I	4	\$17.02	\$19.45	\$21.88	N	
Communications Operator (1)	Sheriff	\$16.86	\$18.83	\$20.79	Communications Operator	4	\$17.02	\$19.45	\$21.88	N	
Community Outreach Worker (2)	Human Services	\$16.25	\$18.57	\$20.89	Community Outreach Worker	4	\$17.02	\$19.45	\$21.88	N	
Court Clerk II - General	Clerk of Courts	\$15.25	\$17.03	\$18.80	Deputy Court Clerk III	4	\$17.02	\$19.45	\$21.88	N	
Deputy Veteran Service Officer	VSO	\$16.33	\$18.24	\$20.15	Deputy Veteran Service Officer	4	\$17.02	\$19.45	\$21.88	N	
Early Intervention Serv Coord	Human Services	\$16.86	\$18.83	\$20.79	Early Intervention Serv Coord	4	\$17.02	\$19.45	\$21.88	N	
Equipment Operator II	Highway	\$20.53	\$21.31	\$21.31	Equipment Operator	4	\$17.02	\$19.45	\$21.88	N	
Equipment Parts Person	Highway	\$21.31	\$22.15	\$22.15	Equipment Parts Person	4	\$17.02	\$19.45	\$21.88	N	
Group Home Worker (3)	Human Services	\$16.25	\$18.57	\$20.89	Group Home Worker	4	\$17.02	\$19.45	\$21.88	N	
Land Information Asst./Deputy Treasurer	Land Information	\$14.72	\$16.43	\$18.14	Administrative Specialist I/Dep Treasurer	4	\$17.02	\$19.45	\$21.88	N	
Legal Assistant II (1)	Child Support	\$15.79	\$17.63	\$19.47	Legal Assistant	4	\$17.02	\$19.45	\$21.88	N	



**RECOMMENDED 2013 STRUCTURE**

**- HOURLY FORMAT**

<u>Current Plan</u>										FLSA
JOB TITLE	DEPARTMENT	Min	Mid	Max	Proposed Title	Grade	Min	Mid	Max	Exempt
Legal Secretary	DA Office	\$15.25	\$17.03	\$18.80	Legal Secretary	4	\$17.02	\$19.45	\$21.88	N
Legal Secretary/Receptionist	DA Office	\$14.72	\$16.43	\$18.14	Legal Secretary	4	\$17.02	\$19.45	\$21.88	N
Maintenance Worker I	Central Services	\$15.79	\$17.63	\$19.47	Building Maintenance Worker I	4	\$17.02	\$19.45	\$21.88	N
Medical Office Ass't	Human Services	\$16.25	\$18.57	\$20.89	Medical Office Ass't	4	\$17.02	\$19.45	\$21.88	N
Mental Health Technician (1)	Human Services	\$16.25	\$18.57	\$20.89	Mental Health Technician	4	\$17.02	\$19.45	\$21.88	N
Payroll Account Clerk	Finance	\$15.25	\$17.03	\$18.80	Accounting Specialist I	4	\$17.02	\$19.45	\$21.88	N
Program Assistant	Parks/EM Dept	\$16.33	\$18.24	\$20.15	Program Assistant	4	\$17.02	\$19.45	\$21.88	N
Protective/Representative	Human Services	\$16.25	\$18.57	\$20.89	Protective Payee	4	\$17.02	\$19.45	\$21.88	N
Secretary-Ntr Prg Crd/LTS	Human Services	\$16.25	\$18.57	\$20.89	Nutrition Program Coordinator	4	\$17.02	\$19.45	\$21.88	N
Support Services Planner (3)	Human Services	\$16.25	\$18.57	\$20.89	Economic Support Specialist I	4	\$17.02	\$19.45	\$21.88	N
WIC Registered Dietetic Tech	Health	\$15.25	\$17.03	\$18.80	WIC Registered Dietetic Tech	4	\$17.02	\$19.45	\$21.88	N
Zoning Assistant	Zoning & Planning	\$15.25	\$17.03	\$18.80	Program Assistant	4	\$17.02	\$19.45	\$21.88	N
Account Clerk	Highway	\$17.80	\$19.26	\$19.26	Accounting Assistant II	3	\$15.06	\$17.21	\$19.36	N
Account Clerk	Highway	\$17.80	\$19.26	\$19.26	Accounting Assistant II	3	\$15.06	\$17.21	\$19.36	N
Admin Cl/Customer Service Spec	Child Support	\$15.25	\$17.03	\$18.80	Administrative Assistant II	3	\$15.06	\$17.21	\$19.36	N
Administrative Secretary	Parks Department	\$13.63	\$15.21	\$16.80	Administrative Assistant II	3	\$15.06	\$17.21	\$19.36	N
Billing Clerk/WIC Clerk	Health	\$13.63	\$15.21	\$16.80	Administrative Assistant II	3	\$15.06	\$17.21	\$19.36	N
Buildings/Grounds Maint Wrkr (2)	Parks Department	\$14.72	\$16.43	\$18.14	Buildings/Grounds Maint Wrkr	3	\$15.06	\$17.21	\$19.36	N
Central Duplicating Clerk (1)	MIS	\$13.63	\$15.21	\$16.80	Central Duplicating Clerk	3	\$15.06	\$17.21	\$19.36	N
Community Support Assistant	Human Services	\$14.72	\$16.82	\$18.92	Administrative Assistant II	3	\$15.06	\$17.21	\$19.36	N
Court Clerk II - General	Clerk of Courts	\$15.25	\$17.03	\$18.80	Deputy Court Clerk II	3	\$15.06	\$17.21	\$19.36	N
Deputy Reg Prog/Court Clerk Cr	Clerk of Courts	\$15.25	\$17.03	\$18.80	Deputy Reg Prog/Court Clerk Cr	3	\$15.06	\$17.21	\$19.36	N
Deputy Register of Deeds I	Register of Deeds	\$15.25	\$17.03	\$18.80	Deputy Register of Deeds I	3	\$15.06	\$17.21	\$19.36	N
Deputy Treasurer	County Treasury	\$15.25	\$17.03	\$18.80	Deputy Treasurer	3	\$15.06	\$17.21	\$19.36	N
Drug Task Force Program Asst	Sheriff	\$14.20	\$15.81	\$17.47	Administrative Assistant II	3	\$15.06	\$17.21	\$19.36	N
Highway Worker (29)	Highway	\$20.17	\$20.92	\$20.92	Highway Worker	3	\$15.06	\$17.21	\$19.36	N
Judicial Assistant (1)	Clerk of Courts	\$15.79	\$17.63	\$19.47	Judicial Assistant	3	\$15.06	\$17.21	\$19.36	N
Legal Secretary	Clerk of Courts	\$15.25	\$17.03	\$18.80	Legal Secretary	3	\$15.06	\$17.21	\$19.36	N
Marketing Assistant (1)	County Fair	\$14.20	\$15.81	\$17.47	Marketing Assistant	3	\$15.06	\$17.21	\$19.36	N
Medical Records/File Clerk	Human Services	\$16.25	\$18.57	\$20.89	Administrative Assistant II	3	\$15.06	\$17.21	\$19.36	N
Nutrition Outreach Worker	Human Services	\$16.25	\$18.57	\$20.89	Home Delivered Meal Assessor	3	\$15.06	\$17.21	\$19.36	N
Personal Care Program Asst	Health	\$14.20	\$15.84	\$17.47	Administrative Assistant II	3	\$15.06	\$17.21	\$19.36	N
Public Health Program Assist	Health	\$14.20	\$15.84	\$17.47	Administrative Assistant II	3	\$15.06	\$17.21	\$19.36	N
Receptionist/Secretary (1)	Sheriff	\$13.63	\$15.21	\$16.80	Administrative Assistant II	3	\$15.06	\$17.21	\$19.36	N
Secretary	Sheriff	\$13.63	\$15.21	\$16.80	Administrative Assistant II	3	\$15.06	\$17.21	\$19.36	N
Secretary-Drug Task Force	Sheriff	\$13.63	\$15.21	\$16.80	Administrative Assistant II	3	\$15.06	\$17.21	\$19.36	N
Secretary-Economic Development	EDC	\$14.72	\$16.82	\$18.92	Administrative Assistant II	3	\$15.06	\$17.21	\$19.36	N
Secretary/Staff Support	Human Services	\$14.72	\$16.82	\$18.92	Administrative Assistant II	3	\$15.06	\$17.21	\$19.36	N
Support Services Clerical Ass't	Sheriff	\$15.25	\$17.03	\$18.80	Administrative Assistant II	3	\$15.06	\$17.21	\$19.36	N
Transportation Coord/Van Drvr (1)	Human Services	\$16.25	\$18.57	\$20.89	Transportation Coord/Van Drvr	3	\$15.06	\$17.21	\$19.36	N
ADRC Paraprofessional	Human Services	\$14.72	\$16.43	\$18.14	ADRC Paraprofessional	2	\$13.33	\$15.23	\$17.13	N
Appointment Secretary	Human Services	\$14.72	\$16.43	\$18.14	Administrative Assistant I	2	\$13.33	\$15.23	\$17.13	N
Appointment Secretary/Recept (1)	Human Services	\$14.72	\$16.43	\$18.14	Administrative Assistant I	2	\$13.33	\$15.23	\$17.13	N

**RECOMMENDED 2013 STRUCTURE**

**- HOURLY FORMAT**

JOB TITLE	DEPARTMENT	<u>Current Plan</u>			<u>Proposed Title</u>	Grade	<u>RECOMMENDED 2013 STRUCTURE</u>			FLSA Exempt
		<u>Min</u>	<u>Mid</u>	<u>Max</u>			<u>Min</u>	<u>Mid</u>	<u>Max</u>	
Clerk Typist	Sheriff	\$13.10	\$14.63	\$16.17	Accounting Assistant I	2	\$13.33	\$15.23	\$17.13	N
Cook (4)	Sheriff	\$14.72	\$16.43	\$18.14	Cook	2	\$13.33	\$15.23	\$17.13	N
Data Entry Clerk (1)	Register of Deeds	\$13.10	\$14.63	\$16.17	Administrative Assistant I	2	\$13.33	\$15.23	\$17.13	N
Lead Custodian	Human Services	\$14.72	\$16.43	\$18.14	Lead Custodian	2	\$13.33	\$15.23	\$17.13	N
Parks Maintenance Worker (2)	Parks Department	\$14.72	\$16.82	\$18.92	Parks Maintenance Worker	2	\$13.33	\$15.23	\$17.13	N
Secretary - Economic Support (1)	Human Services	\$14.72	\$16.82	\$18.92	Administrative Assistant I	2	\$13.33	\$15.23	\$17.13	N
Secretary HS (1)	Human Services	\$14.72	\$16.82	\$18.92	Administrative Assistant I	2	\$13.33	\$15.23	\$17.13	N
Secretary/Alternate Care Coord (1)	Human Services	\$14.72	\$16.82	\$18.92	Administrative Assistant I	2	\$13.33	\$15.23	\$17.13	N
Central Service Worker	Central Services	\$12.02	\$13.41	\$14.81	Central Service Worker	1	\$11.80	\$13.48	\$15.17	N
Custodian II (1)	Central Services	\$12.58	\$14.04	\$15.49	Custodian	1	\$11.80	\$13.48	\$15.17	N
Custodian II	Sheriff	\$12.58	\$14.04	\$15.49	Custodian	1	\$11.80	\$13.48	\$15.17	N
Custodian I	Central Services	\$12.02	\$13.41	\$14.81	Custodian	1	\$11.80	\$13.48	\$15.17	N
Janitor	Human Services	\$13.19	\$15.07	\$16.95	Custodian	1	\$11.80	\$13.48	\$15.17	N
Nutrition Site Manager (2)	Human Services	\$14.72	\$16.82	\$18.92	Nutrition Site Manager	1	\$11.80	\$13.48	\$15.17	N
Van Driver	Human Services	\$14.72	\$16.82	\$18.92	Van Driver	1	\$11.80	\$13.48	\$15.17	N

## **MEMO**

To: Terri Palm, Human Resources Director

From: Bill Kern, Highway Commissioner

Date: January 10, 2013

### **Re: Wage Study – Department Head Appeal Comments**

#### **Highway Workers/Equipment Operators**

*My comments will be similar to my recommendations discussed during the review process:*

- Move the Highway Workers from Grade 3 to Grade 4, and classify all the Equipment Operators and Highway Workers in one group (Highway Worker)
- Pay a premium of \$1.00/hour when employees operate heavy equipment for more than four hours per day (Dozer, Grader, Backhoe, Paver, Chip Spreader, and Shoudering Machine)
- Remove the 5% premium for Highway Workers performing winter maintenance work

#### **Lead Workers**

- Position should be reviewed and compared to similar positions in neighboring county highway departments.

#### **Account Clerks**

- Recommend the JDQ's be reviewed again and compared to the account clerks, administrative clerks, and administrative secretaries of other county departments. Several of the comparable positions were placed one or two grades above the highway account clerks and the details of the highway clerks should be looked at again in comparison to the other county positions.

#### **Superintendents**

- Based on the responsibility of the Highway Superintendents on various complex projects, supervision of numerous employees, and the 24/7 commitment and on-call status I feel the positions questionnaires should be reviewed again in comparison to other county superintendents, and other county supervision positions placed at or above the highway superintendents.

#### **Accountant**

- Based on the internal and external comparables for the Highway Accountant position, I believe the position should be reviewed again. The incumbent accountant might be the most senior accountant in the state in county highway accounting and the state CHEMS accounting system, I would expect the position to be comparable to other county highway accountants in neighboring counties.

### **Operations Manager**

◦ Based on the responsibilities of the Operations Manager it is important to not have a major difference in pay between this position and similar positions in neighboring counties. I believe the positions should be reviewed again in comparison to other similar comparable positions both internally and externally, and the professional background including the Professional Engineer license should be looked at again to see if it was properly accounted for in the review.

### **Overall Comments**

I would hope the review will include more discussion on the Highway Worker and Equipment Operator classes and the recommendations that were discussed during the JDQ process.

Regarding the management positions in the Highway Department, I would expect a thorough review of all the position appeals. Based on the placements of all the positions, I would expect issues with retention and hiring in the management classes. The majority of the counties in the area of Jefferson County have pay scales that are significantly higher than Jefferson County, and in the last six months we have been very lucky to not lose management staff as two have turned down offers from other area counties. I do not expect to continue to retain staff as other opportunities become available, unless the position grades are more in-line with other similar positions.

I would expect all position appeals will be thoroughly reviewed, and the point totals allocated under the point factor system be looked at again. I will provide any other additional input needed regarding the details of all positions that are requesting appeals of their job placement.

Thank you,



William T. Kern, PE  
Highway Commissioner

Jefferson County  
Job Description Questionnaire (JDQ)

This is an electronic format. The cells will expand as you type.

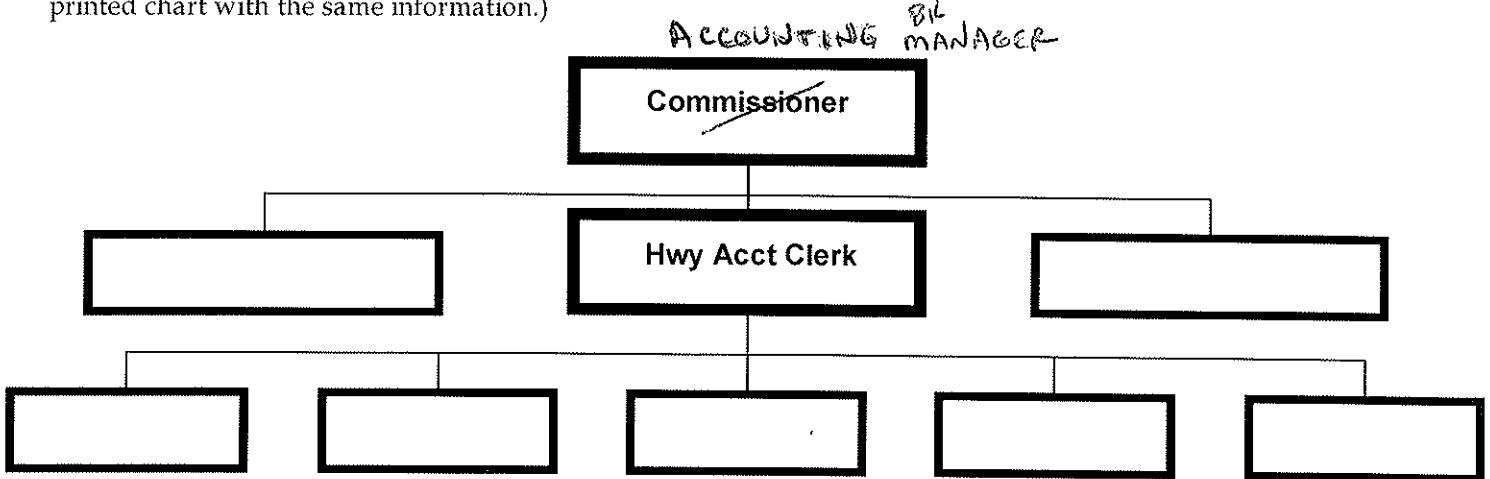
Name: Ann M. Jenswold	Date: 7/18/2012
Title: Highway Account Clerk	Department: Highway
Work Location: Commissioner's Office	Phone: 920-674-7183
Immediate Supervisor: William Kern	Supervisor's Title: Highway Commissioner

TIME EMPLOYED IN CURRENT JOB TITLE: in years and months	18 Years 3 Months
TIME EMPLOYED IN CURRENT DEPARTMENT: in years and months	18 Years 3 Months
TOTAL EMPLOYMENT WITH YOUR ORGANIZATION: in years and months	18 Years 3 Months
WORK HOURS (Start/Finish): Normal: 7:00am-3:30pm, Mon-Fri Summer 6:00am-4:00pm, Mon-Thur	
FULL TIME: Yes	REGULAR PART-TIME (%):
OTHER	

OUTLINE OF ORGANIZATION CHART

COMPLETE THE FOLLOWING SECTION OR ATTACH AT END OF DOCUMENT.

Using the chart below, please fill in the job titles of (1) your immediate supervisor, (2) the jobs of employees you work with who also report to your supervisor and (3) the jobs of any employees you supervise. (If you prefer, attach a printed chart with the same information.)



**I. POSITION SUMMARY**

Briefly state why your position exists and what you consider its most important impact on the organization.

Independently responsible for completing computerized payroll for all Highway Department personnel. I process labor, equipment, and materials used daily for all highway maintenance and construction projects - State, County, Town, inter-department, and miscellaneous others. This position needs to be filled by an accurate and very detailed employee. The impact of this position generates accurate payrolls, billing procedures, inventory, and budgeting practices for the entire department.

## II. ESSENTIAL ACCOUNTABILITIES

Please identify the essential accountabilities of your position, which should be the most important responsibilities of the job. Then explain how the outcomes could be measured. Indicate the approximate percentage of time spent annually on those activities.

% of Time Spent	ESSENTIAL ACCOUNTABILITIES	HOW OUTCOMES COULD BE MEASURED
25%	<p>Payroll:</p> <p>Completes Highway Department payroll through daily entry of time cards. Reviews employee time cards for accuracy. Reviews employee time cards for proper pay classifications when employees work outside their regular pay class or have prevailing wages. Upload completed payroll on a biweekly basis to Court House for pay check/direct deposit process.</p> <p>Calculate termination pay, including benefit payouts, and include in the biweekly payroll.</p>	Payroll is timely and accurate
27%	<p>Time Cards:</p> <p>Labor, equipment, and materials are daily coded on the time cards with correct and appropriate project numbers. If there is not a project number for a job the employee did, I create a new project number and maintain a large book of project numbers for State, County, Town, Inter-department, and miscellaneous other; thus starting the billing process. This information is entered into the CHEMSPRO System. Time cards are broken down into ¼ hours.</p> <p>Assign new employee identification numbers in CHEMSPRO system.</p> <p>Print time cards by bulk for employees and make sure there is an adequate supply on hand.</p>	Time cards are complete and accurate
18%	<p>Pay Rates:</p> <p>Daily reviews employee time cards for proper pay classifications, watching for employees working outside their regular pay class.</p> <p>Calculate and update all labor rates, tracking when employees are due for wage increases. (Step Increases)</p> <p>Update all pay classifications when wage increases are warranted by County Board action.</p>	Employees are accurately paid

1%	<p>Back Pay:</p> <p>Calculates, verifies, and enters back pay when warranted by County Board action. Upload the back pay information to the Court House for pay check/direct deposit process. Every job affected by back pay must be processed again for billing purposes.</p>	Back pay is complete and accurate
1%	<p>Other:</p> <p>Maintains knowledge of preparing manual payroll procedures.</p> <p>Creates payroll journal entries as necessary for input into Court House system.</p> <p>Completes employee verification forms.</p> <p>Creates and maintains employee information booklet on yearly basis - hire date; classifications; birth date; social security numbers; benefit balances, etc.</p> <p>Supply Court House personnel with employee changes such as tax withholding changes or address changes.</p> <p>Act as a liaison to Human Resource Department when facilitating yearly insurance open enrollment periods or any other benefit changes or needs</p> <p>Ability to understand and interpret union contracts and personnel policies.</p>	Jobs are complete and accurate. Information is shared.
10%	<p>Equipment and Materials:</p> <p>Equipment is daily entered from time cards. Hours are checked against labor hours to ensure accuracy for the billing process.</p> <p>Equipment work orders are created from data on time cards and entered into the CHEMSPRO system, for repairs done on all equipment.</p> <p>At least yearly, update all equipment rates, verifying that they correspond to the WisDOT machinery rental rates. Sometimes changes happen throughout the year-these changes need to be made at that time as well.</p> <p>Verify that equipment is in the proper equipment class according to WisDOT.</p> <p>Materials are recorded off of the employee time cards for billing purposes.</p>	Information is complete and accurate



3%	<p>Employee Vacation/Comp Time Sheets:</p> <p>Individual employee sheets are created yearly and updated biweekly in Excel to track employee vacation and comp time balances. A summary sheet is provided to Commissioner and Accountant for review.</p> <p>Employee vacation is calculated at the start of each year based on years of service and is entered into Excel on the individual spreadsheets, tracked and updated biweekly.</p> <p>Overtime listed on employee time cards is noted whether the employee wants overtime pay or comp time. Both are maintained on the individual vacation/comp sheets for employees. I track the different rates comp time is accumulated at and used at on a biweekly basis on sheets, and daily on time cards.</p>	Balances are accurate and information is shared
2%	<p>Employee Sick Leave Sheets:</p> <p>Individual employee sheets are created yearly and updated biweekly in Excel to track employee sick leave balances. A summary sheet is provided to Commissioner and Accountant for review.</p> <p>Employee sick leave balance is verified at the start of each year. New individual sheets are created for each new year and maintained throughout the year on a biweekly basis. Subtracting time used and adding in appropriate hours earned each month according to policy.</p>	Balances are accurate and information is shared
1%	<p>Worker's Compensation:</p> <p>Employee injury cards are maintained by me. Worker's Compensation forms are properly completed when appropriate and sent to the Human Resource Department. Management is notified of such worker's comp cases. Return to work dates are tracked, along with pending restrictions. Management is notified of these dates and any restrictions. OSHA logs are maintained throughout the year, and year end results are added to County summary OSHA log.</p>	Reports are timely and accurate. Information is shared

<p>1%</p>	<p>Family Medical Leave Act (FMLA):</p> <p>Act as a liaison between the Highway Department and Human Resource Department when FMLA cases are active. Notify Human Resource when employee is in need of FMLA time. Assist employee when completing FMLA forms and answer questions. Track FMLA time through payroll, noting proper leave used and properly code time in Court House system. Receive return to work documents from employee - review and forward to management and the Human Resource Department.</p>	<p>Information is timely and complete. Information is shared.</p>
<p>1%</p>	<p>Miscellaneous:</p> <p>Provide labor, materials, equipment, and job cost estimates for Towns, Villages, Cities, State, Department Supervisors, and Accountant when requested.</p> <p>Direct public questions by phone or in person as pertaining to permits, roadway or project concerns, safety issues, and general highway concerns.</p> <p>Answer employee questions regarding payroll, leave balances, FMLA, Worker's Comp, and proper time card project coding.</p> <p>Assists Department accountant in preparing Department Annual Financial Report as needed.</p> <p>Prepares FEMA reports for Federal Disaster aid and Emergency Government, state required reports, as needed.</p> <p>Assists with accounts payable and receivable, acquisitions and inventory accounts tasks when needed.</p> <p>Processes and files utility permits. Issues moving permits for oversize loads as needed.</p> <p>Assists other account clerk with duties as needed.</p> <p>Assists Superintendents regarding labor, equipment and materials inquiries.</p>	<p>Professional attitude to share information and complete duties requested with accuracy</p>

<p>2%</p>	<p>Hearing Conservation Program:</p> <p>Coordinate and schedule the hearing conservation program with Fort Health Care. Schedule dates, locations, and employee appointments for the Highway Department and Parks Department. Facilitate set up on testing day, and track &amp; schedule any changes in employee appointments. Schedule any retesting dates as required. Review and track results for threshold shifts. Facilitate paperwork for physician review. Complete and submit OSHA forms as required.</p>	<p>Professional attitude, timely and accurate reports. All employees have been scheduled, tested, and OSHA reports completed.</p>
<p>5%</p>	<p>Highway Committee:</p> <p>Record and maintain meeting minutes from monthly meetings, both open and closed sessions. Create and publish minutes after Committee approval. Prepare Committee packets including agenda and meeting material. Mail packets in a timely fashion. Record and do the same when Committee meets jointly with another - Land and Water Conservation &amp; Infrastructure Committees. Create agendas when requested.</p> <p>Traffic Safety Commission Committee:</p> <p>Record and maintain meeting minutes from quarterly meetings. Create and publish minutes after Committee approval. Prepare and email Committee notifications of upcoming meetings. Create agendas when requested.</p>	<p>My attendance, listening, and recording skills provide accurate minutes.</p>

3%	<p>Jefferson County Fair Presentation:</p> <p>Coordinate and facilitate the yearly Jefferson County Highway Department display at the Jefferson County Fair, including scheduling personnel. The display includes an equipment display, yearly project storyboards, and maps. This presentation promotes the Highway Department and accents safety issues such as work zone safety, winter maintenance safety, and accident prevention. Occasionally partnering with the Wisconsin State Patrol and the Jefferson County Sheriff Department to further enhance the safety message.</p>	<p>Scheduling of personnel and equipment to fulfill the time allotments granted for our participation to make the event successful.</p>
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<b>III. FORMAL PREPARATION / EXPERIENCE</b>	
Please answer the following based on the most representative combination of formal preparation and relevant experience to qualify for position.	
1.	Formal preparation/education (or equivalent) necessary to qualify for the position. Associate degree in Accounting.
2.	Relevant experience required to qualify for the position (number of years of relevant experience needed) Governmental accounting experience of 3 to 5 years, along with Excel and Word experience
3.	Note any other training/certifications, etc. which is needed for the position Yearly CHEMSPRO training provided by Wisconsin Department of Transportation. Yearly bookkeepers meeting with training and discussion provided by WisDOT accountants. Update on various Microsoft Software such as Word, Excel, and Outlook.
4.	Please indicate additional education, experience or training that is <i>desired</i> for the position.
5.	Please indicate your education, experience, etc. that you have. I have an Associate Degree in Accounting. I had 9 years of accounting experience before starting with the Highway Department, including working in governmental departments that were State and Federal funded. I had also previously worked for an accounting firm. All work functions in these positions being accounting. I have had additional training through MATC for advanced Excel and Word.

#### IV. JUDGEMENTS MADE

Please identify what you believe are the most important judgment you make in performing jobs.

EXAMPLES OF JUDGEMENTS	WHO, IF ANYONE, REVIEWS THESE JUDGEMENTS	WHAT IS THE IMPACT OF THESE JUDGEMENTS
Proper codes used for payroll & equipment	Accounting staff through billing & budget cycles	An accurate payroll, which is the beginning of the billing and budgeting procedures
Proper pay classes and rates	Human Resource Department	An accurate payroll, which is the beginning of the billing and budgeting procedures
Dates and appointment times for the hearing conservation program	OSHA	Fulfilling an OSHA requirement
Location, personnel, equipment displayed, hours of operation for the fair	Highway Commissioner	If done properly the public is well informed about the department and safety message is delivered

#### V. PROBLEM SOLVING

Please identify the typical types of problems you solve on a regular basis in performing your job. Also include information on who else may be involved in helping with problem resolution.

TYPE/EXAMPLE OF PROBLEMS YOU SOLVE	INDIVIDUALS INVOLVED IN SOLVING PROBLEM
Incomplete time cards	Myself, affected employees or shop office personnel
Computer issues	Myself, MIS department and other highway account clerk
Upset citizens	Commissioner or Superintendents
Injured Employees and related forms	Myself, the employee, and H.R. Department
Arrange work schedule to accomplish timely payrolls	Myself

#### VI. SUPERVISION / MANAGEMENT

Where it applies answer the following. Otherwise, put "Not Applicable" or "Don't Know".

Responsibility for others:

- a. Number of People: NA
- b. Their Position Titles: NA
- c. Which, if any, of the following do you perform?:
  1. Directly Supervise? NA
  2. Train / Instruct? New Employees on payroll issues
  3. Give Work Direction? NA
  4. Do Project Management? Hearing Conservation Program & Jefferson County Fair Event
  5. Conduct Performance Reviews? NA
  6. Discipline? NA
  7. Hire? NA

d. Note assets, facilities, equipment or funds, if any, for which you have some degree of accountability:

Computer - continuously; adding machine - continuously; copy/fax machine - daily; telephone - daily  
 Responsible for office mail and daily mail delivery; Responsible for daily operations in Commissioner's building

**VII. WORK RELATIONSHIPS**

Please identify the most typical work relationships of your position with other persons, functions or organizations, inside or outside of your own organization.

Typical Work Relationships	Purpose of Relationship
Commissioner	Share information and complete work projects
Superintendents	Share information
Other Highway Department employees	Accurate payroll and employee information
Human Resource Department	Share information and problem solve
Finance Department	Complete payroll and share information
Highway Committee	Documentation
Traffic Safety Committee	Documentation
MIS	Problem solve
General public	Share information
Other Highway Departments in Wisconsin	Share information and problem solve
CHEMSPRO staff	Share information and problem solve

**VIII. WORK ENVIRONMENT AND PHYSICAL REQUIREMENTS**

% Inside (sheltered) 99%	% Noise	% Travel Required
& Outside Work 1%	% Fumes, Odor	% Temperature extremes
% Hazards	% Other (note)	
Are there any unusual requirements for your position? (Y/N) N		
If yes, please explain:		

**IX. UNUSUAL/ UNIQUE MENTAL REQUIREMENTS**

Does your position require any unusual or unique mental requirements?
The ability to multi task and meet deadlines with complete accuracy

**X. ADDITIONAL DATA/NOTABLE INFORMATION**

Please identify any other information, which would help someone else understand your position more clearly:

**XI. SUPERVISOR'S REMARKS**

ACCOUNT CLERK REPORTS DIRECTLY TO THE ACCOUNTING MANAGER, BECAUSE OF A SPLIT IN OFFICES, THE HIGHWAY COMMISSIONER IS ASSISTING THE ACCOUNTING MANAGER IN THE SUPERVISION OF THE ACCOUNT CLERK. ALL OTHER RESPONSES ARE ACCURATE AND COMPLETE.

TYPE IN YOUR NAME(S) AND EMAIL TO SUPERVISOR/DEPARTMENT HEAD. REMEMBER TO SAVE A COPY!

EMPLOYEE SIGNATURE: <i>Ann Myersonold</i>	DATE: <i>7-20-2012</i>
SUPERVISOR SIGNATURE: <i>Gregory A. Went</i>	DATE: <i>7/26/12</i>
DEPARTMENT HEAD SIGNATURE: <i>Will O'Keefe</i>	DATE: <i>7-26-12</i>
HUMAN RESOURCES DIRECTOR SIGNATURE: <i>Jim n O'Keefe</i>	<i>7/31/12</i>

I have reviewed + JDQ appears complete.  
However, 2 comments.

- 1) this position should not be assisting employees in completing HR paperwork (ie FMLA, WC) as forms + laws change + regular training on these issues are not done w/ off site staff to ensure procedures are handled consistently countywide
- 2) Current JD is Associate in Acc'd's + experience. Looking @ internal consistency, Payroll clerks around the County require add'l tech/voc (may be Associate) + 2-3 years. /

*Jim n O'Keefe 7/31/12*

**JEFFERSON COUNTY  
EMPLOYEE COMPENSATION AND CLASSIFICATION PLAN**

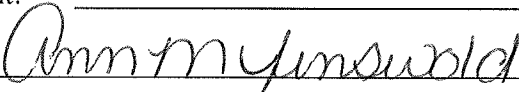
REQUEST FOR REVIEW FORM

Name: ANN M. JENSWOLD

Date: 12/31/2012

Title: HIGHWAY ACCOUNT CLERK

Department: HIGHWAY DEPARTMENT

Signature: 

***EMPLOYEES SUBMITTING A REVIEW AS A GROUP SHOULD COMPLETE A SEPARATE SHEET TO INCLUDE ALL NAMES AND SIGNATURES***

**I believe my position was incorrectly graded because:**

(If the basis of the review is additional responsibilities or significant changes to the position since the completion of the JDQ, please explain when the duties changed, the reason for the change, and from where the duties originated. If the duties came from another position, the employee must indicate from which position they were removed).

PLEASE SEE ATTACHED.



I believe my position of Highway Account Clerk was incorrectly graded. The Highway Department is one of the largest departments in the County. It runs in essence like a business. Every time a light turns on in one of our buildings, the accounting department has work; whether this means paying the electric bill, charging out labor, equipment, or materials. The Highway Department consists of a large shop building, the Commissioner's office, and satellite shops in Ixonia and Concord. My position accounts for all labor, equipment, and materials that come out of these locations. I believe the complexity of the cost accounting for the highway account clerk is unique within the County and has been misjudged.

In addition to the accounting position, my job function is also one of an administrative secretary where I am the recorder and publisher of the detailed meeting minutes for the Traffic Safety Committee and Highway Committee. I am responsible for the preparation of the Committee packets, making sure they are received on time by the members. I am responsible for the agendas being sent to the Administrator's Office for distribution. I handle any secretarial work that the Commissioner or Superintendents need.

I also would be considered the office receptionist and support staff for my building. I handle all phone calls that come to the main phone number to the Commissioner's office. I direct and assist all visitors and callers. I answer questions regarding the department. If the callers or visitors require additional information or assistance, I direct them to the appropriate supervisors to assist them.

I am the only person in my building, other than the Highway Commissioner. Therefore, any incident that occurs within this building has my direct assistance. A couple of years ago this building housed the entire accounting staff. Although the other accounting staff is now located in the shop building, and afforded new opportunities because of this, I believe once under the same roof in the near future the duties will be more evenly distributed.

Wearing all these different hats requires the ability to work with many interruptions throughout the day, every day. This position needs to be organized, and know how to prioritize. This is not a position that has only one task to perform, with nothing else to do. It is several positions rolled into one.

I respectfully request that a moment be taken to review my program management duties listed in the original JDQ, as well as the many hats that are worn in this position, and be considered for a reclassification and higher pay grade. Thank you for your consideration.

MANAGEMENT REVIEW FORM

**Supervisor Review Section:**

I certify that I have reviewed all factual information concerning this review.

Gregory A. Hunt  
Name

\_\_\_\_\_  
Position Title

1/11/13  
Date

Comments:

**Department Head Review Section:**

I certify that I have reviewed all factual information concerning this review.

Will D. Ken  
Name

HIGHWAY COMMISSIONER  
Position Title

1/10/13  
Date

Fiscal Impact:

Comments:

**Human Resources Director Review Section:**

I certify that I have reviewed all factual information concerning this review.

Ann M. Goh  
Name

HR Director  
Position Title

1-13-13  
Date

Comments:

Ann follows the Review Guidelines, focusing on job duties.

Jefferson County  
Job Description Questionnaire (JDQ)

This is an electronic format. The cells will expand as you type.

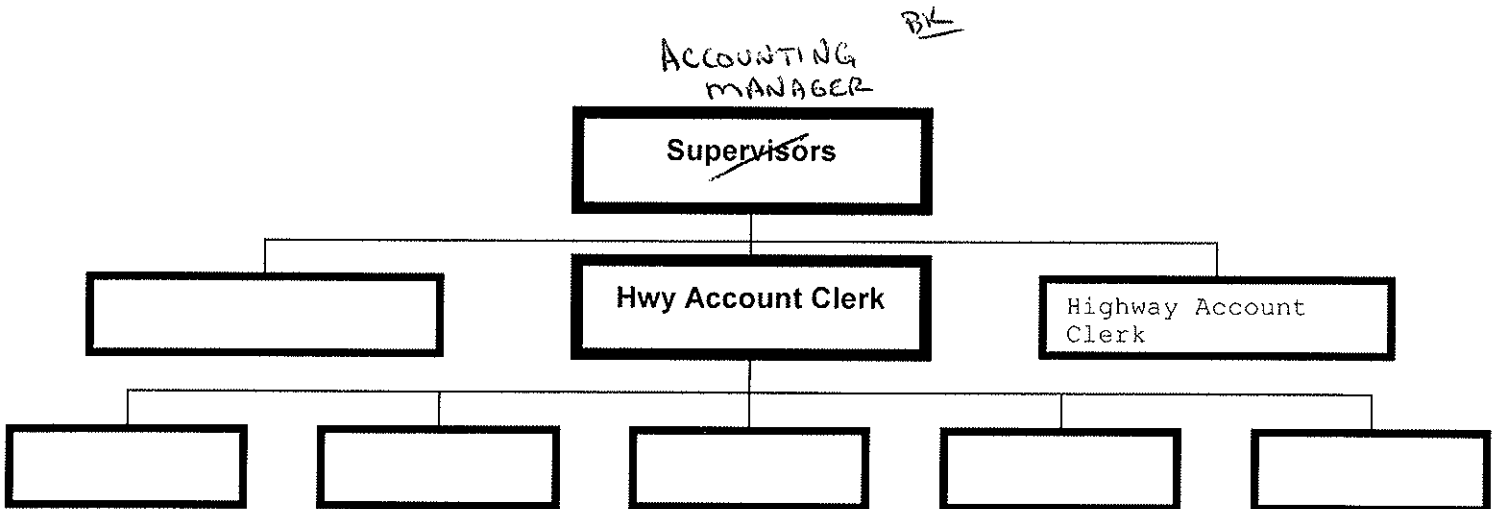
Name: Alice Fischer	Date: 07/19/12
Title: Highway Account Clerk	Department: Highway Department
Work Location: Highway Shop	Phone: 920-674-7266
Immediate Supervisor: Greg Winter Brian Udovich Randy Kuhl Russ Cooper Timm Punzel	Supervisor's Title: Accountant Operations Manager Construction Superintendent Patrol Superintendent Assistant Superintendent

TIME EMPLOYED IN CURRENT JOB TITLE: in years and months	19 years 2 months
TIME EMPLOYED IN CURRENT DEPARTMENT: in years and months	19 years 2 months
TOTAL EMPLOYMENT WITH YOUR ORGANIZATION: in years and months	19 years 2 months
WORK HOURS (Start/Finish): 7:00 AM to 3:30 PM +	
FULL TIME: YES	REGULAR PART-TIME (%):
OTHER	

OUTLINE OF ORGANIZATION CHART

COMPLETE THE FOLLOWING SECTION BY HAND AFTER FORM IS PRINTED OUT.

Using the chart below, please fill in the job titles of (1) your immediate supervisor, (2) the jobs of employees you work with who also report to your supervisor and (3) the jobs of any employees you supervise. (If you prefer, attach a printed chart with the same information.)



**I. POSITION SUMMARY**

Briefly state why your position exists and what you consider its most important impact on the organization.

Responsible for all accounting aspects of accounts payable and accounts receivable. Along with all responsibilities of inventories/ materials including acquisitions, charge outs, receipts, pricing, journal entries and year end. Responsible for equipment classifications, charge outs and journal entries. Assist in year-end closing of books and budgeting. If and when needed fill in for other account clerk to complete payroll.

Responsibilities of an Office Manager in the Shop Office which include but not limited to handling all office functions such as emergency situations, winter snow storms, public complaints/concerns, decision making, phones, radios and employee issues. Administering state and local road aid programs, drug testing and adopt-a-highway program. Completing all assignments/projects assigned by management. Working very close with all management to make sure Highway Department runs smoothly and efficiently.

**II. ESSENTIAL ACCOUNTABILITIES**

Please identify the essential accountabilities of your position, which should be the most important responsibilities of the job. Then explain how the outcomes could be measured. Indicate the approximate percentage of time spent annually on those activities.

<p>% of Time Spent</p>	<p>ESSENTIAL ACCOUNTABILITIES</p>	<p>HOW OUTCOMES COULD BE MEASURED</p>
<p>40%</p>	<p>All Accounts Receivable and Accounts Payable duties of the Highway Department. Which include but not limited to:                      * Enter, classify, pricing, journal entries, and inventory Materials                      *Enter, classify, journal entries and correct Equipment                      *Create Journal Entries-Materials, Equipment, corrections and Accounts Receivable                      *Bill for Accidents                      *Complete Insurance Forms                      *Handle all Billings to all departments, state, municipalities, counties and others.                      *Code, enter, take discounts and pay invoices                      *Complete estimates                      *Assist in bids                      *Tax exempt forms and 1099's                      *Assist in year end and financial report                      *Record Safety Shoes and Safety Glasses                      *Report Meals for W-2's                      * Processes utility and moving permits                      * LRIP Program                      *Bridge Aid and Road Aid Programs                      *Filing and organizing</p>	<p>Bills paid timely. Discounts taken and no late charges. Departments and Municipalities billed timely and accurately. All Highway Dept accounting correct.</p>

40%	Provide department support with the day-to-day operations and activities. Shop functions such as but not limited to: *Emergencies situations *Radio, phones *Vendors *Public - concerns/complaints * Winter Storms *Order Salt *Storm Reports *Adopt-a-Highway *Advising and assisting Parts Person *Complete projects/ requests for info *Filing and organizing	Organized office. Department runs smoothly. Happy public!! Safe roads!
15%	Coordinate and maintain clear communications with customers and staff regarding operations	Concerns are taken care of. Good communications between all parties.
15%	Complete projects, bid estimates, bid packets, project costs and letters assigned	Supervisors and Operations Manager can concentrate on projects on the road, knowing projects in office are handled.
5%	All inventory responsibilities. Ordering salt and other materials	Correct charge outs and billings. Correct year-end inventories.
5%	Administer state and local road aid programs such as LRIP, Local Bridge Aid, Local Road Aid	Municipalities receive all monies available to them. Highway Department records and accounting regarding program are accurate.
10%	Highway Personnel/Issues	Happy Employees! Employees concerns and questions handled timely and confidentially
10%	Winter Storm - Shop Contact Storm Reports, Salt Usage and Ordering	Safe Roads Accurate reports. Salt Inventory
5%	Maintain records and reports	Organization of records
2%	Maintain Web Page, Computers, Software	Office runs efficiently
1%	Administer Drug Testing Program	Drug testing rules are followed
When needed	Fill in for Other Account Clerk-Payroll	Payroll completed on time

### III. FORMAL PREPARATION/ EXPERIENCE

Please answer the following based on the most representative combination of formal preparation and relevant experience to qualify for position.

1. Formal preparation (or equivalent) to qualify for the position. (Indicate your preparation level, too.)  
High School education along with technical school education with prior accounting experience and prior highway department experience.
2. Relevant experience required to qualify for the position. (Indicate your relevant experience, as well.)  
Prior accounting experience including accounts payable, accounts receivable, purchase orders and reporting at the Fort Atkinson School District. I also have been the Town Treasurer for the Town of Jefferson for 12 years in which I am responsible for all aspects of accounting which include budgeting, payroll, payables, receivables, journal entries, checking/savings accounts, reporting, investing, cost analysis, and financial report.
3. Note any other training which is desirable for the position. (Indicate additional training, which you have.)  
AS400, JD-Edwards, Word, Excel, QuickBooks, Webpage training, Payroll. Along with attending Bookkeepers Meetings and Chems Meetings(state accounting system). MDSS-Maintenance Decision Support System Training. Drug-Alcohol Testing Training. Safety Training. Common sense!!!

#### IV. JUDGEMENTS MADE

Please identify what you believe are the most important judgment you make in performing jobs.

EXAMPLES OF JUDGEMENTS	WHO, IF ANYONE, REVIEWS THESE JUDGEMENTS	WHAT IS THE IMPACT OF THESE JUDGEMENTS
Charge out, record and clarify equipment, materials and labor for correct billings.	Accountant	Timely and correct billing to municipalities and departments. Happy customers!!
Accounts Payable	Accountant, Vendors	Bills are paid on time and correctly. Discounts taken
Accounts Receivable	Accountant, Municipalities	Correct billings sent to municipalities. Good public relations.
Inventories	Accountant, Commissioner	Correct inventories. Charge outs and receipts correct. Inventory accounts correct at year end.
Journal Entries	Accountant	Correct accounts, materials, equipments, billings.
Shop overhead	Accountant, Municipalities, Depts	Correct billing
Assisting in Emergency Road Situations	Superintendents, Sheriffs Dept	Safety for all traveling public and employees
Responding to General Public Concerns	Superintendents, Commissioner	Good public relations. Safety to the public.
Random Drug Testing	Superintendents	Compliance with regulations.
Job Cost Estimates	Superintendents, Operations Mngr.	Timely and accurate job estimates which makes for a trusting county/ municipality relations.
Accounting, Invoices	Accountant	Accounts correct and accurate. Accounting standards are followed.
Responding to Winter Storms MDSS	Superintendents, Operations Mngr., Commissioner	Safe roads and public safety. Weather conditions and interpreting radar
Employee confidentiality	All Employees	Good employee working relations and trust.
Quick, decisive decision making. Majority of communication with the shop office flows through me.	Superintendents, Commissioner, Employees, Other Depts. And General Public	Quick decisions. Correct people contacted. Public safety.
Shared Communications	Superintendents, Operations Mngr., Commissioner, Employees, Other Depts. And General Public	It is essential to know what info. Needs to be shared with appropriate departments or individuals. Positive results will be seen when information is shared with the appropriate parties at the appropriate time and negative results will be seen when information is shared at the wrong time or with wrong individuals.
Prioritizing and Time Management	Superintendents, Operations Mngr., Commissioner, Employees, Other Depts. And General Public	All aspects of the Highway Dept. being timely. Smooth operation of departmental operations.

**V. PROBLEM SOLVING**

Please identify the typical types of problems you solve on a regular basis in performing your job. Also include information on who else may be involved in helping with problem resolution.

Emergency Situations - Superintendents, Sheriffs Dept & State Patrol

Accounting/Costs - Accountant, Commissioner, Superintendents, Operations Manager

Bids/Estimates - Operations Manager, Superintendents, Commissioner

Public Complaints/Concerns - Superintendents, Commissioner

2-way radio(On-road issues) - Superintendents

Employee relations - Superintendents, Operations Manager, Commissioner

Using MDSS to evaluate winter storm patterns - Superintendents

Winter Storms Responsibilities - Superintendents

Day-to-day Operations through phone - Superintendents, Commissioner

Computer/Telephone Contact Person - Figure out problems, issues with computers. Help with all computer issues.

Prioritize work

Coordination of multiple tasks and projects

Flexibility in daily routine and work schedule

**VI. SUPERVISION / MANAGEMENT**

Where it applies answer the following. Otherwise, put "Not Applicable" or "Don't Know".

Responsibility for others:

a. Number of People:

b. Their Position Titles:

c. Which, if any, of the following do you perform?:

1. Directly Supervise? N/A

2. Train / Instruct? YES, new employees, computer programs, Instruct Parts Person

3. Give Work Direction? YES-Superintendents, Fleet Manager, Parts Person, Highway Workers

4. Do Project Management? YES, work with Superintendents, Operations Manager, Fleet Manager

5. Conduct Performance Reviews? N/A

6. Discipline? N/A

7. Hire? N/A

Note assets, facilities, equipment or funds, if any, for which you have some degree of accountability:

Accountable for accuracy of funds/accounts with accounts payable, accounts receivable, payroll, equipment, materials, journals entries and to make sure accounts balance. Classification of the equipment. Responsible for journal entries for materials, equipment, accounts receivable and any corrections on labor and invoices. Responsible for year-end accuracy of accounts. Assist Accountant with budget and year-end. Responsible for material inventory accuracy. Responsible for ordering all office supplies.

Facilities accountability - I am the main contact for our building alarm maintenance. Responsible for following Drug Testing procedures/regulations. Sometimes responsible for opening/closing shop. Reviews and distributes mail. Give guidance/assistance to Accountant, Fleet Manager, Supervisors, Parts Person and Operations Manager.

VII. WORK RELATIONSHIPS	
Please identify the most typical work relationships of your position with other persons, functions or organizations, inside or outside of your own organization.	
Typical Work Relationships	Purpose of Relationship
Highway Commissioner	Assist and inform and receive direction from. Inventories, projects assigned, costs, registrations, TMA's, RMA's
Operations Manager	Projects assigned, costs, bids, bid documents, Road Programs such as LRIP, TMAs, RMAs
Superintendents	Day-to-day operations, coordinate work, costs, bids, projects assigned, employee concerns/issues, GIS
Accountant	Inventory, A/P duties, A/R duties, year-end financial report, balancing accounts. Accounting and budgeting tasks.
Other Highway Account Clerk	Sharing all vital information(labor, equipment, materials) to get correct costs, all CHEMS/CHEMSPRO functions, timecard accuracy. Complete payroll in her absence.
Fleet Manager	Assist vendors and deliveries. Invoices, new equipment, disposal equipment and costs
Parts Person	Advise and assist with accounting procedures. We work very closely together to make sure everything at Highway Dept is charged out correctly and to the correct jobs. Assist with month end and year end procedures.
Municipalities	Main contact for Road Programs such as LRIP, Bridge Aid and Road Aid. Costs/Invoicing. Road concerns. Winter maintenance. Material purchases.
Sheriffs Dept and State Patrol	Road Emergencies, Winter Storms and other storms
WisDOT	Monthly Requisition(Invoice), Equipment Classifications, inquiries, Adopt-A-Highway Program, accident reports
Clerk/Treasurer Office and Other County Departments	Accounts Payable and Accounts Receivable, 1099's Costs/invoices, FEMA, employee issues/concerns, main MIS computer contact
Other Highway Employees	2-way radio, Main Office Contact, employee concerns, day-to-day operations, drug testing, PARS
Vendors and Insurance Companies	Invoices, ordering supplies, deliveries. Insurance/accident issues, Utility and moving permits.
Customers(general public)	Complaints/concerns, communication Get information to proper superintendent or handle myself

VIII. WORK ENVIRONMENT		
% Noise 20%	% Travel Required 2%	
% Inside (sheltered) 95%	% Fumes, Odor 10%	% Temperature extremes 5%
& Outside Work 5%	% Other (note) 50% Dust	
% Hazards 5%		
Are there any unusual requirements for your position? (Y/N) YES		
If yes, please explain: Need to be able to make quick decisions in emergency situation. Also, deal with changing elements, such as going inside to outside, dealing with noises and fumes while trying to get duties done in a timely fashion. Lifting - packages delivered. Can be called upon at anytime of the day so need to be alert at all hours of the day. Shop office door opens into welding shop area - dust, noise and fumes. Other doors open to parts room and outside - drafty, cold/hot and noisy.		



**IX. UNUSUAL/UNIQUE MENTAL REQUIREMENTS**

Does your position require any unusual or unique mental requirements?

- With the new responsibilities that have been added multi-tasking is definitely required. Being able to do accounting procedures along with emergencies, phones, radio, complaints, decisions, employee concerns, etc.
- In emergency situations being able to keep a cool-calm mind to make quick and accurate decisions.
- Need to be able to be trusted and confidential since I work so close with management such as Commissioner, Operations Manager and Superintendents and other employees.
- Need to remain confident and professional with public concerns even when the situation becomes stressful with angry citizens.
- Able to handle stressful situations and be trusted to handle them, such as emergencies, personnel, deadlines, etc.
- Be alert when called in at all different hours of day/night.

**X. ADDITIONAL DATA/NOTABLE INFORMATION**

Please identify any other information, which would help someone else understand your position more clearly:

I have kept all of my Account Clerk duties that I was originally hired for along with many additional accounting tasks that have been added over the last 19 years, which include facilitating many of the Road/Street Programs through the state and county. Since we have not hired anyone for the two positions that were eliminated from the shop office, Shop Superintendent and Parts Manager, I have taken on many of the duties/responsibilities at the shop that these two positions were responsible for over the last four years. We have also hired an Operations Manager who I work very closely with, along with projects that the Superintendents assign. I believe that my current job title of Account Clerk really does not reflect all of the job duties that I am currently doing since I have taken on many more responsibilities and still continue to do all of the Account Clerk Duties. The Management Team at the Shop Office agrees that I have taken on many responsibilities since I have been moved over to the Shop Office.

**XI. SUPERVISOR'S REMARKS**



→ ACCOUNT CLERK REPORTS DIRECTLY TO THE ACCOUNTING MANAGER.

→ HIGHWAY DEPT. RE-ORGANIZATION INCLUDED THE ELIMINATION OF THE SHOP SUPERINTENDENT AND PARTS MANAGER POSITIONS BUT IT ALSO INCLUDED THE CREATION OF A FLEET MANAGER AND OPERATIONS MANAGER. THE NEW MANAGERS ASSUMED SOME THE DUTIES OF THE PREVIOUS POSITIONS, AND THE ACCOUNT CLERK ALSO ASSUMED ADDITIONAL DUTIES.

→ ALL OTHER JDQ RESPONSES ARE ACCURATE AND COMPLETE.

BK

COMPLETE THE FOLLOWING SECTION BY HAND AFTER FORM IS PRINTED OUT.

EMPLOYEE SIGNATURE: Alice Fischer	DATE: 07/19/12
	
SUPERVISOR SIGNATURE:	DATE:
DEPARTMENT HEAD SIGNATURE: 	DATE: 7-26-12

Carlson Dettmann Associates LLC  
Alice JDQ

JDQ Appears complete. However, 10% on personnel, ISSU

I question this. They (e/es) may bring concerns or us here as a confident, but this position does not resolve personnel performance issue. Terri M Patn, 7/31/12

Would consider extra tech / vocational classes + 2-3 years experience

This is a request for a reclassification.

Employee Name (s): ALICE FISCHER

Department/Facility: HIGHWAY

Subdepartment/Unit: \_\_\_\_\_

Current Job Title: HIGHWAY ACCOUNT CLERK

Reclassification Requested by: \_\_\_\_\_ (if someone other than employee completing the JDQ)

**Why is this position being requested for a reclassification? In a brief paragraph, please include the following information: the duties that are *substantially* new to your position AND how long have you been performing these tasks.**

While continuing to do all of the Account Clerk job duties that I have been responsible for in my 19 years of employment, in the last four years my position/duties have increased significantly. The Parts Manager and the Shop Superintendent have retired and we have not hired replacements for these two positions. Since I have been moved over to the Highway Shop Office, I have taken on many of the responsibilities that these two positions covered. Some of these responsibilities are managing the two-way radio with all personnel and dealing with the Sheriff's Department with emergencies and daily operations. On-call for snow storms and other emergency situations. Completing snow storm reports along with maintaining the salt inventory and salt ordering. Advising and assisting the Parts Person with fuel and parts inventory, handling vendors and deliveries. Responsible for classifying/disposing all equipment with the state for proper charge outs. Also, communications with municipalities, state, and citizens regarding all aspects of the Highway Department (complaints, emergencies, billings, etc.). Completing requests/projects from Operations Manager, Superintendents and Assistant Superintendent. Responsible for completing accident/insurance information. Responsible for the Drug/Alcohol Testing Program. Assisting superintendent with PARS and CDL requirements and responsible for filing personnel records. Safety Program contact and Building Alarm contact. I am the main contact in office for Highway Personnel when calling in emergencies, deer and highway concerns.

In the last 3 plus years we have hired an Operations Manager. I have been working very closely with the Operations Manager and assisting him with many of the office responsibilities and making sure we are timely and accurate with costs, bids/estimates, bid packets, news releases, letters to residents, etc.

Some other responsibilities that have been added to my job duties over the last 19 years are: main contact person for MIS, main contact person for CHEMS (our main computer program through the state), trainer and setup of new state computer program CHEMSPRO, managing the Highway Department Web Page. Responsible for administering the state and local programs at the Highway Department such as state Local Road Improvement Program, County Bridge Aid Program and County Road Aid Program.

**Please state the position or person previously responsible for the duties listed above.**

Shop Superintendent  
Parts Manager

**Briefly list the duties that you are no longer doing as a result of new tasks being assigned.**

I am still performing all of my Account Clerk duties along with the additional responsibilities listed before that have been assigned to me.

**Please state the person or position now responsible for these tasks.**

I am still performing all responsibilities as Account Clerk and new duties.



## *Jefferson County Highway Department*

141 West Woolcock Street  
Jefferson, WI 53549  
920-674-7390 920-674-7289 fax

William Kern  
Highway Commissioner

April 23, 2012

To whom it may concern,

Just a little note to you in regards to Alice Fischer. As you know she took over the duties that Lois had after she retired. She not only is doing a great job at that but also has taken on some of the duties that were previously done by David Endl who also has retired. Alice is a great asset not only to the highway department but to the county as a whole.

Being in the office, a lot of the time she is the first to answer the variety of the calls that come in. Many of the calls we receive come from people who for whatever reason are either not happy about something or are calling in for some sort of emergency. Whether its road conditions, damaged mailboxes, accidents, or other emergencies, she handles them calmly, professionally, and also knows the appropriate person to contact. This is a tremendous help to us by knowing we have competent person in the office that can be trusted to know who to contact for various incidents. That frees us up to not only spend time with our road crews on projects but also line up future projects, meet with property owners, DOT personnel, etc. Alice is also our eyes in the shop. Many times in the winter while on the road I will call Alice to see what MDSS says road conditions are projected to be. This is a big help and allows us to stay on the roadways and not have to continually come back to the office to check ourselves. She also helps out with filing, our scheduling of employees for schooling, drug tests, and other clerical activities. Those are just a few additional duties that have been added to the position since she took over after the two retirements and I feel there should be an increase in compensation for doing so.

Thanks for your consideration, Russ

To: Whom It May Concern

From: Randy Kuhl

Re: Supervisor's Remarks

Alice has coped very well to the high stress environment in the Highway Shop Office. She has helped us do our job vigilantly and professionally. Alice has went from Account Clerk to Office Manager with no increase in pay, yet double the stress associated with our office , from dealing with irate public to dealing with emergencies that require instant decisions.

Whether from road conditions, accidents or general weather conditions she handles the first in phone/radio calls with extreme professionalism. No, she does not make all of the decisions but she knows how to delegate what, to whom and that is what makes her professional. Alice assists us in our day to day operations by helping with estimates, road conditions according to MDSS, radar, phone contacts, utilities (especially cut utilities from excavations). She assists with call-in duties so superintendents can hit the road and actually see the conditions present so they can make the proper decisions.

Alice has been a tremendous help to me in our monthly drug/alcohol testing which we both have been trained in. She assists me with personnel filing from PARS, worker comp claims, to anything else that is needed to be put in the employees file. She was also instrumental along with our summer helpers in getting the Highway Department an A+ rating on our bridge files from WisDOT and FHWA (federal agency) Level 1 Review for Structure Inspection Quality Assurance Program.

She has handled the alarm calls from faulty sensors at all hours of night and day.

Alice handles all incoming calls on phone and 2-way radio during the day freeing-up the superintendents to do their jobs out in the field so that they do not have to worry about office calls, emergencies or employee issues immediately but more at their convenience.

Alice is very well organized in an un-organized office. When we need something we call her and it is always at her fingertips. She is the center contact for all of us superintendents plus the Operations Manager, and that is what makes her unique and needed.

I recommend we increase her position.

Sincerely,

A handwritten signature in black ink that reads "Randy Kuhl". The signature is written in a cursive, flowing style with a large initial "R".

Randy Kuhl

Construction Superintendent

**JEFFERSON COUNTY  
EMPLOYEE COMPENSATION AND CLASSIFICATION PLAN**

**REQUEST FOR REVIEW FORM**

Name: Alice Fischer  
Date: January 9, 2013  
Title: Account Clerk  
Department: Highway  
Signature: Alice Fischer

***EMPLOYEES SUBMITTING A REVIEW AS A GROUP SHOULD COMPLETE A SEPARATE SHEET TO INCLUDE ALL NAMES AND SIGNATURES***

**I believe my position was incorrectly graded because:**

(If the basis of the review is additional responsibilities or significant changes to the position since the completion of the JDQ, please explain when the duties changed, the reason for the change, and from where the duties originated. If the duties came from another position, the employee must indicate from which position they were removed).


**JEFFERSON COUNTY  
EMPLOYEE COMPENSATION AND CLASSIFICATION PLAN  
REQUEST FOR REVIEW FORM**

Name: Alice Fischer

Date: 12/31/12

Title: Account Clerk

Department: Highway

Signature: 

***EMPLOYEES SUBMITTING A REVIEW AS A GROUP SHOULD COMPLETE A SEPARATE SHEET TO INCLUDE ALL NAMES AND SIGNATURES***

**I believe my position was incorrectly graded because:**

The new responsibilities of my position were not taken into consideration. My current job title does not represent my position. The Classification Study based my classification on my current job title and not the additional responsibilities. I recently filled out a job reclassification but was instructed at that time that I would need to wait until after the Classification Study was completed. My job duties have changed tremendously in the last 4-5 years due to changes at the Highway Department. I am still responsible for my Account Clerk duties but have taken on many more responsibilities at the Highway Department that were handled by the Parts Manager and Shop Superintendent. My job title should be changed accordingly to represent my current duties.

There are two parts to my classification that I think were missed during the Classification Study. The first one being not a full understanding of the job duties of the Account Clerk duties and the second part being the Reclassification based on my new duties.

Some of the responsibilities that were graded incorrectly that relate to my Account Clerk duties are:

- Manages the pricing of materials by being responsible for creating journal entries for material acquisitions. Responsible for pricing hundreds of thousands of dollars of materials. Responsible for making sure materials are priced accurately and charged out correctly.
- Manages job cost by being responsible for accuracy of labor, equipment, materials and direct charges for all jobs completed by Highway Department personal, including County, Inner Department, Municipalities and State jobs.
- Manages CHEMSPRO (County Highway Expenditure Microcomputer System) cost compared to General Ledger by being responsible to insure that all costs are balanced in each account. Including all labor, materials, equipment, journal entries and direct charges.
- I also work very closely with the Equipment Parts Person (grade4) at the Highway Department. We both work in the same CHEMSPRO program. I am responsible for advising and assisting him in regards to journal entries, month-end fuel, year- end inventory and direct charges. Making sure all work is correct and accurate.

Compared to other departments the Account Clerks with similar duties were placed in a grade 4 to grade 5, while my position was placed at a grade 3, even though the Account Clerk duties are very similar.

The second part of my concern of the Classification Study is much more detailed and that being the Reclassification. I have included a copy of the Reclassification Form that I originally filled out. This covers all of the additional duties that I am responsible for.

I would like to be able to meet with you to explain my duties and roles at the Highway Department, to bring clarity to this complex job duty list. It is very hard because I am trying to explain what you missed as being an Account Clerk, but also trying to clarify that a Reclassification needs to be reviewed because of my new duties. I would have listed all of the new duties, but I think that attaching my Reclassification Form should cover all additional duties over and above an Account Clerk Classification.



MANAGEMENT REVIEW FORM

**Supervisor Review Section:**

I certify that I have reviewed all factual information concerning this review.

Bryan A. Edut  
Name

\_\_\_\_\_  
Position Title

11/1/13  
Date

Comments:

**Department Head Review Section:**

I certify that I have reviewed all factual information concerning this review.

Will D. Kim  
Name

HIGHWAY COMMISSIONER  
Position Title

1/10/13  
Date

Fiscal Impact:

Comments:

**Human Resources Director Review Section:**

I certify that I have reviewed all factual information concerning this review.

Tommy Gul  
Name

HR Director  
Position Title

1-13-13  
Date

Comments:

Alice does a <sup>very</sup> nice job focusing on job duties  
Unfortunately, meeting prozomally w/ CDA is not  
part of review process.  
~~Human Resources Director~~

**RECLASSIFICATION COVER FORM**

This is a request for a reclassification.

Employee Name (s): ALICE FISCHER

Department/Facility: HIGHWAY

Subdepartment/Unit: \_\_\_\_\_

Current Job Title: HIGHWAY ACCOUNT CLERK

Reclassification Requested by: \_\_\_\_\_ (if someone other than employee completing the JDQ)

**Why is this position being requested for a reclassification? In a brief paragraph, please include the following information: the duties that are *substantially* new to your position AND how long have you been performing these tasks.**

While continuing to do all of the Account Clerk job duties that I have been responsible for in my 19 years of employment, in the last four years my position/duties have increased significantly. The Parts Manager and the Shop Superintendent have retired and we have not hired replacements for these two positions. Since I have been moved over to the Highway Shop Office, I have taken on many of the responsibilities that these two positions covered. Some of these responsibilities are managing the two-way radio with all personnel and dealing with the Sheriff's Department with emergencies and daily operations. On-call for snow storms and other emergency situations. Completing snow storm reports along with maintaining the salt inventory and salt ordering. Advising and assisting the Parts Person with fuel and parts inventory, handling vendors and deliveries. Responsible for classifying/disposing all equipment with the state for proper charge outs. Also, communications with municipalities, state, and citizens regarding all aspects of the Highway Department (complaints, emergencies, billings, etc.). Completing requests/projects from Operations Manager, Superintendents and Assistant Superintendent. Responsible for completing accident/insurance information. Responsible for the Drug/Alcohol Testing Program. Assisting superintendent with PARS and CDL requirements and responsible for filing personnel records. Safety Program contact and Building Alarm contact. I am the main contact in office for Highway Personnel when calling in emergencies, deer and highway concerns.

In the last 3 plus years we have hired an Operations Manager. I have been working very closely with the Operations Manager and assisting him with many of the office responsibilities and making sure we are timely and accurate with costs, bids/estimates, bid packets, news releases, letters to residents, etc.

Some other responsibilities that have been added to my job duties over the last 19 years are: main contact person for MIS, main contact person for CHEMS (our main computer program through the state), trainer and setup of new state computer program CHEMSPRO, managing the Highway Department Web Page. Responsible for administering the state and local programs at the Highway Department such as state Local Road Improvement Program, County Bridge Aid Program and County Road Aid Program.

**Please state the position or person previously responsible for the duties listed above.**

Shop Superintendent  
Parts Manager

**Briefly list the duties that you are no longer doing as a result of new tasks being assigned.**

I am still performing all of my Account Clerk duties along with the additional responsibilities listed before that have been assigned to me.

**Please state the person or position now responsible for these tasks.**

I am still performing all responsibilities as Account Clerk and new duties.

Jefferson County  
Job Description Questionnaire (JDQ)

This is an electronic format. The cells will expand as you type.

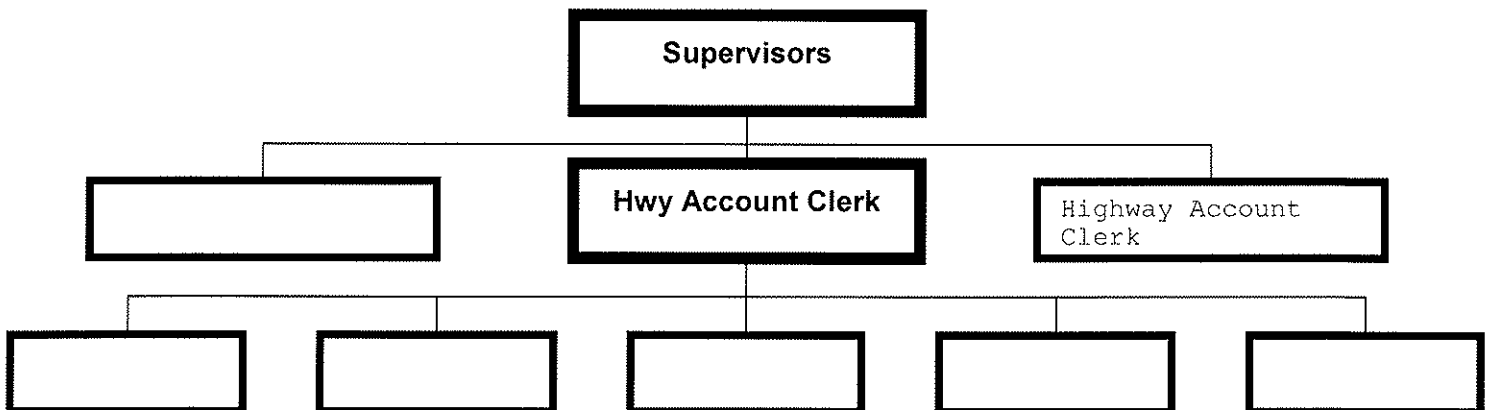
Name: Alice Fischer	Date: 07/19/12
Title: Highway Account Clerk	Department: Highway Department
Work Location: Highway Shop	Phone: 920-674-7266
Immediate Supervisor: Greg Winter Brian Udovich Randy Kuhl Russ Cooper Timm Punzel	Supervisor's Title: Accountant Operations Manager Construction Superintendent Patrol Superintendent Assistant Superintendent

TIME EMPLOYED IN CURRENT JOB TITLE: in years and months	19 years 2 months
TIME EMPLOYED IN CURRENT DEPARTMENT: in years and months	19 years 2 months
TOTAL EMPLOYMENT WITH YOUR ORGANIZATION: in years and months	19 years 2 months
WORK HOURS (Start/Finish): 7:00 AM to 3:30 PM +	
FULL TIME: YES	REGULAR PART-TIME (%):
OTHER	

**OUTLINE OF ORGANIZATION CHART**

**COMPLETE THE FOLLOWING SECTION BY HAND AFTER FORM IS PRINTED OUT.**

Using the chart below, please fill in the job titles of (1) your immediate supervisor, (2) the jobs of employees you work with who also report to your supervisor and (3) the jobs of any employees you supervise. (If you prefer, attach a printed chart with the same information.)



**I. POSITION SUMMARY**

Briefly state why your position exists and what you consider its most important impact on the organization.

Responsible for all accounting aspects of accounts payable and accounts receivable. Along with all responsibilities of inventories/materials including acquisitions, charge outs, receipts, pricing, journal entries and year end. Responsible for equipment classifications, charge outs and journal entries. Assist in year-end closing of books and budgeting. If and when needed fill in for other account clerk to complete payroll.

Responsibilities of an Office Manager in the Shop Office which include but not limited to handling all office functions such as emergency situations, winter snow storms, public complaints/concerns, decision making, phones, radios and employee issues. Administering state and local road aid programs, drug testing and adopt-a-highway program. Completing all assignments/projects assigned by management. Working very close with all management to make sure Highway Department runs smoothly and efficiently.

**II. ESSENTIAL ACCOUNTABILITIES**

Please identify the essential accountabilities of your position, which should be the most important responsibilities of the job. Then explain how the outcomes could be measured. Indicate the approximate percentage of time spent annually on those activities.

<p>% of Time Spent</p>	<p>ESSENTIAL ACCOUNTABILITIES</p>	<p>HOW OUTCOMES COULD BE MEASURED</p>
<p>40%</p>	<p>All Accounts Receivable and Accounts Payable duties of the Highway Department. Which include but not limited to:</p> <ul style="list-style-type: none"> <li>* Enter, classify, pricing, journal entries, and inventory Materials</li> <li>*Enter, classify, journal entries and correct Equipment</li> <li>*Create Journal Entries-Materials, Equipment, corrections and Accounts Receivable</li> <li>*Bill for Accidents</li> <li>*Complete Insurance Forms</li> <li>*Handle all Billings to all departments, state, municipalities, counties and others.</li> <li>*Code, enter, take discounts and pay invoices</li> <li>*Complete estimates</li> <li>*Assist in bids</li> <li>*Tax exempt forms and 1099's</li> <li>*Assist in year end and financial report</li> <li>*Record Safety Shoes and Safety Glasses</li> <li>*Report Meals for W-2's</li> <li>* Processes utility and moving permits</li> <li>* LRIP Program</li> <li>*Bridge Aid and Road Aid Programs</li> <li>*Filing and organizing</li> </ul>	<p>Bills paid timely. Discounts taken and no late charges. Departments and Municipalities billed timely and accurately. All Highway Dept accounting correct.</p>

40%	Provide department support with the day-to-day operations and activities. Shop functions such as but not limited to: *Emergencies situations *Radio, phones *Vendors *Public – concerns/complaints * Winter Storms *Order Salt *Storm Reports *Adopt-a-Highway *Advising and assisting Parts Person *Complete projects/requests for info *Filing and organizing	Organized office. Department runs smoothly. Happy public!! Safe roads!
15%	Coordinate and maintain clear communications with customers and staff regarding operations	Concerns are taken care of. Good communications between all parties.
15%	Complete projects, bid estimates, bid packets, project costs and letters assigned	Supervisors and Operations Manager can concentrate on projects on the road, knowing projects in office are handled.
5%	All inventory responsibilities. Ordering salt and other materials	Correct charge outs and billings. Correct year-end inventories.
5%	Administer state and local road aid programs such as LRIP, Local Bridge Aid, Local Road Aid	Municipalities receive all monies available to them. Highway Department records and accounting regarding program are accurate.
10%	Highway Personnel/Issues	Happy Employees! Employees concerns and questions handled timely and confidentially
10%	Winter Storm – Shop Contact Storm Reports, Salt Usage and Ordering	Safe Roads Accurate reports. Salt Inventory
5%	Maintain records and reports	Organization of records
2%	Maintain Web Page, Computers, Software	Office runs efficiently
1%	Administer Drug Testing Program	Drug testing rules are followed
When needed	Fill in for Other Account Clerk-Payroll	Payroll completed on time

**III. FORMAL PREPARATION / EXPERIENCE**

Please answer the following based on the most representative combination of formal preparation and relevant experience to qualify for position.

- Formal preparation (or equivalent) to qualify for the position. (Indicate your preparation level, too.)  
High School education along with technical school education with prior accounting experience and prior highway department experience.
- Relevant experience required to qualify for the position. (Indicate your relevant experience, as well.)  
Prior accounting experience including accounts payable, accounts receivable, purchase orders and reporting at the Fort Atkinson School District. I also have been the Town Treasurer for the Town of Jefferson for 12 years in which I am responsible for all aspects of accounting which include budgeting, payroll, payables, receivables, journal entries, checking/savings accounts, reporting, investing, cost analysis, and financial report.
- Note any other training which is desirable for the position. (Indicate additional training, which you have.)  
AS400, JD-Edwards, Word, Excel, QuickBooks, Webpage training, Payroll. Along with attending Bookkeepers Meetings and Chems Meetings(state accounting system). MDSS-Maintenance Decision Support System Training. Drug-Alcohol Testing Training. Safety Training. Common sense!!!

<b>IV. JUDGEMENTS MADE</b>		
Please identify what you believe are the most important judgment you make in performing jobs.		
<b>EXAMPLES OF JUDGEMENTS</b>	<b>WHO, IF ANYONE, REVIEWS THESE JUDGEMENTS</b>	<b>WHAT IS THE IMPACT OF THESE JUDGEMENTS</b>
Charge out, record and clarify equipment, materials and labor for correct billings.	Accountant	Timely and correct billing to municipalities and departments. Happy customers!!
Accounts Payable	Accountant, Vendors	Bills are paid on time and correctly. Discounts taken
Accounts Receivable	Accountant, Municipalities	Correct billings sent to municipalities. Good public relations.
Inventories	Accountant, Commissioner	Correct inventories. Charge outs and receipts correct. Inventory accounts correct at year end.
Journal Entries	Accountant	Correct accounts, materials, equipments, billings.
Shop overhead	Accountant, Municipalities, Depts	Correct billing
Assisting in Emergency Road Situations	Superintendents, Sheriffs Dept	Safety for all traveling public and employees
Responding to General Public Concerns	Superintendents, Commissioner	Good public relations. Safety to the public.
Random Drug Testing	Superintendents	Compliance with regulations.
Job Cost Estimates	Superintendents, Operations Mngr.	Timely and accurate job estimates which makes for a trusting county/municipality relations.
Accounting, Invoices	Accountant	Accounts correct and accurate. Accounting standards are followed.
Responding to Winter Storms MDSS	Superintendents, Operations Mngr., Commissioner	Safe roads and public safety. Weather conditions and interpreting radar
Employee confidentiality	All Employees	Good employee working relations and trust.
Quick, decisive decision making. Majority of communication with the shop office flows through me.	Superintendents, Commissioner, Employees, Other Depts. And General Public	Quick decisions. Correct people contacted. Public safety.
Shared Communications	Superintendents, Operations Mngr., Commissioner, Employees, Other Depts. And General Public	It is essential to know what info. Needs to be shared with appropriate departments or individuals. Positive results will be seen when information is shared with the appropriate parties at the appropriate time and negative results will be seen when information is shared at the wrong time or with wrong individuals.
Prioritizing and Time Management	Superintendents, Operations Mngr., Commissioner, Employees, Other Depts. And General Public	All aspects of the Highway Dept. being timely. Smooth operation of departmental operations.

**V. PROBLEM SOLVING**

Please identify the typical types of problems you solve on a regular basis in performing your job. Also include information on who else may be involved in helping with problem resolution.

Emergency Situations - Superintendents, Sheriffs Dept & State Patrol

Accounting/ Costs - Accountant, Commissioner, Superintendents, Operations Manager

Bids/ Estimates - Operations Manager, Superintendents, Commissioner

Public Complaints/ Concerns - Superintendents, Commissioner

2-way radio(On-road issues) - Superintendents

Employee relations - Superintendents, Operations Manager, Commissioner

Using MDSS to evaluate winter storm patterns - Superintendents

Winter Storms Responsibilities - Superintendents

Day-to-day Operations through phone - Superintendents, Commissioner

Computer/ Telephone Contact Person - Figure out problems, issues with computers. Help with all computer issues.

Prioritize work

Coordination of multiple tasks and projects

Flexibility in daily routine and work schedule

**VI. SUPERVISION / MANAGEMENT**

Where it applies answer the following. Otherwise, put "Not Applicable" or "Don't Know".

Responsibility for others:

a. Number of People:

b. Their Position Titles:

c. Which, if any, of the following do you perform?:

1. Directly Supervise? N/A

2. Train / Instruct? YES, new employees, computer programs, Instruct Parts Person

3. Give Work Direction? YES-Superintendents, Fleet Manager, Parts Person, Highway Workers

4. Do Project Management? YES, work with Superintendents, Operations Manager, Fleet Manager

5. Conduct Performance Reviews? N/A

6. Discipline? N/A

7. Hire? N/A

Note assets, facilities, equipment or funds, if any, for which you have some degree of accountability:

Accountable for accuracy of funds/accounts with accounts payable, accounts receivable, payroll, equipment, materials, journals entries and to make sure accounts balance. Classification of the equipment. Responsible for journal entries for materials, equipment, accounts receivable and any corrections on labor and invoices. Responsible for year-end accuracy of accounts. Assist Accountant with budget and year-end. Responsible for material inventory accuracy. Responsible for ordering all office supplies.

Facilities accountability - I am the main contact for our building alarm maintenance. Responsible for following Drug Testing procedures/regulations. Sometimes responsible for opening/closing shop. Reviews and distributes mail. Give guidance/assistance to Accountant, Fleet Manager, Supervisors, Parts Person and Operations Manager.



<b>VII. WORK RELATIONSHIPS</b>	
Please identify the most typical work relationships of your position with other persons, functions or organizations, inside or outside of your own organization.	
Typical Work Relationships	Purpose of Relationship
Highway Commissioner	Assist and inform and receive direction from. Inventories, projects assigned, costs, registrations, TMA's, RMA's
Operations Manager	Projects assigned, costs, bids, bid documents, Road Programs such as LRIP, TMAs, RMAs
Superintendents	Day-to-day operations, coordinate work, costs, bids, projects assigned, employee concerns/issues, GIS
Accountant	Inventory, A/P duties, A/R duties, year-end financial report, balancing accounts. Accounting and budgeting tasks.
Other Highway Account Clerk	Sharing all vital information(labor, equipment, materials) to get correct costs, all CHEMS/CHEMSPRO functions, timecard accuracy. Complete payroll in her absence.
Fleet Manager	Assist vendors and deliveries. Invoices, new equipment, disposal equipment and costs
Parts Person	Advise and assist with accounting procedures. We work very closely together to make sure everything at Highway Dept is charged out correctly and to the correct jobs. Assist with month end and year end procedures.
Municipalities	Main contact for Road Programs such as LRIP, Bridge Aid and Road Aid. Costs/Invoicing. Road concerns. Winter maintenance. Material purchases.
Sheriffs Dept and State Patrol	Road Emergencies, Winter Storms and other storms
WisDOT	Monthly Requisition(Invoice), Equipment Classifications, inquiries, Adopt-A-Highway Program, accident reports
Clerk/Treasurer Office and Other County Departments	Accounts Payable and Accounts Receivable, 1099's Costs/invoices, FEMA, employee issues/concerns, main MIS computer contact
Other Highway Employees	2-way radio, Main Office Contact, employee concerns, day-to-day operations, drug testing, PARS
Vendors and Insurance Companies	Invoices, ordering supplies, deliveries. Insurance/accident issues, Utility and moving permits.
Customers(general public)	Complaints/concerns, communication Get information to proper superintendent or handle myself

<b>VIII. WORK ENVIRONMENT</b>		
% Noise 20%	% Travel Required 2%	
% Inside (sheltered) 95%	% Fumes, Odor 10%	% Temperature extremes 5%
& Outside Work 5%	% Other (note) 50% Dust	
% Hazards 5%		
Are there any unusual requirements for your position? (Y/N) YES		
If yes, please explain: Need to be able to make quick decisions in emergency situation. Also, deal with changing elements, such as going inside to outside, dealing with noises and fumes while trying to get duties done in a timely fashion. Lifting - packages delivered. Can be called upon at anytime of the day so need to be alert at all hours of the day. Shop office door opens into welding shop area - dust, noise and fumes. Other doors open to parts room and outside - drafty, cold/hot and noisy.		



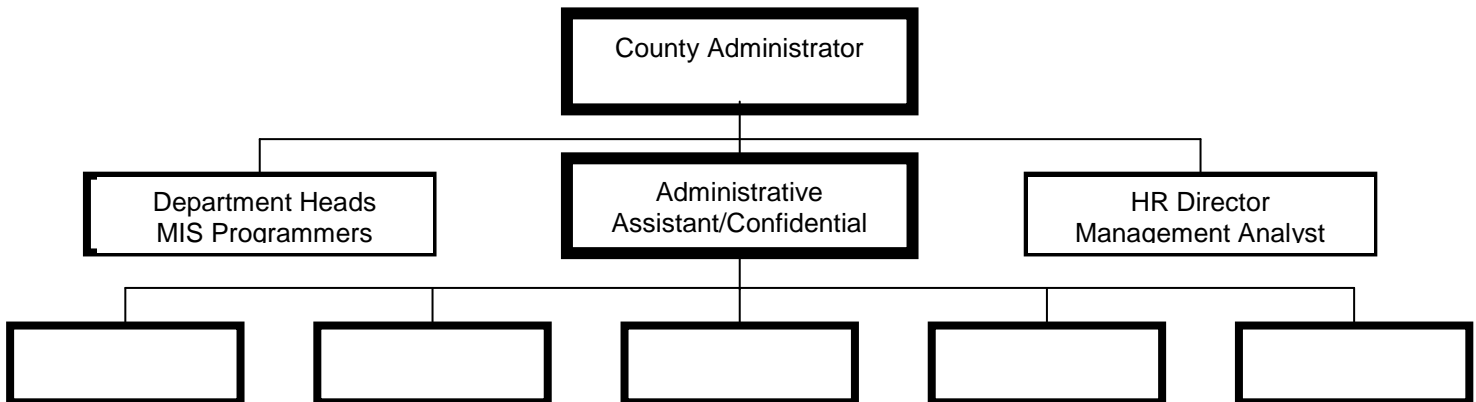
### Job Description Questionnaire (JDQ)

<b>Name:</b> Tammie J. Jaeger	<b>Date:</b> 07-20-2012
<b>Title:</b> Administrative Assistant - Confidential	<b>Department:</b> Administration
<b>Work Location:</b> Jefferson County Courthouse, Rm 111	<b>Phone:</b> (920) 674-7101
<b>Immediate Supervisor:</b> Gary R. Petre	<b>Supervisor's Title:</b> County Administrator

TIME EMPLOYED IN CURRENT JOB TITLE: in years and months	<b>4 Yrs; 7 Mo.</b>
TIME EMPLOYED IN CURRENT DEPARTMENT: in years and months	<b>14 Yrs; 3 Mo</b>
TOTAL EMPLOYMENT WITH YOUR ORGANIZATION: in years and months	<b>14 Yrs; 3 Mo</b>
WORK HOURS (Start/Finish): 7:00 – 3:30 p.m.	
FULL TIME: 40	REGULAR PART-TIME (%):
OTHER	

**OUTLINE OF ORGANIZATION CHART**

Using the chart below, please fill in the job titles of (1) your immediate supervisor, (2) the jobs of employees you work with who also report to your supervisor and (3) the jobs of any employees you supervise. (If you prefer, attach a printed chart with the same information.)



**I. POSITION SUMMARY**  
 Briefly state why your position exists and what you consider its most important impact on the organization.

To coordinate & provide administrative support to the County Administrator, the County Board, the County Board Chair and the HR Director. To monitor, update content, respond to web feedback, and create graphic designs for the Jefferson County Website.

<b>II. ESSENTIAL ACCOUNTABILITIES</b>		
Please identify the essential accountabilities of your position, which should be the most important responsibilities of the job. Then explain how the outcomes could be measured. Indicate the approximate percentage of time spent annually on those activities.		
<b>% of Time Spent</b>	<b>ESSENTIAL ACCOUNTABILITIES</b>	<b>HOW OUTCOMES COULD BE MEASURED</b>
40	Work with County Administrator to organize schedules, meetings, special projects etc. Coordinate & maintain Administrator's calendar – scheduling as needed.	Keep track of schedules & meetings so that nothing gets forgotten. Make sure things are prepared and ready for committees. County business is conducted without interruption.
20	Assist the County Administrator in preparing and organizing budget documents.	Collect all department budget information and assemble. Arrange, edit and ready for printing.
30	Issue Public Meeting Notices in accordance with Wisconsin Open Meeting Law	Proper notice must be given to avoid noncompliance with the Open Meeting Law and to ensure meeting fees can be paid to Committee Members.
50	Provides support to County Administrator, the Human Resources Department, County Board Chairman, County Board Supervisors, Management Analyst and Department Heads as needed.	Prioritize and manage multiple projects simultaneously, and follow through on issues in a timely manner.
20	Develop and revise employee job descriptions and update employee evaluations.	Keep job descriptions and evaluation database up to date and accurate.
10	Coordinate County Credit Card Purchases	Process County Credit Card Purchases for approval by the County Administrator. Monitor for unauthorized charges.
10	Coordinate County Purchase Orders; Manage Purchase Records	Review and process all purchase order requests.
25	Problem solving/General Information	Find solutions or get information for department heads, employees, and general public. Provide technical support & instruction for pc, website and software problems for computer users.
40	Web Content Coordinator. In charge of monitoring and updating website content for Jefferson County's website. Check and repair broken links and correct spelling errors Add and remove outdated information to ensure that information is accurate, current, and consistent. Look for ways to enhance the website. Make suggestions and recommend modifications for improvement.	Information has to be updated regularly and maintained so that information is accurate, current and functional. Ensure that all areas of the website are working properly. Maintain the site so that it remains a valuable resource for residents. Communicate with Department Heads to schedule, plan and design modules to post for upcoming events.
20	Develop and Create Graphic Designs for the website.	Brainstorm and mock up design ideas. Create graphic designs, including headers and graphic modules, for the website using computer design software. (Photoshop CS5).
20	Respond to "Web Feedback". Evaluate and respond to web content requests.	To provide accurate information to the users and ensure that the content on our website is appropriate.

20	Serve as Point Person for Department Heads and employees as it relates to the website design and content.	Establishes a central contact person to coordinate web content and consistency. Communicate with employees to ensure website quality.
15	Develop on-line forms for departments.	Provides convenience for employees and the general public.
10	Visualize and initiate new automated work procedures and work with computer programmers in the development of customized software.	Projects such as the automated Employee evaluation program, FMLA program and the online job application program save time and provide consistency and accuracy county wide.
5	Serve on the Management Information Systems (MIS) Advisory Group	This group acts as a liaison between the county Management Information Systems department Programmers and PC, employees, department heads and employees. This group provides input for establishing MIS policy and procedure.
As needed	Make various decisions in support of the County Administrator/HR Director.	Recognize Administrator's & HR Director's expectations and make judgments that would reflect their own decisions.
As needed	Use judgment in referring problems to the Administrator/HR Director.	Could determine whether or not a situation goes unnoticed or becomes an issue that could result in disciplinary actions or new policies.
As needed	Provide backup for Countywide FMLA administration.	If proper procedures and notices aren't followed it could result in law suit by Employee or Department of Labor. Need to keep updated on current FMLA laws for both State and Federal.
As needed	Provide backup for Processing County Payroll	Determine if employee's use of time is acceptable per union contracts, personnel policies, and the Fair Labor Standards Act (FSLA). Gather correct information and enter into Kronos timekeeping system for accurate time banks and accrual information. To provide accurate information to the Finance Department for timely print of payroll checks.
10	As/400 Entry JD Edwards	Create vendor numbers for employees. Set up account information. Look up and review account payment information.
10	Processes payments for Administration and County Board.	Ensure that invoices are paid on time and charged to the proper account.
10	Generate Reports/Prepare Journal Entries	Run reports. Prepare Journal entry for various departments. Ensure that the invoices are charged accurately and to the appropriate accounts.
10	Coordinate Countywide communication between Administration and departments	Send out press releases, general notices, schedule training sessions, conference rooms, and county vehicle. Obtain and share information with department heads.

10	Coordinate calendar for County board and committee meetings and agendas	Manage calendar and committee schedules to prevent conflict with committee members and room reservation.
75	Answer phones and direct all incoming calls.	Ensure that calls are forwarded to the appropriate party promptly and efficiently.
5	Attend Committee Meetings and Department Head Meetings. Prepare Agendas, Minutes and committee information packets.	Prepare Agendas, take minutes, "bookmark" committee information packets and post to the website for County Board Supervisors.
5	Provide Notary Service	Notarize signatures for county employees and general public. Unlawful Notarization could result in fines and imprisonment.
5	Order Supplies, maintain inventory.	Assure workflow remains uninterrupted

**III. FORMAL PREPARATION / EXPERIENCE**

Please answer the following based on the most representative combination of formal preparation and relevant experience to qualify for position.

1. Formal preparation/education (or equivalent) necessary to qualify for the position.  
Associates Degree – Administrative Assistant or Business Administration or equivalent.
2. Relevant experience required to qualify for the position (number of years of relevant experience needed)  
3-5 years clerical, customer service experience with accounting background.
3. Note any other training/certifications, etc. which is needed for the position
4. Please indicate additional education, experience or training that is *desired* for this position  
Knowledge of Photoshop or comparable Design Software
5. Please indicate your education, experience, etc. that you have.  
Administrative Assistant/Word & Information Processing Associates Degree  
I have 20+ years of administrative and customer service experience with an accounting background

**IV. JUDGMENTS MADE**

Please identify what you believe are the most important judgment you make in performing jobs.

<b>EXAMPLES OF JUDGMENTS</b>	<b>WHO, IF ANYONE, REVIEWS THESE JUDGMENTS</b>	<b>WHAT IS THE IMPACT OF THESE JUDGMENTS</b>
Make various decisions in support of the County Administrator and HR Director.	County Administrator/ HR Director	Keeps County business running without conflict or interruption. Decisions should reflect the judgment of the County Administrator.
Determine if a purchase request required the approval of the County Administrator	County Administrator	Assure departments are following purchasing ordinance.
Make decisions in bringing problems to County Administrator or HR Director.		Determines whether or not a situation gets resolved or becomes an issue that could result in disciplinary actions or new county policy.
Coordinates County Credit Card Use	County Administrator	Track purchases and provide department account information for payments. Process Credit Card Purchases for approval by the County Administrator. Investigate and resolve possible fraudulent charges.

Maintain schedule for County Board Committees and outside agencies.		To eliminate conflict in everyone's schedule.
Correct interpretation of contracts, personnel rules and HR laws as they relate to FMLA	HR Manager	Attempt to eliminate conflict between employees and employer. Maintain accurate FMLA records according to union contracts, personnel rules and state and federal laws.

## V. PROBLEM SOLVING

Please identify the typical types of problems you solve on a regular basis in performing your job. Also include information on who else may be involved in helping with problem resolution.

TYPE/EXAMPLE OF PROBLEMS YOU SOLVE	INDIVIDUALS INVOLVED IN SOLVING PROBLEM
Listen to the concerns of employees or the general public. Try and find solutions for them or direct them to a person or agency that can help instead of involving the County Administrator or HR Director.	
I receive calls from the public when they have concerns about staff in county departments. I call the Department Heads directly to resolve the issue before getting the County Administrator involved.	Department Heads
Assist County staff and the general public with problems that they aren't sure to how to handle.	
<ul style="list-style-type: none"> <li>Deal with incoming phone calls and phone calls that are forwarded from other departments when the County department doesn't know how to deal with the caller's problem.</li> </ul>	
<ul style="list-style-type: none"> <li>When departments or security staff are uncertain of how to help the general public, they will send them down to talk to me.</li> </ul>	
Assist departments with answering phones, working with the general public, taking messages, and giving direction when they have to close their offices.	Contact Department Heads if necessary
Help employees solve computer software issues.	
Stayed in contact with the 911 Communication Operators and posted regular updates to the website regarding road closures and other emergency information from home during the flood emergency.	911 Staff
Resolve meeting room and county vehicle conflicts.	
Monitor website feedback and determine the best way to respond to the comments or concerns.	
Visualize and initiate new automated work procedures and customized software.	Work with computer programmers in the development of customized software.

## VI. SUPERVISION / MANAGEMENT

Where it applies answer the following. Otherwise, put "Not Applicable" or "Don't Know".

Responsibility for others:

a. **Number of People:**

b. **Their Position Titles:**

c. **Which, if any, of the following do you perform?:**

1. **Directly Supervise?** n/a

2. **Train / Instruct?**

Instruct new employees/ department heads on purchase order procedures; Handle employee and Department Head issues regarding FMLA regulations and procedures. Assist employee with Computer and software problems and questions.

3.	<b>Give Work Direction?</b> Budget Documents, Agenda, Weekly Meeting Notice, Purchasing Procedures; Website
4.	<b>Do Project Management?</b> Budget documents, Develop and maintain Employee and Public Web Sites. Other Special projects as they arise.
5.	<b>Conduct Performance Reviews?</b> n/a
6.	<b>Discipline?</b> n/a
7.	<b>Hire?</b> n/a

**d. Note assets, facilities, equipment or funds, if any, for which you have some degree of accountability:**  
Purchase Order Requests, computer equipment and projector, and Admin vehicle; County Credit Card. County Website.

**VII. WORK RELATIONSHIPS**

Please identify the most typical work relationships of your position with other persons, functions or organizations, inside or outside of your own organization.

<b>Typical Work Relationships</b>	<b>Purpose of Relationship</b>
County Administrator	Provide Administrative Support
Human Resources Director	Provide Administrative Support
All Department Heads	Provide and coordinate county-wide activities, information and assistance at the administrative level.
County Board Chairperson and County Board members	Provide Administrative Support
County Coroner	Provide Administrative Support
All Employees	To resolve problems and gather information, answer question, coordinate activities, schedule training sessions, provide information.
The Press	Give proper notice of County Meetings, public meetings, bid notices to comply with open meeting regulations.
The Public	Direct and give information to the public via phone, email and in person.
Computer Programmers	Work with them on Special web and customized software projects.

**VIII. WORK ENVIRONMENT AND PHYSICAL REQUIREMENTS**

% Inside (sheltered) 100%	% Noise n/a	% Travel Required n/a
& Outside Work n/a	% Fumes, Odor n/a	% Temperature extremes n/a
% Hazards n/a	% Other (note) n/a	
Are there any unusual requirements for your position? (Y/N) n/a		
If yes, please explain:		

**IX. UNUSUAL / UNIQUE MENTAL REQUIREMENTS**

**Does your position require any unusual or unique mental requirements?**

At times an employee or someone from the general public can be become angry with the county or county department heads and our office is the place they come to try and solve their problems.

Dealing with employees and our department heads with their FMLA issues can be difficult at times. Trying to be compassionate but also following the State and Federal laws and regulations. Assuring the employee is treated as they should be under those laws even if it inconveniences the department head.



We have deadlines that need to be met in our office and this position encounters many interruptions. At times it's very busy and does get stressful.

**X. ADDITIONAL DATA/NOTABLE INFORMATION**

Please identify any other information, which would help someone else understand your position more clearly:

If there is ever any question or problem within the county, whether it is with employees or the general public, they contact us. It's a general information, coordinating, and problem solving department for many issues.

**XI. SUPERVISOR'S REMARKS**

I have reviewed this JDQ and have no suggested changes.

**EMPLOYEE SIGNATURE:** *Tammie J. Jaeger*

**DATE:** *July 20, 2012*

**SUPERVISOR SIGNATURE:** Gary R. Petre

**DATE:** 7-27-12

**DEPARTMENT HEAD SIGNATURE:**

**DATE:**

**HUMAN RESOURCES DIRECTOR SIGNATURE:** I have reviewed the JDQ and it appears complete; however, I will be suggesting to Tammie to consider adding a couple of other examples under problem solving in section V, as I think she may have undersold herself in this area.

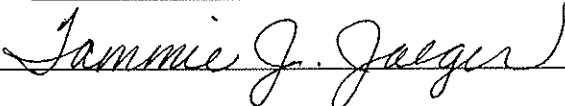
Terri M Palm, 7/26/12

Tammie has incorporated additional information, which I believe more thoroughly completes the JDQ.

Terri M Palm, 7/27/12

**JEFFERSON COUNTY  
EMPLOYEE COMPENSATION AND CLASSIFICATION PLAN**

**REQUEST FOR REVIEW FORM**

Name: Tammie J. Jaeger  
Date: December 31, 2012  
Title: Administrative Asst - Confidential  
Department: Administration  
Signature: 

***EMPLOYEES SUBMITTING A REVIEW AS A GROUP SHOULD COMPLETE A SEPARATE SHEET TO INCLUDE ALL NAMES AND SIGNATURES***

**I believe my position was incorrectly graded because:**

(If the basis of the review is additional responsibilities or significant changes to the position since the completion of the JDQ, please explain when the duties changed, the reason for the change, and from where the duties originated. If the duties came from another position, the employee must indicate from which position they were removed).

Please see attached.

**JEFFERSON COUNTY**  
**EMPLOYEE COMPENSATION AND CLASSIFICATION PLAN**

**REQUEST FOR REVIEW**

I believe that the consultant committed errors in applying the Point Factor Job Evaluation System to my position. There are areas of responsibility that I feel have been understated and therefore evaluated incorrectly.

This is a very unique position in County government, in that it is the only position that provides executive level administrative support to both the County Administrator's Office and the County Board Chair's Office. I also provide this level of support to various County Board Committee Chairs and to all County Board Supervisors, as needed. Since I provide executive level support to the County's Chief Executive Officer and Chief Elected Official, it is equivalent in the private sector to the Executive Assistant of a corporate CEO, COO and/or Board Chairman.

My position requires the same level of training and experience as a Paralegal II (Grade 7), but has a higher level of responsibility, unique responsibilities and reporting to the County's top management.

These unique position requirements exceed those of an Administrative Specialist II (Grade 5) in the Sheriff's Office. This Sheriff's Office departmental administrative support position functions at a lower organizational level and with less County-wide responsibility than my position. My position also serves as the County's Web Content Coordinator for both Jefferson County websites, and performs other job duties that are not typical for an Executive Assistant position.

According to the salary comparisons shown below, the Jefferson County Paralegal II position seems to be reasonably placed in Grade 7, as well as the HR Specialist position which is a Grade 8.

The salary information provided for a Secretary to CEO is higher than those positions, but the compensation study resulted in a lower grade.

Position	Salary.com Pay Range averages in Jefferson, WI	Jefferson County Compensation Study Pay Range Results
Secretary to CEO	\$48,445 - \$84,171	Grade 5 = \$39,000 - \$50,148
Paralegal II	\$39,549 - \$63,991	Grade 7 = \$46,238 - \$59,446
HR Generalist I (HR Specialist)	\$37,688 - \$61,319	Grade 8 = \$49,836 - \$64,064
HR Generalist II (HR Specialist)	\$45,758 - \$73,120	

In past studies, this position and that of the Paralegal II have been graded the same.

This position provides backup for the HR Specialist position. I think it would be more accurate to place this position in grade 7. (The fiscal impact would be an additional cost of \$1,323.)

Thank you for your consideration.

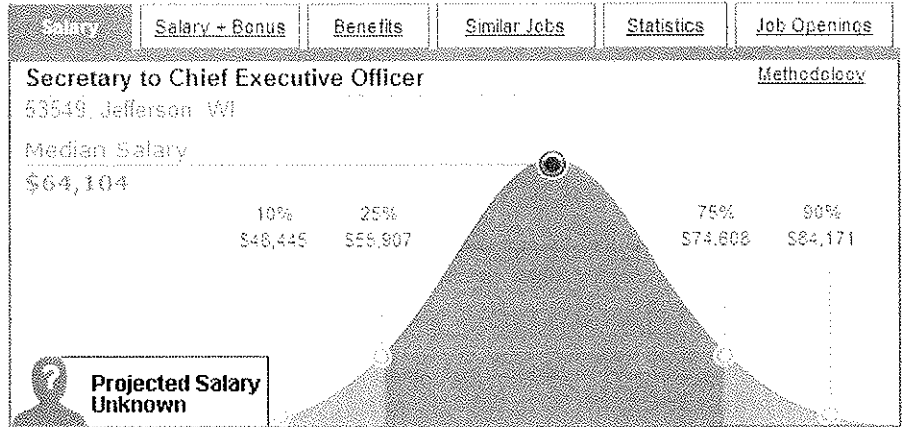
**About the job**

Job Title  
Secretary to Chief Executive Officer

Location  
53549 Jefferson WI

Company Size  
# of employees

Industry  
Line of business



**Paralegal I** Methodology

53549 Jefferson, WI

Median Salary: \$44,501

10%	25%	75%	90%
\$22,792	\$38,518	\$60,898	\$68,845

Projected Salary Unknown

**Paralegal II** Methodology

53549 Jefferson, WI

Median Salary: \$51,028

10%	25%	75%	90%
\$39,549	\$48,019	\$67,812	\$69,591

Projected Salary Unknown

**Next Steps** >>>

**Paralegal III** Methodology

53549 Jefferson, WI

Median Salary: \$59,015

10%	25%	75%	90%
\$45,126	\$62,206	\$85,591	\$73,408

Projected Salary Unknown

Salary

Job Search

Education

Career Development

Work & Life

Features

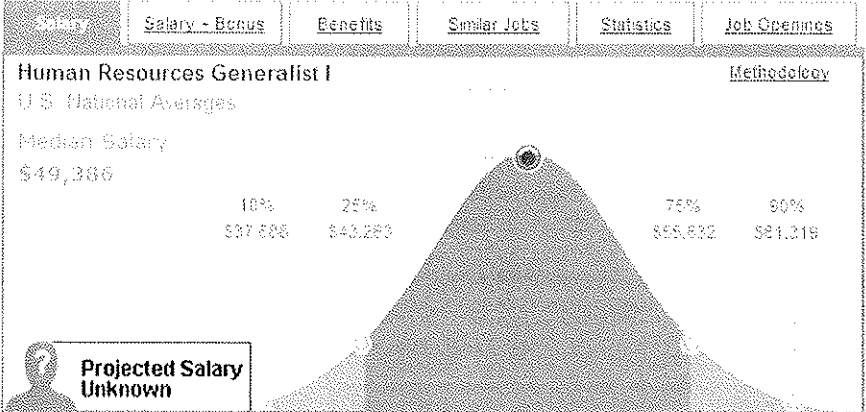
**About the job**

Job Title  
Human Resources Generalist I

Location  
New York, NY

Company Size  
1-9 employees

Industry  
Human Resources



Salary

Job Search

Education

Career Development

Work & Life

Features

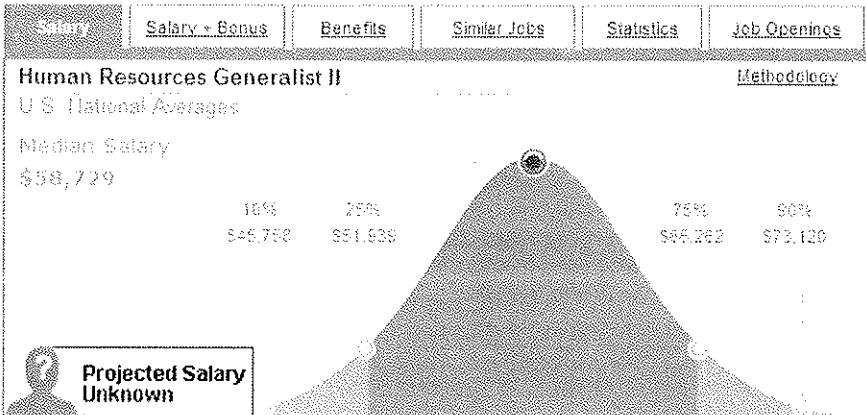
**About the job**

Job Title  
Human Resources Generalist II

Location  
New York, NY

Company Size  
1-9 employees

Industry  
Human Resources



Jefferson County  
Job Description Questionnaire (JDQ)

**This is an electronic format. The cells will expand as you type.**

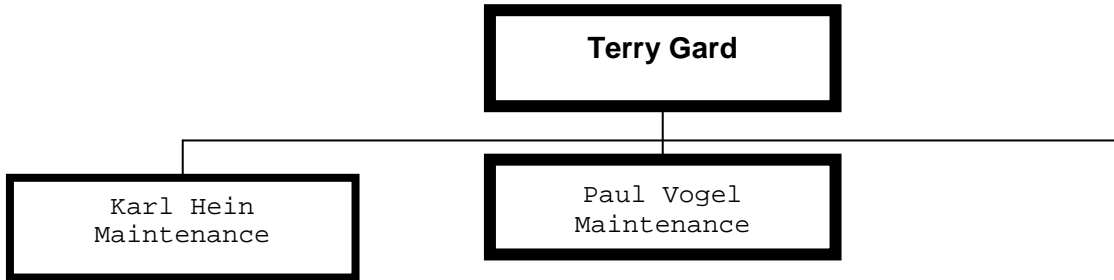
<b>Name:</b> Paul Vogel Karl Hein	<b>Date:</b>
<b>Title:</b> Maintenance	<b>Department:</b> Human Services
<b>Work Location:</b> 1541 Annex Road, Jefferson WI	<b>Phone:</b> 920-674-8179
<b>Immediate Supervisor:</b> Terry Gard	<b>Supervisor</b>

TIME EMPLOYED IN CURRENT JOB TITLE: in years and months	<b>PV: 15 Yrs 1 Mo. KH: 13Yrs 2Mo</b>
TIME EMPLOYED IN CURRENT DEPARTMENT: in years and months	<b>PV:15 Yrs 1 Mo. KH: 13Yrs 2Mo</b>
TOTAL EMPLOYMENT WITH YOUR ORGANIZATION: in years and months	<b>PV: 17 Yrs 8 Mo. KH:13Yrs 2Mo</b>
WORK HOURS (Start/Finish): 40 Hrs/wk Paul 6:30 – 3:00 Karl 5:30 – 2:00	
FULL TIME: Yes	REGULAR PART-TIME (%):
OTHER On call as needed	

**OUTLINE OF ORGANIZATION CHART**

**COMPLETE THE FOLLOWING SECTION OR ATTACH AT END OF DOCUMENT.**

Using the chart below, please fill in the job titles of (1) your immediate supervisor, (2) the jobs of employees you work with who also report to your supervisor and (3) the jobs of any employees you supervise. (If you prefer, attach a printed chart with the same information.)



<p><b>I. POSITION SUMMARY</b></p> <p>Briefly state why your position exists and what you consider its most important impact on the organization.</p> <p><b>To ensure the comfort and safety of the public and staff.</b>  <b>To maintain buildings and equipment in safe condition, prevent degradation of county property and systems.</b>  <b>To prevent failures that would cause reduction in agency services.</b></p>
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**II. ESSENTIAL ACCOUNTABILITIES**

Please identify the essential accountabilities of your position, which should be the most important responsibilities of the job. Then explain how the outcomes could be measured. Indicate the approximate percentage of time spent annually on those activities.

% of Time Spent	ESSENTIAL ACCOUNTABILITIES	HOW OUTCOMES COULD BE MEASURED
10%	<b>Identify equipment problems</b> Doing daily rounds we can find and correct issues before they become bigger problems.	Keeping everything running smoothly.
12%	<b>Make repairs to equipment.</b> By using our knowledge of plumbing, electrical, carpentry, and HVAC etc.	Saving Jefferson County money.
4%	<b>Building security.</b> Install and maintain locksets. Install, program and reprogram electronic locksets. Keep all doors and windows operating properly.	Safety to public and staff.
2%	<b>Order and stock maintenance supplies and parts.</b> Keeping parts and supplies on hand(motors, belts, bearings, electrical, plumbing and painting supplies)	Parts are on hand to minimize downtime.
5%	<b>Schedule and manage our fleet of 17 vehicles.</b> Inspect, and do minor repairs to vehicles from our fleet.	We do our best to keep the fleet safe, and in good condition.
5%	<b>Plan and schedule preventive maintenance.</b> We routinely perform maintenance on agency equipment reducing the chance of a breakdown.	Keeping all major operating systems properly maintained.
3%	<b>Smoke detectors and fire alarm system.</b> Monitor and maintain all agency fire and smoke detectors. Conduct fire and tornado drills.	All detectors have passed inspection, and are performing as designed.
5%	<b>Maintain and operate snow removal equipment.</b> Includes plowing snow, brooming sidewalks and shoveling at all agency buildings.	All equipment is working. All driveways and walkways are clear for staff and public.
7%	<b>Building and remodeling offices.</b> We have built and remodeled many offices and other areas throughout the agency. This would include framing, dry walling, finishing, and painting. Doing electrical and data wiring.	Accommodate department needs.
6%	<b>Be on call 24/7</b> We carry county cell phones at all times. Do building checks on weekends and holidays. Check and record Health dept. vaccine coolers and freezers on weekends and holidays.	Buildings are checked daily. Ensure vaccine supplies are safe.
4%	<b>Monitor and maintain emergency backup systems and generators.</b>	Systems are readily available in case of a power outage.



	We need to be sure these systems are ready if a need arises.	
4%	<b>Handicap accommodations.</b> Make sure the buildings are accessible. Provide for the comfort and safety in staff workstations.	Accommodations and accessibility.
5%	<b>Agency lighting.</b> Change light bulbs, ballasts, light fixtures. Installing newer higher efficiency equipment.	Keep buildings properly lighted.
3%	<b>Receiving and inventory.</b> Receive, inventory and distribute office supplies, and other incoming freight. Making sure incoming parcels get to their proper areas promptly. Examples would be: vaccines, meds ,forms etc.	Parcels get delivered quickly and to the proper location.
5%	<b>Staff moves.</b> Move staff from office to offices need arises. Desks, file cabinets, computers, etc. Empty offices for new flooring, then put everything back in when completed.	Make a smooth transition for staff.
5%	<b>Agency appliances</b> Maintain, service, and replace as needed agency appliances. We do as many repairs as possible ourselves.	Appliances all work as needed.
4%	<b>State licensed daycare</b> Responsible to maintain, make repairs as needed in state licensed daycare "DCF251" we have within the facility. Including playground equipment and classroom environment.	Providing a safe environment for children and staff.
4%	<b>State licensed CBRF</b> Responsible to maintain and make repairs as needed and keeping the building up to code at our State licensed CBRF located on the agency grounds.	All state regulations and codes are followed.
2%	<b>Security</b> Called upon to act as security in potentially volatile situations. Be in the area if someone is getting their job terminated.	To keep the peace.
	<b>Flexibility</b> Need to be flexible with our schedule. We need to fill in on different shifts as needed if someone is ill, or on vacation.	Adequate staffing.
1%	<b>Seasonal Items</b> Seasonal shutdowns and start ups of all HVAC equipment.	All equipment is in top working condition, And ready when needed.
4%	<b>External building structural maintenance.</b> Making sure outside of buildings are structurally sound. Painting, caulking, checking roofs, etc.	Keep buildings in great shape.
2%	<b>Weather conditions.</b> Need to be aware of weather conditions. Get up early check outside to see if there is a need to get to agency early to clean up snow or other storm	Safety of staff and public.

	related debris.	
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III. FORMAL PREPARATION / EXPERIENCE	
Please answer the following based on the most representative combination of formal preparation and relevant experience to qualify for position.	
1.	Formal preparation/education (or equivalent) necessary to qualify for the position. High School diploma, vocational/technical training in building maintenance.
2.	Relevant experience required to qualify for the position (number of years of relevant experience needed) 5 years building maintenance experience.
3.	Note any other training/certifications, etc. which is needed for the position Blood borne pathogen training, Training in ergonomics. Valid driver's license.
4.	Please indicate additional education, experience or training that is <i>desired</i> for the position. Ability to read blueprints and schematics. Electrical, plumbing, carpentry and HVAC experience. Refrigeration certificate, boiler license.
5.	Please indicate your education, experience, etc. that you have. <b>Paul:</b> Electrical maintenance courses, boilers, appliance install and repair, tower install, HVAC, electrical, plumbing, wiring, 17+yrs. in maintenance. HIPPA and Confidentiality training. <b>Karl:</b> Refrigeration Certificate, HVAC training, machinist, diesel tech school. HIPPA and Confidentiality training.

IV. JUDGEMENTS MADE		
Please identify what you believe are the most important judgment you make in performing jobs.		
EXAMPLES OF JUDGEMENTS	WHO, IF ANYONE, REVIEWS THESE JUDGEMENTS	WHAT IS THE IMPACT OF THESE JUDGEMENTS
Whether to repair or replace a piece of equipment.	Maintenance supervisor	Cost to Jefferson County.
Prioritize jobs daily.	Maintenance supervisor.	Make sure vital issues get taken care of before minor ones.
Making sure our fleet is in safe running condition. Letting a car out or not.	Maintenance supervisor.	The more the vehicles are used the more money Jefferson County saves.
Some of our work needs to be done after hours, or weekends.	Maintenance supervisor.	Causes less disruption and/or discomfort to co-workers.
Deciding when to call in an expert to figure out a problem.	Maintenance supervisor.	Cost to Jefferson County, and safety of coworkers and public.

V. PROBLEM SOLVING	
Please identify the typical types of problems you solve on a regular basis in performing your job. Also include information on who else may be involved in helping with problem resolution.	
TYPE/EXAMPLE OF PROBLEMS YOU SOLVE	INDIVIDUALS INVOLVED IN SOLVING PROBLEM
Troubleshooting and repairs on all agency equipment.	Maintenance Dept.
Using sophisticated testing equipment to find defective parts, circuits etc.	Maintenance Dept.
Effectively responding to co worker complaints, Too hot, too cold, too many others to name.	Maintenance Dept.

<b>VI. SUPERVISION / MANAGEMENT</b>	
Where it applies answer the following. Otherwise, put "Not Applicable" or "Don't Know".	
Responsibility for others: N/A	
a.	Number of People: N/A
b.	Their Position Titles:
c.	Which, if any, of the following do you perform?:
1.	Directly Supervise?
2.	Train / Instruct?
3.	Give Work Direction?
4.	Do Project Management?
5.	Conduct Performance Reviews?
6.	Discipline?
7.	Hire?
d. Note assets, facilities, equipment or funds, if any, for which you have some degree of accountability:	

<b>VII. WORK RELATIONSHIPS</b>	
Please identify the most typical work relationships of your position with other persons, functions or organizations, inside or outside of your own organization.	
Typical Work Relationships	Purpose of Relationship
Agency supervisors and coworkers.	They let me know if an issue arises, usually many times a day.
Outside contractors, electricians, plumbers, carpenters, HVAC technicians.	By having a good relationship with the local contractors, They are willing to give you advice on how to solve difficult problems.
Outside Vendors	To search for parts and supplies as needed, at a competitive cost.
State and local Inspectors	Quickly remedy any issues that arise. Mainly due to code changes.
Engineers	Always seeking to make things more efficient for Jefferson County

<b>VIII. WORK ENVIRONMENT AND PHYSICAL REQUIREMENTS</b>		
% Inside (sheltered) 80%	% Noise 05%	% Travel Required 3%

& Outside Work 20&	% Fumes, Odor 02%	% Temperature extremes 5%
% Hazards 5%	% Other (note)	
Are there any unusual requirements for your position? (Y/N)		Yes
If yes, please explain: May need to work on rooftop heaters or ventilators in very cold conditions. Snow removal in very cold conditions. May need to work on air conditioning units in extreme heat. Occasionally get called to clean a "mess" in a restroom. Working around high voltage.		

<b>IX. UNUSUAL / UNIQUE MENTAL REQUIREMENTS</b>
Does your position require any unusual or unique mental requirements?
The ability to get along with all coworkers and the public. Called upon to act as security in a potentially volatile situation while remaining calm and composed.

<b>X. ADDITIONAL DATA/NOTABLE INFORMATION</b>
Please identify any other information, which would help someone else understand your position more clearly:
This position requires a person to be a "Jack of all trades" every day is different. Need to flexible at all times, you may need to stop what you are doing at the time to tackle a more pressing need should one arise. Work around sensitive and confidential material. Be on call 24/7.

<b>XI. SUPERVISOR'S REMARKS</b>
I have read and reviewed this document carefully; I would like to add that in section X above, the figure of speech, Jack of all trades refers to an individual that is competent with many skills. Paul and Karl are extremely well versed in all aspects of building maintenance and continue to perform at a high level of expertise. Joan Daniel agree with Terri's comments positions need high level of maintenance skills to perform their jobs. This is accurate description of this position with the additions. Kathi Cauley

**TYPE IN YOUR NAME(S) AND EMAIL TO SUPERVISOR/DEPARTMENT HEAD. REMEMBER TO SAVE A COPY!**

<b>EMPLOYEE SIGNATURE:</b> Paul R Vogel Karl Hein	<b>DATE</b> 07/20/2012
<b>SUPERVISOR SIGNATURE:</b> Terrance Gard Joan Daniel	<b>DATE:</b> 07/24/12 7/24/2012
<b>DEPARTMENT HEAD SIGNATURE:</b> Kathi Cauley	<b>DATE:</b> 7/25/12
<b>HUMAN RESOURCES DIRECTOR SIGNATURE:</b> I have reviewed the JDQ and it appears complete. For point of reference, current job title is Building Maintenance Worker. One observation, current description only requires 1 year experience, this JDQ requires 5 years. One goal of the County is to establish consistency throughout similar positions, so please compare this experience requirement with other maintenance staff. My initial thought is that 2 - 3 years may be more appropriate for this position. Terri M Palm, 7/29/12	

THIS PAGE IS LEFT BLANK TO INSERT ANY ADDITIONAL INFORMATION (Organizational Chart; Specific information per employee, if more than one person is submitting this JDQ; etc.)



**GUIDE TO COMPLETION OF THE CARLSON DETTMANN ASSOCIATES JOB DESCRIPTION QUESTIONNAIRE**

The Job Description Questionnaire examples presented here may assist you in describing your present position in terms of duties, responsibilities and other requirements which will provide a basis for objective position evaluation.

Complete the Questionnaire as carefully and thoroughly as possible. Describe your position as it is now.

Any questions that arise should be discussed with your supervisor.

Return the completed Questionnaire to your supervisor for review. **Supervisors should make their comments in a different colored ink than the employer used.**

**I. POSITION SUMMARY**

This section should contain a brief statement (no more than two sentences) indicating the reason for the existence of your position. This should be the major end result your position exists to achieve--the why, not the how. For example:

"To provide secretarial and clerical support to the Director of General Accounting."

"To operate the DP mainframe and peripheral equipment in the main office."

**II. ESSENTIAL ACCOUNTABILITIES**

In this section you should list the major segments--or functions--of your position. Think through all the things you do. Organize the various duties and activities into major groupings that serve important purposes or that take major portions of your time. Show the approximate percentage of time that you do these activities; the total percentage does not have to equal 100%, but it should be reasonably close. These groupings are the Essential Accountabilities.

Then, show the way in which your performance of each function could be measured. For example:

**DEPARTMENTAL SECRETARY**

<b>% of Time Spent</b>	<b>ESSENTIAL ACCOUNTABILITIES</b>	<b>HOW OUTCOMES COULD BE MEASURED</b>
35%	Prepare typed communications for department to transmit information to others	Documents are typed accurately and are completed in a timely manner. Finished work is neat with appropriate formatting.

**DIRECTOR**

<b>% of Time Spent</b>	<b>ESSENTIAL ACCOUNTABILITIES</b>	<b>HOW OUTCOMES COULD BE MEASURED</b>
50%	Monitor and direct staff activity to achieve the goals of the department	Schedules are timely and complete. Employees are aware of department expectations. Employee performance improves.

## PREPARATION / EXPERIENCE

Summarize the formal education and experience and training required to perform in your position. For example:

"Two year technical degree in Secretarial Science, plus three to six months on-the-job experience."

"Graduation from a 4-year college program in business or public administration, and six years public management experience."

## IV. JUDGMENTS MADE

This section is intended to give a sense of your position's freedom to take action as reflected by the supervision you receive and the procedures under which you act. Indicate other department(s) affected. Examples follow:

EXAMPLE OF JUDGMENTS	WHO, IF ANYONE, REVIEWS THESE JUDGMENTS	WHAT IS THE IMPACT OF THESE JUDGMENTS
Clarify and record expenditures by account code	Immediate Supervisor audits coding - must adhere to std. Procedures.	All departments that are recognized cost centers
Determine building maintenance schedule	Facilities Manager and Plant Manager	Varies - could be anyone on schedule using physical facilities

## V. PROBLEM SOLVING

Please identify the typical types of problems you solve on a regular basis and the major challenges you face in performing your job. Also include information on who else may be involved in helping with problem resolution.

Note the elements that apply in your position. For example:

"Must frequently deal with complaining customers."

"Arranging my work schedule so as to accomplish everything required of me on my shift."

"Effectively responding to student complaints, either in person or by directing them to the appropriate resource."

"Determining appropriate data processing applications needed to provide required information to end users."

## VI. WORK RELATIONSHIPS

This section asks you to list frequent or major contacts. For example:

TYPICAL WORK RELATIONSHIPS	PURPOSE OF THE RELATIONSHIP
<u>Outside contacts:</u> Vendors	To secure materials which meet department specifications at favorable costs
<u>Internal contacts:</u> Employees responsible for Quality Assurance	To resolve quality problems associated with finished goods inventory

## VII. WORK ENVIRONMENT

Please identify what, if any, unpleasant working conditions you encounter in your position, such as excess heat, noise, etc. Indicate the percentage of your working time each condition is encountered. Also, clarify the details of each condition experienced. For example:

Temperature extremes: 50% Exposure to high temperatures in kitchen"

Describe any unusual physical work aspects of your job such as "must climb a ladder several times a day". Specify lifting requirements and frequencies.

## VIII. SUPERVISOR / MANAGEMENT

This provides some measure of the scope of your task in supervising the work of others. List the number and position titles of employees you provide direction to, lead or supervise. Also check the specific boxes to indicate your specific responsibilities in this area.

This is intended to serve as an indicator of the scope of your position as it relates to assets, facilities, equipment or funds for which you have some form of responsibility. For example:

"Responsible for monthly bank account balancing"

"Responsible for opening the office and daily mail delivery"

List equipment and/or tools used in your position and the frequency of their use. For example:

"Word-processor - continuously"

"Electric drill - frequently"

"Dump truck - 30% of time"

## IX. UNUSUAL / UNIQUE MENTAL REQUIREMENTS

State any unusual or unique mental requirements of your job. For example:

"My Supervisor travels frequently and I am asked to sit in on his/her meetings."

"I frequently deal with angry customers and it is sometimes difficult to handle the stress associated with this type of situation."

## X. ADDITIONAL DATA / NOTABLE INFORMATION

This section provides you the opportunity to comment on any significant aspects of your position not described elsewhere in the questionnaire. Examples would include special assignments, committees and membership in outside organizations required by your position, geographic areas covered, guidance provided to other departments, or anything else you believe may be significant.



**JEFFERSON COUNTY  
EMPLOYEE COMPENSATION AND CLASSIFICATION PLAN**

REQUEST FOR REVIEW FORM

Name: Paul Vogel Karl Hein  
Date: 12/19/2012  
Title: Building Maintenance  
Department: Human Services  
Signature: Paul R. Vogel, Karl Hein

***EMPLOYEES SUBMITTING A REVIEW AS A GROUP SHOULD COMPLETE A SEPARATE SHEET TO INCLUDE ALL NAMES AND SIGNATURES***

**I believe my position was incorrectly graded because:**

(If the basis of the review is additional responsibilities or significant changes to the position since the completion of the JDQ, please explain when the duties changed, the reason for the change, and from where the duties originated. If the duties came from another position, the employee must indicate from which position they were removed).

See attached.

## Request for review for job study results for Paul Vogel and Karl Hein

We feel that we were graded unfairly. Part of this may be due to the fact that we did not get into enough detail about how much is involved with this job.

The Jefferson County Human Services Maintenance Dept. consists of only 3 workers.

1. Maintenance Supervisor
2. 2- Maintenance workers

We are responsible for ALL aspects of maintaining "4" Jefferson County Buildings.

1-Hillside,

- 1 Gas fired boiler
- 6 Air handling units
- 6 Air conditioning units
- 5 Restrooms
- 3 Kitchens
- 2 Hot water circulating pumps
- 2 Perimeter sump pumps
- 2 Electric water heaters

2-Human Services Building, Health Dept.

- 3 Gas fired boilers
- 3 Air handlers
- 5 Rooftop heating units
- 3 Commercial air conditioning units
- 5 Rooftop ventilators
- 15 Restrooms
- 5 Kitchens

- 2 Sewage lift pumps
- 6 Perimeter sump pumps
- 7 Hot water circulating pumps
- 1 Gas, 1 electric water heater

Lueder Haus.

- 1 Residential gas fired furnace
- 1 Residential air conditioning unit
- 2 Full kitchens with...refrigerators, ranges, dishwashers.
- 4 Bedrooms upstairs
- 3 Restrooms upstairs
- 2 Restrooms downstairs
- 2 Offices upstairs
- 12 Offices downstairs
- 1 Gas water heater

Maintain the building according to State Code governing CBRF homes

4-Workforce Development Center, UW Extension Building

- 2 Gas fired boilers
- 1 Commercial Air conditioning unit
- 1 Air handler with frequency drive
- 4 Restrooms
- 2 Kitchen areas
- 6 Hot water circulating pumps
- 2 Electric water heaters
- 1 Perimeter sump pump

The Jefferson County Human Services Maintenance dept. is responsible for all the upkeep and maintenance of the above listed buildings, internal and external. We do all the HVAC, plumbing and electrical work as well. Very seldom do we need to call in outside help. In the last five years the agency buildings have experienced a steady increase in use that results in an increase in work load. We have a basic understanding of the 12 agency teams and the consumers they serve. We have had HIPPA training and a full understanding of confidentiality and client rights of the agency consumers.

We use computers daily here in the maintenance dept. We need to set-up and keep up to date on our vehicle scheduling and service. All service records are kept on our computers for our vehicles. We also use the computers for finding and ordering maintenance supplies and parts. Sending and receiving e-mails from staff on issues that may need our attention. Internet searches are used daily to locate parts and troubleshoot equipment.

We also will be assigned additional responsibilities in 2013. We are currently in the process of setting up a panic button system for 3 of our buildings. This system will include 37 panic zones that are room specific throughout the buildings. Along with the upkeep of this system we will be asked to respond to any emergencies that arise. We will be receiving text messages on our phones and we will be carrying radios to tell us where the emergency is. There being no Police presence, we act as first responders, and are the first line of defense, and respond immediately to the designated area, assess the situation, and render assistance as needed.

We are also in the process of installing new security door systems. This system will involve installing electronic card readers at 12 of the entrances at the agency. We will be asked to monitor, maintain, and service any issues that arise with this system. We will be programming, monitoring and editing cards for 150-200 employees.

Supervisor comments,

With the addition of the building duress system and access control components, the maintenance staff will be expected to learn, monitor and edit two different systems.

The Duress system sends messages by radio, text, email and dial 911 from 37 zones. Every staff change will require that the system be edited; this will be done by both maintenance staff and MIS.

Access control system will require maintenance as well, adding/removing staff on the program as needed, including creating access cards for staff and monitoring building access. Additionally, staff will monitor and maintain 12 electronic door strikes and related infrastructure.

At a minimum, the two maintenance positions here are equal to the maintenance 2 position at the Courthouse.

JEFFERSON COUNTY HUMAN SERVICES DEPARTMENT

*Serving the Residents of Jefferson County*  
1541 Annex Rd, Jefferson, WI 53549-9655  
PH: 920-674-3105 FAX: 920-674-6113  
E-mail: joand@jeffersoncountywi.gov

---

*TO:* Carlson Dettman Associates, LLC

*From:* Joan Daniel, Administrative Services Division Manager  
Jefferson County Human Services Department

*Date:* 1/9/2013

*Re:* Wage Study Appeal- Maintenance positions

This position is in the Human Service Department's Maintenance Unit, of which I am the Division Manager. The incumbents for these positions are Paul Vogel and Karl Hein.

The **educational requirement** is extensive knowledge of mechanical, electrical, HVAC, and boiler to be able to do their jobs which has a very specialized knowledge base to be able to handle all of these issues. They each have over 20 years of experience in this field. In checking with the supervisor the minimum requirement if he had currently fill these positions would be Technical College Training and a minimum of five years of on the job experience. In addition he would require a license in refrigeration too handle this type of work for our department. They diagnose, trouble shoot and repair equipment themselves versus calling in someone to fix and repair systems in most cases. This has saved the county incurring costly repair bills. So beyond having a high school diploma they are required to have a specialized knowledge base for their job.

I would like to address the **Impact of the decision-making** requirements associated with this position. The individuals in these positions are using diagnostic skills to trouble shooting problems myself and their supervisors rely on their judgment. Can we repair it ourselves or do we need to bring in someone from the outside. Their experience and knowledge base of problem resolution for mechanical, electrical, HVAC, and boiler information has to be extensive to make these types of recommendations.

Computer/Electronic skills based on the new security systems will also added in 2013.

I fully support the request for appeal of the outcome of the wage study for this position, and welcome the opportunity to discuss this further.

Recommended Step Grade 4 to step 5.

Thank you.

MANAGEMENT REVIEW FORM

**Supervisor Review Section:**

I certify that I have reviewed all factual information concerning this review.

Name

MAINTENANCE SUPERVISOR

Position Title

Date

01/07/13

Comments:

SEE ATTACHED

- Division Manager see attached

**Department Head Review Section:**

I certify that I have reviewed all factual information concerning this review.

Name

DIRECTOR  
Position Title

Date

1/9/13

Fiscal Impact:

in the past year the impact is \$4,343.04.

Comments:

Given the additional duties explained in the attachments, I support this appeal.

**Human Resources Director Review Section:**

I certify that I have reviewed all factual information concerning this review.

Name

HR Director  
Position Title

Date

1-13-13

Comments:

This Request for Review focuses on job duties in accordance w/ the Review Guidelines.

My only comment is the new requirement in wages education / licensure, from the supervisor, which wasn't noted on the original JD, but approved w/ HS evaluation.

Not sure what changed.

**Annualized Cost due to step increase**

<b>Employee</b>	<b>Current Rate</b>	<b>Current Rate</b>	<b>Rate Study</b>	<b>Study</b>	<b>Appeal Rate</b>	<b>Appeal</b>	<b>Hours</b>
Paul Vogel	22.858	\$47,544.64	21.88	\$45,510.40	23.04	\$47,923.20	2080
Karl Hein	22.858	\$47,544.64	21.88	\$45,510.40	23.04	\$47,923.20	
<b>Total</b>		\$95,089.28		\$91,020.80		\$95,846.40	
<b>Variance Study vs. Appeal</b>							<b>\$4,825.60</b>
Revenue							\$482.56
<b>Net Balance</b>							<b>\$4,343.04</b>



Jefferson County  
Job Description Questionnaire (JDQ)

**This is an electronic format. The cells will expand as you type.**

<b>Name: Nichole Doornek</b>	<b>Date: 7/18/2012</b>
<b>Title: Wraparound Service Coordinator</b>	<b>Department: Mental Health</b>
<b>Work Location: Hillside</b>	<b>Phone: 920-674-8708</b>
<b>Immediate Supervisor: Barb Gang</b>	<b>Supervisor's Title: Wraparound program Director and Children's Long Term Support Waiver Supervisor</b>

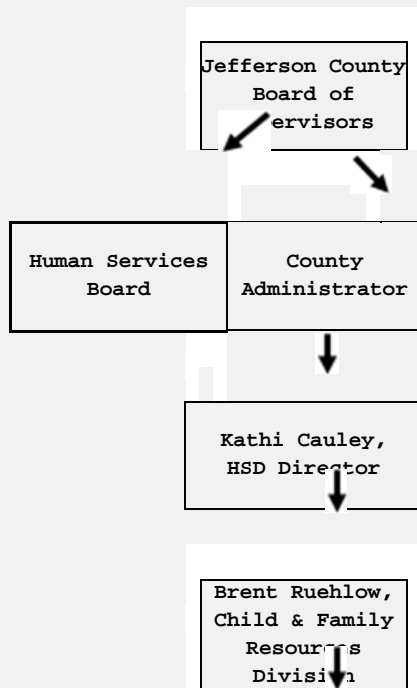
TIME EMPLOYED IN CURRENT JOB TITLE: in years and months	<b>8 years 9 months</b>
TIME EMPLOYED IN CURRENT DEPARTMENT: in years and months	<b>8 years 9 months</b>
TOTAL EMPLOYMENT WITH YOUR ORGANIZATION: in years and months	<b>9 years 5 months</b>
WORK HOURS (Start/Finish): 8-4:30 But do flex hours according to consumers needs when required	
FULL TIME: 100%	REGULAR PART-TIME (%):
OTHER	

**OUTLINE OF ORGANIZATION CHART**

**COMPLETE THE FOLLOWING SECTION OR ATTACH AT END OF DOCUMENT.**

Using the chart below, please fill in the job titles of (1) your immediate supervisor, (2) the jobs of employees you work with who also report to your supervisor and (3) the jobs of any employees you supervise. (If you prefer, attach a printed chart with the same information.)

## Jefferson County Human Services Department 2012 - 2013 Organizational Chart



## Supervisors

Diane Bazylewicz, Early Intervention/ Preschool	Barb Gang, Child Waivers	Barb Gang, Wrap-Around	Kevin Reilly, CPS	Brent Ruehlow, Child Alt Care	Brent Ruehlow, Delinquency	Laura Wagner, Intake
	Julie Butz Mary Behm-Spiegler & Diane Curry -  <b>Children's Waiver Case Managers</b>	Nichole Doornek & Julie Butz  - <b>Wraparound Service Coordinators</b>  Darci Wubben, Jerry Calvi & Kenny Strege-  <b>Community Outreach Workers</b>				

### I. POSITION SUMMARY

Briefly state why your position exists and what you consider its most important impact on the organization.

**The purpose of this position is to provide assessment, case planning, treatment planning, crisis intervention service coordination, case management, protection to persons with developmental disabilities, severe emotional disturbances, physical disabilities, delinquency, and children in need of protective services to aid in reunification, avoid out of home placements and hospitalizations and to reduce the cost to the county by using community resources and providers to help maintain children in their home communities while keeping them and others safe from harm.**

**It is essential that the Service Coordinator have an understanding of when situations are unsafe, traumatic, life threatening and dangerous while knowing how to handle them in the most cost effective, efficient and timely manner so no one gets hurt.**

### II. ESSENTIAL ACCOUNTABILITIES

Please identify the essential accountabilities of your position, which should be the most important responsibilities of the job. Then explain how the outcomes could be measured. Indicate the approximate percentage of time spent annually on those activities.

% of Time Spent	ESSENTIAL ACCOUNTABILITIES	HOW OUTCOMES COULD BE MEASURED
50%	Performs case management tasks. Maintains contact with consumers and related services, such as schools, employment and other community resource providers and agencies. Prepares treatment or plans of care, progress notes and reports. Arranges social/psychological and other assessment procedures. Evaluates	Consumer will have access to necessary resources and assessment procedure and services. Treatment plans and required documentation is completed and in consumers file. Consumer will have contact with the service coordinator to help them with other related services. Service

	client progress. Refers clients to other community resources and monitors/consults with external and internal providers and services regarding progress. Transports or arranges transportation for consumer appointments. Opens and closes cases. Provides Targeted Case Management for consumers. Complete Electronic Daily Living Activity log, progress notes reflecting goals and tasks listed on the plan of care, documenting home visits, phone calls, collateral contacts and face to face contacts, completion of final drafts of Assessments, plans of care and meeting minutes	Coordinator will have knowledge of the consumer's progress. Targeted Case management documentation will demonstrate sustainability through the use of the State Citrix data program and Child and Adolescent Needs and Strengths assessment (CANS). All documentation is in the main file in a timely manner to meet mandated Targeted Case Management requirements for billing purposes as well as documentation of staff time spent, and progress towards goals.
10%	Advocates on behalf of the consumer and their families to other agencies, schools, and community resources.	Consumers will be able to access needed services without assistance such as, Housing and Energy Assistance and requesting an Individual Education Plans (IEP).
25%	Assesses consumer/family situations by conducting home visits, interviewing consumers, contacting schools and other agencies including but not limited to law enforcement, therapists, psychiatrists, mental health facilities, group homes, foster homes and medical doctors	Increase in communication between service providers and families so that the level of need is decreased. Assess progress by completing Child and Adolescent Needs and Strengths assessment (CANS) every 6 months, staffing with supervisor to review monitoring excel spread sheet.
25%	Provides Wraparound Service Coordination to consumers by developing family teams, communicating with team members, completing an assessment, Plan of Care, and Children and Adolescent Needs and Strength assessments, entering data in the state Citrix program to monitor outcomes and help families with navigating through different systems and accessing services in their community. Advocating and connecting for child and family to service providers and other systems.	Families and consumers will have an increase in communication between team members, service providers and resources decreasing the need for intervention and county resources. Monitored through Targeted Case Management requirements including monitoring progress by completing Child and Adolescent Needs and Strengths assessment (CANS) every 6 months.
15%	Facilitates wraparound team meetings and coordinates communication with team members through the development of meeting minutes.	Develop comprehensive and collaborative communication between team members and family increasing the ability to problem solve so that the most cost effective and effective services are utilized
10%	Develops and implements emergency mental health and safety plans in the home, community and school to ensure the safety of the consumer and the environment he or she is in. Develops and implements behavioral plans in the home.	Decrease in need for out of home placements and hospitalizations. Consumer is able to handle situations by following the behavior plan reducing the need for emergency services and a crisis to arise enabling the child to stay in the least restrictive environment.
5%	Answer phone calls when crisis arises, coach parents and/or individual and staff with supervisor regarding plan. Readily available and accessible to consumers to assist the child and family when in crisis	Decrease need for Emergency Mental Health Services and hospitalizations enabling the child to stay in the restrictive environment.
5%	Attend and monitor mental health needs by attending psychiatry appointments, monitoring medication management and communicating all	Increase in consumers taking medications and maintaining their mental health and their ability to access mental health services

	mental health needs to the appropriate provider. (Psychiatrist , therapist)	outside of the agency while advocating for their mental health needs
3%	Monitor medical health needs by attending medical appointments and communicating all health needs to the appropriate provider. (Doctors & Specialists)	Consumers and families will be able to access correct medical services and providers and advocating for their medical needs
10%	Screen new referrals by assessing immediate needs and referring to other programs or services for immediate assistance if necessary. Complete required screening paperwork to determine eligibility for services.	Decrease in crisis and dangerous situations and the use of emergency county services
5%	Attend weekly staffing with supervisor to ensure quality care is given to consumers.	Consumer and team surveys and feedback
5%	Provide Supervision during visits, monitor safety plan and check the home for safety and health concerns to maintain children in their home environment according child welfare standards.	Reunification and documentation reduction in reports/calls made to intake as evidenced by 2011 reporting data.
2%	Coordinate and transport consumers to needed mental health and medical appointments, visits and evaluations.	Consumers have access to opportunities to advocate for their needs, develop new relationships with providers outside of the agency, within the agency and in the community.
1%	When directed and subpoena compile information and attend hearing and provide testimony when needed.	Successful outcomes at court
3%	Acts as a program liaison to community resources. Prepares and gives public presentations regarding the program. Serves on various communities.	Increase awareness of program, increase in referrals and a decrease in calls made to agency or state looking for services for families
1%	Organize and carry out fundraising opportunities to meet families needs	Less cost to the county to meet families needs and increase awareness of program in the community
5%	Recruit volunteers to become team members including natural supports of families (i.e. Other extended family members, neighbors and friends) to reduce the use of county staff resources.	Supports for families, more team members giving information about resources, services and providers outside of the agency, increase in consumer independence from county services.
1%	Provide youth recreational activities.	Consumers increase in making connections outside of the family decreasing episodes of crisis, safety situations and mental health breaks
15%	Work with public school systems regarding special education planning, utilizing the Department of Public Instruction guidelines.	Enables consumers to gain an understanding of schools roles, responsibilities and services that can be provided so that they can advocate to meet their needs decreasing the need for county intervention, expulsion, and day treatment placement
10%	Support and offer assistance to coworkers regarding resources and knowledge of community programs.	Ability to offer consumers alternatives to county services, increase in utilization of community services and providers
2%	Train and mentor other county Wraparound facilitators	Consumers able to successfully utilize services in another county while maintaining their health, supports and

		family.
2%	Train and supervise student interns	Increase awareness of the process and program
5%	When directed facilitate groups and parenting classes such as The Incredible Years parenting group an evidenced based parenting class. Teach parenting class one on one to families not appropriate for group setting.	Consumers will develop an understanding of development, child expectations and parenting skills decreasing the need for intervention services, calls to intake and removal from the home while increasing reunification.
5%	Team with other internal programs such as birth to three, juvenile justice, CHIPS, CCS and CSP	Sharing information through super staffing, team meetings and meeting minutes to reduce over lapping of services, increase collaboration and communication resulting in the consumer accessing the correct services, meeting their needs and reducing the cost to the county for staff time, the amount of staff and services provided
3%	Assist clients regarding leisure time activities and socialization, nutrition, stress reduction techniques, personal hygiene, medication monitoring, crisis management, self-esteem development, decision-making, anger management and developing plans to increase independence and achieve success. Provide direct education support to youth in order for them to meet educational expectations, attend classes regularly and make sure they are on the track to graduate.	Development of life skills in youth have progressed. Appropriate social skills have been obtained. Overall mental health of individuals is sustained and healthy. Youth attend classes regularly, complete homework and tests, maintain appropriate grades and take regard to their graduation expectations. Evidence is provided by State CANS, the Plan of Care and State Citrix Data program.
30%	Evaluate progress of clients with teams and supervisor. Identify and implement any changes to the Plan of Care.	Work with the family and team in reviewing and modifying the Plan of Care. Maintain family and team ownership of the Plan of Care over time.
1%	Participate in Department and Personal Assistance Unit in-service training.	When department and ongoing educational training courses are offered attendance is confirmed.
1%	Develop and coordinate Wellness Recovery Action Plan with youth. This recovery process is self-directed by the individual and they define their own life goals and design a unique path towards those goals.	Principles of the recovery process are met through hope, personal responsibility, support, education and self-advocacy.

<b>III. FORMAL PREPARATION / EXPERIENCE</b>	
Please answer the following based on the most representative combination of formal preparation and relevant experience to qualify for position.	
1. Formal preparation/education (or equivalent) necessary to qualify for the position. Bachelors Degree in Social work or related field. Experience working with target population, valid driver's license	
2. Relevant experience required to qualify for the position (number of years of relevant experience needed) Three years experience needed	

3.	Note any other training/certifications, etc. which is needed for the position Emergency Mental Health, Ethics and Boundaries, Wraparound 101, Person Centered Planning Children and Adolescent Needs and S strengths assessment certified screener
4.	Please indicate additional education, experience or training that is <i>desired</i> for the position. The Incredible Years Group certified leader, Knowledge about: Child Development, medications, diagnoses and parenting, Motivational Interviewing, Reactive Attachment Training, Creating Strength based and Trauma Sensitive Care; preventing the need for cohesive interventions, Wellness Recovery Action Plan training
5.	Please indicate your education, experience, etc. that you have. Bachelors' degree in Social Work with 13 years experience working with kids with disabilities, training in The Incredible Years an evidenced based parenting program, Love and Logic parenting training, worked in a residential treatment facility for 3 years, Working with the Explosive Child training.

<b>IV. JUDGEMENTS MADE</b>		
Please identify what you believe are the most important judgment you make in performing jobs.		
<b>EXAMPLES OF JUDGMENTS</b>	<b>WHO, IF ANYONE, REVIEWS THESE JUDGMENTS</b>	<b>WHAT IS THE IMPACT OF THESE JUDGMENTS</b>
Managing crisis, such as a consumer that is at risk of hurting themselves or others and managing that crisis effectively.	Supervisor, Dr. Haggart	Helping families have the most positive outcomes in crisis such as keeping the child in the least restrictive environment possible while preventing the consumer from experiencing unnecessary trauma such as hurting themselves or removal from the home.
Using functional reasoning and rational judgment in everyday work situations by understanding the difference between safety concerns and a need for crisis intervention.	Supervisor and Division Manager	Helping families experience the most positive outcome during a safety situation or crisis such as keeping the child in the least restrictive environment and preventing the consumer from experiencing any unnecessary trauma and effectively utilizing county resources and staff.
Knowing when a consumer needs emergency mental health services and helping them access the appropriate level of care.	Supervisor	The difference between life or death
Making informed decisions regarding privileged information	Supervisor	Compliance with HIPAA
Cost effective use of monies within the agency and community as well as reasonable use of providers.	Supervisor and Division Manager	To reduce the level of burnout, assure that resources and monies are not used frivolously and to ensure that providers will continue to be available to be on teams when needed resulting in less reliance on county support and staff.
Monitoring Symptoms and observing overall mental and emotional health of consumers. Followed by reporting any safety	Supervisor	Address immediate needs identified by the consumer in which a safety environment is provided.

concerns to supervisor.		
Using functional reasoning development in performing functions which influence systems such as associated with supervising, managing, leading, teaching, directing, and controlling	Supervisor, Division Manger	Providing consumers with direction in applying appropriate decision making within their daily choices and prompting self-sufficiency.

## V. PROBLEM SOLVING

Please identify the typical types of problems you solve on a regular basis in performing your job. Also include information on who else may be involved in helping with problem resolution.

TYPE/EXAMPLE OF PROBLEMS YOU SOLVE	INDIVIDUALS INVOLVED IN SOLVING PROBLEM
Prioritizing the paperwork demands so that all documentation and plans are completed by deadlines	Supervisor
Accessing services and providers to meet consumer needs while maintaining the standard level of care	Team members, other staff members, supervisor
Conflict resolution between the family and providers and natural supports.	Team members, supervisors and director of human services when needed
Organizing and obtaining team members in a timely and efficient manner so that plans can be developed to meet families needs	Family and consumer
Obtaining resources to meet families basic and/or mental health needs	Supervisor, family, consumer

## VI. SUPERVISION / MANAGEMENT

Where it applies answer the following. Otherwise, put "Not Applicable" or "Don't Know".

Responsibility for others:

a. Number of People: 0

b. Their Position Titles: NA

c. Which, if any, of the following do you perform?:

1. Directly Supervise? Student interns

2. Train / Instruct? yes

3. Give Work Direction? yes

4. Do Project Management? no

5. Conduct Performance Reviews? Collaborate for intern evaluations

6. Discipline? No

7. Hire? No

d. Note assets, facilities, equipment or funds, if any, for which you have some degree of accountability:

## VII. WORK RELATIONSHIPS

Please identify the most typical work relationships of your position with other persons, functions or organizations, inside or outside of your own organization.

Typical Work Relationships	Purpose of Relationship
Head Start teachers and family advocates	Team members, resources, coordination of services

Therapists	Coordination of needs, progress, services, team members and resources
Mental Health Professionals	Member of the team, treatment, medication management and information
Case managers	Member of the team, information and court responsibilities, shares responsibilities, referrals juvenile and CHIPS
Community Action Coalition	Resources, providers, team members, coordination of services
Medical professionals	Member of the team, treatment, medication management and information
School social workers, guidance counselors, principals, teachers, Special Education Directors, and Superintendents	Members of the team, ensuring IEP's are followed and that the child's needs are met
Department of Health services	Quality Assurance of individual plans
Katie Beckett	Connect families to resources in their community in which they can achieve positive outcomes.
PADA	Resources, support groups, team members, coordination of services
Supervisors	Give direction, support and feedback
Respite Providers	Communicate relevant information, communication of needs in order to achieve success.
Family Advocates	Connect families to resources in their community in which they can achieve positive outcomes.
Interpreters	Member of the team, assist in completing assessments and developing plan
Families	Engage the family to build a trusting relationship to promote family voice, access and ownership of their plan
Natural supports	Member of the team, family support, resources
Hospitals	Arrange for voluntary hospitalizations or communicate regarding treatment, medication management and information
Workforce Development Center	Financial expertise for families in need, gives information
Public Health	Member of the team, health and parenting knowledge, different perspective, advocates
Social Security Administration	Connect families to resources in their community in which they can achieve positive outcomes, check for disability determination
Birth to Three	Member of the team, health and parenting knowledge, different perspective, advocates
Law Enforcement	Safety planning and support, member of the team, community safety
Intake	Consult for crisis reasons, court, hospitalizations
Foster parents	Member of the team, family support, resources, share information so that successful outcomes and safety is achieved
Mental Health Intake	Arrange for voluntary hospitalizations or communicate regarding treatment, medication management and information

<b>VIII. WORK ENVIRONMENT AND PHYSICAL REQUIREMENTS</b>		
90% Inside (sheltered)	25% Noise	30% Travel Required



& Outside Work 10%	30% Fumes, Odor	5% Temperature extremes
30% Hazards	5% Other (note)Allergy Inducers: Such as dogs, cats or dust	
Are there any unusual requirements for your position? (Y/N) Yes		
<p>If yes, please explain:</p> <p>I am required to go into homes to meet with people. These homes can often be dangerous to be in for multiple reasons. I have been exposed to communicable diseases, violent and aggressive people, cat &amp; dog feces, human feces, cigarette smoke, and many other contaminants and hazards. Going into these homes are also dangerous due to the unknown: who is in the house, how they feel about services coming to the home and how they have perceived my role even if it is not realistic and they have not met with me yet. At the agency I am located next to PADA (People Against Domestic and Sexual Abuse) exposing my office to potentially aggressive and dangerous individuals are wandering around either looking for services or for people getting services. It is not uncommon for me to come out of my office and see a stranger standing in the hall and then be stopped asking where PADA is located. There have been threats of violence to this area causing lock downs of the building and alerts. I am required to travel in inclement weather and dangerous road conditions at times.</p>		

<b>IX. UNUSUAL / UNIQUE MENTAL REQUIREMENTS</b>
Does your position require any unusual or unique mental requirements?
To have the ability to emotionally and mentally distance your-self from second hand trauma, traumatic situations, crisis situations and emotionally charged circumstances that can result in burnout, psychological stress and physical ailments. Must have the ability to tolerate stress, manage stressful situations, maintain composure under duress and, at times, aggressive and potentially dangerous situations, demonstrate self control and empathy towards consumers while using active listening and speaking skills and multitasking while being aware of the consumers cognitive ability, state of mental health and physical wellbeing so that adaptations can be made accordingly, quickly and effectively.

<b>X. ADDITIONAL DATA/NOTABLE INFORMATION</b>
Please identify any other information, which would help someone else understand your position more clearly:
<ul style="list-style-type: none"> <li>• This position directly impacts the county’s resources, services used, and finances by reducing the number of hospitalizations, out of home placements, and need for mental health services.</li> <li>• This position works with children with often sever and multiple needs and their families to assist in keeping the children in their homes, with reunification and assisting the family to meet their needs so that they can become as independent as possible decreasing the need for county services, funding and emergency mental health services. Families enrolled in wraparound have tried other services that were not successful.</li> <li>• The Wraparound Service Coordinator promotes communication and collaborative relationships between family members, school staff, mental health professionals, foster parents, probation and parole, early childhood, law enforcement, hospitals and doctors as well as spiritual supports and community members, to name a few, by coming together as a coordinated and comprehensive team. The level of involvement from these providers and supports vary from team to team and are determined when meeting with the family.</li> <li>• The Service Coordinator must develop a trusting connection with the family so there is honesty about their needs and openness to suggestions so that change can take place. It is at times difficult for families to develop this type of association due to mental health, trauma, and cognitive abilities, past experiences or resistance. The Service Coordinator must be able to maintain a balance of patience and understanding while being straight forward and honest with the families about the coordinator’s role and responsibilities that are mandated by the state, realistic and expected throughout the process.</li> <li>• Many of the families in Wraparound have burned their bridges with their supports and other providers. This causes a strain on the county as it then needs to provide support to families that would otherwise have support in the community. It is important to reestablish ties with community and natural supports and providers to begin the process of making the family independent. Without links to these supports many families will not be able to become self sustaining and will continue to be dependent of county services.</li> <li>• Team members will be able to give the families support during a crisis, to alleviate safety concerns and to aid the families in making connections to other supports as the family becomes healthy, self supporting and as</li> </ul>

their needs change.

- Establishing connections with team members involves the Service Coordinator to determine the role of the support person, persuade them to be on the team and to contribute in a meaningful way while opening communication that is productive, positive and will be able to continue throughout and after the process is completed.
- While establishing a rapport with the family the Service Coordinator assesses the needs of the family through the use of the Children and Adolescent Needs and Strengths Assessment (CANS). Through this assessment it is determined what referrals will be needed, what supports and providers will be an asset to the team and what areas are strengths to build on for the family. It also shows the growth and change the family makes while going through the Wraparound process.
- When the assessment is complete the team process begins by the Service Coordinator setting up team meetings. The Service Coordinator guides the team in establishing team rules and team member roles. As the assessment is reviewed by the team it is decided what are the priorities for the family and what are the areas of need that are associated with safety, crisis, or are dangerous situations. As the coordinator directs the team in planning for these situations and as these topics involve the strong emotions of the family and team members, trauma and often other's mental health, at some point the Coordinator will need to handle conflict and confrontations during and after meetings, make calls to intake to report safety concerns, deal with mental health crisis as well as celebrate successes and changes.
- When a plan is established and working there is a decrease in conflict, mental health crisis, calls to intake and an increase in celebrating successes and changes.
- This progress assists consumers to make changes in their lives and helps families to develop an understanding of their needs so that they can become independent of services therefore, reducing the cost of care to the agency, supporting their recovery and long term positive outcomes in their lives.

#### XI. SUPERVISOR'S REMARKS

The Wraparound Service Coordinator position provides similar duties and responsibilities as the Personal Assistance Case Manager. Required duties and responsibilities may have different titles but are effective with having the same outcomes for the child and family. The Service Coordinator has an intricate role of pulling team members together from all areas of the child's life (doctors, school, mental health, natural supports). They facilitate teams with internal and external stake holders for the success of the child and family. Wraparound is used as a preventative approach, having families referred through community resources (hospitals, schools, day cares, therapists and self referrals). We also receive referrals from our intake department preventing families from going through a formal Court process. The Wraparound Service Coordinators follow mandated Targeted Case Management guidelines allowing the County to recoup financially. This position makes our work at JCHSD transparent to the families and community of Jefferson County.

Kathi Cauley: These are accurate comments about the position.

**EMPLOYEE SIGNATURE: Nichole Doornek**

**DATE: 7-20-12**

**SUPERVISOR SIGNATURE: Barbara Gang/Brent Ruehlow, MSW**

**DATE: 7/24/12**

I have thoroughly read and carefully reviewed this document and am in full agreement with its content.

**DEPARTMENT HEAD SIGNATURE: Kathi Cauley**

**DATE: 7/26/12**

**HUMAN RESOURCES DIRECTOR SIGNATURE:**

**I have reviewed the JDQ and it appears complete; however, I would note that the**

**current education/experience requirement is not at the level of a BA, and I think current requirements are sufficient (although BA may be desirable).**

Associate degree in Human Services or related behavioral science with three years related experience, or any combination of education and experience that provides equivalent knowledge, skills and abilities.

Terri M Palm, 7/30/12

MANAGEMENT REVIEW FORM

**Supervisor Review Section:**

I certify that I have reviewed all factual information concerning this review.

Burrows Amy  
Name

Youth Services Supervisor  
Position Title

1-9-13  
Date

Comments:

See attachments

**Department Head Review Section:**

I certify that I have reviewed all factual information concerning this review.

R. Bailey  
Name

Director  
Position Title

1/10/13  
Date

Fiscal Impact: for the first year is \$478.40.

Comments: This position does perform all the duties described in this appeal and the attachments. Bachelor's degree should be required.

**Human Resources Director Review Section:**

I certify that I have reviewed all factual information concerning this review.

Sevin Gil  
Name

HR Director  
Position Title

1-11-13  
Date

Comments:

I believe Nichole followed the Review Guideline process and focuses on job duties. Looking @ her original JOO, I think a BA already taken into consideration?

**JEFFERSON COUNTY  
EMPLOYEE COMPENSATION AND CLASSIFICATION PLAN**

**REQUEST FOR REVIEW FORM**

Name: Nichole Doernek  
Date: 12/31/12  
Title: Community Resource Coordinator  
Department: Human Services - Childrens division  
Signature: Nichole Doernek

***EMPLOYEES SUBMITTING A REVIEW AS A GROUP SHOULD COMPLETE A SEPARATE SHEET TO INCLUDE ALL NAMES AND SIGNATURES***

**I believe my position was incorrectly graded because:**

(If the basis of the review is additional responsibilities or significant changes to the position since the completion of the JDQ, please explain when the duties changed, the reason for the change, and from where the duties originated. If the duties came from another position, the employee must indicate from which position they were removed).

## JDQ Appeal

I am appealing the level 5 grade for the Community Resource Coordinator position as I believe that the work that is done is comparable to that of a Human Service Professional 1 listed in level 6.

As indicated in Wisconsin Act 334 statute 46.56, I am required to be able to provide services to children and families who's mental, physical, sensory, behavioral, emotional or developmental disabilities, or whose combination of multiple disabilities meets all of the following conditions:

1. Is severe in degree.
2. Has persisted for at least one year or is expected to persist for at least one year.
3. Causes substantial limitations in the child's ability to function in the family, the school or the community and with the child's ability to cope with the ordinary demands of life.
4. Causes the child to need services from 2 or more service systems.

To be able to meet these requirements I must also go into homes that often have had police contact, documented domestic violence, drug related incidents and child safety concerns without knowing what to expect and be able to make quick, independent assessments and judgments in regards to safety and well being of all family members and the community resulting in a high level of accountability to the human services organization as well as to the State of Wisconsin.

There are several distinct ways that demonstrate why I feel that this position is comparable to Human Services Profession 1.

- Not only do I work with the identified child within a family with multiple needs as indicated in statute 46.56 but it is also a requirement that I address the needs of the adults and other siblings in the family. It is necessary that I have an understanding of:
  - Juvenile Justice and delinquency issues
  - Children in Need of Protective Services and standards of care
  - Knowledge of community resources
  - Medical Assistance
  - Katie Beckett
  - Social Security

It is essential then that I am able to problem solve & to be able to obtain information enabling me to address the following but not limited to needs:

- ✓ Evictions
- ✓ Homelessness
- ✓ Poverty
- ✓ Unemployment
- ✓ Mental, dental and physical health issues
- ✓ Domestic violence

- ✓ Addictions
- ✓ Financial deprivation
- ✓ Lack of access to transportation
- ✓ Lack of parenting and effective parent rearing skills
- ✓ Meeting in a jail setting

- To meet needs that are so varied it is necessary that a large amount of independent problem solving skills are used on a daily basis and that I be able to adapt and change roles quickly to that of an educator, mediator or advocate in order to bridge resources and remove barriers while being cost effective for the county, doing what is best in regards to safety and being held accountable for decisions made and actions taken.
- Although some families are on court orders most Wraparound families are voluntary; therefore are not able to access court ordered services such as ISP, secure detention or respite. This requires me to acquire an extensive working knowledge of the current resources available in multiple counties, for multiple disabilities and cognitive levels. I need to understand, be familiar with and be able to implement techniques that can be used in the home to alleviate the need for calls to the police or intake and to enable the family to become more community based than agency based.

This also means that I am required to act as the "case manager" for those that are open voluntarily to Wraparound by:

- Attending Dr. Haggart appointments and other psychiatrist or doctor appointments in the community
- Complete and monitor EMH paperwork and documentation,
- Ensure that all fiscal paperwork is updated, completed and on file as
- Complete home visits and collateral contacts
- Complete assessments, documentation and safety/crisis plans for the home, community and school environments.
- Develop goals and track progress towards those goals
- Interact with but not limited to: law enforcement, school staff including: nurses, principals, social workers, guidance counselors and teachers, guardian ad litem, doctors, intake, group homes, in home therapists
- Make referrals for other services such as neuropsychologicals & in-home therapy
- Help clients complete paperwork for Medical Assistance, Katie Beckett or/and Social Security
- Act as Protective Payee Case Manager
- Teach IY parenting class and individually in the home
- Address school, home and community related issues but not limited to:
  - Bullying
  - Truancy
  - Aggressions: verbal and physical
  - Theft

Complete Initial Comprehensive Assessment  
 Complete PAMS  
 Child Assessment  
 Needs Assessment  
 Targeted Case Management  
 Guidelines

- Threats and acts of violence
  - Running away
  - Friendship, social, and coping skills
  - Cutting
  - Organizational and time management skills,
  - Identifying the need for Individual Education Plans and/or monitoring the goals so that the students needs are met,
  - Educate parents so that they understand and know their educational rights for their children
  - Increase, repair or bridge communication between the family, school and/or law enforcement.
  - Mental health needs and medication management
  - Emergency mental health needs including hospitalization.
  - Development of Wellness Recovery Action Plans
  
- Be held accountable to Human Services for meeting the needs of that client and family in a timely and cost effective way.
  
- A responsibility that is unique to this position is training other counties throughout the state in regards to the CST process, facilitating meetings, conflict resolution, and effective team coordination and plan development. This involves counties sending their service coordinators to observe team meetings, meet with me, the other service coordinator and the Program Director to go over required paperwork, process time lines, team member and meeting facilitation issues that arise as well as how to engage team members including but not limited to, mental health professionals, law enforcement, medical professionals and school staff. This also includes developing and presenting information at the Project Directors meeting and ongoing communication with other counties to help trouble shoot issues that arise.
  
- Facilitation skills are an essential part of this position and are used daily. I am responsible for:
  - Ensuring that any information shared is dealt with in a professional and timely manner in accordance the state and HIPPA,
  - That plans are made to meet the needs of the client as well as providers
  - To utilize motivational interviewing techniques conflict resolution and mediation skills.
  - Be organized and possess time management skills
  - To engage families that are, at times, angry, hostile and verbally assaultive. This requires that I build trust, am able to think quickly and be able to defuse situations that could potentially & quickly turn violent.
  - Communicating clearly is an essential skill as most of the families that I work with have team members with varying levels of cognitive abilities on their team making it very important that I be able to communicate in a clear way



so that both the client and professionals clearly understand the plan of action no matter what cognitive level they are functioning at.

Thank you for your consideration and review of this position.

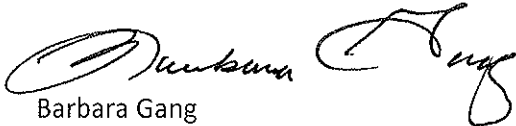
- ✘ I would ask that you also consider adjusting the criteria for this position to include the requirement of a Bachelors Degree due to the amount of knowledge, skills, multitasking and decision making required in this position to ensure that needs of the families served through Wraparound are met.

1/7/13

I am in full agreement of having the Community Resource Coordinator position moved from a grade level five to a Human Services Professional (1) grade level six position. The Community Resource coordinator assumes 95% of the same responsibilities as a Human Services Professional (1) level.

The Community Resource coordinator assumes 100% of the responsibilities when they are the sole Coordinator providing all services to the family and child in the initial and ongoing stage of the process as identified in Nichole's appeal. If the family is involved with the agency the Recourse Coordinator assumes full responsibility of organizing and facilitating the team process. Our referrals are mainly received through our intake department, hospitals and schools. Most of our referrals are families that are in crisis but do not meet the criteria for other programs through our agency. **Please see attached job description for Community Resource Coordinator (Service Coordinator).**

Thank You,

  
Barbara Gang

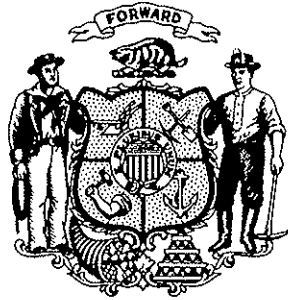
Nichole Doornek appeal request:

Nichole Doornek's work at JCHSD is valued and her write up and attachments clearly outline the similarities to the duties and that of an HSP 1 position or grade 6 as she desires. However, there are many differences as well in terms of court work, community safety responsibilities, and decisions involving removal and return home of children.

A handwritten signature in black ink, appearing to read "Brent Ruehlow". The signature is fluid and cursive, with a long horizontal stroke at the end.

Brent Ruehlow  
Child and Family Division Manager

# State of Wisconsin



2009 Assembly Bill 296

Date of enactment: May 13, 2010  
Date of publication\*: May 26, 2010

## 2009 WISCONSIN ACT 334

AN ACT to repeal 46.56 (1) (i) 1. to 3., 46.56 (1) (k), 46.56 (3) (d) 2. (intro.), 46.56 (8) (L), 46.56 (8) (p) and (q), 46.56 (14) (c) 2., 46.56 (14) (c) 8. and 46.56 (15) (e); to renumber 46.56 (3) (d) 1. (intro.); to renumber and amend 46.56 (1) (c), 46.56 (1) (f), 46.56 (1) (g), 46.56 (1) (o), 46.56 (3) (d) 1. a. to d., 46.56 (3) (d) 2. a. and b., 46.56 (6) (a) 3., 46.56 (6) (a) 4., 48.02 (9s) and 938.02 (9s); to consolidate, renumber and amend 46.56 (1) (i) (intro.) and 4.; to amend 20.435 (5) (co), 38.14 (12), 46.215 (1) (q), 46.22 (1) (b) i. i., 46.56 (title), 46.56 (1) (a), 46.56 (1) (b), 46.56 (1) (e), 46.56 (1) (h), 46.56 (1) (L), 46.56 (1) (m), 46.56 (1) (n), 46.56 (1) (p), 46.56 (2), 46.56 (3) (a), 46.56 (3) (b) 1., 2., 4., 5. and 7., 46.56 (4) (a) to (e), 46.56 (5) (a), (b) and (d) to (i), 46.56 (6) (title), (a) (intro.), 1. and 2., 46.56 (6) (b), 46.56 (6) (c), 46.56 (7), 46.56 (8) (title), 46.56 (8) (a) to (g) and (h) (intro.), 2., 3., 4., 5. and 6., 46.56 (8) (i) to (k), 46.56 (8) (m) to (o), 46.56 (8) (r) and (s), 46.56 (9), 46.56 (10) to (13), 46.56 (14) (a), 46.56 (14) (b) (intro.), 46.56 (14) (b) 1. and 3., 46.56 (14) (c) (intro.) and 1., 46.56 (14) (c) 3. to 5., 46.56 (14) (c) 6. and 7., 46.56 (14) (d), 46.56 (15) (a), 46.56 (15) (b) (intro.), 46.56 (15) (b) 2. and 3., 46.56 (15) (b) 4., 46.56 (15) (c) and (d), 46.56 (15) (f), 48.33 (1) (c), 48.345 (6m), 49.45 (25) (bm) 2., 51.42 (3) (ar) 14., 51.437 (4m) (m), 51.437 (4r) (a) 3., 115.817 (5) (c), 116.03 (13m), 120.12 (19), 938.33 (1) (c) and 938.34 (6m); to repeal and recreate 59.53 (7); and to create 46.56 (1) (ar), 46.56 (1) (bm), 46.56 (1) (de), (dm) and (ds), 46.56 (1) (nm), 46.56 (1) (op), 46.56 (1) (q), 46.56 (3) (a) 8., 46.56 (3) (b) 8. to 16., 46.56 (3) (d) 3., 46.56 (3) (d) 8. to 12., 46.56 (3) (d) 15., 46.56 (3) (e), 46.56 (5) (j) and (k), 46.56 (6) (cr), 46.56 (6) (d), 46.56 (8) (cm), 46.56 (8) (h) 7. and 8., 46.56 (14) (c) 9., 46.56 (15) (b) 1r. and 46.56 (15) (b) 5. of the statutes; relating to: children and their families who are involved in two or more systems of care and making an appropriation.

*The people of the state of Wisconsin, represented in senate and assembly, do enact as follows:*

SECTION 1m. 20.435 (5) (co) of the statutes, as affected by 2009 Wisconsin Act 28, is amended to read:

20.435 (5) (co) *Integrated-service-programs-for-children-with-severe-disabilities Initiatives for coordinated services*. The amounts in the schedule to fund, under s. 46.56 (15), county integrated-service-programs-for-children-with-severe-disabilities and tribal initiatives under s. 46.56 to provide coordinated services.

SECTION 2. 38.14 (12) of the statutes is amended to read:

38.14 (12) ~~INTEGRATED-SERVICE-PROGRAMS-FOR-CHILDREN-WITH-SEVERE-DISABILITIES INITIATIVES TO PROVIDE COORDINATED SERVICES~~. If the county board of supervisors establishes an ~~integrated-service-program-for-children-with-severe-disabilities initiative to provide coordinated services~~ under s. 59.53 (7), the district board may participate in an ~~integrated-service-program-for-children-with-severe-disabilities-under-s. 59.53 (7) the initiative~~

\* Section 991.11, WISCONSIN STATUTES 2007-08: Effective date of acts. "Every act and every portion of an act enacted by the legislature over the governor's partial veto which does not expressly prescribe the time when it takes effect shall take effect on the day after its date of publication as designated" by the secretary of state [the date of publication may not be more than 10 working days after the date of enactment].

and may enter into written interagency agreements or contracts under the program initiative.

SECTION 3. 46.215 (1) (q) of the statutes is amended to read:

46.215 (1) (q) If the county board of supervisors establishes an integrated service program for children with severe disabilities initiative to provide coordinated services under s. 59.53 (7), to participate in and administer an integrated service program for children with severe disabilities under s. 59.53 (7) the initiative, including entering into any written interagency agreements or contracts.

SECTION 4. 46.22 (1) (b) 1. i. of the statutes is amended to read:

46.22 (1) (b) 1. i. If the county board of supervisors establishes an integrated service program for children with severe disabilities initiative to provide coordinated services under s. 59.53 (7), to participate in and administer an integrated service program for children with severe disabilities under s. 59.53 (7) the initiative, including entering into any written interagency agreements or contracts.

SECTION 5. 46.56 (title) of the statutes is amended to read:

**46.56 (title) Integrated service programs Initiatives to provide coordinated services for children with severe disabilities and families.**

SECTION 6. 46.56 (1) (a) of the statutes is amended to read:

46.56 (1) (a) "Administering agency" means a county department designated by the a county board of supervisors or by a tribe to administer the program an initiative.

SECTION 7. 46.56 (1) (ar) of the statutes is created to read:

46.56 (1) (ar) "Advocacy" means all of the following:

1. Actively supporting a child who is involved in 2 or more systems of care and his or her family under an initiative to enable their receipt of the full benefits of the initiative by ensuring that the coordinated services team approach to providing services and principles are followed.

2. Helping families of a child who is involved in 2 or more systems of care gain access to and a voice in the decision making that establishes the child's and family's plan of care.

3. Fostering strong working relationships among families, systems of care, and providers, with the goal of improving the lives of children who are involved in 2 or more systems of care and their families.

SECTION 8. 46.56 (1) (b) of the statutes is amended to read:

46.56 (1) (b) "Agency" means a public, tribal, or private nonprofit organization that provides treatment services for children with severe disabilities and their fami-

lies services and other resources for children and families.

SECTION 9. 46.56 (1) (bm) of the statutes is created to read:

46.56 (1) (bm) "Child" means an individual under the age of 18.

SECTION 10. 46.56 (1) (c) of the statutes is renumbered 46.56 (1) (om), and 46.56 (1) (om) (intro.), 3. and 4., as renumbered, are amended to read:

46.56 (1) (om) (intro.) "Child with severe disabilities Severe disability" means an individual who has not attained 18 years of age and whose a mental, physical, sensory, behavioral, emotional, or developmental disabilities disability, including severe emotional disturbance, or whose a combination of multiple these disabilities, that meets all of the following conditions:

3. Causes substantial limitations in the a child's ability to function in the his or her family, the school, or the community and with the child's his or her ability to cope with the ordinary demands of life.

4. Causes the a child to need services or other resources from 2 or more service systems of care.

SECTION 11. 46.56 (1) (de), (dm) and (ds) of the statutes are created to read:

46.56 (1) (de) "Family" means a child's primary caregiver or caregivers and the child's siblings.

(dm) "Family resources" means housing, environment, institutions, sources of income, services, education, a child's extended family and community relationships, and other resources families need to raise their children.

(ds) "Initiative" means a system that is based on the strengths of children and their families for providing coordinated services to children who are involved in 2 or more systems of care and their families.

SECTION 12. 46.56 (1) (e) of the statutes is amended to read:

46.56 (1) (e) "Intake" means the process by which the a service coordination agency or individuals designated by the coordinating committee under sub. (3) initially screens screen a child with severe disabilities who is involved in 2 or more systems of care and the child's his or her family to see if a complete assessment is needed determine eligibility for an initiative and the process by which the service coordination agency determines the need for a comprehensive clinical mental health assessment.

SECTION 13. 46.56 (1) (f) of the statutes is renumbered 46.56 (1) (ce) and amended to read:

46.56 (1) (ce) "Integrated Coordinated services" means treatment, education, care and support, services, and other resources provided, in a coordinated manner, for a child with severe disabilities who is involved in 2 or more systems of care and his or her family.

SECTION 14. 46.56 (1) (g) of the statutes is renumbered 46.56 (1) (cm) and amended to read:

46.56 (1) (cm) "~~Integrated-service-plan Coordinated services plan of care~~" means the a plan for treatment, education and support services under sub. (8) (h) for an eligible a child with severe disabilities who is involved in 2 or more systems of care and the child's his or her family under sub. (8) (h).

SECTION 15. 46.56 (1) (h) of the statutes is amended to read:

46.56 (1) (h) "Interagency agreement" means a written document of understanding among service providers and other partner agencies that are represented on a coordinating committee under sub. (3) that identifies mutual responsibilities for implementing integrated coordinated services for children with severe disabilities who are involved in 2 or more systems of care and their families.

SECTION 16. 46.56 (1) (i) (intro.) and 4. of the statutes are consolidated, renumbered 46.56 (1) (cs) and amended to read:

46.56 (1) (cs) "~~Interdisciplinary-team Coordinated services team~~" means a group of professionals, ~~assembled by the service coordinator, from various service systems who meet all of the following criteria:~~ 4. Are providing treatment, education or support services to the child with severe disabilities or the child's family, if the child or the child's family is receiving any treatment, education or support services individuals, including family members, service providers, and informal resource persons, who work together to respond to service needs of a child who is involved in 2 or more systems of care and his or her family.

SECTION 17. 46.56 (1) (i) 1. to 3. of the statutes are repealed.

SECTION 18. 46.56 (1) (k) of the statutes is repealed.

SECTION 19. 46.56 (1) (L) of the statutes is amended to read:

46.56 (1) (L) "Service coordination" means ~~a case management service that coordinates the coordination of multiple service providers who and family resources that are serving a particular child with severe disabilities who is involved in 2 or more systems of care and the child's his or her family. The term includes arrangement for coordination of the assessment process, development of an integrated service plan a coordinated services plan of care based on the strengths and needs identified in the assessment, advocacy for the needs of the child and the child's family, monitoring of the child's progress of the child or his or her family, facilitation of periodic reviews of the integrated service plan coordinated services plan of care, and coordination and maintenance of clear lines of communication among all service family resources providers and, the child, and the child's his or her family.~~

SECTION 20. 46.56 (1) (m) of the statutes is amended to read:

46.56 (1) (m) "Service coordination agency" means a county department, tribe, agency, school district, cooperative educational service agency, or county children

with disabilities education board designated in an inter-agency agreement by a coordinating committee under sub. (3) to provide intake and service coordination for one or more target groups of eligible children with severe disabilities who are involved in 2 or more systems of care and their families.

SECTION 21. 46.56 (1) (n) of the statutes is amended to read:

46.56 (1) (n) "Service coordinator" means an individual who is qualified by specialized training and clinical experience with children with severe disabilities who are involved in 2 or more systems of care and their families and who is appointed by the service coordination agency to provide service coordination of treatment, education and support services for eligible children with severe disabilities and their families.

SECTION 22. 46.56 (1) (nm) of the statutes is created to read:

46.56 (1) (nm) "Service provider" means a professional from a system of care who meets one or more of the following criteria:

1. Is skilled in providing treatment services, education, and other family resources for children who are involved in 2 or more systems of care and their families.

2. Conducts comprehensive evaluations of the needs of children who are involved in 2 or more systems of care and their families for family resources.

3. Possesses skills appropriate for and knowledge of the specific types of needs or dysfunctions presented by a child who is involved in 2 or more systems of care and is undergoing an assessment.

4. Is currently providing treatment, education, or other family resources for a child who is involved in 2 or more systems of care, a family of such a child, or both.

SECTION 23. 46.56 (1) (o) of the statutes is renumbered 46.56 (1) (or) and amended to read:

46.56 (1) (or) "~~Service-system System of care~~" means the a public and or private organizations organization that provide provides specialized services for children with mental, physical, sensory, behavioral, emotional, or developmental disabilities or that provide provides child welfare, juvenile justice, educational, economic support, alcohol or other drug abuse, or health care services for children.

SECTION 24. 46.56 (1) (op) of the statutes is created to read:

46.56 (1) (op) "Severely emotionally disturbed child" has the meaning given in s. 49.45 (25) (a).

SECTION 25. 46.56 (1) (p) of the statutes is amended to read:

46.56 (1) (p) "Treatment services" means the individualized social, emotional, behavioral and medical services designed to bring about habilitation, rehabilitation and appropriate developmental growth of a child with severe disabilities.

SECTION 26. 46.56 (1) (q) of the statutes is created to read:

46.56 (1) (q) "Tribe" means a federally recognized American Indian tribe or band in this state.

SECTION 27. 46.56 (2) of the statutes is amended to read:

46.56 (2) ~~ESTABLISHMENT OF PROGRAMS COORDINATING COMMITTEE; ADMINISTERING AGENCY; INITIATIVE FUNDING.~~ If a county board of supervisors establishes a program an initiative under s. 59.53 (7), ~~it or if a tribe establishes an initiative, the county board or tribe shall~~ appoint a coordinating committee and designate an administering agency. The program initiative may be funded by the county or tribe or the county board of supervisors or tribe may apply for funding by the state in accordance with sub. (15).

SECTION 28. 46.56 (3) (a) of the statutes is amended to read:

46.56 (3) (a) The coordinating committee shall have the responsibilities specified in par. (d) and shall include representatives from all of the following:

1. The county department responsible for child welfare and protection services or, for an initiative established by a tribe, the tribal agency responsible for child welfare and protection services.

2. The county department responsible for mental health and alcohol and drug abuse services for children and families or, for an initiative established by a tribe, the tribal agency responsible for these services.

3. The county department responsible for providing services for children who are developmentally disabled have developmental disability or, for an initiative established by a tribe, the tribal agency responsible for providing these services.

4. The family support program under s. 46.985 if the county or tribe has a family support program.

5. The juvenile court administrator or another representative appointed by the judge responsible for cases heard under chs. 48 and 938 or, for an initiative established by a tribe, a representative of the tribal court.

6. The largest school district in the county and any cooperative educational service agency, if it provides special education in the county, or any county children with disabilities education board in the county, and any other school district in the county that is willing to participate in the program initiative, at the discretion of the administering agency. For an initiative established by a tribe, the coordinating committee shall include a representative of the school district serving the majority of pupils who reside on the reservation of the tribe or on trust lands held for the tribe and any cooperative educational service agency providing special education services to these pupils.

7. At least 2 parents of children with severe disabilities, or the number of parents of children with severe disabilities that it will take to make the parent representation

equal to equals 25% of the coordinating committee's membership, whichever is greater, of children who are involved in 2 or more systems of care.

SECTION 29. 46.56 (3) (a) 8. of the statutes is created to read:

46.56 (3) (a) 8. The agency responsible for economic support programs.

SECTION 30. 46.56 (3) (b) 1., 2., 4., 5. and 7. of the statutes are amended to read:

46.56 (3) (b) 1. Representatives of the vocational rehabilitation office that provides services to the county or, for an initiative established by a tribe, that provides services to the tribe.

2. Representatives of a technical college district that is located in the county or, for an initiative established by a tribe, that serves members of the tribe.

4. Representatives of health maintenance organizations that are operating in the county or, for an initiative established by a tribe, are serving members of the tribe.

5. Representatives of law enforcement agencies that are located in the county or, for an initiative established by a tribe, are representatives of a tribal law enforcement agency.

7. Representatives of agencies that are located in the county or, for an initiative established by a tribe, are serving members of the tribe.

SECTION 31. 46.56 (3) (b) 8. to 16. of the statutes are created to read:

46.56 (3) (b) 8. Local elected officials.

9. Representatives of a vocational and technical school.

10. Local business representatives.

11. Representatives of the county board or, for an initiative established by a tribe, representatives of the elected governing body of the tribe.

12. Representatives of the regional offices of the department.

13. Representatives of the local faith-based community.

14. Representatives of probation and parole agencies.

15. Representatives of economic support agencies and the Wisconsin Works agency under subch. III of ch. 49, if a different agency.

16. Representatives of vocational rehabilitation programs.

SECTION 32. 46.56 (3) (d) 1. (intro.) of the statutes is renumbered 46.56 (3) (d) (intro.).

SECTION 33. 46.56 (3) (d) 1. a. to d. of the statutes are renumbered 46.56 (3) (d) 4. to 7. and amended to read:

46.56 (3) (d) 4. Prepare one or more interagency agreements in accordance with sub. (5) that all participatory organizations in the program initiative agree to follow in creating and operating a program an initiative.

5. Assess how the program initiative relates to other service coordination programs operating at the county,

tribal, or local level and take steps to work with the other service coordination programs and to avoid duplication of activities, services, and resources.

6. If a county or tribe applies for funding under sub. (15), assist the administering agency in developing the application required under sub. (15) (b).

7. Review determinations by the service coordination agency regarding eligibility, for assessment, appropriate services family resources, or funding of services, at the request of any applicant, recipient, parent of a child who is involved in 2 or more systems of care, or participating county department, or tribal agency, school district, cooperative educational service agencies agency, or county children with disabilities education boards board. The coordinating committee shall adopt written procedures for conducting reviews.

SECTION 34. 46.56 (3) (d) 2. (intro.) of the statutes is repealed.

SECTION 35. 46.56 (3) (d) 2. a. and b. of the statutes are renumbered 46.56 (3) (d) 13. and 14. and amended to read:

46.56 (3) (d) 13. Act Plan for sustainability of the system change started by the initiative beginning in the first year of any funding received for the initiative and thereafter by acting as a consortium to pursue additional funding for the program initiative through grants from the state or federal government or private foundations; maintaining formal collaborative agency relationships; including families in the process by emphasizing rights and advocacy; addressing funding and issues related to providing matching funds required under sub. (15) (c); and recommending a plan for realized savings from substitute care budgets to be reinvested in community-based care.

14. Establish target groups of children with severe disabilities who are involved in 2 or more systems of care and their families to be served based on disability of the child, age of the child, geographic areas within the county and other factors with the approval of the department. If by the initiative. For a county or tribe that applies for funding under sub. (15), severely emotionally disturbed children with severe emotional disabilities are required to be a priority target group.

SECTION 36. 46.56 (3) (d) 3. of the statutes is created to read:

46.56 (3) (d) 3. Oversee the development and implementation of the initiative.

SECTION 37. 46.56 (3) (d) 8. to 12. of the statutes are created to read:

46.56 (3) (d) 8. Establish operational policies and procedures, such as referral and screening procedures, a conflict management policy, and a flexible funding policy, and ensure that the policies and procedures are monitored and adhered to.

9. Ensure quality, including adherence to core values as adopted by the state advisory committee established under sub. (14) (a).

10. Develop a plan for orientation of new coordinating committee members and coordinated services team members to the coordinated services team approach to providing services to a child and his or her family.

11. Identify and address gaps in services for children and families who are enrolled in the initiative.

12. Ensure client and partner agency satisfaction through performance of a client and partner agency satisfaction survey.

SECTION 38. 46.56 (3) (d) 15. of the statutes is created to read:

46.56 (3) (d) 15. Distribute information about the availability and operation of the initiative to the general public and to public or private service providers who might seek to make referrals to the initiative.

SECTION 39. 46.56 (3) (e) of the statutes is created to read:

46.56 (3) (e) The coordinating committee may direct the initiative coordinator or another person to do any of the following:

1. Maintain data of enrollments in the initiative and results of screening.

2. Establish and report monitoring and evaluation results.

3. Monitor, or ensure proper monitoring by the appropriate entity of, targeted case management and in-home services provided under the Medical Assistance Program, under subch. IV of ch. 49, including record-keeping and billing processes.

4. Assist in developing and maintaining additional funding sources, including collaborative efforts with system partners.

5. Assist in the development and implementation of advocacy for families.

SECTION 40. 46.56 (4) (a) to (e) of the statutes are amended to read:

46.56 (4) (a) Oversee Assist the coordinating committee in overseeing the development and implementation of the program initiative and designate the staff needed for the program initiative.

(b) Assist the coordinating committee in drafting and executing interagency agreements and any other operations policies and procedures necessary for the start-up and operation of the program initiative.

(c) Distribute Assist the coordinating committee in distributing information about the availability and operation of the program initiative to the general public as well as and to public or private service providers who might seek to make referrals to the program initiative.



(d) If the county board of supervisors or tribe decides to seek state funding under sub. (15), develop the application in cooperation with the coordinating committee.

(e) Undertake such other activities in compliance with ~~another provision of the other~~ statutes, department rules and department guidelines, interagency agreements, and the directions of the coordinating committee as are necessary to ensure the effective and efficient operation of the program initiative.

SECTION 41. 46.56 (5) (a), (b) and (d) to (i) of the statutes are amended to read:

46.56 (5) (a) The identity of every county department, tribal agency, agency, school district, cooperative educational service agency or, county children with disabilities education board, technical college district, or other organization that will participate in the program initiative.

(b) The identification of services and resources that the participating organizations will commit to the program initiative or will seek to obtain, including joint funding of services and resources and funding for the qualified staff needed to support the program initiative, such as by cash or contribution of in-kind services and resources as determined by the department under sub. (15) (c). This identification shall specify the roles and responsibilities of the coordinated services team and the coordinating committee.

(d) The identification of any group of children with severe disabilities who will be targeted for services and resources through the program initiative.

(e) The procedures for outreach, referral, intake, assessment, case planning, and service coordination that the program initiative will use.

(f) The specific criteria, based on sub. (7), that will be used for deciding whether a child with severe disabilities and his or her family are eligible for services and resources through the program initiative.

(g) The procedures to be followed to obtain any required authorizations for sharing of confidential information among organizations providing treatment, services, education and support services, and other resources to a child with severe disabilities and his or her family.

(h) The procedures that will be used for resolving managing conflicts among service providers or coordinated services team members or between clients a child or his or her family and service providers.

(i) The methods that will be used to measure program initiative effectiveness, including client satisfaction of a child and his or her family, and for revising the operation of the program initiative in light of evaluation results.

SECTION 42. 46.56 (5) (j) and (k) of the statutes are created to read:

46.56 (5) (j) The mission and core values of the initiative.

(k) Expectations for organizations represented on the coordinating committee under sub. (3), including provision of the funding match required under sub. (15) (c).

SECTION 43. 46.56 (6) (title), (a) (intro.), 1. and 2. of the statutes are amended to read:

46.56 (6) (title) ROLES OF SERVICE COORDINATION AGENCY, SERVICE COORDINATOR, INITIATIVE COORDINATOR, AND INTERDISCIPLINARY COORDINATED SERVICES TEAM. (a) (intro.) ~~There may be one One~~ or more service coordination agencies ~~participating may participate~~ under the program initiative. The organizations and the target groups that are to be served shall be identified in the interagency agreement under sub. (5). ~~A. All of the following applies to a service coordination agency shall:~~

1. ~~Be The service coordination agency shall be~~ selected based on the its experience of the service coordination agency or its staff in providing services; and resources.

2. Identify The service coordination agency shall do all of the following:

a. Identify a specific individual to act as service coordinator for each child with severe disabilities who is enrolled in the initiative and the child's his or her family to facilitate the implementation of the integrated service plan; coordinated services plan of care.

SECTION 44. 46.56 (6) (a) 3. of the statutes is renumbered 46.56 (6) (a) 2. b. and amended to read:

46.56 (6) (a) 2. b. Provide or arrange for intake, assessment, case planning development of the plan of care, and service coordination under sub. (8); and.

SECTION 45. 46.56 (6) (a) 4. of the statutes is renumbered 46.56 (6) (a) 2. c. and amended to read:

46.56 (6) (a) 2. c. Act as a resource source for information about other services and resources for children with severe disabilities who are involved in 2 or more systems of care and their families who are not eligible for the program initiative, if the coordinating committee determines that ~~this service the service coordination agency can be provided provide the information~~ without interfering with the primary purpose of the program initiative.

SECTION 46. 46.56 (6) (b) of the statutes is amended to read:

46.56 (6) (b) The service coordinator shall have the functions specified in sub. (8) (f) to (i) (h), (n), and (r).

SECTION 47. 46.56 (6) (c) of the statutes is amended to read:

46.56 (6) (c) The interdisciplinary coordinated services team shall ~~have has~~ the functions specified under sub. (8) (f) and, (h), and (i).

SECTION 48. 46.56 (6) (cr) of the statutes is created to read:

46.56 (6) (cr) Every county and tribe that operates any initiative shall develop written policies and proce-

dures specifying the selection process for the initiative coordinator.

SECTION 49. 46.56 (6) (d) of the statutes is created to read:

46.56 (6) (d) The primary responsibility of the initiative coordinator is to promote collaborative relationships between systems of care. The initiative coordinator shall do all of the following:

1. Bring together parents and relevant staff from various agencies and organizations to comprise the coordinating committee under sub. (3) (a) and (b), and support their activities, in order to ensure compliance with established policies and procedures specified in sub. (3) (d).

2. Work with the coordinating committee to maintain and support agency participation as established in the interagency agreement.

3. Work with the coordinating committee and service coordination agency to receive and review referrals.

4. Work with the coordinating committee and service coordination agency to assure provision of service coordination services for all groups of people working with the child and his or her family.

5. Guide the development of the coordinated service team working with the child and his or her family in order to ensure compliance with basic principles of the initiative core values.

6. Review plans of care, including crisis response plans, for consistency with the coordinated services team approach to providing services to a child and his or her family and core values.

7. Assist the coordinating committee and coordinated services teams in establishing consistent measures for the development, implementation, evaluation, and monitoring of the initiative and its outcomes.

8. Facilitate public education and awareness of issues and programs for children who are involved in 2 or more systems of care and their families.

9. Ensure provision of ongoing support and training that is related to the coordinated services team process for families, service coordinators, and providers and ensure orientation for coordinated services team members.

10. Support service providers in developing strategies to enhance existing programs, to increase resources, and to establish new resources relevant to project goals and objectives.

11. Ensure that local and state agencies submit data and reports in an accurate and timely manner.

12. If directed to do so by the coordinating committee, perform any of the duties set forth in sub. (3) (e).

SECTION 50. 46.56 (7) of the statutes is amended to read:

46.56 (7) ELIGIBILITY OF CHILDREN AND FAMILIES. Children with severe disabilities who are involved in 2 or more systems of care and their families shall be eligible for the program. ~~The initiative, except that the coordinating committee may establish specific additional criteria~~

for eligibility for services and may establish certain target groups of children ~~with severe disabilities~~ who are involved in 2 or more systems of care to receive services. If target groups are established, only children with severe disabilities falling within the target groups are eligible for may be enrolled in the program initiative. Any eligibility criteria shall meet all of the following conditions:

(a) Be based on a community assessment that identifies areas of greatest need for integrated coordinated services ~~for children with severe disabilities~~.

(b) Give priority to children with severe disabilities who are at risk of placement outside the home or who are in an institution and are not receiving integrated coordinated community-based services based in the community and other resources, or who would be able to return to community placement or their homes from an institutional placement if such the services and other resources were provided.

(c) Not exclude a child ~~with severe disabilities~~ or that child's his or her family from services or other resources because of lack of ability to pay.

SECTION 51. 46.56 (8) (title) of the statutes is amended to read:

46.56 (8) (title) REFERRAL, INTAKE, ASSESSMENT, CASE PLANNING PLAN OF CARE DEVELOPMENT, AND SERVICE COORDINATION.

SECTION 52. 46.56 (8) (a) to (g) and (h) (intro.), 2., 3., 4., 5. and 6. of the statutes are amended to read:

46.56 (8) (a) Referrals to the program initiative may come from any county departments, tribal agencies, agencies, school districts, cooperative educational service agencies, county children with disabilities education boards, technical college districts, courts assigned to exercise jurisdiction under chs. 48 and 938, tribal courts, or any other organization, or the a child with severe disabilities who is involved in 2 or more systems of care or his or her family may contact the administering agency or service coordination agency to request services and resources.

(b) Upon referral, staff from the service coordination agency or individuals designated by the coordinating committee shall screen the referral to determine if the child with severe disabilities and the child's his or her family appear to meet the eligibility criteria and any target groups group requirements established by the coordinating committee. If the child ~~with severe disabilities~~ and the child's his or her family appear to be eligible, the staff shall gather assist the entity that made the referral under par. (a), and the parent or parents, in gathering information from the child's family and any current service providers necessary to prepare an application for the program initiative.

(c) Consent for release of information and participation of relating to a child ~~with severe disabilities~~ and his or her family in the program and in the program evaluation must shall be obtained from the child's parent, or the

child, if appropriate or required by federal statute or regulation or state statute or rule, or by order of a court with appropriate jurisdiction.

(d) The service coordination agency or individuals designated by the coordinating committee shall review the completed application with the family, and, in light of the eligibility criteria in the interagency agreement and sub. (7), determine whether the child with severe disabilities and the child's his or her family are eligible for and appropriate for services through the program enrollment in the initiative. The service coordination agency or the individuals designated by the coordinating committee shall approve or disapprove each application within 30 days after the date on which the application was received completed.

(e) If the child with severe disabilities who is involved in 2 or more systems of care and the child's his or her family are found to be ineligible, or if it is determined that enrollment in the initiative is not the best method of meeting the needs of the child and his or her family, staff from the service coordination agency or individuals designated by the coordinating committee shall assist them the child and family in obtaining identifying and accessing needed services or resources from appropriate providers.

(f) If the child with severe disabilities and the child's his or her family are found to be eligible for the program and are enrolled in the initiative, the agency shall assign a service coordinator who shall assemble an interdisciplinary a coordinated services team to assess the strengths and needs of the child with severe disabilities and the child's his or her family's need for treatment, education, care, and support. The service coordinator shall coordinate the operations of the coordinated services team.

(g) The service coordinator shall assemble the results of all prior relevant assessments and evaluations documenting the service strengths and needs of the a child with severe disabilities enrolled in the initiative and the child's his or her family, including individualized education program team evaluations under s. 115.782 or independent educational evaluations, court-ordered evaluations under s. 48.295 or 938.295, family support program evaluations, community integration program or community options program assessments, and any other available medical, psychiatric, psychological, vocational or developmental educational, medical, vocational, and psychosocial evaluations.

(h) (intro.) The interdisciplinary coordinated services team, the family of the child with severe disabilities enrolled in the initiative, and the service coordinator shall, based on a review of a summary of existing assessments of strengths and needs that have been assembled and any additional evaluations and plans that they the team, the coordinator, or the family find finds to be necessary, prepare an integrated service a strength-based, gen-

der-competent and culturally competent, family-centered, coordinated services plan of care within 60 days after the date on which the application was received approved. The integrated-service coordinated services plan of care shall include all of the following:

2. The short-term and long-term goals for treatment and support services for to address the needs of the child with severe disabilities and the child's his or her family.

3. The services and resources needed by the child with severe disabilities and the child's his or her family, including the identity of each individual and organization that will be responsible for providing -a portion of the treatment, education and support services to be offered to the child and the child's family, and the specific services that each organization will provide the services and other resources. The coordinated services plan of care shall place emphasis on services and resources that are available through community and informal sources.

4. Criteria for measuring the effectiveness and appropriateness of the integrated-service plan coordinated services plan of care so that it can be modified as needed to better meet the child's and the child's family's needs. A coordinated services plan of care shall be oriented so as to produce meaningful outcomes and to provide services in the least restrictive setting possible.

5. Identification of any administrative or judicial procedures under ch. 48, 51, 55, 115, 118, or 938 that may be necessary in order to fully implement the integrated-service plan coordinated services plan of care and the identity of the individual or organization that will be responsible for initiating those procedures, if any are required.

6. Identification of available sources of funding to support the services and other resources needed for the child with severe disabilities and his or her family and an allocation of funding responsibility among organizations where if more than one organization is responsible for the child's and the child's his or her family's treatment, education and support services.

SECTION 53. 46.56 (8) (cm) of the statutes is created to read:

46.56 (8) (cm) Consent for participation of a child and his or her family in the initiative and in the initiative evaluation shall be obtained from the child's parent or, if appropriate, the child.

SECTION 54. 46.56 (8) (h) 7. and 8. of the statutes are created to read:

46.56 (8) (h) 7. Clear statements articulating the specific needs of the child and family that are to be addressed. Needs may not be stated solely in terms of the need for services but may be described in a strength-based manner with a response that is readily achievable.

8. Plans for responding to possible crisis situations that may occur with the child and his or her family.

SECTION 55. 46.56 (8) (i) to (k) of the statutes are amended to read:

46.56 (8) (i) If additional evaluations are needed, the service coordination agency coordinated services team shall arrange for them or assist the child's family in obtaining them.

(j) The proposed integrated service plan coordinated services plan of care shall be submitted to any service providers who would be are included in the integrated service plan and the court assigned to exercise jurisdiction under chs. 48 and 938 if participation in the program has been court ordered under s. 48.345 (6m) or 938.34 (6m) proposed plan of care.

(k) Upon written approval of the integrated service plan coordinated services plan of care by the proposed service providers and, the child's family, unless the child's involvement in the program is through court order under s. 48.355 or 938.355, in which case approval of the court may be substituted for that of the family, and the coordinated services team, the integrated service plan plan of care shall be implemented by the service coordination agency and the service providers individuals and organizations designated to provide services and other resources under the integrated service plan plan of care.

SECTION 56. 46.56 (8) (L) of the statutes, as affected by 2009 Wisconsin Act 28, is repealed.

SECTION 57. 46.56 (8) (m) to (o) of the statutes are amended to read:

46.56 (8) (m) Each organization or service provider designated to provide services and other resources under the integrated service coordinated services plan of care shall identify a specific staff person individual who shall serve as the ongoing member of a treatment team contact person to ensure continuity and communication while services are being provided to the child with severe disabilities and his or her family under the integrated service plan. The service coordinator shall coordinate the operations of the treatment team of care.

(n) The service coordinator shall advocate for the child with severe disabilities and the child's his or her family and ensure that they are provided the opportunity to participate in assessment, planning, and ongoing review of services to the fullest extent possible.

(o) Services and other resources under this section shall be provided in the community, preferably in the child's home or home community, in the least restrictive and least intrusive setting and manner which that meets the best interests of the child with severe disabilities.

SECTION 58. 46.56 (8) (p) and (q) of the statutes are repealed.

SECTION 59. 46.56 (8) (r) and (s) of the statutes are amended to read:

46.56 (8) (r) The On a regular basis, and at least every 3 months, the service coordinator shall, when necessary and at least every 6 months, assemble the treatment coordinated services team, the family of the child with severe disabilities, the child with severe disabilities, where if appropriate, and any counsel, guardian ad litem, or other

person advocating for the interests of the child with severe disabilities or the child's his or her family to review the integrated service, plan of care and progress toward the goals of the integrated service plan of care, establish new goals, request the inclusion of new participating organizations or individuals, or otherwise modify the integrated service coordinated services plan of care to better meet the needs of the child with severe disabilities and the child's his or her family. Decisions to amend the integrated service coordinated services plan of care must be approved by the service coordinator, the treatment coordinated services team, the family and, where if the integrated service plan of care is being provided under a court order, by the court.

(s) Services under the integrated service plan may be terminated Coordination of services by a coordinated services team may be ended by the agreement of all participants on the coordinated services team that the goals of treatment and support have been met and that an integrated service plan is no longer needed, by order of the court if services are being provided under court order, or are being met, by withdrawal of the family of the child with severe disabilities unless participation is court ordered, or, by the service coordination agency upon a recommendation from the service coordinator and the treatment, that further services are not in the child's best interests, or that coordinated services team, by the family's refusal to participate in the process; if the child with severe disabilities and child's his or her family no longer meet the eligibility criteria for the program coordinated services team; or by court order, if services are being provided under court order.

SECTION 60. 46.56 (9) of the statutes is amended to read:

46.56 (9) IMMEDIATE CARE. Individual county departments, tribal agencies, other agencies, and other service providers may shall provide immediate services and other resources as necessary and appropriate to children with severe disabilities who are involved in 2 or more systems of care and their families who have been referred for participation an evaluation of eligibility for and appropriateness of enrollment in the program initiative while assessment and planning take place.

SECTION 61. 46.56 (10) to (13) of the statutes are amended to read:

46.56 (10) RELATION TO FAMILY OTHER SUPPORT PROGRAM PROGRAMS. In any county or for a tribe that has a family support program under s. 46.985, or other support programs, including comprehensive community services or office of justice assistance programs, the integrated service program initiative shall coordinate its activities with the family support program. The administering agency for the family support program may act as a service coordination agency for the integrated service program and the family support program advisory committee may act as the coordinating committee if the

requirements of this section are met and the department gives its approval programs.

(11) ~~INFORMAL CONFLICT~~ CONFLICT MANAGEMENT. The department, administering agency, service coordination agencies, and service coordinators shall establish and use informal means for conflict management, including consultation, mediation, and independent assessment, whenever possible. A formal conflict management policy shall be established in writing by the coordinating committee for use by families, providers, and other individuals involved in the initiative.

(12) ADMINISTRATIVE APPEALS. Decisions by the service coordination agency regarding eligibility, enrollment, denial, termination, reduction, or appropriateness of services and decisions by the individuals designated by the coordinating committee regarding eligibility, enrollment, or denial may be appealed to the coordinating committee by a child with severe disabilities who is a service applicant or recipient or by the parent or guardian or guardian ad litem of the applicant or recipient. Decisions of the coordinating committee may be appealed to the department under ch. 227.

(13) REVIEW OF ACTIONS BY INDIVIDUAL AGENCIES. Nothing in this section shall limit, modify, or expand the rights, remedies, or procedures established in federal statutes or regulations or state law statutes or rules for individuals or families receiving services provided by individual organizations that are participating in the integrated-service coordinated services plan of care.

SECTION 62. 46.56 (14) (a) of the statutes is amended to read:

46.56 (14) (a) In order to support the development of a comprehensive service system of coordinated care for children with severe disabilities who are involved in 2 or more systems of care and their families, the department shall establish a statewide state advisory committee with representatives of county departments and tribal governing bodies, the department of public instruction, educational agencies, the department of children and families, the department of corrections, the juvenile correctional system, professionals experienced in the provision of services to children with severe disabilities, who are involved in 2 or more systems of care and their families with children with severe disabilities, advocates for such families and their children, the subunit of the department of workforce development that administers vocational rehabilitation, a representative of the local workforce development board established under 29 USC 2832, a representative of the philanthropy community, the technical college system, health care providers, courts assigned to exercise jurisdiction under chs. 48 and 938, child welfare officials, and other appropriate persons as selected by the department. The department may use an existing committee for this purpose if it has representatives from the listed groups and is willing to perform the required functions. This committee shall establish prin-

inciples and core values for administering initiatives, monitor the development of programs initiatives throughout the state, and support communication and mutual assistance among operating programs initiatives as well as those that are being developed.

SECTION 63. 46.56 (14) (b) (intro.) of the statutes is amended to read:

46.56 (14) (b) (intro.) The department shall provide, either directly or through purchase of services, the following support services to the counties and tribes that elect to participate in the program initiative:

SECTION 64. 46.56 (14) (b) 1. and 3. of the statutes are amended to read:

46.56 (14) (b) 1. Consultation in the areas of developing and maintaining individual integrated-service-plans; initiatives and finding appropriate resources; and establishing and maintaining local programs.

3. Assessment resources for cases where no local evaluation resource is available or sufficient to enable development of an effective integrated-service-plan coordinated services plan of care. These resources may be provided directly through state-operated programs or by referral to private service providers.

SECTION 65. 46.56 (14) (c) (intro.) and 1. of the statutes are amended to read:

46.56 (14) (c) (intro.) The department shall evaluate the programs initiatives funded under this section. All organizations participating in the program initiatives shall cooperate with the evaluation. The evaluation shall include information about all of the following:

1. The number of days that children with severe disabilities served in the programs enrolled in the initiative spent in out-of-home placement compared to other children with severe disabilities in the target group who are involved in 2 or more systems of care and are not enrolled in the initiative and the costs associated with these placements.

SECTION 66. 46.56 (14) (c) 2. of the statutes is repealed.

SECTION 67. 46.56 (14) (c) 3. to 5. of the statutes are amended to read:

46.56 (14) (c) 3. A comparison between any changes in problem behaviors of participants enrollees before and after participation enrollment in the program initiative.

4. A comparison between school attendance and performance of participants enrollees before and after participation enrollment in the program initiative.

5. A comparison between recidivism rates of participants enrollees who have a history of delinquency.

SECTION 68. 46.56 (14) (c) 6. and 7. of the statutes are amended to read:

46.56 (14) (c) 6. Parent and child satisfaction with the program initiative.

7. Types of services provided to children with severe disabilities and their families in the program through the

integrated-service-plan initiative and the cost of these services.

**SECTION 69.** 46.56 (14) (c) 8. of the statutes is repealed.

**SECTION 70.** 46.56 (14) (c) 9. of the statutes is created to read:

46.56 (14) (c) 9. A systems change and sustainability plan under sub. (3) (d) 13.

**SECTION 71.** 46.56 (14) (d) of the statutes is amended to read:

46.56 (14) (d) Notwithstanding sub. (1) (e) (intro.) eligibility requirements for enrollment in the initiative, if the state is funding the program initiative in a particular county or for a tribe under sub. (15), the department may permit the county or tribe to serve under this section any individual who has a severe disabilities disability and who has not attained 22 years of age, and his or her family, if the individual's mental, physical, sensory, behavioral, emotional, or developmental disabilities disability or whose combination of multiple disabilities meets the requirements specified in sub. (1) (e) (om) 1. to 4.

**SECTION 72g.** 46.56 (15) (a) of the statutes, as affected by 2009 Wisconsin Act 28, is amended to read:

46.56 (15) (a) From the appropriation account under s. 20.435 (5) (co), the department shall make available funds to implement programs initiatives under this section. ~~The funds may be used to pay for the intake, assessment, case planning and service coordination provided under sub. (8) and for expanding the capacity of the county to provide community-based care and treatment for children with severe disabilities.~~

**SECTION 72r.** 46.56 (15) (b) (intro.) of the statutes is amended to read:

46.56 (15) (b) (intro.) In order to apply for funds under this section subsection the county board of supervisors or tribe shall do all of the following:

**SECTION 73.** 46.56 (15) (b) 1r. of the statutes is created to read:

46.56 (15) (b) 1r. Demonstrate that the coordinating services team approach to providing services to children who are involved in 2 or more systems of care and families will be followed, and principles and core values, as outlined by the advisory committee established by the department, will be adhered to.

**SECTION 74.** 46.56 (15) (b) 2. and 3. of the statutes are amended to read:

46.56 (15) (b) 2. Establish children with severe emotional disturbances to be the priority target group to be served by the program initiative as severely emotionally disturbed children.

3. Submit a plan to the department for implementation of the integrated-service-program initiative in accordance with the requirements of this section.

**SECTION 74m.** 46.56 (15) (b) 4. of the statutes, as affected by 2009 Wisconsin Act 28, is amended to read:

46.56 (15) (b) 4. Submit a description of the existing services and other resources in the county or tribe for children with severe disabilities who are involved in 2 or more systems of care, an assessment of any gaps in services, and a plan for using the funds received under this program subsection or funds from other funding sources to develop or expand any needed community-based services such as in-home treatment, day treatment, respite care, or crisis services the initiative.

**SECTION 75.** 46.56 (15) (b) 5. of the statutes is created to read:

46.56 (15) (b) 5. Agree to comply with this section.

**SECTION 76.** 46.56 (15) (c) and (d) of the statutes are amended to read:

46.56 (15) (c) In order for a county or tribe to obtain funds under this section, subsection, all of the participating agencies and organizations shall provide matching funds that, in total, equal to 20% of the requested funding shall be provided by the participating county departments and school districts. All of the participating county departments and school districts shall participate in providing the The match, which may be cash or in-kind. The department shall determine what may be used as in-kind match.

(d) In order to apply for funding, at least one school district, cooperative educational service agency or county children with disabilities education board serving children with severe disabilities in the county must participate in the program a county or tribe shall have a coordinating committee that meets the requirements under sub. (3) (a) and (b), that will carry out the responsibilities under sub. (3) (d).

**SECTION 77.** 46.56 (15) (e) of the statutes is repealed.

**SECTION 78.** 46.56 (15) (f) of the statutes is amended to read:

46.56 (15) (f) Funds allocated under this subsection may not be used to replace any other state and federal funds or any county funds that are being used to fund services for children with severe disabilities who are involved in 2 or more systems of care.

**SECTION 79.** 48.02 (9s) of the statutes is renumbered 48.02 (2f) and amended to read:

48.02 (2f) "Integrated service Coordinated services plan of care" has the meaning given in s. 46.56 (1) (g) (cm).

**SECTION 80.** 48.33 (1) (c) of the statutes is amended to read:

48.33 (1) (c) A description of the specific services or continuum of services which the agency is recommending that the court order for the child or family or for the expectant mother of the unborn child, the persons or agencies that would be primarily responsible for providing those services, the identity of the person or agency that would provide case management or coordination of services, if any, and, in the case of a child adjudged to be

in need of protection or services, whether or not the child should receive an ~~integrated service~~ a coordinated services plan of care.

SECTION 81. 48.345 (6m) of the statutes is amended to read:

48.345 (6m) If the report prepared under s. 48.33 (1) recommends that the child is in need of an ~~integrated service~~ a coordinated services plan of care and if an ~~integrated service program~~ an initiative under s. 46.56 has been established in the county ~~or, for a child who is a member of a tribe, as defined in s. 46.56 (1) (g), by a tribe,~~ the judge may order that ~~an integrated service~~ an assessment of the child and the child's family for eligibility for and appropriateness of the initiative, and if eligible for enrollment in the initiative, that a coordinated services plan of care be developed and implemented.

SECTION 82. 49.45 (25) (bm) 2. of the statutes is amended to read:

49.45 (25) (bm) 2. ~~A. Individuals who are designated by the coordinating committee have, or a service coordination agency has, determined under s. 46.56 (8) (d) that the person is a child, as defined in s. 46.56 (1) (bm), with emotional and behavioral disabilities that meet the requirements under s. 46.56 (1) (c) 1. to 4.~~

SECTION 83. 51.42 (3) (ar) 14. of the statutes is amended to read:

51.42 (3) (ar) 14. If the county board of supervisors establishes an ~~integrated service program for children with severe disabilities~~ initiative to provide coordinated services under s. 59.53 (7), participate in and may administer an ~~integrated service program for children with severe disabilities under s. 59.53 (7) the initiative,~~ including entering into any written interagency agreements or contracts.

SECTION 84. 51.437 (4m) (m) of the statutes is amended to read:

51.437 (4m) (m) If the county board of supervisors establishes an ~~integrated service program for children with severe disabilities~~ initiative to provide coordinated services under s. 59.53 (7), participate in an ~~integrated service program for children with severe disabilities under s. 59.53 (7) the initiative,~~ including entering into any written interagency agreements or contracts.

SECTION 85. 51.437 (4r) (a) 3. of the statutes is amended to read:

51.437 (4r) (a) 3. May administer an ~~integrated service program for children with severe disabilities~~ initiative to provide coordinated services under s. 59.53 (7), if the county board of supervisors establishes an ~~integrated service program for children with severe disabilities~~ the initiative.

SECTION 86. 59.53 (7) of the statutes is repealed and recreated to read:

59.53 (7) INITIATIVE TO PROVIDE COORDINATED SERVICES. The board may establish an initiative to provide coordinated services under s. 46.56.

SECTION 87. 115.817 (5) (c) of the statutes is amended to read:

115.817 (5) (c) If the county board of supervisors establishes an ~~integrated service program for children with severe disabilities~~ initiative to provide coordinated services under s. 59.53 (7), the county children with disabilities education board shall participate in an ~~integrated service program for children with severe disabilities under s. 59.53 (7) the initiative,~~ and may enter into written interagency agreements or contracts under the ~~program~~ initiative.

SECTION 88. 116.03 (13m) of the statutes is amended to read:

116.03 (13m) If the county board of supervisors establishes an ~~integrated service program for children with severe disabilities~~ initiative to provide coordinated services under s. 59.53 (7), participate in an ~~integrated service program for children with severe disabilities under s. 59.53 (7) the initiative~~ and may enter into written interagency agreements or contracts under the ~~program~~ initiative.

SECTION 89. 120.12 (19) of the statutes is amended to read:

120.12 (19) (title) ~~INTEGRATED SERVICE PROGRAM INITIATIVE TO PROVIDE COORDINATED SERVICES.~~ If the county board of supervisors establishes an ~~integrated service program for children with severe disabilities~~ initiative to provide coordinated services under s. 59.53 (7), participate in an ~~integrated service program for children with severe disabilities under s. 59.53 (7) the initiative~~ and may enter into written interagency agreements or contracts under the ~~program~~ initiative.

SECTION 90. 938.02 (9s) of the statutes is renumbered 938.02 (2f) and amended to read:

938.02 (2f) "Integrated service Coordinated services plan of care" has the meaning given in s. 46.56 (1) (g) (cm).

SECTION 91. 938.33 (1) (c) of the statutes is amended to read:

938.33 (1) (c) A description of the specific services or continuum of services that the agency is recommending the court to order for the juvenile or family, the persons or agencies that would be primarily responsible for providing those services, and the identity of the person or agency that would provide case management or coordination of services, if any, and whether or not the juvenile should receive an ~~integrated service~~ a coordinated services plan of care.

SECTION 92. 938.34 (6m) of the statutes is amended to read:

938.34 (6m) ~~INTEGRATED SERVICE COORDINATED SERVICES PLAN OF CARE.~~ If the report prepared under s. 938.33 (1) recommends that the juvenile is in need of an ~~integrated service~~ a coordinated services plan of care and if an ~~integrated service program~~ initiative under s. 46.56 has been established in the county ~~or, if applicable, by a~~

tribe, order that an integrated service an assessment of the juvenile and the juvenile's family for eligibility for and appropriateness of the initiative, and if eligible for enrollment in the initiative, that a coordinated services plan of care be developed and implemented.

**SECTION 92r. Nonstatutory provisions.**

(1) EXEMPTION FROM CERTAIN LEGISLATIVE RULES OF PROCEEDINGS. Section 20.003 (4) of the statutes shall not apply to the actions of the legislature in enacting this act.

**SECTION 93. Fiscal changes.**

(1m) INITIATIVES FOR COORDINATED SERVICES. In the

schedule under section 20.005 (3) of the statutes for the appropriation to the department of health services under section 20.435 (5) (co) of the statutes, as affected by the acts of 2009, the dollar amount is increased by \$70,000 for the second fiscal year of the fiscal biennium in which this subsection takes effect for the purpose for which the appropriation is made.

**SECTION 94. Effective date.** This act takes effect on the day after publication or the 2nd day after publication of the 2009-11 biennial budget act, whichever is later.



## Coordinated Services Teams Service Coordinator Sample Job Description

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### Knowledge and Skills:

With the guidance of the Project Coordinator, the Service Coordinator will have a comprehensive knowledge of the human service system; have knowledge of how to access area resources; be skilled in written and oral communication; and be able to successfully facilitate groups and work well with a divergent group of people.

Specific skills of an effective Service Coordinator/facilitator include the abilities to: focus on strengths, accurately listen, develop trust of team members, understand multiple perspectives, intervene on ineffective team behavior, accept feedback without reacting defensively, provide support and encouragement, and maintain/demonstrate patience.

### Service Coordinator Activities:

- A. Identify and bring together a team of people that will collaboratively work with the child and family, and provide process orientation to the family and to team members who are new to the process. These activities take approximately **2 – 4 hours**.
- B. Together with team partners, conduct a comprehensive and multi-dimensional Assessment Summary of Strengths & Needs of the child and family. Schedule and facilitate team meetings to complete the Assessment Summary of Strengths & Needs and review the results. Ensure completion of associated paperwork. This process takes approximately **8 – 12 hours**.
- C. Together with team partners, develop the Plan of Care, specifically outlining each team member's responsibility, time line for accomplishment, and outcome expectations. Schedule and facilitate team meetings. Ensure the development of a Crisis Response Plan for each child to address potential crisis situations at home, in the community, and at school. Ensure completion of Plan of Care paperwork. This process takes approximately **8 – 12 hours**.
- D. Coordinate the implementation of the Plan of Care and monitor ongoing delivery of supports and services. This responsibility includes regular contact with the child, family, and service providers. Schedule and facilitate regularly scheduled team meetings to monitor the plan as a team. Ensure the Plan of Care is amended as necessary to meet the changing needs of the child, family, service providers, and community. Excluding the provision of direct services (in-home therapy, mentoring, etc.), this process takes approximately **2 – 6 hours per family per month**.
- E. Ensure completion of Quarterly Reports – includes collecting and recording information and data on placement, diagnosis, expenses, outcomes, and activities to determine effectiveness of the Plan. Collection of information and completion of the report takes approximately **1 hour per child**.

**Paperwork:**

Depending each team's situation and experience of the Service Coordinator, paperwork time will vary. Typical forms to be completed by or arranged to completed by the Service Coordinator include:

- Release of Information
- Assessment Summary of Strengths & Needs (to be completed within 30 days of enrollment)
- Plan of Care (to be completed within 60 days of enrollment)
- Home/Community Crisis Response Plan
- School Crisis Response Plan
- Quarterly Reports
- Team meeting minutes
- Team correspondence
- MA targeted case management forms (if billing for targeted case management)

Other documents which may be reviewed by the team and incorporated into the Plan of Care include:

- Individual Education Plan (IEP)
- Behavior Intervention Plan (BIP)
- Court Order
- Permanency Plan
- Psychotherapy/In-home assessment, goals, evaluations, case notes, etc.

Jefferson County  
Job Description Questionnaire (JDQ)

**This is an electronic format. The cells will expand as you type.**

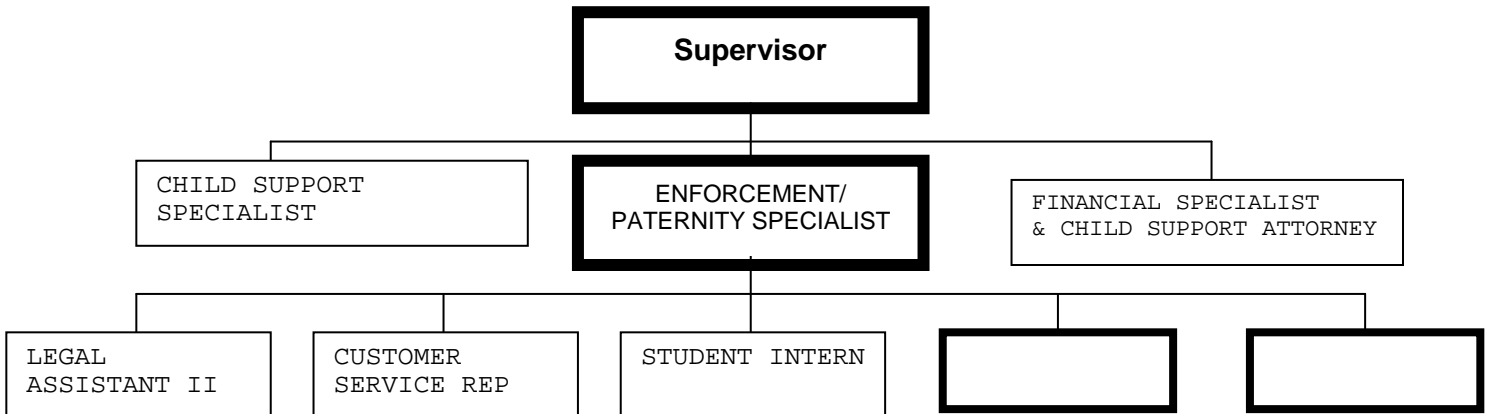
<b>Name:</b> Tamara L Tomczak	<b>Date:</b> 7/30/2012
<b>Title:</b> Child Support Enforcement & Paternity Specialist	<b>Department:</b> Child Support Agency
<b>Work Location:</b> Courthouse Room 219	<b>Phone:</b> 920-674-1112
<b>Immediate Supervisor:</b> Stacey Schuck	<b>Supervisor's Title:</b> Director

TIME EMPLOYED IN CURRENT JOB TITLE: in years and months	<b>5 years 7 months</b>
TIME EMPLOYED IN CURRENT DEPARTMENT: in years and months	<b>22 years 5 months</b>
TOTAL EMPLOYMENT WITH YOUR ORGANIZATION: in years and months	<b>22 years 5 months</b>
WORK HOURS (Start/Finish): 8:00 am to 4:30 pm	
FULL TIME: Yes	REGULAR PART-TIME (%):
OTHER	

**OUTLINE OF ORGANIZATION CHART**

**COMPLETE THE FOLLOWING SECTION OR ATTACH AT END OF DOCUMENT.**

Using the chart below, please fill in the job titles of (1) your immediate supervisor, (2) the jobs of employees you work with who also report to your supervisor and (3) the jobs of any employees you supervise. (If you prefer, attach a printed chart with the same information.)



**I. POSITION SUMMARY**  
 Briefly state why your position exists and what you consider its most important impact on the organization.

**The purpose of the enforcement specialist position is to establish, modify and enforce child support orders within state and federal timelines and guidelines. The purpose of the paternity specialist is to establish a legal father for children born outside of a marriage as well as establish court orders for that child within state and federal timelines and guidelines.**

**The most important impact on the organization is to serve the children of Jefferson County and at the same time to efficiently perform the duties necessary to meet the performance measures required to receive state and federal funding to be able to continue to provide these services to the children of Jefferson County.**

**II. ESSENTIAL ACCOUNTABILITIES**

Please identify the essential accountabilities of your position, which should be the most important responsibilities of the job. Then explain how the outcomes could be measured. Indicate the approximate percentage of time spent annually on those activities.

<b>% of Time Spent</b>	<b>ESSENTIAL ACCOUNTABILITIES</b>	<b>HOW OUTCOMES COULD BE MEASURED</b>
90	Independently review and determine action to be taken by monitoring KIDS worklists to establish child support, establish paternity, modify or enforce child support orders.	Cases are in compliance with timelines. Performance measures are met.
50	Independently research, compile information and draft legal documents such as motions, affidavits, orders, stipulations, subpoenas, summons, petitions, financial statements, warrants, income withholdings, and other legal documents required to establish child support, establish paternity, enforce or modify child support.	The documents are prepared accurately so the court can approve the request to establish, enforce or modify the child support order and establish paternity.
30	Independently review and determine timeliness for issuance of a warrant for arrest.	Warrant is executed.
50	Conducts investigative activities such as accessing other databases such as CCAP, Cares Worker Web, DOT, DILHR, CLEAR, other state CCAP, Department of Corrections, VINELINK, ORACLE, and other internet databases and websites to obtain information to proceed with case or locate a participant.	The participant status is verified and located.
15	Conducts interviews with participants to obtain income, employment, health insurance information and current placement schedule to negotiate stipulations for setting, modifying or enforcing a child support order.	The court approves the stipulations based on the information obtained and negotiated into an agreement.
15	Monitor KIDS worklists from customer service center for requests, responses or action to be taken within 48 hours.	Responses or action is taken within 48 hours.

25	Provide written and oral information regarding support cases to attorneys, law enforcement personnel, employers, medical providers, other agencies and the general public, which may include policies and procedures of our agency as well as federal and state regulations.	The party being provided the information is able to respond or take action to move the case into the next appropriate action to be taken.
5	Prepare and certify financial records for cases being enforced by another state.	The other state is able to assist with the action that is requested of them.
10	Review case record, draft UIFSA paperwork for out of state cases to establish paternity or enforce child support orders and then monitors progress of case.	The UIFSA paperwork is prepared accurately so that the other state may take the action requested.
25	Receive and initiate calls to case participants, attorneys, law enforcement, and other county or state agencies to provide or obtain information.	The case is kept current with the most recent information.
25	Receive incoming correspondence, analyzes and provides answering correspondence or action.	Updates are made, further action can be taken on the case.
25	Schedule appointments and hearings.	Case is proceeding to next step.
15	Assign work to legal assistant or other support staff such as contacting participants, employers, or other agencies, processing legal documents, etc.	Assignments are completed.
10	Assemble documents, case chronology and pay records in preparation for testimony at a court hearing as a representative of the child support agency or if subpoenaed.	We are well prepared to give testimony to the court.
5	Assist in planning, developing and implementing new work procedures, responsibilities and services.	Helps the agency run more efficiently with work flow.
5	Maintain knowledge of current child support agency rules, state statutes and regulations and local court rules. Attends related conferences, seminars, online training and meetings as required.	The child support program policies and procedures are constantly changing.
25	Advise and provide policies, procedures and past practices to other staff as requested.	The task can then be completed.
15	Query State Vital Records for birth information to determine next appropriate action.	Establish paternity.
25	Review paternity interview forms, contact applicants for additional information to determine next appropriate action, appointment, execution of administrative affidavit or filing of legal action.	Establish paternity within timelines.
25	Assist in managing the initiate process by answering questions about processing a case and performing duties in absence of legal assistant.	Initial case processing timelines are met.
15	Maintains knowledge to perform duties as notary public	Paperwork is completed for processing.
10	Analyze and interpret report data for paternity, enforcement and initiate duties, take appropriate action.	Timelines are met.

5	Generate purchase orders and invoices for agency. Review county budget when paying invoices. Backup to director for approving invoices.	Invoices paid timely. Department is within budget.
1	Review the CORE monthly expense report submitted for our state and federal funding.	Funding is received.
5	Update financial court orders for 150% wage withholding amounts.	Court order information is correct. Additional tool to meet performance.
25	Interview, recommend and supervise high school intern students during their tenure with our agency.	Additional staff to assist with the past paced environment and additional projects.
5	Monitor and distribute county email in absence of director.	Responses and action taken within 48 hours.
5	Access additional systems SACWIS and IL KIDS for initiate, locate and other enforcement or establishment duties.	Additional information to process case.
5	Assist in answering the telephone and walk-in participants in the absence of our customer service representative.	Incoming calls and walk-in participants are dealt with timely.

<b>III. FORMAL PREPARATION / EXPERIENCE</b>	
Please answer the following based on the most representative combination of formal preparation and relevant experience to qualify for position.	
1.	Formal preparation/education (or equivalent) necessary to qualify for the position. High School Diploma, Associate degree: legal secretary, paralegal, or some other law related degree.
2.	Relevant experience required to qualify for the position (number of years of relevant experience needed) 3-5 years legal experience in family law.
3.	Note any other training/certifications, etc. which is needed for the position. Notary public, knowledge of Microsoft Word and Excel, Outlook.
4.	Please indicate additional education, experience or training that is <i>desired</i> for the position. Knowledge of KIDS computer system, previous employment in child support agency or economic support agencies, basic bookkeeping knowledge, past experience in dealing with difficult and emotional people.
5.	Please indicate your education, experience, etc. that you have. High school diploma, 1 semester legal secretary program at MATC, 32 years experience in legal field, including family law for both private and public sector. Yearly child support training since 1990.

<b>IV. JUDGMENTS MADE</b>		
Please identify what you believe are the most important judgment you make in performing jobs.		
<b>EXAMPLES OF JUDGMENTS</b>	<b>WHO, IF ANYONE, REVIEWS THESE JUDGMENTS</b>	<b>WHAT IS THE IMPACT OF THESE JUDGMENTS</b>
Determine when commitment warrant is appropriate.	CS Attorney	A party is arrested.
Determine appropriate action from review of file and information. Prepare the legal documents necessary to establish, enforce or modify an order.	CS Attorney	Parties are summoned to court, jail sanctions ordered, warrants authorized, financial orders established.
Determine appropriate level of child support, past and future, calculate arrears and medical expenses, and payback of costs pursuant to state and federal regulations.	CS Attorney	Stipulations are entered for financial orders that affect their budget. If not calculated correctly, stipulations may be rejected by attorney or court for not being in compliance with state statutes.
Dealing with difficult people.	Director/CS Attorney	Parties may make complaint (written or verbal) to either state or county administration or state representatives.
Confidentiality of parties, case and payment record information.	Director/CS Attorney	Agency could be sanctioned or sued. Protected participant could be harmed by another party.

## V. PROBLEM SOLVING

Please identify the typical types of problems you solve on a regular basis in performing your job. Also include information on who else may be involved in helping with problem resolution.

TYPE/EXAMPLE OF PROBLEMS YOU SOLVE	INDIVIDUALS INVOLVED IN SOLVING PROBLEM
Appointments with uncooperative mothers to obtain information on potential fathers.	Director/CS Attorney
Appointments with both parents to negotiate and draft a child support stipulation within the guidelines and timelines.	CS Attorney
Negotiate with the payer who is currently incarcerated or may become incarcerated if he/she fails to meet conditions of sanction.	CS Attorney
Negotiate with payer for payments of child support when not in compliance with order.	CS Attorney
Explain to payee tools and resources being utilized to enforce the case for payments or to establish paternity.	Director/CS Attorney
Deal with difficult people.	Director/CS Attorney
Arrange daily work schedule to accommodate RUSH projects/problems that may occur.	Director/CS Attorney
Determine at what point an appointment or hearing should be scheduled.	Director/CS Attorney

## VI. SUPERVISION / MANAGEMENT

Where it applies answer the following. Otherwise, put "Not Applicable" or "Don't Know".

Responsibility for others:

a. Number of People: 4

b. Their Position Titles: Legal Assistant II, Customer Service Representative, Student intern

c. Which, if any, of the following do you perform?:

1. Directly Supervise? Student intern

2. Train / Instruct? Student intern, LA II & Customer Service Representative

3. Give Work Direction? Student intern, LA II & Customer Service Representative

4. Do Project Management? Student intern

5. Conduct Performance Reviews? Student intern

6. Discipline? Student intern

7. Hire? Student intern

d. Note assets, facilities, equipment or funds, if any, for which you have some degree of accountability:



<b>VII. WORK RELATIONSHIPS</b>	
Please identify the most typical work relationships of your position with other persons, functions or organizations, inside or outside of your own organization.	
Typical Work Relationships	Purpose of Relationship
Coworkers including other courthouse departments	Provide and obtain information for casework and/or administrative duties.
Other state and local child support agencies, law enforcement, medical providers, human services department, probation & parole, employers, etc.	Provide and obtain information to analyze and determine next course of action.
Judges and Court Commissioners	Provide information requested.
Private bar attorneys	Provide and obtain information as requested.
State Vital Records	Provide and obtain information for filing of birth certificates.

<b>VIII. WORK ENVIRONMENT AND PHYSICAL REQUIREMENTS</b>		
100% Inside (sheltered)	10% Noise	20% Travel Required
& Outside Work	10% Fumes, Odor	50% Temperature extremes
% Hazards	% Other (note)	
Are there any unusual requirements for your position? (Y/N) Yes		
If yes, please explain: Ability to work under stressful conditions for meeting timelines, ability to work with difficult and hostile people, ability to work with a diverse participant base.		

<b>IX. UNUSUAL / UNIQUE MENTAL REQUIREMENTS</b>
Does your position require any unusual or unique mental requirements? Ability to handle stressful situations.
Ability to handle dangerous situations with participants.

<b>X. ADDITIONAL DATA/NOTABLE INFORMATION</b>
Please identify any other information, which would help someone else understand your position more clearly:
The training period for this position is a minimum of 6 months for basic duties if no prior KIDS computer program experience. The case count continues to increase yearly. Both state and federal regulations are continually changing the way our cases are process and enforced.

<b>XI. SUPERVISOR'S REMARKS</b>

#### Essential Accountabilities:

Many of the Essential Accountabilities could be have their outcomes measures by meeting the mandated federal timelines and performance measures. This JDQ only mentions the federal timelines and performance measures by a few of the essential accountabilities. However, all work performed is driven by both timelines and performance.

Independently reviews and determines timeliness for issuance for warrant for arrest. The specialist determines the appropriateness for warrant for arrest based on court order or approval of Agency attorney.

“Conducts investigative Activities”: All specialists conduct all locate /investigative activities independently and independently determine which locate sources to use to perform locate actions on cases. Federal timelines dictate how long specialist has to perform locate in each case, or specifies what documentation must be made if locate is unsuccessful.

“Provide written and oral information “ Measure outcome- Agency Customer Service Plan requirements are met.

“Assembles documents, case chronology and pay records in preparation for testimony at a court hearing” Reduce the percentage from 10% to 3%

“Interview, recommend and supervise the high school intern” This position is responsible for monitoring the high school student. This position interviews the student, along with the Agency Director. This position meets independently with the High School Coop-Coordinator quarterly to provide and receive status updates on the intern’s work status and prepares quarterly progress reports. This position also independently attends the high school end of year awards ceremony for the students.

#### Formal Preparation/ Experience:

I would require a minimum of an Associate Degree in legal secretary or Paralegal for this position plus desired experience would be 3-5 years direct work experience in family law, proficiency with Microsoft WORD and OUTLOOK and familiarity with EXCEL. Additional experience preferred would be experience with the KIDS (child support state wide computer system) and CARES (Human Services statewide computer system).

#### Judgments made/problem solving:

Good Examples listed on both categories.

#### Supervision/Management:

This specialist supervises the student intern. The other positions listed, customer service and Legal Assistants II, she assigns work, assists with training and provides instruction. This specialist assists in the interviewing and hiring process of the student intern along with the providing continuous monitoring and feedback to the student as to the student’s progress throughout the year.

#### Work relationships:

Specialist has relationships with various others: general public, our customer service center (call center), Community employers, financial institutions, insurance companies, etc. These relationships are to provide and receive information.

Specialist position deals with angry case participants. All agency staff often deals with emotionally distraught customers. Family law is often not pleasant. Staff is often on the receiving end of the customer venting frustrations. All specialist positions require assertive, professional and positive staff.

**TYPE IN YOUR NAME(S) AND EMAIL TO SUPERVISOR/DEPARTMENT HEAD. REMEMBER TO SAVE A COPY!**

**EMPLOYEE SIGNATURE:**

Tamara L Tomczak

**DATE:** 7/30/12

**SUPERVISOR SIGNATURE:**

**DATE:**

**DEPARTMENT HEAD SIGNATURE:**

Stacee Jensen

**DATE:**

7/31/12

**HUMAN RESOURCES DIRECTOR SIGNATURE:**

I have reviewed and JDQ appears complete. I have no additional comments to those of the supervisor, except our job title is still Enforcement Specialist. Terri M Palm, 8/2/12

JEFFERSON COUNTY  
EMPLOYEE COMPENSATION AND CLASSIFICATION PLAN

REQUEST FOR REVIEW FORM

Name: see below  
Date: 12/31/12  
Title: Child Support Enforcement Specialists/Paternity  
Department: Child Support  
Signature: see below

**EMPLOYEES SUBMITTING A REVIEW AS A GROUP SHOULD COMPLETE A SEPARATE SHEET TO INCLUDE ALL NAMES AND SIGNATURES**

**I believe my position was incorrectly graded because:**

(If the basis of the review is additional responsibilities or significant changes to the position since the completion of the JDQ, please explain when the duties changed, the reason for the change, and from where the duties originated. If the duties came from another position, the employee must indicate from which position they were removed).

Kathleen M. Orval  
Tamara L. Tomczak  
Maria Maruna  
Suzanne  
Jennifer Zink

Kathie M. Orval  
Tamara L. Tomczak  
Maria Maruna  
Sarana Stolar  
Jennifer Zink



We have done comparisons of the Child Support Enforcement/Paternity Specialist JDQ and the Paralegal (Confidential)/County Board Reporter along with the Job Description of the Paralegal in the District Attorney's Office. In doing so, we have found that the child support specialist not only has the same or similar duties as the Paralegal (Confidential)/County Board Reporter and Paralegal (DA's office), but has more duties and/or more detailed duties required to perform their work. We have compiled a chart of the duties of each of the positions beside their comparisons; and also a list of the differences or additions to each of the positions.

In addition to the basic paralegal duties, we make independent decisions on which actions to take on each case such as whether a contempt hearing should be scheduled, a warrant for arrest and/or commitment order be done or just a phone call or letter be sent. We then schedule the hearing and draft the hearing papers, prepare the warrant for arrest and/or commitment, make the phone call or prepare and send the letter. We schedule appointments with participants in order to attempt to get parties to stipulate and if successful, we prepare the Stipulation and Order for signatures. Essentially all of the decisions made and the work done by an enforcement/paternity specialist is done independently. On occasion, we will ask for directive from the child support attorney or director. All of our work must be done in a timely fashion with much of it being mandated by state/federal timelines. We research statutes and case law regarding child support when necessary, and attend meetings and trainings to keep up with the ever-changing laws, statutes, procedures, policies and computer system having to do with child support. We must also maintain confidentiality on the information that we obtain in our child support records and files in accordance with the law, or with court or agency policies.

The education requirement for the Child Support Enforcement/Paternity Specialist and the paralegal position is essentially the same except that the specialist position desires experience in more software programs and in statewide child support system (which is like no other program/system) and also the statewide human services system (which is like no other program/system). See below:

**Child Support Enforcement/Paternity Specialist** must have a minimum of an Associate Degree in legal secretary or paralegal plus desired experience would be 3-5 years direct work experience with family law, proficiency with Microsoft WORD and OUTLOOK and familiarity with EXCEL. Additional experience preferred for the child support specialist position would be experience with KIDS (child support state wide computer system) and CARES (Human Services statewide computer system).

**Paralegal** must a minimum of an Associate Degree as a paralegal with one year paralegal experience, Juris Doctor Degree or any combination of education and experience that provides equivalent knowledge, skills and abilities.

*As Child Support/Paternity Specialists in the Child Support Agency, we are doing paralegal work.*

We ask that you review the comparison chart that we have provided and re-evaluate your determination of the Child Support Enforcement/Paternity Specialist position that you have placed in GRADE 5 and place the position at a grade level no less than that of the Paralegal (Confidential)/County Board Reporter or Paralegal (DA's office) position as *the duties and requirements for the Child Support Enforcement/Paternity position is that of a paralegal.*

Thank you for your time and consideration in this matter.

MANAGEMENT REVIEW FORM

**Supervisor Review Section:**

I certify that I have reviewed all factual information concerning this review.

Name \_\_\_\_\_ Position Title \_\_\_\_\_

Date \_\_\_\_\_

Comments:

**Department Head Review Section:**

I certify that I have reviewed all factual information concerning this review.

Name Stacey Jensen Position Title Department Head

Date 1/2/13

Fiscal Impact:

	Current Rate	Step 7 Rate 12/30/2012	Next Inc. Effective Date	Inc. Amt.	Budget Impact
Kathy Orval	\$20.79	\$22.23	12/30/2013	\$1.44/hr.	\$2,995.20
Tammy Tomczak	\$20.79	\$22.23	12/30/2013	\$1.44/hr.	\$2,995.20
Maria Maruna	\$20.79	\$22.23	12/30/2013	\$1.44/hr.	\$2,995.20
Sarana Stolar	\$17.84	\$22.23	12/30/2013	\$4.39/hr.	\$9,131.20
Jennifer Zink	\$20.79	\$22.23	12/30/2013	\$1.44/hr.	\$2,995.20
Fiscal Impact Including wages only:					\$21,112.00

Comments:

I agree with the position, task & duty comparison presented in this request for review.

**Human Resources Director Review Section:**

I certify that I have reviewed all factual information concerning this review.

Name Janine Bell Position Title HR Director

Date 1-13-13

Comments:

The enforcement specialists did a thorough analysis of comparison of positions as noted for their request, within the Review Guidelines.

	<b>CHILD SUPPORT SPECIALIST/PATERNITY</b>	<b>PARALEGAL CORPORATE COUNSEL</b>	<b>PARALEGAL DA'S OFFICE</b>
	<i>SAME OR SIMILAR TASKS/DUTIES</i>	<i>SAME OR SIMILAR TASKS/DUTIES</i>	<i>SAME OR SIMILAR TASKS/DUTIES</i>
1	Independently review and determine action to be taken by monitoring KIDS worklists to establish child support, establish paternity, modify or enforce child support orders.	Perform Paralegal tasks of drafting pleadings, correspondence, memos, orders, subpoenas, etc., by analyzing factual data, legal research and information; communicating and making judgment calls with Human Services, institutions, Sheriff's Office, Maintain electronic tickler and filing system. Update computer database.  Maintain electronic tickler and filing system. Update computer database.	<ul style="list-style-type: none"> <li>Drafts correspondence, memos and a variety of legal documents such as pleadings, orders, subpoenas, complaints, notices, jury instructions, stipulations, warrants, juvenile delinquency petitions and children in need of protective services (CHIPS) petitions. Reviews police reports to determine complaint basis.</li> <li>Updates computer databases.</li> </ul>
2	Independently research, compile information and draft legal documents such as motions, affidavits, orders, stipulations, subpoenas, summons, petitions, financial statements, warrants, income withholdings, and other legal documents required to establish child support, establish paternity, enforce or modify child support.	Perform Paralegal tasks of drafting pleadings, correspondence, memos, orders, subpoenas, etc., by analyzing factual data, legal research and information; communicating and making judgment calls with Human Services, institutions, Sheriff's Office, Public Defender's Office, adverse counsel and doctors.  Prepare and review all correspondence including legal documents and communications to route to appropriate recipient.	<ul style="list-style-type: none"> <li>Conduct background checks and prepare criminal history summaries for new referrals/in-custodies</li> <li>Types criminal complaints and petitions.</li> </ul>



3	<p>Conducts investigative activities such as accessing other databases such as CCAP, Cares Worker Web, DOT, DILHR, CLEAR, other state CCAP, Department of Corrections, VINELINK, ORACLE, and other internet databases and websites to obtain information to proceed with case or locate a participant.</p>	<p>Perform Paralegal tasks of drafting pleadings, correspondence, memos, orders, subpoenas, etc., by analyzing factual data, legal research and information; communicating and making judgment calls with Human Services, institutions, Sheriff's Office, Public Defender's Office, adverse counsel and doctors</p>	
4	<p>Monitors KIDS worklists from customer service center for requests, responses or action to be taken within 48 hours.</p>	<p>Greet and assist public for requested open records kept by Corporation Counsel.</p> <p>Maintain electronic tickler and filing system. Update computer database.</p>	
5	<p>Provide written and oral information regarding support cases to attorneys, law enforcement personnel, employers, medical providers, other agencies and the general public, which may include policies and procedures of our agency as well as federal and state regulations.</p> <p>Monitor and distribute County email in absence of director.</p>	<p>Maintain and provide information to county staff and public on ordinances, resolutions and their indexes. Prepare responses to routine correspondence and questions.</p> <p>Maintain communication with witnesses, doctors, institutions, judicial assistants, sheriff's office, etc. and assist with case preparation</p>	<ul style="list-style-type: none"> <li>Maintains communication with law enforcement personnel, victims/witness coordinator, victims/witnesses, Human Service personnel, Department personnel, Clerk of Court personnel, court personnel, and public defenders and other attorneys regarding pending cases and proceedings.</li> </ul>
6	<p>Review case record, draft UIFSA paperwork for out of state cases to establish paternity or enforce child support orders and then monitors progress of case.</p>	<p>Perform Paralegal tasks of drafting pleadings, correspondence, memos, orders, subpoenas, etc., by analyzing factual data, legal research and information; communicating and making judgment calls with Human Services, institutions, Sheriff's</p>	

		Office, Public Defender's Office, adverse counsel and doctors	
7	Receive and initiate calls to case participants, attorneys, law enforcement, and other county or state agencies to provide or obtain information.	Greet and assist public for requested open records kept by Corporation Counsel.	Maintains communication with law enforcement personnel, victims/witness coordinator, victims/witnesses, Human Service personnel, Department personnel, Clerk of Court personnel, court personnel, and public defenders and other attorneys regarding pending cases and proceedings.
8	Receive incoming correspondence, analyzes and provides answering correspondence or action.	Process incoming and outgoing mail.	
9	Review paternity interview forms, contact applicant for additional information to determine next appropriate action, appointment, execution of administrative affidavit or filing of legal action.	Perform Paralegal tasks of drafting pleadings, correspondence, memos, orders, subpoenas, etc., by analyzing factual data, legal research and information; communicating and making judgment calls with Human Services, institutions, Sheriff's Office, Public Defender's Office, adverse counsel and doctors	
10	Maintains knowledge to perform duties as notary public	Perform receptionist tasks including notary public duties	<ul style="list-style-type: none"> <li>Review new Wisconsin Acts and Legislation for applicability in the District Attorney's Office and disseminate to staff.</li> </ul>
11	Generate purchase orders and invoices for agency. Review county budget when paying invoices. Backup to director for approving invoices.	Maintain and monitor office supply inventory and bills in relationship to the budget.	
12	Review the CORE monthly expense report submitted for our state and federal funding.	Maintain and monitor office supply inventory and bills in relationship to the budget.	

13	Performs duties of the Customer Service Specialist in her absence which entails greeting and directing participants, answering questions, providing payment records, answering the telephone and directing calls, assisting with printing of pro se documents, sorting and distributing mail, checking for discrepancies on daily court calendars, etc.	Perform receptionist tasks including notary public duties.	
14	Independently review and determine timeliness for issuance of a warrant for arrest.		<ul style="list-style-type: none"> <li>• Conduct background checks and prepare criminal history summaries for new referrals/in-custodies.</li> <li>• Types criminal complaints and petitions.</li> </ul>
15	Schedule appointments and hearings		<ul style="list-style-type: none"> <li>• Schedules court hearings. Monitors court calendars for case status and filing/procedure deadlines.</li> </ul>
16	Assign work to legal assistant or other support staff such as contacting participants, employers, or other agencies, processing legal documents, etc.		<ul style="list-style-type: none"> <li>• Supervise, train and review work product for all interns</li> </ul>
17	Assemble documents, case chronology and pay records in preparation for testimony at a court hearing as a representative of the child support agency or if subpoenaed.		<ul style="list-style-type: none"> <li>• Acts as Trial Assistant by researching, compiling discovery materials, organizing file contents, preparing exhibits, case management, preparing and displaying power points, assisting in the courtroom on major cases.</li> </ul>
18	Assist in planning, developing and implementing new work procedures, responsibilities and services.		<ul style="list-style-type: none"> <li>• Review new Wisconsin Acts and Legislation for applicability in the District Attorney's Office and disseminate to staff.</li> </ul>

19	Advise and provide policies, procedures and past practices to other staff as requested.		<ul style="list-style-type: none"> <li>Review new Wisconsin Acts and Legislation for applicability in the District Attorney's Office and disseminate to staff.</li> </ul>
20	<p>Maintain knowledge of current child support agency rules, state statutes and regulations and local court rules. Attends related conferences, seminars, online training and meetings as required.</p> <p>Independently review and determine action to be taken by monitoring KIDS worklists to establish child support, establish paternity, modify or enforce child support orders</p>		<ul style="list-style-type: none"> <li>Review new Wisconsin Acts and Legislation for applicability in the District Attorney's Office and disseminate to staff.</li> <li>Updates computer databases</li> </ul>
21	Analyze and interpret report data for paternity, enforcement and initiate duties, take appropriate action.		<ul style="list-style-type: none"> <li>Sorts and files documents. Opens and closes files.</li> </ul>
22	Assist in managing the initiate process by answering questions about processing a case and performing duties in absence of legal assistant.		<ul style="list-style-type: none"> <li>Supervise, train and review work product for all interns</li> <li>Sorts and files documents. Opens and closes files.</li> </ul>
23	Enforcement/Paternity Specialists are able to perform duty of filing documents with the court if required/needed.		Files documents with the court.

	<b>CHILD SUPPORT SPECIALIST/PATERNITY</b>	<b>PARALEGAL CORPORATE COUNSEL</b>	<b>PARALEGAL DA'S OFFICE</b>
	<i>Differences / Additions</i>	<i>Differences / Additions</i>	<i>Differences / Additions</i>
1	Conducts investigative activities such as accessing other databases such as CCAP, Cares Worker Web, DOT, DILHR, CLEAR, other state CCAP, Department of Corrections, VINELINK, ORACLE, and other internet databases and websites to obtain information to proceed with case or locate a participant.	Maintain Corporation Counsel library.	Maintains law library and update legal resource materials
2	Conducts interviews with participants to obtain income, employment, health insurance information and current placement schedule to negotiate stipulations for setting, modifying or enforcing a child support order.	Backup to Administrator's Assistant in preparing and posting revised weekly meeting notices according to Open Meeting Law requirements.	<ul style="list-style-type: none"> <li>Oversee and manage the Check Enforcement Program</li> </ul>
3	Prepare and certify financial records for cases being enforced by another state.	Attendance at and preparation of official County Board minutes, resolutions and ordinances. Prepare official record and act as liaison with official county newspaper on publication and procedures. Attendance at Administration & Rules Committee meetings. Maintaining, updating and verifying resolution and ordinance database. Maintaining "Jefferson County Code".	

4	Query State Vital Records for birth information to determine next appropriate action.		
5	Update financial court orders for 150% wage withholding amounts.		
6	Reviews bankruptcy notices, updates KIDS child support system with appropriate bankruptcy codes, makes any necessary changes to income withholding, and prepares proof of claims if appropriate.		
7	Maintains security files for the child support agency which consists of obtaining a WAMS ID & KIDS ID for each new employee, and obtaining access to KIDS, CWW, EOS, Extranet, DMV, CCAP restricted access, Wisacwis & KIDSTAR along with requesting a training ID number for the new employee(s). This involves completing applications for new employee(s) signature, and contacting several different state security departments by fax, phone, and/or email to complete the submission process. Also must submit changes or terminations to all of the above for any transfers or terminations of employee(s).		
8	Performs and assists with payroll review and approval.		

## Terri Palm

---

**To:** Stacey Jensen  
**Subject:** RE: Employee Compensation and Classification plan request for review

Stacey, I can just include this email with the reviews. The Committee is aware, though, that most departments would not have money budgeted to cover. I think they were interested in knowing how much of the impact may be covered by other sources than tax levy. I assume that 2/3 of the impact to CSA is reimbursed?

Terri M. Palm  
Human Resources Director  
Jefferson County  
320 S. Main St.  
Jefferson, WI 53549  
920-674-7103

-----Original Message-----

**From:** Stacey Jensen  
**Sent:** Wednesday, January 09, 2013 7:45 AM  
**To:** Terri Palm  
**Subject:** RE: Employee Compensation and Classification plan request for review

Good Morning Terri,

I was wondering, since there would be a considerable fiscal impact if this "request for review" was approved and that amount was not budgeted for in my 2013 budget, should I have made some sort of indication of such in my comment?

Stacey

-----Original Message-----

**From:** Stacey Jensen  
**Sent:** Thursday, January 03, 2013 11:37 AM  
**To:** Terri Palm  
**Subject:** RE: Employee Compensation and Classification plan request for review

I put it in the inter-office mail after 2:00, so it will come down today.

-----Original Message-----

**From:** Terri Palm  
**Sent:** Thursday, January 03, 2013 9:33 AM  
**To:** Stacey Jensen  
**Subject:** RE: Employee Compensation and Classification plan request for review

Stacey, I went through my mail this morning...didn't see this request yet.

Terri M. Palm  
Human Resources Director  
Jefferson County  
320 S. Main St.  
Jefferson, WI 53549  
920-674-7103

-----Original Message-----

**From:** Stacey Jensen  
**Sent:** Wednesday, January 02, 2013 2:36 PM

Jefferson County  
Job Description Questionnaire (JDQ)

*EP3001  
Equip Parts*

This is an electronic format. The cells will expand as you type.

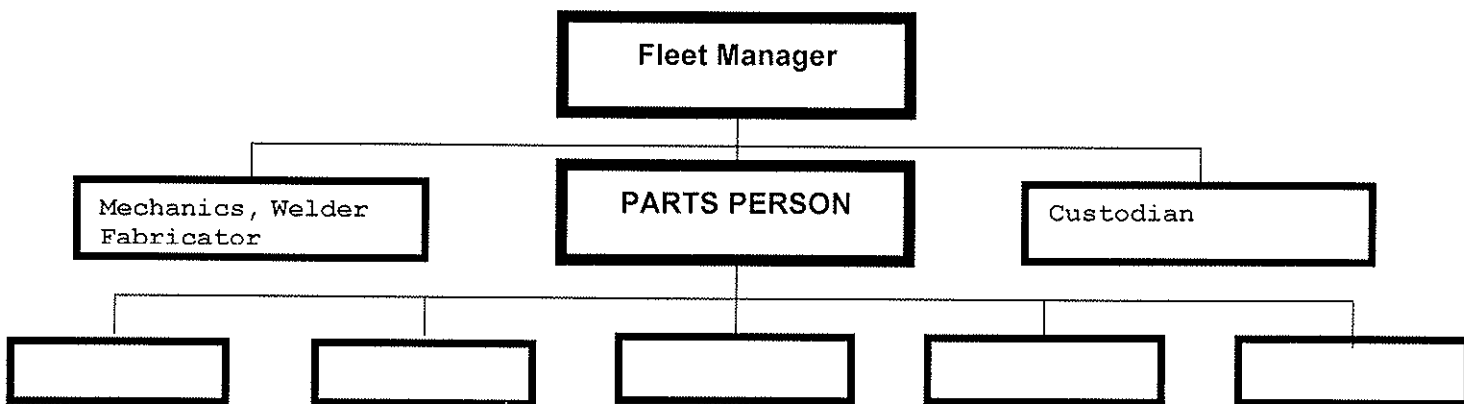
Name: Douglas Schuenke	Date: 7/5/12
Title: Parts Person	Department: Highway
Work Location: Shop	Phone: 920-674-7270
Immediate Supervisor: Eric Coonan	Supervisor's Title: Fleet Manager

TIME EMPLOYED IN CURRENT JOB TITLE: in years and months	7yrs 7months
TIME EMPLOYED IN CURRENT DEPARTMENT: in years and months	37yrs 2months
TOTAL EMPLOYMENT WITH YOUR ORGANIZATION: in years and months	37yrs 2months
WORK HOURS (Start/Finish): Winter 7:00am to 3:00pm Summer 6:00am to 4:00pm	
FULL TIME: Full Time	REGULAR PART-TIME (%):
OTHER	

**OUTLINE OF ORGANIZATION CHART**

COMPLETE THE FOLLOWING SECTION OR ATTACH AT END OF DOCUMENT.

Using the chart below, please fill in the job titles of (1) your immediate supervisor, (2) the jobs of employees you work with who also report to your supervisor and (3) the jobs of any employees you supervise. (If you prefer, attach a printed chart with the same information.)



**I. POSITION SUMMARY**

Briefly state why your position exists and what you consider its most important impact on the organization.

For the procurement and distribution of parts, fuel, and supplies for all departments of Jefferson county. Researching alternate means to keep cost down. Keeping detailed records for monthly and yearly inventory.



**II. ESSENTIAL ACCOUNTABILITIES**

Please identify the essential accountabilities of your position, which should be the most important responsibilities of the job. Then explain how the outcomes could be measured. Indicate the approximate percentage of time spent annually on those activities.

<p><b>% of Time Spent</b></p>	<p><b>ESSENTIAL ACCOUNTABILITIES</b></p>	<p><b>HOW OUTCOMES COULD BE MEASURED</b></p>
<p>100%</p>	<p>All aspects of daily shop operations</p>	<p>Procurement of Parts, fuel, equipment, tools and supplies for distribution and inventory.</p>
<p>50%</p>	<p>Daily entry of parts used and received/ fuel used and received</p>	<p>Enter to correct work orders, job's and accounts with correct costs and quantities.</p>
<p>20%</p>	<p>Order and research parts, fuel, tools, shop supplies, and safety equipment</p>	<p>Check order alert for stock to be purchased. Order and research by vendor, catalogs, parts books, or phone. Search for best cost and availability, track orders and keep daily log of items purchased in log book or in computer stock parts daily order.</p>
<p>30%</p>	<p>Receiving parts, shop supplies, ect.</p>	<p>Check packing slips for correct quantity and parts shipped and items back ordered, check email daily for invoices copy and review all invoices for correct quantity and costs. Code invoices with correct work orders, stock part number, job, supply, and general ledger account. Print barcode labels and distribute stock and supplies to correct locations. Track orders, warranty items, backorders, core charges, and items returned.</p>
<p>20%</p>	<p>Fuel usage receiving and ordering</p>	<p>Take daily pump totalizer meter readings and collect daily fuel sheets. Keep daily detailed log of fuel used. Enter to correct equipment, jobs, or work orders with equipment hours and miles for pm updates. Enter lubes used twice monthly. Measure fuel tanks twice weekly, ordering fuel calling 3 to 5 vendors for best price and delivery times. Receiving fuel review invoice for correct product pricing and quantity. Check invoices for correct pricing and quantity. Enter in correct locations with correct pricing quantity and any taxes that may apply.</p>
<p>5%</p>	<p>Monthly reporting of parts and fuel</p>	<p>Run shop operations reports by class, job, and general ledger asset accounts. Check totals with daily posts, fined and correct all mistakes. Create spread sheet and enter totals for all accounts. Measure fuel tanks for monthly inventory create fuel reconciliation report and enter fuel inventory for monthly adjustments. Run and file monthly work orders for all equipment</p>



5. Please indicate your education, experience, etc. that you have.  
 High School Diploma, Two years equipment operator, Twenty years driving truck, eight years pm maintenance,  
 Seven years seven months parts person.

**IV. JUDGEMENTS MADE**

Please identify what you believe are the most important judgment you make in performing jobs.

EXAMPLES OF JUDGEMENTS	WHO, IF ANYONE, REVIEWS THESE JUDGEMENTS	WHAT IS THE IMPACT OF THESE JUDGEMENTS
Ordering the correct parts/supplies	No one	Longer down times if not ordered correctly
Charging to correct job's	Accounts payable clerk	Billing the wrong Departments or job's
Classifying new equipment and assigning new numbers	Accounts payable clerk	Incorrect or reduced revenues
Ordering specialty items at the best prices	Fleet manager	Purchasing product at higher cost
Ordering parts in a timely manner	No one	Longer down times/ having the parts on hand when needed for new truck setup. Reduce freight costs if order on stock orders

**V. PROBLEM SOLVING**

Please identify the typical types of problems you solve on a regular basis in performing your job. Also include information on who else may be involved in helping with problem resolution.

TYPE/EXAMPLE OF PROBLEMS YOU SOLVE	INDIVIDUALS INVOLVED IN SOLVING PROBLEM
Correcting posting errors	Parts person
Ordering the right parts for the proper application	Parts person, mechanics, and fleet manager
Determining what stock needs to be reduced and disposed of.	Parts person
Determining what new parts need to be stocked.	Parts person, mechanics, fleet manager
Classifying new equipment	Parts person, accounts payable person

**VI. SUPERVISION / MANAGEMENT**

Where it applies answer the following. Otherwise, put "Not Applicable" or "Don't Know".

Responsibility for others: N/A

a. Number of People: N/A

b. Their Position Titles: N/A

c. Which, if any, of the following do you perform?: N/A

1. Directly Supervise? N/A

2. Train / Instruct? N/A

3. Give Work Direction? N/A

4. Do Project Management? N/A

5. Conduct Performance Reviews? N/A

6.	Discipline? N/A
7.	Hire? N/A
d. Note assets, facilities, equipment or funds, if any, for which you have some degree of accountability: N/A	

VII. WORK RELATIONSHIPS	
Please identify the most typical work relationships of your position with other persons, functions or organizations, inside or outside of your own organization.	
Typical Work Relationships	Purpose of Relationship
Vendors	Order and research parts , fuel, safety equipment, and supplies
Other county departments	Parts and fuel /charging , invoicing , and work orders
Supervisors	Researching various needs
Other municipalities	Parts charging, invoicing, and accounts
Other employees	Researching, discussing parts cost and handing out parts and supplies needed
General public	Trying to resolve or transfer them to the right departments /supervisor for problems they may have

VIII. WORK ENVIRONMENT AND PHYSICAL REQUIREMENTS		
% Inside (sheltered) 90%	% Noise 15%	% Travel Required 5%
& Outside Work 10%	% Fumes, Odor 15%	% Temperature extremes 10%
% Hazards 50%	% Other (note)	
Are there any unusual requirements for your position? (Y/N)		yes
If yes, please explain: Must be able to lift heavy packages, reach, and bend or kneel		

IX. UNUSUAL / UNIQUE MENTAL REQUIREMENTS
Does your position require any unusual or unique mental requirements?
Yes must be able to multi task , communicate, sort data , use various forms of reference material , word , excell , parts books ect. , chems billing, parts and fuel reports , internet for research and ordering .

~~X. ADDITIONAL DATA/NOTABLE INFORMATION~~  
~~Please identify any other information, which would help someone else understand your position more clearly.~~

The Fleet Manager is starting to take over some aspects of the Parts position. The Parts person does lots of data entry work.

XI. SUPERVISOR'S REMARKS

TYPE IN YOUR NAME(S) AND EMAIL TO SUPERVISOR/DEPARTMENT HEAD. REMEMBER TO SAVE A COPY!

EMPLOYEE SIGNATURE: Douglas Schuenke <i>Douglas Schuenke</i>	DATE: 7/12/12
SUPERVISOR SIGNATURE: <i>and Mr. [unclear]</i>	DATE: 7-25-12
DEPARTMENT HEAD SIGNATURE: <i>Will Oka</i>	DATE: 7-30-12
HUMAN RESOURCES DIRECTOR SIGNATURE: <i>Jim M. Del</i>	7-31-12

*JDQ appears complete*

JEFFERSON COUNTY  
EMPLOYEE COMPENSATION AND CLASSIFICATION PLAN

REQUEST FOR REVIEW FORM

Name: Douglas Schwenke  
Date: 12/31/12  
Title: Parts Person  
Department: Highway  
Signature: Douglas Schwenke

**EMPLOYEES SUBMITTING A REVIEW AS A GROUP SHOULD COMPLETE A SEPARATE SHEET TO INCLUDE ALL NAMES AND SIGNATURES**

**I believe my position was incorrectly graded because:**

(If the basis of the review is additional responsibilities or significant changes to the position since the completion of the JDQ, please explain when the duties changed, the reason for the change, and from where the duties originated. If the duties came from another position, the employee must indicate from which position they were removed).

I think you missed the fact that it is my responsibility to order the correct parts and supplies to keep the operation running in a smooth efficient manner.

MANAGEMENT REVIEW FORM

**Supervisor Review Section:**

I certify that I have reviewed all factual information concerning this review.

Will Oke for E.E.  
Name

HIGHWAY COMMISSIONER  
Position Title

1/11/13  
Date

Comments:  
—

**Department Head Review Section:**

I certify that I have reviewed all factual information concerning this review.

Will Oke  
Name

HIGHWAY COMMISSIONER  
Position Title

1/11/13  
Date

Fiscal Impact:

Comments:  
—

**Human Resources Director Review Section:**

I certify that I have reviewed all factual information concerning this review.

Jean M. Bell  
Name

HR Director  
Position Title

1-11-13  
Date

Comments:

Focuses on job duty, within guidelines.

MANAGEMENT REVIEW FORM

**Supervisor Review Section:**

I certify that I have reviewed all factual information concerning this review.

Randy Hill  
Name

12/31/12  
Date

Randy Hill  
7-8-12

constr super  
Position Title

operation super.

Comments:

**Department Head Review Section:**

I certify that I have reviewed all factual information concerning this review.

Will O'Keefe  
Name

1/10/13  
Date

HIGHWAY COMMISSIONER  
Position Title

Fiscal Impact:

Comments:

**Human Resources Director Review Section:**

I certify that I have reviewed all factual information concerning this review.

Jew M. Pahn  
Name

1-13-13  
Date

HR Director  
Position Title

Comments: Review is based on job duties, in line w/ the Review  
Guideline procedure. However, dept head  
comments are outside scope of Review, but a  
policy decision.



**JEFFERSON COUNTY  
JOB DESCRIPTION QUESTIONNAIRE (JDQ)**

NAME: <u>Barry Block</u>	TITLE: <u>Highway Worker</u>	DATE: <u>7/10/12</u>
DEPARTMENT: <u>Highway</u>	WORK LOCATION: <u>Jefferson</u>	
PHONE: <u>(920) 674-7265</u>		
IMMEDIATE SUPERVISOR: <u>Randy Kuhl</u>	SUPERVISOR'S TITLE: <u>Const Supt.</u>	

TIME EMPLOYED IN CURRENT JOB TITLE:                      Years 11                      Months 0

TIME EMPLOYED IN CURRENT DEPARTMENT:                      Years 14                      Months 10

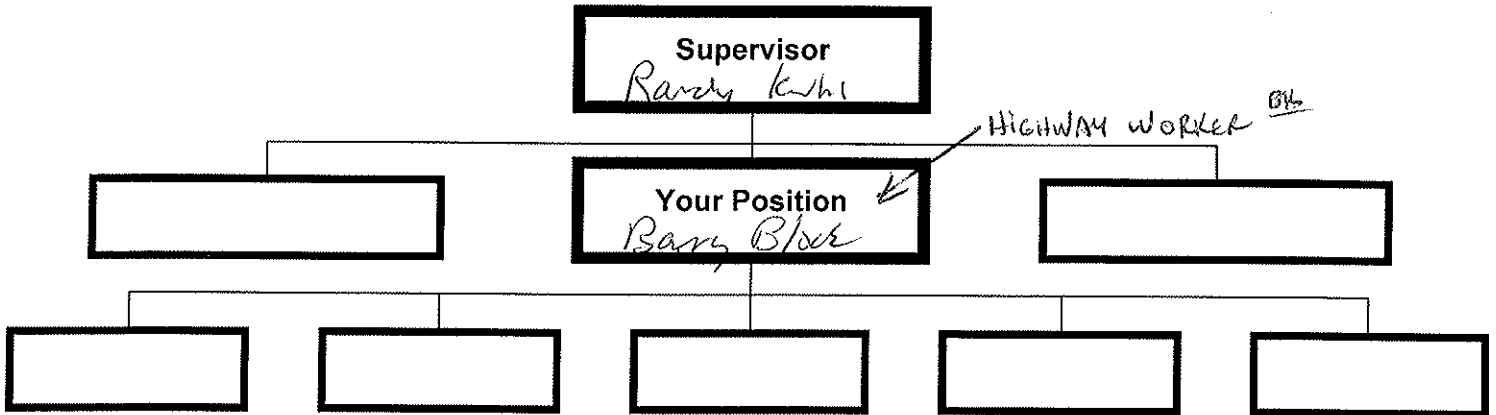
TOTAL EMPLOYMENT WITH CLIENT NAME:                      Years \_\_\_\_\_                      Months \_\_\_\_\_

WORK HOURS (Start/Finish) 6 AM - 4 PM Summer

FULL TIME 100 REGULAR PART-TIME \_\_\_\_\_ (%) OTHER \_\_\_\_\_

**OUTLINE OF ORGANIZATION CHART**

Using the chart below, please fill in the job titles of (1) your immediate supervisor, (2) the jobs of employees you work with who also report to your supervisor and (3) the jobs of any employees you supervise. (If you prefer, attach a printed chart with the same information.)



**I. POSITION SUMMARY**

Briefly state why your position exists and what you consider its most important impact on the organization.

Handle heavy materials and perform other ~~daily~~ duties as assigned.

**II. ESSENTIAL ACCOUNTABILITIES**

Please identify the essential accountabilities of your position, which should be the most important responsibilities of the job. Indicate the approximate percentage of time spent on each accountability annually. Then explain how the outcomes could be measured.

% of Time Spent	ESSENTIAL ACCOUNTABILITIES	HOW OUTCOMES COULD BE MEASURED
<del>100</del> 100	Heavy Duty Truck Driving	Haul materials used in road construction
10	maintain assigned equipment	minor maintenance cleaning, greasing, fix lights, wipers check and add fluids.
10	Operate front loaders, skid loaders, rollers, tractors and other equipment.	load and <del>level</del> level, grade materials
25	Highway maintenance	Fill potholes, cut brush, chip brush, crack filling, crack routing, traffic control, clean repair roadside drainage structures & replace culverts.
5	shop maintenance	clean shop areas
25	snow plowing, removal, dust control	make roads safe for winter travel
5	Emergency operations	Sand basing for flooding, remove down trees, repair blowouts

or other weather / storm / emergency activities

**II. ESSENTIAL ACCOUNTABILITIES (continued)**

Please identify the essential accountabilities of your position, which should be the most important responsibilities of the job. Then explain the expected outcomes of performing those duties, and how the outcomes are measured.

% of Time Spent	ESSENTIAL ACCOUNTABILITIES	HOW OUTCOMES COULD BE MEASURED
5	haul equipment to jobsites	Haul machines small and heavy equipment to work locations
5	operate screen plants, conveyors	used to mix sand & salt and then stockpile in sheds
20	operate chain saws, pavement saws, compactors	hand tools used in brushing, pushing, operating

### III. FORMAL PREPARATION / EXPERIENCE

Please answer the following based on the most representative combination of formal preparation and relevant experience to qualify for position.

1. Formal preparation/education (or equivalent) necessary to qualify for the position.

High school diploma  
~~1 yr auto experience~~

2. Relevant experience required to qualify for the position (number of years of relevant experience needed)

1 year road maintenance / construction, mechanic, truck driving, equipment operating experience

3. Note any other training/certifications, etc. which is needed for the position.

Class A CDL

4. Please indicate additional education, experience or training that is *desired* for the position.

Be able to work in harsh weather conditions, math, good judgment, be in good physical condition, good communication skills

5. Please indicate your education, experience, etc. that you have.

20 yrs Truck ~~driving~~ driving, 10 yrs mechanic, 8 yrs fire fighting / rescue

#### IV. JUDGMENTS MADE

Please identify what you believe are the most important judgment you make in performing jobs.

EXAMPLES OF JUDGMENTS	WHO, IF ANYONE, REVIEWS THESE JUDGMENTS	WHAT IS THE IMPACT OF THESE JUDGMENTS
<p>Safe &amp; Careless driving during Snow removal, hauling, equipment operation, small equipment use</p>	<p>Randy Kuhl Russ Cooper Timpan 204, Various foreman</p>	<p><del>perform safe driving in adverse conditions</del> Disciplinary actions taken if I don't meet or don't follow rules.</p>

#### V. WORK RELATIONSHIPS

Please identify the most typical work relationships of your position with other persons, functions or organizations, inside or outside of your own organization.

TYPICAL WORK RELATIONSHIPS	PURPOSE OF THE RELATIONSHIP
<p>outside asphalt companies</p>	<p>to receive blottop for paving highways</p>
<p>Stone quarries (outside vendor)</p>	<p>to receive limestone, gravel materials used in road construction</p>
<p>Contact with general public</p>	<p>Assist stranded motorists whose vehicles have broken down or been involved in an accident. People asking questions on how to safely proceed through construction zones. offer public contact.</p>
<p>Co-worker</p>	<p>We work good together to do assigned projects.</p>

**VI. WORK ENVIRONMENT**

Please complete the following:

- Inside (sheltered) 10 %
- Noise 70 %
- Travel required 95 %
- Outside work 95 %
- Fumes, odors 60 %
- Temperature extremes 100 %
- Hazards 95 %
- Other (note below) \_\_\_\_\_ %

Are there any unusual physical requirements for your position?  Yes  No

If yes, please explain: *Have to stay in good shape to perform strenuous work outdoors in Wisconsin.*

**V. PROBLEM SOLVING**

Please identify the typical types of problems you solve on a regular basis in performing your job. Also include information on who else may be involved in helping with problem resolution.

TYPE/EXAMPLE OF PROBLEMS YOU SOLVE	INDIVIDUALS INVOLVED IN SOLVING PROBLEM
<i>Set up safe work zone</i>	<i>Co-workers, Superintendants myself</i>
<i>Maneuver trucks &amp; equipment safely in work zones</i>	<i>Co-workers, Superintendants myself</i>
<i>Safely enter &amp; leave work zones</i>	<i>myself, Co-workers Superintendants</i>

**VIII. SUPERVISION / MANAGEMENT**

Where it applies answer the following. Otherwise, put "Not Applicable" or "Don't Know".

Responsibility for others:

- a. Number of People: NA
- b. Their Position Titles: NA
- c. Which, if any, of the following do you perform?:
  - 1. Directly Supervise?
  - 2. Train / Instruct?
  - 3. Give Work Direction?
  - 4. Do Project Management?
  - 5. Conduct Performance Reviews?
  - 6. Discipline?
  - 7. Hire?

Note assets, facilities, equipment or funds, if any, for which you have some degree of accountability:

NA

**IX. UNUSUAL / UNIQUE MENTAL REQUIREMENTS**

Does your position require any unusual or unique mental requirements?

Be open minded and willing to help others. A person can do more or withstand hard conditions more than they think.

**X. ADDITIONAL DATA / NOTABLE INFORMATION**

Please identify any other information, which would help someone else understand your position more clearly:

**XI. SUPERVISOR'S REMARKS**

*o.k. 7-2-01 O.S.  
OK REC*



EMPLOYEE SIGNATURE :	<u>Bong Bha</u>	DATE: <u>7/10/12</u>
SUPERVISOR SIGNATURE :	<u>Randy Kuhl</u>	DATE: <u>7/21/12</u>
DEPARTMENT HEAD SIGNATURE :	<u>Will O'Keefe</u>	DATE: <u>7-26-12</u>
HUMAN RESOURCES SIGNATURE :	<u>Jeanne O'Keefe</u>	DATE: <u>7/31/12</u>

JDDQ appears complete. Thank you for estimating percentages on your duties!

IMP  
7/31/12

December 30, 2012

We the "red-circled" Highway Workers feel we shouldn't be in a grade 3 pay-class with van drivers and people running photocopying machines. We believe we should be moved to a grade 4 and placed one step below the equipment operators in our department. We have huge responsibilities considering the size and value of our equipment. Plowing snow is a huge responsibility being amongst the traveling public. Just having a CDL doesn't train you to operate our equipment with plows, wings, and sanders. We just don't drive the truck down the road, we have to simultaneously operate the equipment attached to it.

We also work out in all elements of weather. In the winter we work in blizzard conditions. We work out in the cold during none snow work related activities. We take down dead trees, cut brush, fill potholes, and numerous other jobs some of which require flagger people for traffic control. In the summer we work on road construction projects out in the heat with dust, noise, and heavy equipment operating around us. It causes mental stress and awareness.

We operate heavy equipment such as front end loaders, skid loaders (Bobcats), dozers, backhoe, and graders. We perform manual labor shoveling dirt, gravel, and hot asphalt. We operate chainsaws, brush chipper, and mowing tractors for mowing the roadsides. Some of the guys hold a sprayers license for spraying hazardous chemicals used for roadside weed control.

We also assist at scenes of traffic accidents dealing with injuries and fatalities. Often we are the first on the scene to report them. We also deal with exhaust fumes from the asphalt paver, crackfilling machine, and the patch kettle used to heat up pothole patch material.

We are responsible for setting up safe work zones for us and the traveling public. We are responsible for millions of dollars of county property in our equipment line.

We are on call 24/7 365 unpaid but expected to be available for emergency call-outs. Many times leaving family behind for birthdays, holidays, school functions, and sporting events. When called out we are on the front lines for all types of weather events including snow storms, tornadoes, down trees, flooding, and pavement buckling from heat.

Thank You

MANAGEMENT REVIEW FORM

**Supervisor Review Section:**

I certify that I have reviewed all factual information concerning this review.

Name Randy Kull Position Title constr super  
Date 12/31/12 Randy  
Tim Pugh operation super.

Comments:

**Department Head Review Section:**

I certify that I have reviewed all factual information concerning this review.

Name Will Kinn Position Title HIGHWAY COMMISSIONER  
Date 1/10/13

Fiscal Impact:

Comments:

**Human Resources Director Review Section:**

I certify that I have reviewed all factual information concerning this review.

Name Jew M Palm Position Title HR Director  
Date 1-13-13

Comments:

Review is based on job duties, in line w/ the Review  
Guideline procedure. However, dept head  
Comments are outside scope of Review, but a  
Policy decision.

Jefferson County  
Job Description Questionnaire (JDQ)

This is an electronic format. The cells will expand as you type.

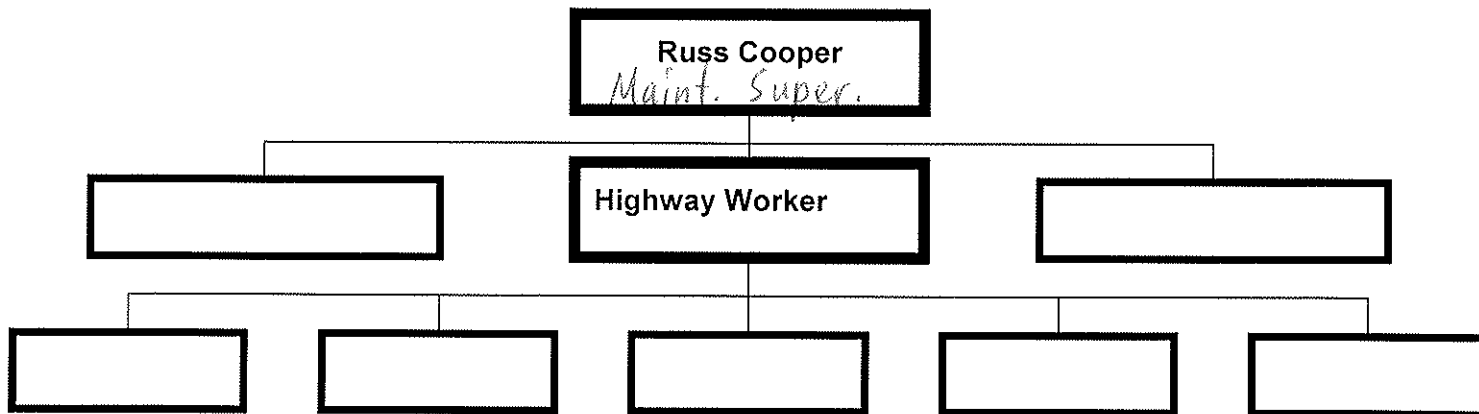
Name: Brian W. Mattke	Date: 7-18-2012
Title: Highway Worker	Department: Highway Department
Work Location: Jefferson	Phone: 920-390-0396
Immediate Supervisor: Russ Cooper	Supervisor's Title Patrol Supervisor

TIME EMPLOYED IN CURRENT JOB TITLE: in years and months	12 years 9 months
TIME EMPLOYED IN CURRENT DEPARTMENT: in years and months	12 years 9 months
TOTAL EMPLOYMENT WITH YOUR ORGANIZATION: in years and months	12 years 9 months
WORK HOURS (Start/Finish):6:00 am to 4:00 pm	
FULL TIME: yes	REGULAR PART-TIME (%):
OTHER	

OUTLINE OF ORGANIZATION CHART

COMPLETE THE FOLLOWING SECTION OR ATTACH AT END OF DOCUMENT.

Using the chart below, please fill in the job titles of (1) your immediate supervisor, (2) the jobs of employees you work with who also report to your supervisor and (3) the jobs of any employees you supervise. (If you prefer, attach a printed chart with the same information.)



**I. POSITION SUMMARY**

Briefly state why your position exists and what you consider its most important impact on the organization. The Highway Worker position has very many duties. Our main goal is to maintain the state and county roads of Jefferson County for the traveling public 24 hours a day, 365 days a year. The most important impact of this position would be to continue to uphold the high quality standards in maintaining state and county roads, including minor and major repair, throughout the year.

## II. ESSENTIAL ACCOUNTABILITIES

Please identify the essential accountabilities of your position, which should be the most important responsibilities of the job. Then explain how the outcomes could be measured. Indicate the approximate percentage of time spent annually on those activities.

% of Time	ESSENTIAL ACCOUNTABILITIES	HOW OUTCOMES COULD BE MEASURED
50%	<b>Road surface &amp; Shoulder Maintenance:</b>	To keep the roads in the best possible condition for the general public and their safety.
	Work with paving, shouldering, and rubber crews when on your routes	
	Sweep curbs, bridge, and intersections	
	Fill and Rubber cracks	
	Mark patches for paving crew	
	Remove debris and road hazards	
	Apply tar and grit	
	Patch holes year round	
	Concrete repair	
	Assist supervisors and determining where to resurface patches, resurfacing, complete jobs, rubbering and shoulder projects that need most attention	
	Flag traffic/set work zones for project on all 4 and 2 lane highways	
	Drive truck for shouldering/paving projects/seal coating/various other materials	
	Mark patches for paving crews	
	Operate shoulder rollers	
	Drive water trucks as required	
50%	<b>Shoulder to Right-of-Way</b>	To keep the roads in the best possible condition for the general public and their safety.
	Repair marker posts	
	Pick up trash	
	Flip sod	
	Clean ditches and log ditching projects	
	Report and replace broken signs	
	Flag traffic on all 2 and 4 lane projects	
	Repair safety appurtenances (guardrails, etc.)	
	Maintain right-of-way fence	
	Mow grass	
	Trim/spray weeds around guardrails	
	Install culverts with culvert crews	
	Do culvert inspections and clean out ends	
	Cut trees, trim brush, chip brush	
50%	<b>Snowplowing-Winter Maintenance</b>	To keep the roads in the best possible condition for the general public and their safety.
	Plowing snow	
	Ice removal-melting	
	Clean and shovel off bridges	
	Clean snow off of road signs	
	Maintaining snow equipment	

	Cleaning truck after each storm	
	Cleaning snow in cross overs	
	Install snow fence as needed	
	Apply de-icing chemicals to bridges	
	Mix salt and sand and calcium chloride	
25%	<b>Equipment Maintenance</b>	Completing preventive maintenance on equipment is cost effective for the organization as well as public safety.
	Oil changes, grease, and minor repairs	
	Maintain equipment on dump trucks, pick-ups, hand tools, and equipment	
	Harness and removal of snow equipment	
	Winterize plow equipment	
	Maintain shop and storages	
	Trouble shoot other equipment issues while on the job	
25%	<b>Mowing</b>	To keep the roadway vision clear and maintain public safety.
	Mowing roadsides	
	Brush control	
	Cutting of day-lighting	
25%	<b>Seal Coating</b>	
	Manage seal coat operation, trucks people	
	Operate Chip Spreader	
	Setup work zones and signage	
	Work with oil company to monitor/track and record oil applied	
	Work with Construction Supervisor	
50%	<b>Grade Crew</b>	
	Operate various equipment: D5 Dozer, End Loader, Back Hoe, Motor Grader, Various size Rollers, Skid Steer with various attachments, Shoulder Machine, Water Truck and Semi-tanker	
	Haul equipment via truck & trailer and/or semi and low boy trailer	
	Establish grades on road projects	
	Install and set grade for culverts	
	Occasionally run large and small paver	
	Shoulder Machine, Water Truck and Semi-tanker	

### III. FORMAL PREPARATION / EXPERIENCE

Please answer the following based on the most representative combination of formal preparation and relevant experience to qualify for position.

1. Formal preparation/education (or equivalent) necessary to qualify for the position. Having knowledge of construction equipment and materials, knowledge of tools, ability to operate trucks (must have a valid CDL license) and equipment. As well as perform strenuously and tedious jobs for long periods of time. Also must be available 24 hours/day, 7 days/week. Must be able to work in extreme weather conditions at all times of the year. Working in heavy traffic on 4 lane major highways to 2 lane low traffic roads.

2. Relevant experience required to qualify for the position (number of years of relevant experience needed)  
Operator experience with construction grade equipment. Previous experience through municipalities. Working in severe weather conditions at all times of day (from early mornings to late evenings). Able to work in extreme heat to severe cold and blinding snow to extreme icy conditions to working in major storms. Working to assist with road clean ups from accident scenes to major tragedies such as flood and tornado clean up.

3. Note any other training/certifications, etc. which is needed for the position  
CDL, classes A and tanker endorsement. Flagging, Chainsaw, MSHA, Forklift, Skid Loader, Sign school trainings. Work Zone Safety (proper signing, barrels, cones, and proper signs for work zones).

4. Please indicate additional education, experience or training that is *desired* for the position.  
ICS 100 through 400; First Aid, CPR/AED Certification,

5. Please indicate your education, experience, etc. that you have.  
High School Diploma  
City of Watertown Street Dept : 4 years 6 months experience  
Village of Sullivan Public Works: 20 years experience  
Jefferson County Highway Dept: 13 years experience

IV. JUDGEMENTS MADE		
Please identify what you believe are the most important judgment you make in performing jobs.		
EXAMPLES OF JUDGEMENTS	WHO, IF ANYONE, REVIEWS THESE JUDGEMENTS	WHAT IS THE IMPACT OF THESE JUDGEMENTS
De-icing applications	Supervisors/Law Enforcement	Prevent slippery roads
Drift control (if needed)		Stop snow blowing on roads.
Road condition (end of day)		Public of county not having good roads
Vehicle run off	Law enforcement	Citizen safety
When to apply salts	Supervisors	Safe roads
Where to put black top	Supervisors	Better roads
Where to shoulder	Supervisors	Better roads
Repair or replace pipes	Supervisors	Better drainage
Water flow in ditches	Supervisors	Better drainage
Whether plowing is needed	Supervisors/Law Enforcement	Safer roads
Project proper signing	Supervisors/Law Enforcement	Safer work zone
Mowing day-lighting/vision corners	County and State	Visibility
Determine when maintenance is done on equipment	Shop Supervisor	Reliable equipment
Managing number of trucks on specific jobs	Supervisors	Cost effectiveness
Quality & quantity placement of grade material used	Foreman	Quality of road base

## V. PROBLEM SOLVING

Please identify the typical types of problems you solve on a regular basis in performing your job. Also include information on who else may be involved in helping with problem resolution.

TYPE/EXAMPLE OF PROBLEMS YOU SOLVE	INDIVIDUALS INVOLVED IN SOLVING PROBLEM
Knowing the lay-out of land to assure that water flows in the proper direction for drainage in ditches.	
Whether or not to apply salt or sand on snow covered roads.	Foreman/Supervisor
Filtering questions from general public.	
Assist with the projects working and crews to get jobs done in a timely fashion to be cost efficient.	Foreman/Supervisor
Verification of repairs or work that needs to be done to correct issues for safety of the public and at the most cost efficient ways possible.	Supervisor

## VI. SUPERVISION / MANAGEMENT

Where it applies answer the following. Otherwise, put "Not Applicable" or "Don't Know".

Responsibility for others: Co-workers and public

a. Number of People: Varies

b. Their Position Titles: Co-workers

c. Which, if any, of the following do you perform?:

1. Directly Supervise? N/A

2. Train / Instruct? Train new employees-various projects

3. Give Work Direction? Yes as needed

4. Do Project Management? Yes-Duties applicable by Supervisor

5. Conduct Performance Reviews? N/A

6. Discipline? N/A

7. Hire? N/A

d. Note assets, facilities, equipment or funds, if any, for which you have some degree of accountability:

Accountable for maintaining trucks and equipment that we operate or that we are assigned to maintain.

## VII. WORK RELATIONSHIPS

Please identify the most typical work relationships of your position with other persons, functions or organizations, inside or outside of your own organization.

Communication with co-workers	To work together/get jobs done
Take orders from supervisors	Good work relationship with supervisor
Working with foremen	Work to complete jobs efficiently
Communicate with mechanics	Get equipment fixed quickly
Law enforcement	Provide services to public
Emergency personnel	Help them to help people at accident or run offs
Work with general public	Help with projects being done for taxpayers



VIII. WORK ENVIRONMENT AND PHYSICAL REQUIREMENTS		
% Inside (sheltered) 5%	% Noise 100%	% Travel Required 100%
& Outside Work 95%	% Fumes, Odor 100%	% Temperature extremes 100%
% Hazards 100%	% Other (note)	
Are there any unusual requirements for your position? (Y/N) Yes		
If yes, please explain: Need to work in extreme elements. Ability to lift heavy amounts repeatedly. May be required to sit, stand, walk, lift, bend on all types of grounds and surfaces		

IX. UNUSUAL / UNIQUE MENTAL REQUIREMENTS
Does your position require any unusual or unique mental requirements?
Having to work long periods of time in the winter in blinding snow causing visibility issue. Long hours that cause fatigue and stress of the poor visibility cause major stress with the added stress of watching for the general public and their driving habits ("blind faith") that the public will obey traffic signs, can cause mental as well as physical stress tension.
The flagging of the traffic on 4 lane and 2 lane major highways ensuring your co-workers and general public are both safe and continue smooth and efficient traffic so work can be completed in the most cost effective and timely methods possible and so traffic is inconvenienced the least possible amount.
You need knowledge of the working equipment and tools you are using as well as being able to do general maintenance and daily up keep and keeping daily logs of equipment.
Highway workers are unique in regards to the types of licenses required to perform their job. By holding a Class A CDL with tanker endorsement, this in itself holds employees to a higher standards. Even when utilizing their personal vehicles, on their own time, because of laws could result in the loss of licenses and in turn could lose your job all because this classified people with CDL's as "Professional".
Drive personal vehicles in snow and ice (extreme conditions) just to get to work in own time at all hours of the day.

X. ADDITIONAL DATA/NOTABLE INFORMATION
Please identify any other information, which would help someone else understand your position more clearly:
The Highway workers in Jefferson County do a wide variety of services and duties usually ranging in the daily operations of the county. They are called upon to complete a service needed to keep the citizens of Jefferson County safe.
Highway workers are usually called when a service is needed at the spur of the moment any time - day or night putting extreme pressure on them and their family. Highway workers are on call 24 hrs./7days a week and do it without compensation.
Highway workers must be willing to sacrifice their personal time and commitments to serve the citizens and taxpayers of Jefferson County.
They are called to perform dangerous duties on the 4 lane high volume state highways or 2 lane low volume roads from right-of-way to right- of-way. For example: Road closures - setting up and taking down is extremely dangerous. Have to have "blind faith" that the public obey traffic signs.
Highway workers must be able to work under pressure, be able to communicate with others about work duties, must make spur of the moment decisions, must be able to work in all weather conditions.

XI. SUPERVISOR'S REMARKS

TYPE IN YOUR NAME(S) AND EMAIL TO SUPERVISOR/DEPARTMENT HEAD. REMEMBER TO SAVE A COPY!

EMPLOYEE SIGNATURE:

*Brian W. Mattke*

DATE:

*7/19/12*

SUPERVISOR SIGNATURE:

*PLD*

DATE:

*7-21-12*

DEPARTMENT HEAD SIGNATURE:

*Will O'Keefe*

DATE:

*7-26-12*

HUMAN RESOURCES DIRECTOR SIGNATURE:

*Jen M. O'Keefe*

DATE:

*7/31/12*

*employees like Brian should be compensated for the knowledge that he brings to our dept. he can operate any equipment we have and is very dependable to us. 7-26-12 P.O.S.*

*JDQ appears complete + recommend current requirements of AS diploma + 1yr exp.*

JEFFERSON COUNTY  
EMPLOYEE COMPENSATION AND CLASSIFICATION PLAN

REQUEST FOR REVIEW FORM

Name: Brian Mattke  
Date: 12-28-2012  
Title: Highway Worker  
Department: Highway  
Signature: Brian W. Mattke

***EMPLOYEES SUBMITTING A REVIEW AS A GROUP SHOULD COMPLETE A SEPARATE SHEET TO INCLUDE ALL NAMES AND SIGNATURES***

**I believe my position was incorrectly graded because:**

(If the basis of the review is additional responsibilities or significant changes to the position since the completion of the JDQ, please explain when the duties changed, the reason for the change, and from where the duties originated. If the duties came from another position, the employee must indicate from which position they were removed).

28 December 2012

To whom it may concern:

I am submitting this letter in addition to the Request to Review Form for Grade review.

I believe the JDQ that I submitted July 2012 is accurate. I have been operating equipment for the last 3 years in many different capacities.

From April 1<sup>st</sup> through Dec 1<sup>st</sup> for the past three years, I have been with the Grade Crew. By operating various equipment, this opens the door to move into the Lead workers(Grade Crew Foreman) position at some point in the future.

I have operated includes the following: (but not limited too):

- Cat Dozer
- Excavator
- Grader
- Endloader
- Paver(Big&Small)
- Chipspreader
- Shoulder Machine
- Skid Steers
- Low Boy Semi
- Water Truck
- Snow plow
- Broom/Sweeper
- Mower Tractor
- Tractor Backhoe

According to my JDQ and the time cards I have submitted it is recorded that over 55% of my time is utilized towards equipment operation. In 2012, there is not a piece of equipment I have not been asked to run and ran it to its full potential by any of my supervisors or foreman.

Therefore, the time and experience I have involved in operating equipment justifies advancement to Equipment Operator Scale.



MANAGEMENT REVIEW FORM

Supervisor Review Section:

I certify that I have reviewed all factual information concerning this review.

Russell C. Cagge  
Name

Maintenance Superintendent  
Position Title

12-31-12  
Date

Time Pupil Operator Superintendent

Comments:

Department Head Review Section:

I certify that I have reviewed all factual information concerning this review.

Will O'Keefe  
Name

HIGHWAY COMMISSIONER  
Position Title

1/10/13  
Date

Fiscal Impact:

Comments:

Human Resources Director Review Section:

I certify that I have reviewed all factual information concerning this review.

Tom M. Del  
Name

HR Director  
Position Title

1-13-13  
Date

Comments:

Info is in accordance w/ Review Guidelines  
and demonstrate ability as Eo Operator.

RECLASSIFICATION COVER FORM

MN 3001

Operations Mgr

This is a request for a reclassification.

Employee Name (s): Brian M. Udovich, P.E.

Department/Facility: Highway

Subdepartment/Unit: N/A

Current Job Title: Highway Operations Manager

Reclassification Requested by: \_\_\_\_\_ (if someone other than employee completing the JDQ)

**Why is this position being requested for a reclassification? In a brief paragraph, please include the following information: the duties that are *substantially* new to your position AND how long have you been performing these tasks.**

Since commencing my position as the Highway Operations Manager in the Jefferson County Highway Department my role has changed significantly. First, there has been discussion of the possibility of creating a Public Works Department and/or Facilities Manager position within the County. Until an agreement can be reached, these responsibilities have been absorbed by others, including myself, in addition to our essential job duties. For example, in 2010, it was decided that the Courthouse parking lot was to be reconstructed. As such, I assembled the bidding documents, coordinated the bidding process, and managed the construction of the facility. In addition, last year it was determined to create an over flow parking lot across the street from the Courthouse. Similarly, I secured the engineering consultant, oversaw the design process, and managed the construction of the project carried out by our Department staff.

Our Department is also in need of a new facility as well as a number satellite facilities throughout the County. While I have been of some assistance with these endeavors, these projects have consumed a great deal of time of our Highway Commissioner. As such, I have taken on a number of tasks to help lighten the load. We perform a great deal of work for the Wisconsin Department of Transportation. This work is performed under agreements with WisDOT such as Routine Maintenance Agreements, Traffic Maintenance Agreements, and Local Force Accounts. I have been approving these documents, as well as overseeing the completion of the work and reviewing the monthly requisition reports for accuracy prior to submittal. There are also a number of financial assistance programs available to local municipalities that are sponsored by WisDOT that we administer for them throughout the County including the Local Program and Local Roads Improvement Program. I have been reviewing and approving all municipal financial request applications throughout the County prior to submittal to the State. Also, since meeting the requirements to become a WisDOT certified bridge inspector, I have assumed the role of Program Manager to ensure that all bridge structures throughout the County are inspected bi-annually.

I have also been highly involved in the hiring and discipline of employees in our Department, as well as those in other departments and even other Counties. For instance, I was involved in the recent hiring of our new County Surveyor, as well as three new superintendents in the Dodge County Highway Department. Employee discipline is never a comfortable matter for either party, but is necessary for an organization to

function smoothly. I have been involved with employee discipline from the bottom of our organization almost to the very top including a highway worker, foreman, superintendent, and even a fellow manager.

In addition to the aforementioned responsibilities, I have also taken on the management of our right-of-way acquisition activities, assisted in growing our traffic maintenance workload (i.e. maintenance of WisDOT permanent signing in Waukesha County, etc.), as well as resurrecting our safety and training program with the assistance of one of our superintendents.

**Please state the position or person previously responsible for the duties listed above.**

Facility/infrastructure management has been a void typically assigned to no one, while a number of the other responsibilities I am taking on for the Highway Commissioner to allow him time to oversee the development of our new highway facility and satellite facilities.

Furthermore, upon review of the Jefferson County Highway Department Operations Review Study performed by ECLIPSE and its subcontractor Virchow Krause & Company LLP in January 2004, it appears as if our Department's management/office staff is undersized. The proposed organizational chart for restructuring the Department on page 45 of the study calls for 10 office/managerial staff positions (Highway Commissioner, Accounting Supervisor, 2 Account Clerks, 4 Superintendents, Engineering Aid, and Engineering Assistant). However, we currently only have 9 such positions in our Department. Thus, some of the duties listed above that I have been performing could be delegated to someone if this vacant position were filled.

**Briefly list the duties that you are no longer doing as a result of new tasks being assigned.**

I would not necessarily say that I have relinquished any of my duties. However, the Highway Commissioner and I created a new Assistant Superintendent position two and a half years ago. This individual serves as my eyes and ears on our heavy construction projects. As such, I have had to spend less time in the field administering construction projects allowing me more time in the office managing the Department.

**Please state the person or position now responsible for these tasks.**

Assistant Superintendent

Jefferson County  
Job Description Questionnaire (JDQ)

This is an electronic format. The cells will expand as you type.

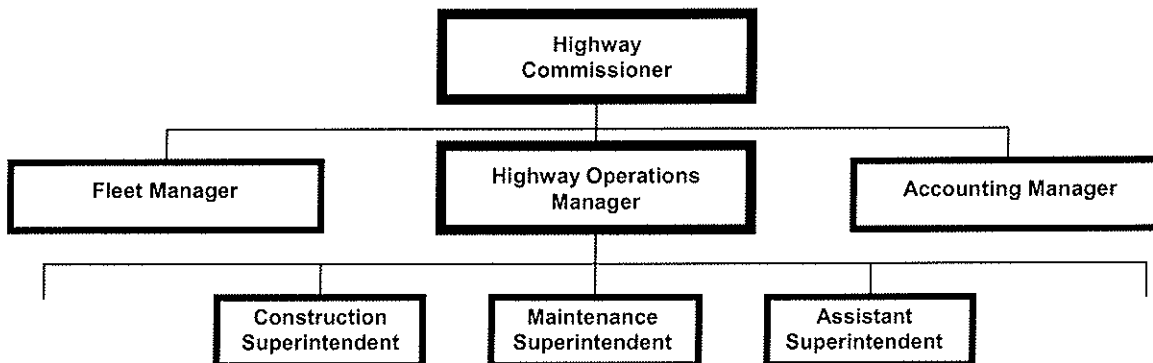
<b>Name:</b> Brian M. Udovich, P.E.	<b>Date:</b> April 20, 2012
<b>Title:</b> Highway Operations Manager	<b>Department:</b> Highway
<b>Work Location:</b> Highway Department	<b>Phone:</b> (920) 674-7390
<b>Immediate Supervisor:</b> William Kern, P.E.	<b>Supervisor's Title:</b> Highway Commissioner

<b>TIME EMPLOYED IN CURRENT JOB TITLE:</b> in years and months	<b>3 years 1 month</b>
<b>TIME EMPLOYED IN CURRENT DEPARTMENT:</b> in years and months	<b>3 years 1 month</b>
<b>TOTAL EMPLOYMENT WITH YOUR ORGANIZATION:</b> in years and months	<b>3 years 1 month</b>
<b>WORK HOURS (Start/Finish):</b> 7:00 am - 3:30 pm +	
<b>FULL TIME:</b> Yes	<b>REGULAR PART-TIME (%)</b> :
<b>OTHER</b>	

**OUTLINE OF ORGANIZATION CHART**

COMPLETE THE FOLLOWING SECTION BY HAND AFTER FORM IS PRINTED OUT.

Using the chart below, please fill in the job titles of (1) your immediate supervisor, (2) the jobs of employees you work with who also report to your supervisor and (3) the jobs of any employees you supervise. (If you prefer, attach a printed chart with the same information.)





**I. POSITION SUMMARY**

Briefly state why your position exists and what you consider its most important impact on the organization. When created, the purpose of the Highway Operation Manager position was to bring cost effective project management to the Highway Department, as well as to provide technical experience managing all functions of construction and maintenance programs and provide professional requirements and expertise to the Highway programs. However, since the inception of the position, it has also evolved to include managing infrastructure projects for other departments (i.e. County Courthouse, etc.), administering WisDOT maintenance (RMA's, TMA's, and LFA's) and financial assistance programs (Local Program and LRIP), assisting other departments and Counties in hiring staff, an increased role in terms of employee discipline in the Department, management of our right-of-way acquisition activities, and resurrecting our safety and training program with the assistance of one of our superintendents.

**II. ESSENTIAL ACCOUNTABILITIES**

Please identify the essential accountabilities of your position, which should be the most important responsibilities of the job. Then explain how the outcomes could be measured. Indicate the approximate percentage of time spent annually on those activities.

% of Time Spent	ESSENTIAL ACCOUNTABILITIES	HOW OUTCOMES COULD BE MEASURED
10%	Monitor and direct staff activity to achieve the goals of the Department.	Success and cost of the work completed. Schedules are timely and complete.
10%	Supervise scheduling and coordination of all road construction and maintenance projects.	Success and cost of work completed.
5%	Inspect and review Highway Department projects.	Follow-up work needed to correct project deficiencies.
5%	Review Highway Department design plans, as well as responsibility for all project and public meetings.	Success of the project when implementing design decisions.
5%	Evaluate integrity of transportation infrastructure (i.e. roads and bridges) within the County by performing PASER/WISLR road ratings and overseeing bridge inspection program.	Accurate and timely inspections performed to help develop Capital Improvement Program.
5%	Oversight and administration of WisDOT maintenance (RMA's, TMA's, and LFA's) and financial assistance programs (Local Program and LRIP).	Successful and timely completion of maintenance projects within budget, as well as accurate and timely completion and submittal of financial request applications.
5%	Plan and coordinate future highway construction and maintenance projects and set priorities.	By reviewing the organization of highway projects.
5%	Manage and maintain Highway Department geographic information system.	Quality of the system and the ability to use the system to improve management of programs and projects.
5%	Development of comprehensive safety and training plan for all employees	Decrease in the number of accidents/injuries and increase the efficiency/productivity of operations.
5%	Assist Highway Commissioner in evaluation of highway facility design and improvement projects.	Development of engineering/architectural plans of highway facility and satellite facilities, as well as securing funding for construction.
5%	Assist the Highway Commissioner in reviewing existing positions and position descriptions for changes/updates.	More clearly defined roles for staff as to job responsibilities and expected performance measures.

5%	Prepare bidding documents, oversee bidding process, and award construction/material contracts, as well as assisting Townships and other Counties in doing likewise.	Competent and competitive bids in a timely manner to keep down project costs to Department.
5%	Maintain records and reports.	Organization of records.
5%	Assist other County departments with administering infrastructure improvement projects.	Quality workmanship performed in a timely manner and within budgetary constraints.
5%	Respond to public inquiries and complaints.	Satisfaction of public in obtaining needed information.
5%	Assist in hiring of County staff, oversee Department discipline, and administer employee performance reviews.	Recruitment of talented staff who achieve established goals and discipline those whose behavior is inconsistent with County policies.
5%	Oversight and administration of County utility and oversize/overweight vehicle permits.	Execute permits that minimize disturbance to County right-of-way and infrastructure.
5%	Oversight and administration of County right-of-way, easement, and construction permit acquisition process.	Successful and timely acquisition of real estate required for projects prior to construction.

### III. FORMAL PREPARATION / EXPERIENCE

Please answer the following based on the most representative combination of formal preparation and relevant experience to qualify for position.

1. Formal preparation (or equivalent) to qualify for the position. (Indicate your preparation level, too.)  
Bachelors and Masters Degree in Civil Engineering

2. Relevant experience required to qualify for the position. (Indicate your relevant experience, as well.)  
Fourteen years of experience in civil engineering, eleven of which involved varying degrees of transportation management/supervision

3. Note any other training which is desirable for the position. (Indicate additional training, which you have.)  
Wisconsin motor vehicle license, Registered Professional Engineer (Wisconsin), WisDOT Certified Bridge Inspector, and CSI Construction Documents Technologist

### IV. JUDGEMENTS MADE

Please identify what you believe are the most important judgment you make in performing jobs.

EXAMPLES OF JUDGEMENTS	WHO, IF ANYONE, REVIEWS THESE JUDGEMENTS	WHAT IS THE IMPACT OF THESE JUDGEMENTS
Daily and weekly project priorities	Highway Commissioner	Proper prioritizing and scheduling of maintenance and construction work is very important. Daily decisions on which projects to schedule and how to plan for work when dealing with a large maintenance and construction program can either make or break a large construction department. When managing approximately \$10,000,000 worth of construction and maintenance projects, making good decisions can help the department operate at a higher efficiency level, and when dealing with \$10,000,000 worth of work, a 5% higher level of efficiency is equal to \$500,000.

Prepare and develop proper plans and specifications for all projects	Highway Commissioner	The impact of properly planning for and scheduling for a project will be reflected in the cost of the project. Improper scheduling and planning for highway construction projects can increase the cost of the project 10% to 20%. Just one of our projects this year for paving has a budget of over \$1,000,000, improper planning could cost the County an extra \$100,000 to \$200,000.
Scheduling and planning Winter maintenance work and specific procedures	Highway Commissioner	Cost effective and timely Winter maintenance operations will keep the highways safe. Poor decisions in managing Winter maintenance plowing and ice control could lead to dangerous and unsafe highways with increased crashes and fatalities.
Scheduling and planning bridge and structure work	Highway Commissioner	Proper judgment will lead to safe driving conditions for the public, poor decisions could lead to unsafe bridges for motorists in our County.
Safety programs and decisions for both our employees and the motorists	Highway Commissioner	If managed properly it will lead to safer conditions for our employees and the public, improper management of safety programs could lead to more injuries in our workforce and also increased chance of crashes and fatalities in our work zones.

#### V. PROBLEM SOLVING

Please identify the typical types of problems you solve on a regular basis in performing your job. Also include information on who else may be involved in helping with problem resolution.

Scheduling work priorities - Supervisors

Scheduling sub-contract work - Supervisors

Identifying cost effective means to complete projects - Supervisors, Commissioner

Obtaining materials and equipment for projects - Supervisors

Schedule and manage all emergency response programs - Supervisors, Commissioner

Manage project changes and change orders on all construction projects - Supervisors

Review Highway Department design plans - Consultants

Preparation of bidding documents - Supervisors, Commissioner

Respond to public inquiries and complaints - Supervisors

Oversee Department discipline - Supervisors, Commissioner

#### VI. SUPERVISION/MANAGEMENT

Where it applies answer the following. Otherwise, put "Not Applicable" or "Don't Know".

Responsibility for others:

a. Number of People: 3

b. Their Position Titles: Construction Superintendent, Maintenance Superintendent, Assistant Superintendent

c. Which, if any, of the following do you perform?:

1. Directly Supervise? Yes

2. Train / Instruct? Yes

3. Give Work Direction? Yes

4.	Do Project Management? Yes
5.	Conduct Performance Reviews? Yes
6.	Discipline? Yes
7.	Hire? Involved, Recommend
Note assets, facilities, equipment or funds, if any, for which you have some degree of accountability:	
Construction Projects (Highways & Bridges), Highway GIS Program, Engineering Group, Pits & Quarries, Department Safety/Training Program, Department Facilities, and Right-of-Way Acquisition	

**VII. WORK RELATIONSHIPS**

Please identify the most typical work relationships of your position with other persons, functions or organizations, inside or outside of your own organization.

Typical Work Relationships	Purpose of Relationship
Highway Superintendents	Schedule highway projects and work priorities
Highway Commissioner	Review all highway work priorities
WisDOT	Discuss and review work on State highways
Towns, Cities, Villages	Discuss and review work on Town roads
Other County Departments/Committees	Sheriff, Parks, Fair Park, MIS, Administration, HR, LIO, Central Services, H&HS, Corporation Counsel, Emergency Management, Surveyor, UW Extension
WDNR/ACOE	Permits
Utility Companies	Permits, Construction Work
Other Counties	Work Scheduling, Shared Resources
Consultants	Review of engineering design
Contractors	Procurement of materials (& subcontracts)

**VIII. WORK ENVIRONMENT**

% Inside (sheltered) 75%	% Noise 10%	% Travel Required 10%
& Outside Work 25%	% Fumes, Odor 10%	% Temperature extremes 10%
% Hazards 10%	% Other (note)	
Are there any unusual requirements for your position? (Y/N)		No
If yes, please explain:		

**IX. UNUSUAL / UNIQUE MENTAL REQUIREMENTS**

Does your position require any unusual or unique mental requirements?  
No

**X. ADDITIONAL DATA/NOTABLE INFORMATION**

Please identify any other information, which would help someone else understand your position more clearly:  
Position oversees the Highway Department engineering, construction, and maintenance and has direct supervision of Construction, Maintenance, and Assistant Superintendents.

**XI. SUPERVISOR'S REMARKS**

The Highway Operations Manager position manages all aspects of the Highway Department engineering, construction, and maintenance projects. The manger supervises the Construction, Maintenance, and Assistant Superintendents and set priorities for all engineering, construction, and maintenance work

The position is expected to operate with professional expertise needed to handle all engineering design and planning, but also be able to communicate operational priorities with operations staff and others. This position also has to work closely with the Fleet Manager in planning fleet and equipment repairs and maintenance.

EMPLOYEE SIGNATURE:	DATE:
SUPERVISOR SIGNATURE:	DATE:
DEPARTMENT HEAD SIGNATURE:	DATE:

Date: April 26, 2012

## **Jefferson County Highway Department**

### **Reclassification Request for Employee: Brian M. Udovich, PE**

**Reviewed by:** William T. Kern, PE, Highway Commissioner

#### **Comments:**

Brian Udovich has worked for the Jefferson County Highway Department for just over three years. Brian is a licensed professional engineer in Wisconsin and worked for several years for two engineering consulting firms.

Brian took on the newly created position as Highway Operations Manager and has put a very professional and organized approach into the molding of the new position, that was created to improve the technical needs and professionalism within the department.

I have reviewed Brian's reclassification request and I feel he did a great job explaining his position and duties, I will leave it up to other professionals to review his position regarding whether it would trigger a reclassification.

I do feel very strongly that Brian is a solid manager with a great background of work experience and an impressive educational background. Brian has both an undergraduate Civil Engineering degree and a masters in Civil Engineering. He has approximately 15 year of experience in engineering and project management and is a licensed professional engineer. Brian is also heavily involved in Civil Engineering associations and is a strong advocate and friend of the Civil Engineering field.

In government, it can be difficult to retain good employees and managers because of the lack of merit/performance pay system. I feel Brian is a great example of a manager that is taking on many duties and doing a great job, but if we don't fix the system and reward the exceptional performance, he will be just another good manager that will take his knowledge and experience that we are providing him, and move on to another job.

Brian's signature is missing, and dept head signature can be obtained from comments.

Below are my notes from Brian's reclass request this last spring:

*Brian Udovich. The duties he has listed may be new, but I believe they are equivalent to duties already within the scope of his job description. I read Bill Kern, Highway Commissioner's comments about rewarding for a good job and I whole-heartedly agree. Unfortunately, the reclass process is not the process to achieve this...a change in the County's policy and philosophy from the Board on down is. Therefore, I do not recommend submission for reclassification, but there will still be the opportunity to have his position reviewed through the compensation/classification study, if approved.*

Also, I think current education requirements are okay (masters not required): *Bachelors Degree in Business Administration, Public Administration, Civil Engineering or related field with 3-5 years of progressively responsible experience managing transportation construction programs or any combination of education and experience that provides equivalent knowledge, skills, and abilities. A valid Wisconsin motor vehicle operator's license, bridge inspection certification, and a Registered Professional Engineer required.*

Terri M Palm, 8/6/12

**JEFFERSON COUNTY  
EMPLOYEE COMPENSATION AND CLASSIFICATION PLAN**

REQUEST FOR REVIEW FORM

Name: Brian M. Udovich, P.E.  
Date: January 7, 2013  
Title: Highway Operations Manager  
Department: Highway Department  
Signature: Brian M. Udovich

***EMPLOYEES SUBMITTING A REVIEW AS A GROUP SHOULD COMPLETE A SEPARATE SHEET TO INCLUDE ALL NAMES AND SIGNATURES***

**I believe my position was incorrectly graded because:**

(If the basis of the review is additional responsibilities or significant changes to the position since the completion of the JDQ, please explain when the duties changed, the reason for the change, and from where the duties originated. If the duties came from another position, the employee must indicate from which position they were removed).

Please see attached



Last Spring during the annual reclassification review process provided for in the Jefferson County Personnel Ordinance, I completed and submitted a Job Description Questionnaire (JDQ) for review and consideration. While there was an original JDQ that was drafted when the position was created, I do not feel that it completely encompassed my role in the Highway Department. As a recently created position, I am the first person to serve the County as the Highway Operations Manager and as such the responsibilities that I assume continue to morph, evolve, and expand over the almost four years that I have held this position.

Last Spring, the response provided as a result of my reclassification request was that the position should be reviewed through the classification and compensation study. The study consisted of performing a comparative analysis of similar positions in both the private and public sector. The position of Highway Operations Manager is a unique position that does not exist in all County Highway Departments. Counties that do not have a Highway Operations Manager typically have an Assistant Highway Commissioner or Assistant Director of Public Works (DPW) instead. Furthermore, the responsibilities of Highway Operations Managers between counties that do maintain this position can vary greatly.

It is my understanding that my position was not evaluated by comparing myself to my peers in other counties, but rather by attempting to score my JDQ and align my score with my "peers" within Jefferson County. I feel strongly that while the Highway Operations Manager position may be unique, that a comparison could have been made to my peers that hold similar positions in other counties.

In order to better serve Jefferson County and its residents as our Highway Operations Manager, I am continually looking for ways that we can improve our Highway Department and its operations and infrastructure by networking with my counterparts in other counties, many of which were used for comparison purposes in the classification and compensation study. As such, we discuss the roles we serve in our respective positions. Having done so over the past several years, I have come to find that many of my essential accountabilities outweigh those of my counterparts.

For instance, Waukesha County does have a Highway Operations Manager whose sole responsibility is to oversee the maintenance of the State and County Highways in the County. However, they also have an Engineering Services Manager who oversees the consultants that design their proposed highway construction projects and administer the public bidding process. Neither individual directly oversees the construction of their projects as they hire engineering consultants to serve in that capacity as well. As the Highway Operations Manager in Jefferson County, I not only perform the duties of these two individuals, but also directly oversee our construction operations. Furthermore, while Waukesha County hired a different consultant, they also recently completed a compensation study and the control points of both of these individuals far outweighs that of mine according to our study. In addition, I find that a number of my obligations are typically performed by Highway Commissioners in other counties (i.e. managing the WisDOT Local Program and LRI P, overseeing our bridge inspection program, etc.). For

these reasons, I believe that my position needs to be reevaluated and a new title may also be required (i.e. Assistant Highway Commissioner).

In addition to the aforementioned rationale, there are at least two critical components that I strongly feel are being overlooked when evaluating not only my position, but any of the positions within our Highway Department. First, of the other counties that we were compared to, I believe all but one of their respective Highway Departments are considered maintenance only counties whereas we are a construction county that also performs maintenance activities. Construction projects are more time consuming and require a greater breadth of knowledge by all of our employees. Most counties that perform maintenance only typically hire an engineering consultant to not only perform the design, but also to publicly bid the project, and oversee the construction. While we utilize consultants to design our more complex projects, we perform our own construction. As such, more is expected out of almost everyone in our organization compared to our counterparts in maintenance only counties.

- Our highway workers are subjected to the adverse conditions associated with work zones for a good portion of the year.
- Our account clerks have to keep track of a greater number of materials, labor rates, and equipment rates, as well as the intricacies of those projects in which Prevailing Wage Rates apply.
- Our equipment operators and mechanics are required to operate and maintain more complex pieces of heavy construction equipment.
- Our foremen, superintendents, and myself must be able to interpret construction documents, procure materials and equipment, lay out the elements of work to the correct line and grade, maintain the environmental integrity and safety of the work zone, and address the concerns of the public.

Secondly, while we are not officially recognized as a Department of Public Works at this time, there have been recent discussions about a possible conversion to such an organization and we currently operate in close to that capacity already. There are a number of entities that rely heavily on our services in order to construct and maintain their infrastructure. Internally within Jefferson County, we provide maintenance/construction service to facilities associated with the following departments: Administration/Courthouse, Emergency Management, Fair Park, Human Services, and Parks. In addition to these internal customers, we also provide service to WisDOT first and foremost, but also to most of the cities, villages, and towns within the County, as well as nearly all of the surrounding County Highway Departments. In many of these circumstances, we not only provide the services, but also coordinate and manage the projects throughout their duration.

Furthermore, during the study process, I inquired as to the sequence of events that typically occur in regard to the appeal process. We were told by the consultant that in other counties where a classification and compensation study is being done, that the study is approved by the County followed by the appeal process. However, in Dodge County the appeal process occurred prior to approval of the plan. In doing so, nearly all of the

individuals within the Highway Department requested to have their positions reevaluated and as a result were moved into a higher pay grade. Please keep in mind that Dodge County is a maintenance county. Therefore, please reconsider my classification as well as those of my colleagues within our department that were approved prior to being provided an opportunity to justify ourselves.



Jefferson County  
Job Description Questionnaire (JDQ)

**This is an electronic format. The cells will expand as you type.**

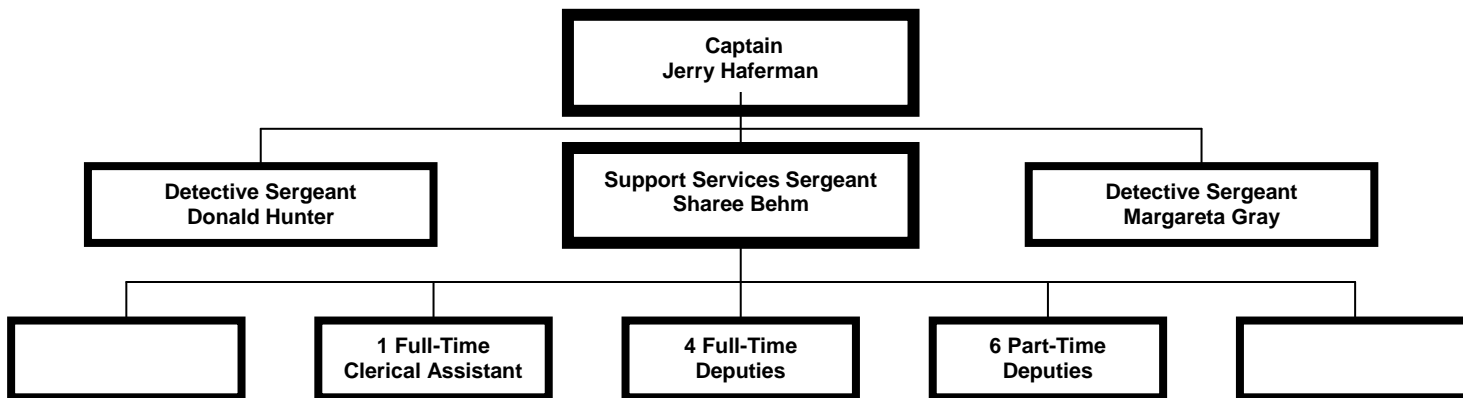
<b>Name:</b> Sharee L. Behm	<b>Date:</b> July 31, 2012
<b>Title:</b> Support Services Sergeant	<b>Department:</b> Jefferson County Sheriff's Office
<b>Work Location:</b> 411 S. Center Ave, Jefferson, WI 53549	<b>Phone:</b> 920-674-8627
<b>Immediate Supervisor:</b> Jerry Haferman	<b>Supervisor's Title:</b> Administrative Captain

TIME EMPLOYED IN CURRENT JOB TITLE: in years and months	3 years 5 months
TIME EMPLOYED IN CURRENT DEPARTMENT: in years and months	3 years 5 months
TOTAL EMPLOYMENT WITH YOUR ORGANIZATION: in years and months	19 years 2 months
WORK HOURS (Start/Finish): 7:00am-3:00pm	
FULL TIME: X	REGULAR PART-TIME (%):
OTHER	

**OUTLINE OF ORGANIZATION CHART**

**COMPLETE THE FOLLOWING SECTION OR ATTACH AT END OF DOCUMENT.**

Using the chart below, please fill in the job titles of (1) your immediate supervisor, (2) the jobs of employees you work with who also report to your supervisor and (3) the jobs of any employees you supervise. (If you prefer, attach a printed chart with the same information.)



**I. POSITION SUMMARY**

Briefly state why your position exists and what you consider its most important impact on the organization. **The Support Services Sergeant is responsible for the direct supervision and scheduling of four (4) full-time deputies, six (6) part-time deputies, and one (1) clerical assistant. My position directly supervises the deputies assigned to provide courthouse security, transporting inmates from other facilities for court appearances, transporting inmates or arrestees to hospitals, clinics, mental health facilities, or juvenile detention centers. I schedule and staff these transports. I am also responsible for overseeing and assisting with the service and execution of paper service in the Civil Process Division. I directly supervise the one (1) clerical and assistant and one (1) full-time deputy assigned to the Civil Process Division. These positions require a great deal of**

responsibility of ensuring that civil process paperwork is prepared, served, and processed according to statutory requirements. I am also responsible for preparing the annual evaluations for all those assigned to the Support Services Division and budgeting for equipment and services to this division.

The most important impact of the Support Services Sergeant is ensuring the safety and security of the employees and citizens that frequent the courthouse and reducing the risk of civil liability in the Civil Process Division. My position facilitates positive and working relationships with many people and organizations including: Jefferson County Sheriff’s Office personnel, courthouse personnel, attorneys, probation and parole officers, Human Services staff, medical staff, Department of Corrections, Department of Immigration, municipal, County, State, and Federal Law Enforcement agencies, and the general public.

**II. ESSENTIAL ACCOUNTABILITIES**

Please identify the essential accountabilities of your position, which should be the most important responsibilities of the job. Then explain how the outcomes could be measured. Indicate the approximate percentage of time spent annually on those activities.

<b>% of Time Spent</b>	<b>ESSENTIAL ACCOUNTABILITIES</b>	<b>HOW OUTCOMES COULD BE MEASURED</b>
80%	Supervision of Courthouse Deputies, Civil Process Deputy, and Civil Process Clerical Assistant.	The courthouse security station is staffed and particular hearings have a bailiff present. Transports are completed. Civil process paperwork is processed and served in a timely manner.
50%	Scheduling of Support Services Deputies	The required number of deputies are working to complete the tasks for the Support Services Division including courthouse activities, transports, and civil process.
10%	Completing 6 month and yearly employee performance evaluations on Deputies and Clerical Assistant	Reviewed by administration for promotional processes and for goal setting.
2%	Prepare a budget each year for equipment and services for Support Services Division.	Services are continued for equipment and new items are ordered.
1%	Review reports completed by deputies.	Reports are thorough and complete.
1%	Scheduling/attend training	Make sure each deputy has the required 24 hours of training each year to maintain law enforcement certification.
1%	Attend meetings	Information is passed on and exchanged between various groups, law enforcement agencies, and courthouse staff.
20%	Executing writs and paper service	The supervisor assists/completes these tasks when Civil Process deputy takes time off or has large workload.
5%	Phone calls	Answering questions from other law enforcement agencies, attorneys, citizens. Also on my time off I receive phone calls from deputies reference the daily operations of Support Services.
1%	Citizen Complaints	Resolving complaints/concerns regarding courthouse security and civil process
10%	Assist with security in court hearings	Maintain safety and security in courtroom and also increase number of deputies within a courtroom in these situations.

10%	Assist with patrol complaints/15 day notices/warrant arrests in the lobby	The Support Services Sergeant's assistance allows the patrol deputies and sergeant to remain on active patrol rather than driving to the office for complaints that require minimal investigation and time involvement.

III. FORMAL PREPARATION / EXPERIENCE	
Please answer the following based on the most representative combination of formal preparation and relevant experience to qualify for position.	
1.	Formal preparation/education (or equivalent) necessary to qualify for the position. <b>Support Services Sergeant position requires a candidate to have a two (2) year associates degree in police science with five (5) years of law enforcement experience , or any combination of education that provides equivalent knowledge, skills, and abilities.</b>
2.	Relevant experience required to qualify for the position (number of years of relevant experience needed) <b>To qualify for Support Services Sergeant, a candidate must have five (5) years of service with the Jefferson County Sheriff's Office.</b>
3.	Note any other training/certifications, etc. which is needed for the position. <b>Possess a valid Wisconsin driver's license and be a State Certified Law Enforcement Officer.</b>
4.	Please indicate additional education, experience or training that is <i>desired</i> for the position. <b>For the Support Services Sergeant position a candidate should have working knowledge of all types of court proceedings, be familiar with civil process and statutory requirements, and have strong written and verbal communications skills.</b>
5.	Please indicate your education, experience, etc. that you have. <b>I have a two (2) year Associates Degree of Science from the University of Wisconsin Extension-Rock County and then transferred to the University of Wisconsin-Plattville and obtained my four (4) year Bachelor of Arts Degree in Criminal Justice. I have 19 years of Law Enforcement experience with the Jefferson County Sheriff's Office and 11 1/2 of those years have been as a Sergeant. I have worked in the Jail, Patrol, and Support Services Division and have been a Sergeant in all of those divisions. I was a Field Training Officer in the Jail for two (2) years and once promoted, I was a Field Training Supervisor in the Jail for six (6) years. I have received extensive training in a variety of areas including: Correctional Emergency Response Team (CERT) basic certification, Jail Administrator Conferences, 40 hours of Supervision of Police Personnel, Narcotic Identification, Field Training Officer and Supervisor Course, OWI Detection and Standardized Field Sobriety Testing, Intoximeter Operator Certification, 40 hours Leadership and Mastering Management Course, 40 hours of Courthouse Security training, 16 hours Statement Analysis Training, 64 hours of Civil Process Training and Conferences, Interviewing and Body Language Techniques, Landlord/Tenant Law for Law Enforcement, and several hours of department training.</b>

IV. JUDGEMENTS MADE
Please identify what you believe are the most important judgment you make in performing jobs.

EXAMPLES OF JUDGEMENTS	WHO, IF ANYONE, REVIEWS THESE JUDGEMENTS	WHAT IS THE IMPACT OF THESE JUDGEMENTS
Executing Writ of Restitutions or Assistances and allowing evictees extra time to move on their own while still meeting statutory time requirements.	Plaintiff Attorney	Allows people the opportunity to move their own property rather than a moving company.
What part time staff will be called in to complete a task		How efficient a task is completed and what part time staff receives hours.
Assisting administration in selecting employees to work in the Support Services Division	Administration	Having dedicated and hard working employees assigned to this division.
Supervising the bailiffs on decisions regarding arrests made at the courthouse		Ensuring lawful arrests
Disseminating cautionary notices to county employees in regards to people that have caused reason to believe they may cause harm or disturbances at the courthouse		Making employees aware of certain people that have caused problems in the past and notifying bailiffs when these people enter the courthouse

**V. PROBLEM SOLVING**

Please identify the typical types of problems you solve on a regular basis in performing your job. Also include information on who else may be involved in helping with problem resolution.

TYPE/EXAMPLE OF PROBLEMS YOU SOLVE	INDIVIDUALS INVOLVED IN SOLVING PROBLEM
Finding enough staff to complete daily tasks with the amount of staff that are assigned to me.	Support Services/Jail/Patrol Sergeants
Unplanned transports of subjects to mental health/detox facilities	Support Services/Jail/Patrol Sergeants
Completing multiple evictions before time expires	Civil Process Deputy/Support Services Sergeant
Complaints/concerns from Circuit Court Judges regarding bailiffs or security issues	Administrative Captain/Support Services Sergeant
Locating inmates for writ purposes	DA office
Requests for a deputy's assistance for court proceedings or meetings	Support Services Sergeant

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**VI. SUPERVISION / MANAGEMENT**

Where it applies answer the following. Otherwise, put "Not Applicable" or "Don't Know".

Responsibility for others:
a. Number of People: <b>11</b>
b. Their Position Titles: <b>4 Full-Time Deputies, 6 Part-Time Deputies, 1 Full-Time Clerical Assistant</b>
c. Which, if any, of the following do you perform?:
1. Directly Supervise? <b>11 positions</b>



2.	Train / Instruct? <b>Yes-Assist with training</b>
3.	Give Work Direction? Yes-All above listed personnel
4.	Do Project Management? Yes- All above listed personnel
5.	Conduct Performance Reviews? Yes-All above listed personnel
6.	Discipline? Yes-All above listed personnel
7.	Hire? Assist with interviews and give recommendations
d. Note assets, facilities, equipment or funds, if any, for which you have some degree of accountability:	

<b>VII. WORK RELATIONSHIPS</b>	
Please identify the most typical work relationships of your position with other persons, functions or organizations, inside or outside of your own organization.	
Typical Work Relationships	Purpose of Relationship
Citizens	Answer questions regarding transports and questions related to civil process being served
Attorneys	Answer questions about when their clients will be transported and also about the procedure/process for civil process
District Attorney/Victim Witness Coordinator	Discuss security for court hearings and also writ preparations for transport
Human Services	Discuss transports
Probation and Parole	Discuss transports and apprehension requests for those attending court hearings
Circuit Court Judges and Commissioners	Discuss security issues and concerns for court proceedings
Clerk of Courts personnel	Prepare for jury trials, preparation of writs, and civil process paperwork
Land Information Personnel	Verify land information for sheriff sales
Department of Corrections	Scheduling and completion of transports
Other Sheriff's Departments	Scheduling and completion of transports and also civil process inquiries
Immigration and Naturalization Department	Scheduling transports for court appearances
Jail/Patrol Sergeants	Completion of transports and civil process when short staffed
Administrative Captain	Keep administration advised of activities in the Support Services Division
Corporation Counsel	Scheduling of mental health hearings and also discussing civil liability with civil process
Civil Process Clerical Assistant	Discuss and make sure civil process paperwork is prepared and served according to statute in a timely manner
Deputies	Assign tasks and duties, complete performance evaluations, supervise and coach for ongoing development of skills

<b>VIII. WORK ENVIRONMENT AND PHYSICAL REQUIREMENTS</b>		
% Inside (sheltered) 75%	% Noise 5%	% Travel Required 5%
& Outside Work 25%	% Fumes, Odor 25%	% Temperature extremes
% Hazards 25%	% Other (note)	

Are there any unusual requirements for your position? (Y/N) Y		
If yes, please explain: The Support Services Sergeant needs to be available while on time off to the deputies and other sergeants to answer questions.		

<b>IX. UNUSUAL / UNIQUE MENTAL REQUIREMENTS</b>
Does your position require any unusual or unique mental requirements?
This position often requires the Sergeant to assist the civil process deputy on evictions and seizing property from citizens. These procedures are often emotional and can become volatile as people are not willing to leave their home and give up property. Also, many evictions involve exposure to hoarding and uncleanly situations. Evictions can involve exposure to mold, fleas, and other unhealthy situations. In regards to courthouse security, sequestered jury trials and change of venue hearings do not happen very often, but when they do occur, a great deal of planning and preparation is required to ensure the appropriate amount of security is provided for all involved.

<b>X. ADDITIONAL DATA/NOTABLE INFORMATION</b>
Please identify any other information, which would help someone else understand your position more clearly:
The position of Support Services Sergeant not only requires one to be proficient in the daily operations of courthouse security and civil process, but also must remain proficient in handling complaints, conducting investigations, and the various other duties related to patrol. This position also requires knowledge of jail procedures as courthouse deputies are often assisting the jail with court proceedings, emergencies, and transports.

<b>XI. SUPERVISOR'S REMARKS</b>
This position requires the sergeant to have a great amount of knowledge in civil law regarding land lord tenant rights, executions, evictions, civil warrants, property seizures etc. A huge amount of responsibility is placed on the sergeant because that person needs to be aware of the laws and rights of citizen and must be able to interpret the courts/attorneys drafted paperwork. If a mistake is made, no matter how minor, it opens up the Sheriff's Office to a great amount of liability and the opportunity to be sued. This position requires the sergeant to be available on their off time. Being the only sergeant assigned to Support Services, it is not uncommon to receive phone calls on your off time including vacation time.

**TYPE IN YOUR NAME(S) AND EMAIL TO SUPERVISOR/DEPARTMENT HEAD. REMEMBER TO SAVE A COPY!**

<b>EMPLOYEE SIGNATURE:</b> Sergeant Sharee Behm	<b>DATE:</b> 07/31/2012
<b>SUPERVISOR SIGNATURE:</b> Captain Jerry Haferman	<b>DATE:</b> 8/3/12
<b>DEPARTMENT HEAD SIGNATURE:</b>	<b>DATE:</b>
<b>HUMAN RESOURCES DIRECTOR SIGNATURE:</b> Terri M Palm, 8/6/12	
JDQ Appears Complete. Thankyou.	

**Jefferson County  
Job Description Questionnaire (JDQ)**

**This is an electronic format. The cells will expand as you type.**

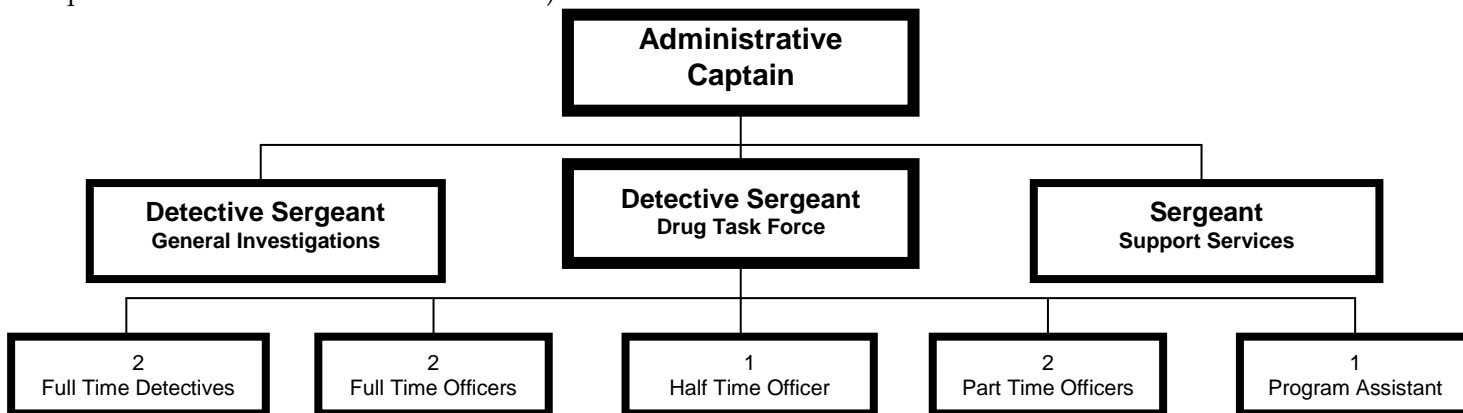
<b>Name:</b> Margareta Gray	<b>Date:</b> July 24, 2012
<b>Title:</b> Detective Sergeant	<b>Department:</b> Jefferson County Sheriff Office - Drug Task Force
<b>Work Location:</b> Annex Building - CTH N - Town of Koskonong	<b>Phone:</b> (920)568-2580 Office (920)285-2588 Cell
<b>Immediate Supervisor:</b> Jerry Haferman	<b>Supervisor's Title:</b> Administrative Captain

TIME EMPLOYED IN CURRENT JOB TITLE: in years and months	<b>0 Years 6 months</b>
TIME EMPLOYED IN CURRENT DEPARTMENT: in years and months	<b>12 Years 11 months</b>
TOTAL EMPLOYMENT WITH YOUR ORGANIZATION: in years and months	<b>17 Years 8 months</b>
<b>WORK HOURS (Start/Finish): 8:00am - 4:00pm</b>	
<b>FULL TIME: 17 Years 8 months</b>	<b>REGULAR PART-TIME (%):</b>
<b>OTHER</b>	

**OUTLINE OF ORGANIZATION CHART**

**COMPLETE THE FOLLOWING SECTION OR ATTACH AT END OF DOCUMENT.**

Using the chart below, please fill in the job titles of (1) your immediate supervisor, (2) the jobs of employees you work with who also report to your supervisor and (3) the jobs of any employees you supervise. (If you prefer, attach a printed chart with the same information.)



**I. POSITION SUMMARY**

Briefly state why your position exists and what you consider its most important impact on the organization.

The Jefferson County Sheriff's Office Detective Sergeant position assigned to the Jefferson County Drug Task Force functions as the Project Director. The Drug Task Force is a multi-jurisdictional agency funded by the Jefferson County Sheriff's Office, participating municipal agencies, and Federal/State Grant Funding. In addition, each municipality assigns officers to the unit or provides wages to employ limited term officers. The Detective Sergeant is responsible to supervise all officers assigned to the Drug Task Force by the Jefferson County Sheriff's Office and each of the municipalities. In addition, the Detective Sergeant is responsible for managing all funding that supports the day to day operations of the Drug Task Force supplied by the municipalities, Federal and State Grants, as well as all forfeitures and seizures. This funding pays for drug buy money, operating supplies, fuel costs, under cover vehicles, maintenance of under cover vehicles, building maintenance and fees, and other purchases necessary to support and operate the Drug Task Force Unit.

The most important impact of the Detective Sergeant assigned to the Drug Task Force is to make the Jefferson County Drug Task Force a fully functioning unit that is available to each and every agency that is an active participant in the Drug Task Force. This includes making themselves and other Drug Task Force officers available to respond to calls from municipalities during evening and weekend hours when assistance is requested. In addition, the Detective Sergeant must file appropriate paperwork and records to continue receiving grant funds.

<b>II. ESSENTIAL ACCOUNTABILITIES</b>		
Please identify the essential accountabilities of your position, which should be the most important responsibilities of the job. Then explain how the outcomes could be measured. Indicate the approximate percentage of time spent annually on those activities.		
<b>% of Time Spent</b>	<b>ESSENTIAL ACCOUNTABILITIES</b>	<b>HOW OUTCOMES COULD BE MEASURED</b>
80 %	Supervision of Drug Task Force Officers/Program Assistant	Review each officer's reports on investigations they participate in to ensure they are clear, complete, and concise. This includes investigations which are self-initiated or requests for assistance from other agencies. Supervise officers during field work - controlled buys and search warrants. Ensure each officer is following proper protocol and all search and seizure guidelines. Ensuring each officer is completing assigned cases in a timely manner and properly disposing of case and evidence. Evaluate information that is being compiled and entered into the departmental databank, the Criminal Information System (CIS), for accuracy. Complete yearly officer/program assistant evaluations.
40 %	Participate in Controlled Buys & Search Warrants	Supervise Controlled Buys and Search Warrants. Evaluate each situation for potential civilian and officer safety issues and provide alternative options. Be a participating officer in controlled buys and search warrants. Review search warrants to confirm all information is accurate to include the residence or object to be searched and the items to be search for are properly documented. Prepare appropriate reports after participation and forward to program assistant for transcription. Assist with interviews, surveillance, searching, and evidence collection. Prepare recorded reports for Program Assistant to transcribe.
30 %	Participate in Investigations	Initiate investigations and assist officers with investigations. This includes conducting interviews, surveillance, writing search warrants, writing forfeiture/seizure documents, conducting garbage picks, generating informants, and arresting drug violators. Respond to other agencies to assist with investigations when requested to do so. Prepare recorded reports for Program Assistant to transcribe.
25 %	Grant Paperwork - Quarterly Documents	Generate required quarterly documents for grant reporting to include the G-2 Financial Report/Fund Request showing quarterly expenses, funds requested for reimbursement, and quarterly program income earned. The Asset Seizure Log showing all US Currency and property seized during the quarter and shows what percentage of the seizures need to be reported as earned income after utilizing mathematical formulas. The Forfeiture Expenditure Log showing how the US Currency and property seized and forfeited is then converted into Task Force use. The Quarterly Performance Measures Report which breaks down both Felony and Misdemeanor arrests, the number of cases initiated, the quantity of each drug purchased/seized during the quarter, as well as other performance related information. The Semi-Annual Progress Report reviewing the progress of the Task Force to accomplish previously set goals, documenting any problems while attempting to attain the set goals, and any changes to previously set goals.
25 %	Officer Investigation Report Review	Review all Task Force Officer incident reports and Jefferson County Officer reports related to drug investigations. Ensure that all information is documented to include the required elements of the crime. Assign Task Force Officers to additional follow-up which may generate additional drug charges, an informant, or drug information.
15 %	Review Case Files - ACISS	Review all Jefferson County Drug Task Force entries into

		the Statewide ACISS database. <i>All</i> cases generated by Task Force are entered into ACISS for all state agencies to have access to for investigative purposes. Access ACISS to determine if other agencies have drug information on targets of the Jefferson County Drug Task Force.
15 %	Phone Calls - Public and Law Enforcement	Answer public requests for assistance related to drug offenses. Take drug information from citizens and other law enforcement agencies. Communicate with Prosecutors and Defense Attorneys in reference to pending and filed charges. Contact other Law Enforcement Agencies requesting or offering assistance.
15 %	Grant Accounting - Purchases	Determine which purchases made for the Task Force should be deducted from the Grant Account Funds. Determine if the purchases should be applied to the Federal portion or the State portion of the Grant Funds. Follow all strict guidelines for Grant purchases. Keep accounting records utilizing excel spreadsheets.
10 %	Review/Sign Criminal Complaints	Review all Requests for Criminal Complaints prior to being submitted to the District Attorney's Office. Ensure all elements of the crime are documented, the appropriate charges are being requested, the appropriate enhancers are added, and the appropriate individual is being referred. Once the criminal complaints have been drafted by the District Attorney's Office, review and sign prior to filing with the court.
10 %	Oversee Officer Informant Management - Assign Cases for Follow-up	Have daily contact with each Task Force Officer to ensure proper and appropriate informant management. Troubleshoot problems with the Task Force Officer if the informant is having issues. Assign cases for follow-up to develop possible informants to conduct future controlled buys.
5 %	Steering Committee Meetings	Meet bi-monthly with the Jefferson County Drug Task Force Steering Committee members and review prior meeting minutes, previous two months worth of expenditures, review charges pending and filed, current purchases, search warrants anticipated and executed, State and Federal Seizures, and any other Task Force related matters.
5 %	Drug Talks	Arrange community drug talks by assigning a Drug Task Force Officer or Canine Officer to conduct drug presentations. Sometimes will conduct the drug presentation or assist other officers with presentation. Ensuring all information is up to date and accurate.
5 %	Scheduling - Time Off/Training	Schedule time off for Task Force Officers utilizing Schedule Soft program. Schedule training for Task Force Officers and the Program Assistant and a yearly basis.
5 %	Sheriff's Account - Purchases	Utilize the Task Force Funds requested through the Sheriff's Office Budget to pay expenses related to building maintenance, utilities, equipment repair, and confidential buy funds. Keep accounting records utilizing excel spreadsheets.
5 %	Forfeiture/Seizure Paperwork	Complete the Forfeiture Complaint, Forfeiture Summons, and Forfeiture Affidavit to be filed with the County Circuit Courts for State Forfeiture Proceedings. Complete Federal Forfeiture DAG-71 Form, obtain money order of seized funds, and complete related packet of forms for the Federal Forfeiture procedures. Hand-deliver Federal Forfeiture paperwork to the DEA Office in Madison. Ensure that all paperwork for State and Federal Forfeitures are filed within the set times limits.
5 %	Forfeiture/Seizure, Restitution, & Reimbursement Accounts - Purchases	Utilize the Forfeitures and Drug Restitution for the appropriate purchases. Ensure Federal Guidelines are being followed for purchases made utilizing the Federal Forfeiture Account. Reimburse local Task Force Agencies for DARE programs each school year. Utilize appropriate accounts for Task Force Fuel purchases and Vehicle Maintenance/Repairs. Keep accounting records utilizing excel spreadsheets.
5 %	Update Drug Task Force Forms & Policies	Review Policies and Procedures of the Jefferson County

		Drug Task Force and ensure all are up to date. Review Task Force forms and update if needed.
5 %	Open Records Requests	Review all Open Records Requests prior to being disseminated to individual(s) requesting reports.
5 %	Confidential Funds - Purchase Verification	Dispense Confidential Funds to all Task Force Officers on a regular basis. Each month verify the expenditures of each Task Force Officer on purchases of evidence and informant payments. Ensure that each purchase of evidence or informant payment is cross referenced with a Task Force Incident Report.
2 %	Building Maintenance	Maintain building and keep in operational order. Ensure surveillance camera's and alarm system are functioning. Contact vendors for maintenance of equipment. Ensure cleanliness and safety of building since there is no cleaning service or on site maintenance crew.
2 %	Vehicle Maintenance	Arrange with Jefferson County Sheriff's Office Mechanic regular maintenance of Task Force Vehicles. Schedule repairs with other local businesses that can not be done by department mechanic.

III. FORMAL PREPARATION / EXPERIENCE	
Please answer the following based on the most representative combination of formal preparation and relevant experience to qualify for position.	
6.	Formal preparation/education (or equivalent) necessary to qualify for the position. <b>Detective Sergeant position requires a candidate to have a two year associate's degree and five (5) years of law enforcement experience, or any combination of education and experience that provides equivalent knowledge, skills and abilities.</b>
7.	Relevant experience required to qualify for the position (number of years of relevant experience needed) <b>To qualify for Detective Sergeant, the candidate must have five (5) years of service with the Jefferson County Sheriff's Office and must take and pass a promotional written exam.</b>
8.	Note any other training/certifications, etc. which is needed for the position <b>Possess a valid Wisconsin Driver's License and be a State Certified Law Enforcement Officer.</b>
9.	Please indicate additional education, experience or training that is <i>desired</i> for the position. <b>For the Detective Sergeant position assigned to the Jefferson County Drug Task Force, it is important to have a good understanding of all drug related offenses and drug enhancers, how to manage informants, search and seizure laws, entrapment issues, and current drug trends. The Detective Sergeant should have experience in preparing complaints for the District Attorney's Office, overdose death investigations, writing search warrants, writing forfeitures, informant management, and evidence procedures. The Detective Sergeant needs to understand the risks associated with working informants during controlled buys and needs to be able to foresee and avoid any risks to officers and civilians. The Detective Sergeant has to be available to Task Force Officers and other law enforcement agencies at a moments notice during all hours of the day and night, to include weekends. The Detective Sergeant has to understand and be willing to sacrifice personal and sometimes family time to be successful as a supervisor assigned to the Task Force.</b>
10.	Please indicate your education, experience, etc. that you have. <b>Associates Degree in Liberal Arts, First Line Supervisors On-Line Course through UW-Platteville, almost 18 years sworn law enforcement experience with approximately 13 years as a Detective, 5 1/2 years assigned to the Jefferson County Drug Task Force as a Detective, additional duty of Crisis Negotiator for 15+ years, additional 3 1/2 years civilian correctional officer in Walworth County, and 8 years prior military experience as Army Reservist.</b>

IV. JUDGEMENTS MADE		
Please identify what you believe are the most important judgment you make in performing jobs.		
EXAMPLES OF JUDGEMENTS	WHO, IF ANYONE, REVIEWS THESE JUDGEMENTS	WHAT IS THE IMPACT OF THESE JUDGEMENTS

Purchases for Task Force Day to Day operations - supplies, training, utilities, fuel, etc.	Administrative Captain, Chief Deputy, and Steering Committee	Keeps the Drug Task Force Officers trained and the building and vehicles operational.
Review Operational Procedures for each controlled buy of drugs and search warrants prior to execution.	Administrative Captain	Ensures the safety of the Drug Task Force Officers, non-involved civilians, and targeted individuals.
Provide direction to Drug Task Force Officers throughout criminal drug investigation from onset to final disposition.	Administrative Captain	Ensures targeted individuals are not wrongly detained and all elements of the crime are met.
Determine validity of information being provided to Drug Task Force about individuals involved with sale and manufacture of drugs.	Administrative Captain	Prioritizing the drug information that is called into the Drug Task Force is important to ensure the appropriate amount of resources and time is spent investigating reliable and not just assumed drug information.
Review and approve Open Records requests	Administrative Captain and Records Secretary	Potential litigation for Jefferson County. Fulfillment of open records requests.
Determine whether it is beneficial to utilize a previously charged individual as an informant to apprehend additional individuals involved in the sale of controlled substances.	Administrative Captain and District Attorney's	Utilizing previously charged individuals as informants allows the Drug Task Force to target and apprehend individuals involved in dealing larger amounts of controlled substances.
Make decisions when requested by Drug Task Force Officers and Other Municipal Law Enforcement Agencies about search and seizure issues.	Administrative Captain, District Attorney's , and other Municipal Agency Administration	Search and Seizure laws change on a regular basis and making the wrong decision could result in the loss of the criminal case and the potential for civil litigation.

**V. PROBLEM SOLVING**

Please identify the typical types of problems you solve on a regular basis in performing your job. Also include information on who else may be involved in helping with problem resolution.

TYPE/EXAMPLE OF PROBLEMS YOU SOLVE	INDIVIDUALS INVOLVED IN SOLVING PROBLEM
Informant Management Issues	Detective Sergeant and Case Agent Officer
Direction on Criminal Drug Investigations & Charging	Detective Sergeant, Case Agent Officer, District Attorney's Office, at times a citizen informant
Equipment Issues - to include surveillance equipment and computer related items	Detective Sergeant, Drug Task Force Officers, Drug Task Force Program Assistant/Secretary, Administrative Captain.
Vehicle Issues - Maintenance problems or trade out	Detective Sergeant, Drug Task Force Officers, Sheriff's Office Mechanic, Administrative Captain.
Open Records Issues - Whether they are to be released or held	Detective Sergeant, Records Secretary, Administrative Captain, Corporation Counsel
Scheduling - Time-off and training	Detective Sergeant, Drug Task Force Officers

**VI. SUPERVISION / MANAGEMENT**

Where it applies answer the following. Otherwise, put "Not Applicable" or "Don't Know".

Responsibility for others: **Yes - Supervisor**

a. Number of People: **Eight (8) - Seven (7) sworn personnel and one (1) civilian**

b.	Their Position Titles: <b>Two (2) Detective, five (5) officers, and one (1) program assistant</b>
c.	Which, if any, of the following do you perform?:
1.	Directly Supervise? <b>Yes - all above personnel</b>
2.	Train / Instruct? <b>Yes - Assist with training</b>
3.	Give Work Direction? <b>Yes - all above personnel</b>
4.	Do Project Management? <b>Yes - oversee entire function of Drug Task Force</b>
5.	Conduct Performance Reviews? <b>Yes - all above personnel</b>
6.	Discipline? <b>Yes</b>
7.	Hire? <b>Yes - assist with limited term part-time hires</b>
d.	Note assets, facilities, equipment or funds, if any, for which you have some degree of accountability:
	<b>The Detective Sergeant assigned to the Jefferson County Drug Task Force is considered the Project Director of the unit. The Detective Sergeant is responsible for budgeting and managing all funds that support the operation of the Drug Task Force.</b>

<b>VII. WORK RELATIONSHIPS</b>	
Please identify the most typical work relationships of your position with other persons, functions or organizations, inside or outside of your own organization.	
Typical Work Relationships	Purpose of Relationship
Jefferson County Drug Task Force Steering Committee - Chiefs from City of Fort Atkinson, City of Jefferson, City of Lake Mills, Town of Lake Mills, City of Waterloo, City of Watertown, Jefferson County District Attorney, and the Sheriff of Jefferson County	Keep informed of the operations of the Drug Task Force and to receive majority vote approval and direction for unit operations.
South East Area Drug Operations Group (SEADOG) - Jefferson, Dodge, Kenosha, Racine, and Walworth Counties	Meet quarterly to relay drug related information about investigations and trends in each unit. Compile information to be submitted yearly for the Byrne Grant to ensure funding for the SEADOG Drug Task Forces.
District Attorney's Office	Discuss legal questions on criminal investigations, submit, review and sign Criminal Complaints. Testify in court as needed.
Administrative Captain	Apprise of ongoing activities of the Drug Task Force. Review the operational expenses of the Drug Task Force and project future budgets.
Detective Sergeant - General Investigations	Discuss investigations both criminal and drug related investigations. Sharing of personnel in major investigations to carry out investigations such as search warrants and death investigations.
Drug Task Force Officers	Assign and monitor drug complaints, informant management, complete performance evaluations, direct, coach and mentor ongoing development of the Drug Task Force Officers.
Patrol Sergeants	Discuss patrol generated drug complaints and investigations. Request assistance from patrol officers to conduct surveillance on targets and/or stop suspect vehicles.
Drug Task Force Secretary/Program Assistant	Monitor transcription and preparation of criminal complaints for the DA. Monitor entry into state database, ACISS, drug related information. Obtain yearly figures from drug investigations to be utilized for Byrne Grant funding.
Patrol/Jail Officers	When requested, assist with drug related investigations and traffic stops. Assist with drug identification, evidence collection, and interviews. Assist with obtaining search warrants when necessary.
Confidential Informants	Utilize confidential informants to purchase controlled substances from individuals selling. Receive additional information from informants that assists with identifying others involved in the sales of controlled substances.



Citizens	Receive drug related information from citizens and provide guidance on how to deal with drug issues.
School Administrations	Arrange for searches of schools following school policies and procedures. When requested by School Administrations, provide drug talks to students.

VIII. WORK ENVIRONMENT AND PHYSICAL REQUIREMENTS			
% Inside (sheltered) 70%	% Noise 5%	% Travel Required 20%	
& Outside Work 30%	% Fumes, Odor 5%	% Temperature extremes 5%	
% Hazards 30%	% Other (note)		
Are there any unusual requirements for your position? (Y/N) Y			
If yes, please explain: The Drug Task Force Detective Sergeant needs to make themselves available to all county municipal agencies as much as possible, this includes nights and weekends. This means at times the Detective Sergeant may have to sacrifice personal time to assist these agencies. The Drug Task Force Sergeant also is present at almost all controlled buys and search warrants, most of these types of activities occur during the evening hours.			

IX. UNUSUAL / UNIQUE MENTAL REQUIREMENTS
Does your position require any unusual or unique mental requirements?
The Drug Task Force Detective Sergeant is a position that requires an individual that is self motivated and can work with little direction. The Task Force offices are located in a location away from the main Sheriff's Office, meaning the highest ranking individual with an office in the Task Force building is the Detective Sergeant. The Detective Sergeant has to be able to make decisions without relying on the Administrative Captain all the time and feel confident in the decisions that are being made. While participating in investigations, the Detective Sergeant is exposed to making decisions that can ultimately change a person's life forever; this sometimes involves getting human services to take children out of drug houses to ensure their safety. Some of the more mentally taxing investigations the Detective Sergeant is involved in are drug related overdoses resulting in death. Finally, the Detective Sergeant also has to have metal toughness when preparing for high risk search warrants. The Detective Sergeant knows that at anytime an entry into a suspects home can become a fatal situation and the Detective Sergeant has to ensure all search warrants are prepared for properly by all officers involved.

X. ADDITIONAL DATA/NOTABLE INFORMATION
Please identify any other information, which would help someone else understand your position more clearly:
Without the Drug Task Force Detective Sergeant properly overseeing the day to day operations of the Task Force and properly handling the funding of the Drug Task Force, the unit wouldn't not be as successful as it has become. In fact, improper handling by the Detective Sergeant could cause the unit to fail and not exist, causing drugs to become an even bigger problem. Drugs in the Jefferson County Area will always be an issue, without the Drug Task Force, the sale and use of controlled substances and the overdose deaths would spiral out of control. As a Drug Task Force Detective Sergeant, the understanding has to be there that drug use is related to a majority of property related crimes, therefore, it is important for the Drug Task Force Sergeant to be able to work with all individuals in law enforcement to combat drugs and crime in general.

XI. SUPERVISOR'S REMARKS
Margareta Gray's documentation on this questionnaire is an accurate description of the position of Task Force Detective Sergeant. The position of Task Force Detective Sergeant is very demanding. Even though there are set work hours, this position requires the sergeant to have to be very flexible with their schedule. Working undercover and with drug informants requires a strong mental sense and officer safety skills because of the people you are dealing with. Besides supervising, Sgt. Gray does some case work. Not only does she have to be mentally prepared during work hours, since he is the only Task Force Detective Sergeant, she must be prepared 24/7 to be called in at anytime if a major drug incident takes place. It is not uncommon for her to get called off duty on a regular basis even on smaller drug incidents to get her opinion.

**TYPE IN YOUR NAME(S) AND EMAIL TO SUPERVISOR/DEPARTMENT HEAD. REMEMBER TO SAVE A COPY!**

**EMPLOYEE SIGNATURE:** Margareta Gray

**DATE:** 07/27/12

**SUPERVISOR SIGNATURE:** Captain Jerry Haferman

**DATE:** 8/1/12

**DEPARTMENT HEAD SIGNATURE:**

**DATE:**

**HUMAN RESOURCES DIRECTOR SIGNATURE:** Terri M Palm, 8/2/12

JDQ appears complete. Thank you!

**Jefferson County  
Job Description Questionnaire (JDQ)**

**This is an electronic format. The cells will expand as you type.**

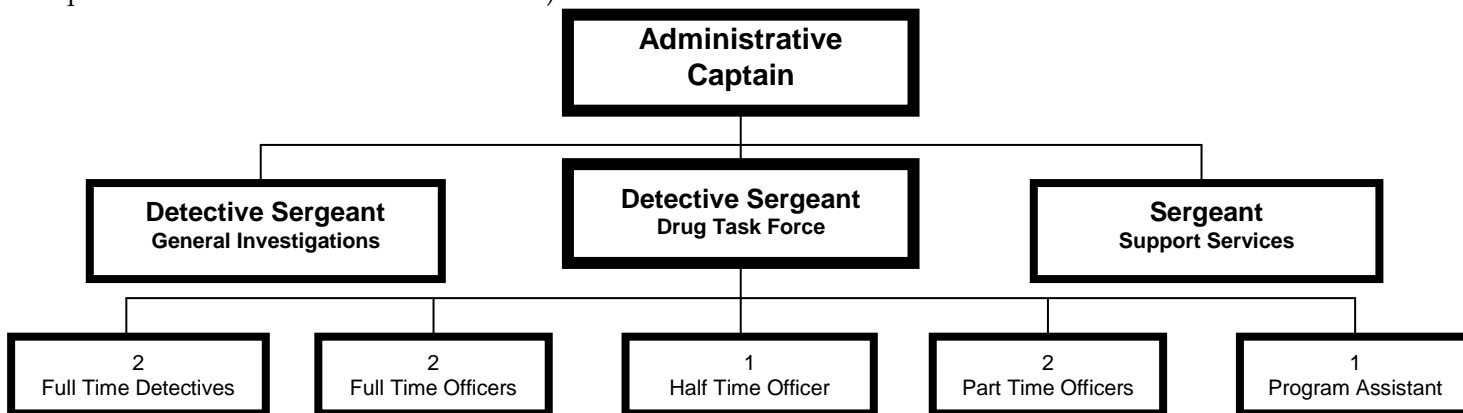
<b>Name:</b> Margareta Gray	<b>Date:</b> July 24, 2012
<b>Title:</b> Detective Sergeant	<b>Department:</b> Jefferson County Sheriff Office - Drug Task Force
<b>Work Location:</b> Annex Building - CTH N - Town of Koskonong	<b>Phone:</b> (920)568-2580 Office (920)285-2588 Cell
<b>Immediate Supervisor:</b> Jerry Haferman	<b>Supervisor's Title:</b> Administrative Captain

TIME EMPLOYED IN CURRENT JOB TITLE: in years and months	<b>0 Years 6 months</b>
TIME EMPLOYED IN CURRENT DEPARTMENT: in years and months	<b>12 Years 11 months</b>
TOTAL EMPLOYMENT WITH YOUR ORGANIZATION: in years and months	<b>17 Years 8 months</b>
<b>WORK HOURS (Start/Finish): 8:00am - 4:00pm</b>	
<b>FULL TIME: 17 Years 8 months</b>	<b>REGULAR PART-TIME (%):</b>
<b>OTHER</b>	

**OUTLINE OF ORGANIZATION CHART**

**COMPLETE THE FOLLOWING SECTION OR ATTACH AT END OF DOCUMENT.**

Using the chart below, please fill in the job titles of (1) your immediate supervisor, (2) the jobs of employees you work with who also report to your supervisor and (3) the jobs of any employees you supervise. (If you prefer, attach a printed chart with the same information.)



**I. POSITION SUMMARY**  
Briefly state why your position exists and what you consider its most important impact on the organization.

The Jefferson County Sheriff's Office Detective Sergeant position assigned to the Jefferson County Drug Task Force functions as the Project Director. The Drug Task Force is a multi-jurisdictional agency funded by the Jefferson County Sheriff's Office, participating municipal agencies, and Federal/State Grant Funding. In addition, each municipality assigns officers to the unit or provides wages to employ limited term officers. The Detective Sergeant is responsible to supervise all officers assigned to the Drug Task Force by the Jefferson County Sheriff's Office and each of the municipalities. In addition, the Detective Sergeant is responsible for managing all funding that supports the day to day operations of the Drug Task Force supplied by the municipalities, Federal and State Grants, as well as all forfeitures and seizures. This funding pays for drug buy money, operating supplies, fuel costs, under cover vehicles, maintenance of under cover vehicles, building maintenance and fees, and other purchases necessary to support and operate the Drug Task Force Unit.

The most important impact of the Detective Sergeant assigned to the Drug Task Force is to make the Jefferson County Drug Task Force a fully functioning unit that is available to each and every agency that is an active participant in the Drug Task Force. This includes making themselves and other Drug Task Force officers available to respond to calls from municipalities during evening and weekend hours when assistance is requested. In addition, the Detective Sergeant must file appropriate paperwork and records to continue receiving grant funds.

<b>II. ESSENTIAL ACCOUNTABILITIES</b>		
Please identify the essential accountabilities of your position, which should be the most important responsibilities of the job. Then explain how the outcomes could be measured. Indicate the approximate percentage of time spent annually on those activities.		
<b>% of Time Spent</b>	<b>ESSENTIAL ACCOUNTABILITIES</b>	<b>HOW OUTCOMES COULD BE MEASURED</b>
80 %	Supervision of Drug Task Force Officers/Program Assistant	Review each officer's reports on investigations they participate in to ensure they are clear, complete, and concise. This includes investigations which are self-initiated or requests for assistance from other agencies. Supervise officers during field work - controlled buys and search warrants. Ensure each officer is following proper protocol and all search and seizure guidelines. Ensuring each officer is completing assigned cases in a timely manner and properly disposing of case and evidence. Evaluate information that is being compiled and entered into the departmental databank, the Criminal Information System (CIS), for accuracy. Complete yearly officer/program assistant evaluations.
40 %	Participate in Controlled Buys & Search Warrants	Supervise Controlled Buys and Search Warrants. Evaluate each situation for potential civilian and officer safety issues and provide alternative options. Be a participating officer in controlled buys and search warrants. Review search warrants to confirm all information is accurate to include the residence or object to be searched and the items to be search for are properly documented. Prepare appropriate reports after participation and forward to program assistant for transcription. Assist with interviews, surveillance, searching, and evidence collection. Prepare recorded reports for Program Assistant to transcribe.
30 %	Participate in Investigations	Initiate investigations and assist officers with investigations. This includes conducting interviews, surveillance, writing search warrants, writing forfeiture/seizure documents, conducting garbage picks, generating informants, and arresting drug violators. Respond to other agencies to assist with investigations when requested to do so. Prepare recorded reports for Program Assistant to transcribe.
25 %	Grant Paperwork - Quarterly Documents	Generate required quarterly documents for grant reporting to include the G-2 Financial Report/Fund Request showing quarterly expenses, funds requested for reimbursement, and quarterly program income earned. The Asset Seizure Log showing all US Currency and property seized during the quarter and shows what percentage of the seizures need to be reported as earned income after utilizing mathematical formulas. The Forfeiture Expenditure Log showing how the US Currency and property seized and forfeited is then converted into Task Force use. The Quarterly Performance Measures Report which breaks down both Felony and Misdemeanor arrests, the number of cases initiated, the quantity of each drug purchased/seized during the quarter, as well as other performance related information. The Semi-Annual Progress Report reviewing the progress of the Task Force to accomplish previously set goals, documenting any problems while attempting to attain the set goals, and any changes to previously set goals.
25 %	Officer Investigation Report Review	Review all Task Force Officer incident reports and Jefferson County Officer reports related to drug investigations. Ensure that all information is documented to include the required elements of the crime. Assign Task Force Officers to additional follow-up which may generate additional drug charges, an informant, or drug information.
15 %	Review Case Files - ACISS	Review all Jefferson County Drug Task Force entries into

		the Statewide ACISS database. <i>All</i> cases generated by Task Force are entered into ACISS for all state agencies to have access to for investigative purposes. Access ACISS to determine if other agencies have drug information on targets of the Jefferson County Drug Task Force.
15 %	Phone Calls - Public and Law Enforcement	Answer public requests for assistance related to drug offenses. Take drug information from citizens and other law enforcement agencies. Communicate with Prosecutors and Defense Attorneys in reference to pending and filed charges. Contact other Law Enforcement Agencies requesting or offering assistance.
15 %	Grant Accounting - Purchases	Determine which purchases made for the Task Force should be deducted from the Grant Account Funds. Determine if the purchases should be applied to the Federal portion or the State portion of the Grant Funds. Follow all strict guidelines for Grant purchases. Keep accounting records utilizing excel spreadsheets.
10 %	Review/Sign Criminal Complaints	Review all Requests for Criminal Complaints prior to being submitted to the District Attorney's Office. Ensure all elements of the crime are documented, the appropriate charges are being requested, the appropriate enhancers are added, and the appropriate individual is being referred. Once the criminal complaints have been drafted by the District Attorney's Office, review and sign prior to filing with the court.
10 %	Oversee Officer Informant Management - Assign Cases for Follow-up	Have daily contact with each Task Force Officer to ensure proper and appropriate informant management. Troubleshoot problems with the Task Force Officer if the informant is having issues. Assign cases for follow-up to develop possible informants to conduct future controlled buys.
5 %	Steering Committee Meetings	Meet bi-monthly with the Jefferson County Drug Task Force Steering Committee members and review prior meeting minutes, previous two months worth of expenditures, review charges pending and filed, current purchases, search warrants anticipated and executed, State and Federal Seizures, and any other Task Force related matters.
5 %	Drug Talks	Arrange community drug talks by assigning a Drug Task Force Officer or Canine Officer to conduct drug presentations. Sometimes will conduct the drug presentation or assist other officers with presentation. Ensuring all information is up to date and accurate.
5 %	Scheduling - Time Off/Training	Schedule time off for Task Force Officers utilizing Schedule Soft program. Schedule training for Task Force Officers and the Program Assistant and a yearly basis.
5 %	Sheriff's Account - Purchases	Utilize the Task Force Funds requested through the Sheriff's Office Budget to pay expenses related to building maintenance, utilities, equipment repair, and confidential buy funds. Keep accounting records utilizing excel spreadsheets.
5 %	Forfeiture/Seizure Paperwork	Complete the Forfeiture Complaint, Forfeiture Summons, and Forfeiture Affidavit to be filed with the County Circuit Courts for State Forfeiture Proceedings. Complete Federal Forfeiture DAG-71 Form, obtain money order of seized funds, and complete related packet of forms for the Federal Forfeiture procedures. Hand-deliver Federal Forfeiture paperwork to the DEA Office in Madison. Ensure that all paperwork for State and Federal Forfeitures are filed within the set times limits.
5 %	Forfeiture/Seizure, Restitution, & Reimbursement Accounts - Purchases	Utilize the Forfeitures and Drug Restitution for the appropriate purchases. Ensure Federal Guidelines are being followed for purchases made utilizing the Federal Forfeiture Account. Reimburse local Task Force Agencies for DARE programs each school year. Utilize appropriate accounts for Task Force Fuel purchases and Vehicle Maintenance/Repairs. Keep accounting records utilizing excel spreadsheets.
5 %	Update Drug Task Force Forms & Policies	Review Policies and Procedures of the Jefferson County

		Drug Task Force and ensure all are up to date. Review Task Force forms and update if needed.
5 %	Open Records Requests	Review all Open Records Requests prior to being disseminated to individual(s) requesting reports.
5 %	Confidential Funds - Purchase Verification	Dispense Confidential Funds to all Task Force Officers on a regular basis. Each month verify the expenditures of each Task Force Officer on purchases of evidence and informant payments. Ensure that each purchase of evidence or informant payment is cross referenced with a Task Force Incident Report.
2 %	Building Maintenance	Maintain building and keep in operational order. Ensure surveillance camera's and alarm system are functioning. Contact vendors for maintenance of equipment. Ensure cleanliness and safety of building since there is no cleaning service or on site maintenance crew.
2 %	Vehicle Maintenance	Arrange with Jefferson County Sheriff's Office Mechanic regular maintenance of Task Force Vehicles. Schedule repairs with other local businesses that can not be done by department mechanic.

III. FORMAL PREPARATION / EXPERIENCE	
Please answer the following based on the most representative combination of formal preparation and relevant experience to qualify for position.	
11.	Formal preparation/education (or equivalent) necessary to qualify for the position. <b>Detective Sergeant position requires a candidate to have a two year associate's degree and five (5) years of law enforcement experience, or any combination of education and experience that provides equivalent knowledge, skills and abilities.</b>
12.	Relevant experience required to qualify for the position (number of years of relevant experience needed) <b>To qualify for Detective Sergeant, the candidate must have five (5) years of service with the Jefferson County Sheriff's Office and must take and pass a promotional written exam.</b>
13.	Note any other training/certifications, etc. which is needed for the position <b>Possess a valid Wisconsin Driver's License and be a State Certified Law Enforcement Officer.</b>
14.	Please indicate additional education, experience or training that is <i>desired</i> for the position. <b>For the Detective Sergeant position assigned to the Jefferson County Drug Task Force, it is important to have a good understanding of all drug related offenses and drug enhancers, how to manage informants, search and seizure laws, entrapment issues, and current drug trends. The Detective Sergeant should have experience in preparing complaints for the District Attorney's Office, overdose death investigations, writing search warrants, writing forfeitures, informant management, and evidence procedures. The Detective Sergeant needs to understand the risks associated with working informants during controlled buys and needs to be able to foresee and avoid any risks to officers and civilians. The Detective Sergeant has to be available to Task Force Officers and other law enforcement agencies at a moments notice during all hours of the day and night, to include weekends. The Detective Sergeant has to understand and be willing to sacrifice personal and sometimes family time to be successful as a supervisor assigned to the Task Force.</b>
15.	Please indicate your education, experience, etc. that you have. <b>Associates Degree in Liberal Arts, First Line Supervisors On-Line Course through UW-Platteville, almost 18 years sworn law enforcement experience with approximately 13 years as a Detective, 5 ½ years assigned to the Jefferson County Drug Task Force as a Detective, additional duty of Crisis Negotiator for 15+ years, additional 3 ½ years civilian correctional officer in Walworth County, and 8 years prior military experience as Army Reservist.</b>

IV. JUDGEMENTS MADE		
Please identify what you believe are the most important judgment you make in performing jobs.		
EXAMPLES OF JUDGEMENTS	WHO, IF ANYONE, REVIEWS THESE JUDGEMENTS	WHAT IS THE IMPACT OF THESE JUDGEMENTS

Purchases for Task Force Day to Day operations - supplies, training, utilities, fuel, etc.	Administrative Captain, Chief Deputy, and Steering Committee	Keeps the Drug Task Force Officers trained and the building and vehicles operational.
Review Operational Procedures for each controlled buy of drugs and search warrants prior to execution.	Administrative Captain	Ensures the safety of the Drug Task Force Officers, non-involved civilians, and targeted individuals.
Provide direction to Drug Task Force Officers throughout criminal drug investigation from onset to final disposition.	Administrative Captain	Ensures targeted individuals are not wrongly detained and all elements of the crime are met.
Determine validity of information being provided to Drug Task Force about individuals involved with sale and manufacture of drugs.	Administrative Captain	Prioritizing the drug information that is called into the Drug Task Force is important to ensure the appropriate amount of resources and time is spent investigating reliable and not just assumed drug information.
Review and approve Open Records requests	Administrative Captain and Records Secretary	Potential litigation for Jefferson County. Fulfillment of open records requests.
Determine whether it is beneficial to utilize a previously charged individual as an informant to apprehend additional individuals involved in the sale of controlled substances.	Administrative Captain and District Attorney's	Utilizing previously charged individuals as informants allows the Drug Task Force to target and apprehend individuals involved in dealing larger amounts of controlled substances.
Make decisions when requested by Drug Task Force Officers and Other Municipal Law Enforcement Agencies about search and seizure issues.	Administrative Captain, District Attorney's , and other Municipal Agency Administration	Search and Seizure laws change on a regular basis and making the wrong decision could result in the loss of the criminal case and the potential for civil litigation.

**V. PROBLEM SOLVING**

Please identify the typical types of problems you solve on a regular basis in performing your job. Also include information on who else may be involved in helping with problem resolution.

TYPE/EXAMPLE OF PROBLEMS YOU SOLVE	INDIVIDUALS INVOLVED IN SOLVING PROBLEM
Informant Management Issues	Detective Sergeant and Case Agent Officer
Direction on Criminal Drug Investigations & Charging	Detective Sergeant, Case Agent Officer, District Attorney's Office, at times a citizen informant
Equipment Issues - to include surveillance equipment and computer related items	Detective Sergeant, Drug Task Force Officers, Drug Task Force Program Assistant/Secretary, Administrative Captain.
Vehicle Issues - Maintenance problems or trade out	Detective Sergeant, Drug Task Force Officers, Sheriff's Office Mechanic, Administrative Captain.
Open Records Issues - Whether they are to be released or held	Detective Sergeant, Records Secretary, Administrative Captain, Corporation Counsel
Scheduling - Time-off and training	Detective Sergeant, Drug Task Force Officers

**VI. SUPERVISION / MANAGEMENT**

Where it applies answer the following. Otherwise, put "Not Applicable" or "Don't Know".

Responsibility for others: **Yes - Supervisor**

a. Number of People: **Eight (8) - Seven (7) sworn personnel and one (1) civilian**

b.	Their Position Titles: <b>Two (2) Detective, five (5) officers, and one (1) program assistant</b>
c.	Which, if any, of the following do you perform?:
1.	Directly Supervise? <b>Yes - all above personnel</b>
2.	Train / Instruct? <b>Yes - Assist with training</b>
3.	Give Work Direction? <b>Yes - all above personnel</b>
4.	Do Project Management? <b>Yes - oversee entire function of Drug Task Force</b>
5.	Conduct Performance Reviews? <b>Yes - all above personnel</b>
6.	Discipline? <b>Yes</b>
7.	Hire? <b>Yes - assist with limited term part-time hires</b>
d.	Note assets, facilities, equipment or funds, if any, for which you have some degree of accountability: <b>The Detective Sergeant assigned to the Jefferson County Drug Task Force is considered the Project Director of the unit. The Detective Sergeant is responsible for budgeting and managing all funds that support the operation of the Drug Task Force.</b>

<b>VII. WORK RELATIONSHIPS</b>	
Please identify the most typical work relationships of your position with other persons, functions or organizations, inside or outside of your own organization.	
Typical Work Relationships	Purpose of Relationship
Jefferson County Drug Task Force Steering Committee - Chiefs from City of Fort Atkinson, City of Jefferson, City of Lake Mills, Town of Lake Mills, City of Waterloo, City of Watertown, Jefferson County District Attorney, and the Sheriff of Jefferson County	Keep informed of the operations of the Drug Task Force and to receive majority vote approval and direction for unit operations.
South East Area Drug Operations Group (SEADOG) - Jefferson, Dodge, Kenosha, Racine, and Walworth Counties	Meet quarterly to relay drug related information about investigations and trends in each unit. Compile information to be submitted yearly for the Byrne Grant to ensure funding for the SEADOG Drug Task Forces.
District Attorney's Office	Discuss legal questions on criminal investigations, submit, review and sign Criminal Complaints. Testify in court as needed.
Administrative Captain	Apprise of ongoing activities of the Drug Task Force. Review the operational expenses of the Drug Task Force and project future budgets.
Detective Sergeant - General Investigations	Discuss investigations both criminal and drug related investigations. Sharing of personnel in major investigations to carry out investigations such as search warrants and death investigations.
Drug Task Force Officers	Assign and monitor drug complaints, informant management, complete performance evaluations, direct, coach and mentor ongoing development of the Drug Task Force Officers.
Patrol Sergeants	Discuss patrol generated drug complaints and investigations. Request assistance from patrol officers to conduct surveillance on targets and/or stop suspect vehicles.
Drug Task Force Secretary/Program Assistant	Monitor transcription and preparation of criminal complaints for the DA. Monitor entry into state database, ACISS, drug related information. Obtain yearly figures from drug investigations to be utilized for Byrne Grant funding.
Patrol/Jail Officers	When requested, assist with drug related investigations and traffic stops. Assist with drug identification, evidence collection, and interviews. Assist with obtaining search warrants when necessary.
Confidential Informants	Utilize confidential informants to purchase controlled substances from individuals selling. Receive additional information from informants that assists with identifying others involved in the sales of controlled substances.



Citizens	Receive drug related information from citizens and provide guidance on how to deal with drug issues.
School Administrations	Arrange for searches of schools following school policies and procedures. When requested by School Administrations, provide drug talks to students.

VIII. WORK ENVIRONMENT AND PHYSICAL REQUIREMENTS			
% Inside (sheltered) 70%	% Noise 5%	% Travel Required 20%	
& Outside Work 30%	% Fumes, Odor 5%	% Temperature extremes 5%	
% Hazards 30%	% Other (note)		
Are there any unusual requirements for your position? (Y/N) Y			
If yes, please explain: The Drug Task Force Detective Sergeant needs to make themselves available to all county municipal agencies as much as possible, this includes nights and weekends. This means at times the Detective Sergeant may have to sacrifice personal time to assist these agencies. The Drug Task Force Sergeant also is present at almost all controlled buys and search warrants, most of these types of activities occur during the evening hours.			

IX. UNUSUAL / UNIQUE MENTAL REQUIREMENTS	
Does your position require any unusual or unique mental requirements?	
The Drug Task Force Detective Sergeant is a position that requires an individual that is self motivated and can work with little direction. The Task Force offices are located in a location away from the main Sheriff's Office, meaning the highest ranking individual with an office in the Task Force building is the Detective Sergeant. The Detective Sergeant has to be able to make decisions without relying on the Administrative Captain all the time and feel confident in the decisions that are being made. While participating in investigations, the Detective Sergeant is exposed to making decisions that can ultimately change a person's life forever; this sometimes involves getting human services to take children out of drug houses to ensure their safety. Some of the more mentally taxing investigations the Detective Sergeant is involved in are drug related overdoses resulting in death. Finally, the Detective Sergeant also has to have metal toughness when preparing for high risk search warrants. The Detective Sergeant knows that at anytime an entry into a suspects home can become a fatal situation and the Detective Sergeant has to ensure all search warrants are prepared for properly by all officers involved.	

X. ADDITIONAL DATA/NOTABLE INFORMATION	
Please identify any other information, which would help someone else understand your position more clearly:	
Without the Drug Task Force Detective Sergeant properly overseeing the day to day operations of the Task Force and properly handling the funding of the Drug Task Force, the unit wouldn't not be as successful as it has become. In fact, improper handling by the Detective Sergeant could cause the unit to fail and not exist, causing drugs to become an even bigger problem. Drugs in the Jefferson County Area will always be an issue, without the Drug Task Force, the sale and use of controlled substances and the overdose deaths would spiral out of control. As a Drug Task Force Detective Sergeant, the understanding has to be there that drug use is related to a majority of property related crimes, therefore, it is important for the Drug Task Force Sergeant to be able to work with all individuals in law enforcement to combat drugs and crime in general.	

XI. SUPERVISOR'S REMARKS	
Margareta Gray's documentation on this questionnaire is an accurate description of the position of Task Force Detective Sergeant. The position of Task Force Detective Sergeant is very demanding. Even though there are set work hours, this position requires the sergeant to have to be very flexible with their schedule. Working undercover and with drug informants requires a strong mental sense and officer safety skills because of the people you are dealing with. Besides supervising, Sgt. Gray does some case work. Not only does she have to be mentally prepared during work hours, since he is the only Task Force Detective Sergeant, she must be prepared 24/7 to be called in at anytime if a major drug incident takes place. It is not uncommon for her to get called off duty on a regular basis even on smaller drug incidents to get her opinion.	

**TYPE IN YOUR NAME(S) AND EMAIL TO SUPERVISOR/DEPARTMENT HEAD. REMEMBER TO SAVE A COPY!**

**EMPLOYEE SIGNATURE:** Margareta Gray

**DATE:** 07/27/12

**SUPERVISOR SIGNATURE:** Captain Jerry Haferman

**DATE:** 8/1/12

**DEPARTMENT HEAD SIGNATURE:**

**DATE:**

**HUMAN RESOURCES DIRECTOR SIGNATURE:** Terri M Palm, 8/2/12  
JDQ appears complete. Thank you!

**Jefferson County  
Job Description Questionnaire (JDQ)**

**This is an electronic format. The cells will expand as you type.**

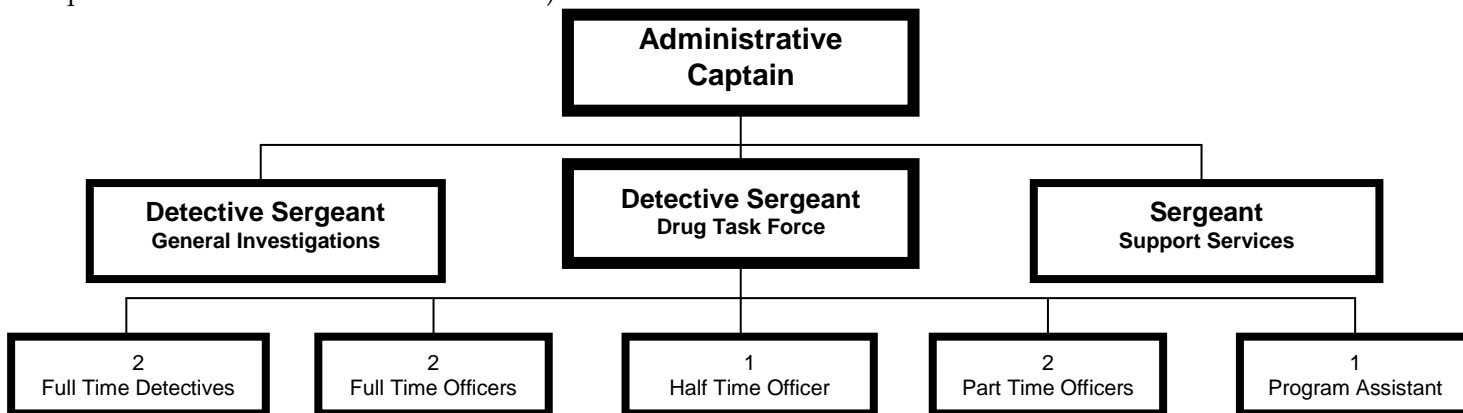
<b>Name:</b> Margareta Gray	<b>Date:</b> July 24, 2012
<b>Title:</b> Detective Sergeant	<b>Department:</b> Jefferson County Sheriff Office - Drug Task Force
<b>Work Location:</b> Annex Building - CTH N - Town of Koskonong	<b>Phone:</b> (920)568-2580 Office (920)285-2588 Cell
<b>Immediate Supervisor:</b> Jerry Haferman	<b>Supervisor's Title:</b> Administrative Captain

TIME EMPLOYED IN CURRENT JOB TITLE: in years and months	<b>0 Years 6 months</b>
TIME EMPLOYED IN CURRENT DEPARTMENT: in years and months	<b>12 Years 11 months</b>
TOTAL EMPLOYMENT WITH YOUR ORGANIZATION: in years and months	<b>17 Years 8 months</b>
<b>WORK HOURS (Start/Finish): 8:00am - 4:00pm</b>	
<b>FULL TIME: 17 Years 8 months</b>	<b>REGULAR PART-TIME (%):</b>
<b>OTHER</b>	

**OUTLINE OF ORGANIZATION CHART**

**COMPLETE THE FOLLOWING SECTION OR ATTACH AT END OF DOCUMENT.**

Using the chart below, please fill in the job titles of (1) your immediate supervisor, (2) the jobs of employees you work with who also report to your supervisor and (3) the jobs of any employees you supervise. (If you prefer, attach a printed chart with the same information.)



**I. POSITION SUMMARY**

Briefly state why your position exists and what you consider its most important impact on the organization.

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18.	Note any other training/certifications, etc. which is needed for the position <b>Possess a valid Wisconsin Driver's License and be a State Certified Law Enforcement Officer.</b>
19.	Please indicate additional education, experience or training that is <i>desired</i> for the position. <b>For the Detective Sergeant position assigned to the Jefferson County Drug Task Force, it is important to have a good understanding of all drug related offenses and drug enhancers, how to manage informants, search and seizure laws, entrapment issues, and current drug trends. The Detective Sergeant should have experience in preparing complaints for the District Attorney's Office, overdose death investigations, writing search warrants, writing forfeitures, informant management, and evidence procedures. The Detective Sergeant needs to understand the risks associated with working informants during controlled buys and needs to be able to foresee and avoid any risks to officers and civilians. The Detective Sergeant has to be available to Task Force Officers and other law enforcement agencies at a moments notice during all hours of the day and night, to include weekends. The Detective Sergeant has to understand and be willing to sacrifice personal and sometimes family time to be successful as a supervisor assigned to the Task Force.</b>
20.	Please indicate your education, experience, etc. that you have. <b>Associates Degree in Liberal Arts, First Line Supervisors On-Line Course through UW-Platteville, almost 18 years sworn law enforcement experience with approximately 13 years as a Detective, 5 1/2 years assigned to the Jefferson County Drug Task Force as a Detective, additional duty of Crisis Negotiator for 15+ years, additional 3 1/2 years civilian correctional officer in Walworth County, and 8 years prior military experience as Army Reservist.</b>

IV. JUDGEMENTS MADE		
Please identify what you believe are the most important judgment you make in performing jobs.		
EXAMPLES OF JUDGEMENTS	WHO, IF ANYONE, REVIEWS THESE JUDGEMENTS	WHAT IS THE IMPACT OF THESE JUDGEMENTS

Purchases for Task Force Day to Day operations - supplies, training, utilities, fuel, etc.	Administrative Captain, Chief Deputy, and Steering Committee	Keeps the Drug Task Force Officers trained and the building and vehicles operational.
Review Operational Procedures for each controlled buy of drugs and search warrants prior to execution.	Administrative Captain	Ensures the safety of the Drug Task Force Officers, non-involved civilians, and targeted individuals.
Provide direction to Drug Task Force Officers throughout criminal drug investigation from onset to final disposition.	Administrative Captain	Ensures targeted individuals are not wrongly detained and all elements of the crime are met.
Determine validity of information being provided to Drug Task Force about individuals involved with sale and manufacture of drugs.	Administrative Captain	Prioritizing the drug information that is called into the Drug Task Force is important to ensure the appropriate amount of resources and time is spent investigating reliable and not just assumed drug information.
Review and approve Open Records requests	Administrative Captain and Records Secretary	Potential litigation for Jefferson County. Fulfillment of open records requests.
Determine whether it is beneficial to utilize a previously charged individual as an informant to apprehend additional individuals involved in the sale of controlled substances.	Administrative Captain and District Attorney's	Utilizing previously charged individuals as informants allows the Drug Task Force to target and apprehend individuals involved in dealing larger amounts of controlled substances.
Make decisions when requested by Drug Task Force Officers and Other Municipal Law Enforcement Agencies about search and seizure issues.	Administrative Captain, District Attorney's , and other Municipal Agency Administration	Search and Seizure laws change on a regular basis and making the wrong decision could result in the loss of the criminal case and the potential for civil litigation.

**V. PROBLEM SOLVING**

Please identify the typical types of problems you solve on a regular basis in performing your job. Also include information on who else may be involved in helping with problem resolution.

TYPE/EXAMPLE OF PROBLEMS YOU SOLVE	INDIVIDUALS INVOLVED IN SOLVING PROBLEM
Informant Management Issues	Detective Sergeant and Case Agent Officer
Direction on Criminal Drug Investigations & Charging	Detective Sergeant, Case Agent Officer, District Attorney's Office, at times a citizen informant
Equipment Issues - to include surveillance equipment and computer related items	Detective Sergeant, Drug Task Force Officers, Drug Task Force Program Assistant/Secretary, Administrative Captain.
Vehicle Issues - Maintenance problems or trade out	Detective Sergeant, Drug Task Force Officers, Sheriff's Office Mechanic, Administrative Captain.
Open Records Issues - Whether they are to be released or held	Detective Sergeant, Records Secretary, Administrative Captain, Corporation Counsel
Scheduling - Time-off and training	Detective Sergeant, Drug Task Force Officers

**VI. SUPERVISION / MANAGEMENT**

Where it applies answer the following. Otherwise, put "Not Applicable" or "Don't Know".

Responsibility for others: **Yes - Supervisor**

a. Number of People: **Eight (8) - Seven (7) sworn personnel and one (1) civilian**

b.	Their Position Titles: <b>Two (2) Detective, five (5) officers, and one (1) program assistant</b>
c.	Which, if any, of the following do you perform?:
1.	Directly Supervise? <b>Yes - all above personnel</b>
2.	Train / Instruct? <b>Yes - Assist with training</b>
3.	Give Work Direction? <b>Yes - all above personnel</b>
4.	Do Project Management? <b>Yes - oversee entire function of Drug Task Force</b>
5.	Conduct Performance Reviews? <b>Yes - all above personnel</b>
6.	Discipline? <b>Yes</b>
7.	Hire? <b>Yes - assist with limited term part-time hires</b>
d.	Note assets, facilities, equipment or funds, if any, for which you have some degree of accountability: <b>The Detective Sergeant assigned to the Jefferson County Drug Task Force is considered the Project Director of the unit. The Detective Sergeant is responsible for budgeting and managing all funds that support the operation of the Drug Task Force.</b>

<b>VII. WORK RELATIONSHIPS</b>	
Please identify the most typical work relationships of your position with other persons, functions or organizations, inside or outside of your own organization.	
Typical Work Relationships	Purpose of Relationship
Jefferson County Drug Task Force Steering Committee - Chiefs from City of Fort Atkinson, City of Jefferson, City of Lake Mills, Town of Lake Mills, City of Waterloo, City of Watertown, Jefferson County District Attorney, and the Sheriff of Jefferson County	Keep informed of the operations of the Drug Task Force and to receive majority vote approval and direction for unit operations.
South East Area Drug Operations Group (SEADOG) - Jefferson, Dodge, Kenosha, Racine, and Walworth Counties	Meet quarterly to relay drug related information about investigations and trends in each unit. Compile information to be submitted yearly for the Byrne Grant to ensure funding for the SEADOG Drug Task Forces.
District Attorney's Office	Discuss legal questions on criminal investigations, submit, review and sign Criminal Complaints. Testify in court as needed.
Administrative Captain	Apprise of ongoing activities of the Drug Task Force. Review the operational expenses of the Drug Task Force and project future budgets.
Detective Sergeant - General Investigations	Discuss investigations both criminal and drug related investigations. Sharing of personnel in major investigations to carry out investigations such as search warrants and death investigations.
Drug Task Force Officers	Assign and monitor drug complaints, informant management, complete performance evaluations, direct, coach and mentor ongoing development of the Drug Task Force Officers.
Patrol Sergeants	Discuss patrol generated drug complaints and investigations. Request assistance from patrol officers to conduct surveillance on targets and/or stop suspect vehicles.
Drug Task Force Secretary/Program Assistant	Monitor transcription and preparation of criminal complaints for the DA. Monitor entry into state database, ACISS, drug related information. Obtain yearly figures from drug investigations to be utilized for Byrne Grant funding.
Patrol/Jail Officers	When requested, assist with drug related investigations and traffic stops. Assist with drug identification, evidence collection, and interviews. Assist with obtaining search warrants when necessary.
Confidential Informants	Utilize confidential informants to purchase controlled substances from individuals selling. Receive additional information from informants that assists with identifying others involved in the sales of controlled substances.



Citizens	Receive drug related information from citizens and provide guidance on how to deal with drug issues.
School Administrations	Arrange for searches of schools following school policies and procedures. When requested by School Administrations, provide drug talks to students.

VIII. WORK ENVIRONMENT AND PHYSICAL REQUIREMENTS			
% Inside (sheltered) 70%	% Noise 5%	% Travel Required 20%	
& Outside Work 30%	% Fumes, Odor 5%	% Temperature extremes 5%	
% Hazards 30%	% Other (note)		
Are there any unusual requirements for your position? (Y/N) Y			
If yes, please explain: The Drug Task Force Detective Sergeant needs to make themselves available to all county municipal agencies as much as possible, this includes nights and weekends. This means at times the Detective Sergeant may have to sacrifice personal time to assist these agencies. The Drug Task Force Sergeant also is present at almost all controlled buys and search warrants, most of these types of activities occur during the evening hours.			

IX. UNUSUAL / UNIQUE MENTAL REQUIREMENTS
Does your position require any unusual or unique mental requirements?
The Drug Task Force Detective Sergeant is a position that requires an individual that is self motivated and can work with little direction. The Task Force offices are located in a location away from the main Sheriff's Office, meaning the highest ranking individual with an office in the Task Force building is the Detective Sergeant. The Detective Sergeant has to be able to make decisions without relying on the Administrative Captain all the time and feel confident in the decisions that are being made. While participating in investigations, the Detective Sergeant is exposed to making decisions that can ultimately change a person's life forever; this sometimes involves getting human services to take children out of drug houses to ensure their safety. Some of the more mentally taxing investigations the Detective Sergeant is involved in are drug related overdoses resulting in death. Finally, the Detective Sergeant also has to have metal toughness when preparing for high risk search warrants. The Detective Sergeant knows that at anytime an entry into a suspects home can become a fatal situation and the Detective Sergeant has to ensure all search warrants are prepared for properly by all officers involved.

X. ADDITIONAL DATA/NOTABLE INFORMATION
Please identify any other information, which would help someone else understand your position more clearly:
Without the Drug Task Force Detective Sergeant properly overseeing the day to day operations of the Task Force and properly handling the funding of the Drug Task Force, the unit wouldn't not be as successful as it has become. In fact, improper handling by the Detective Sergeant could cause the unit to fail and not exist, causing drugs to become an even bigger problem. Drugs in the Jefferson County Area will always be an issue, without the Drug Task Force, the sale and use of controlled substances and the overdose deaths would spiral out of control. As a Drug Task Force Detective Sergeant, the understanding has to be there that drug use is related to a majority of property related crimes, therefore, it is important for the Drug Task Force Sergeant to be able to work with all individuals in law enforcement to combat drugs and crime in general.

XI. SUPERVISOR'S REMARKS
Margareta Gray's documentation on this questionnaire is an accurate description of the position of Task Force Detective Sergeant. The position of Task Force Detective Sergeant is very demanding. Even though there are set work hours, this position requires the sergeant to have to be very flexible with their schedule. Working undercover and with drug informants requires a strong mental sense and officer safety skills because of the people you are dealing with. Besides supervising, Sgt. Gray does some case work. Not only does she have to be mentally prepared during work hours, since he is the only Task Force Detective Sergeant, she must be prepared 24/7 to be called in at anytime if a major drug incident takes place. It is not uncommon for her to get called off duty on a regular basis even on smaller drug incidents to get her opinion.

**TYPE IN YOUR NAME(S) AND EMAIL TO SUPERVISOR/DEPARTMENT HEAD. REMEMBER TO SAVE A COPY!**

**EMPLOYEE SIGNATURE:** Margareta Gray

**DATE:** 07/27/12

**SUPERVISOR SIGNATURE:** Captain Jerry Haferman

**DATE:** 8/1/12

**DEPARTMENT HEAD SIGNATURE:**

**DATE:**

**HUMAN RESOURCES DIRECTOR SIGNATURE:** Terri M Palm, 8/2/12  
JDQ appears complete. Thank you!

Jefferson County  
Job Description Questionnaire (JDQ)

**This is an electronic format. The cells will expand as you type.**

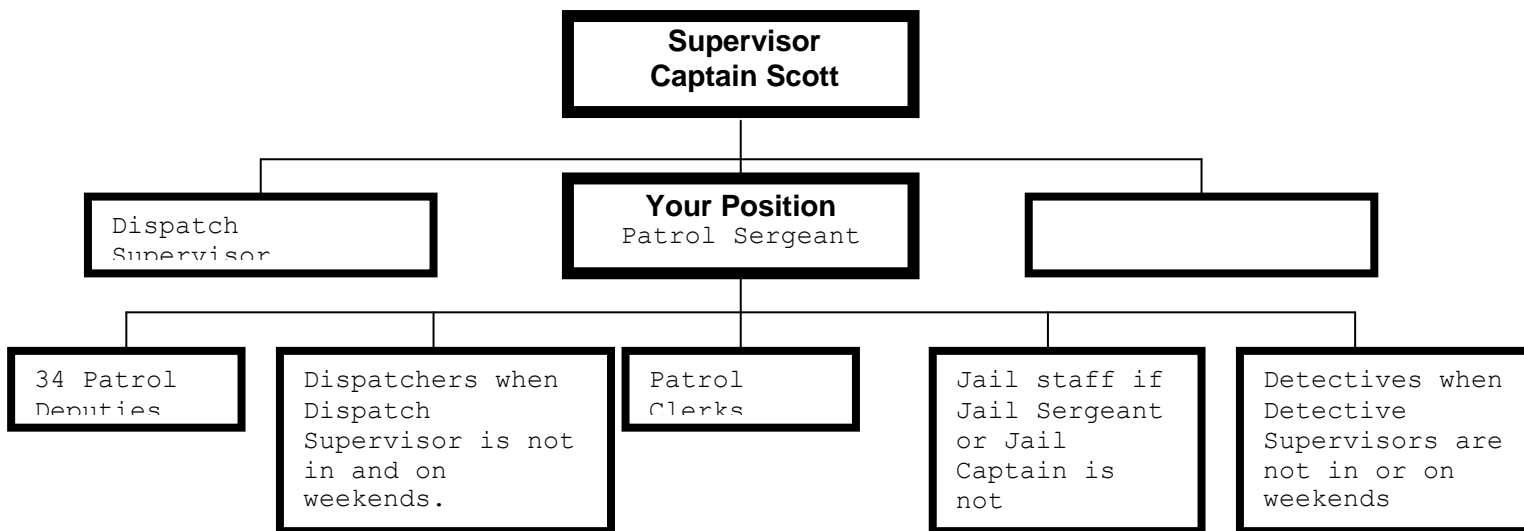
<b>Name: Thomas A. Rue</b>	<b>Date: 7-24-12</b>
<b>Title: Sergeant</b>	<b>Department: Sheriff's Office</b>
<b>Work Location: Patrol Division</b>	<b>Phone: 920-674-7310</b>
<b>Immediate Supervisor: Duane Scott</b>	<b>Supervisor's Title: Captain</b>

TIME EMPLOYED IN CURRENT JOB TITLE: in years and months	<b>13 years months</b>
TIME EMPLOYED IN CURRENT DEPARTMENT: in years and months	<b>26 years 8 months</b>
TOTAL EMPLOYMENT WITH YOUR ORGANIZATION: in years and months	<b>26 years 8 months</b>
WORK HOURS (Start/Finish): 0530 - 1600 7 days on / 7 days off	
FULL TIME: Yes	REGULAR PART-TIME (%):
OTHER	

**OUTLINE OF ORGANIZATION CHART**

**COMPLETE THE FOLLOWING SECTION OR ATTACH AT END OF DOCUMENT.**

Using the chart below, please fill in the job titles of (1) your immediate supervisor, (2) the jobs of employees you work with who also report to your supervisor and (3) the jobs of any employees you supervise. (If you prefer, attach a printed chart with the same information.)



**I. POSITION SUMMARY**

Briefly state why your position exists and what you consider its most important impact on the organization. **Patrol sergeants manage day to day operations of the patrol division. We are responsible for direct supervision and evaluation of subordinates and work units. We administer and supervise department operations, planning, scheduling. We coordinate and evaluate workers and specialized programs. We personally manage and coordinate critical and/or major situations. (i.e. Fatal Accidents, Shootings, plane crashes, etc.). We are the liaison and public relations officers for news media and the public. All patrol sergeants manage one or more specialty units within the Patrol Division. On most occasions other than in the jail; supervisors work Monday-**

Friday dayshift; as Patrol Sergeants we are also called upon to manage and supervise Dispatch, take care of process, transports, and any other personnel needed after hours or on weekends. We are often placed in critical situations where a quick decision must be made that will impact property, welfare, and possibly the life of other individuals. We must have a large basis of knowledge and experience, and be able to effectively think on our feet. Patrol Sergeants see that deputies do not violate the rights of citizens, which are granted through the Constitutions of the United States and the State of Wisconsin. Violations of which has cost some agencies large amounts of money in damages. All this while ensuring that the citizens of Jefferson County receive the best Law Enforcement services that the Sheriff's Office Patrol Division can provide.

## II. ESSENTIAL ACCOUNTABILITIES

Please identify the essential accountabilities of your position, which should be the most important responsibilities of the job. Then explain how the outcomes could be measured. Indicate the approximate percentage of time spent annually on those activities.

% of Time Spent	ESSENTIAL ACCOUNTABILITIES	HOW OUTCOMES COULD BE MEASURED
10%	Prepare for patrol briefing. Brief patrol deputies on what has occurred on previous shifts to keep them updated. Include areas, assignments, and follow up they need to do. Often include roll call training on legal updates, policies or procedures that have changed.	Well prepared, organized deputies that are confident in their duties.
5%	Distribute paperwork from dispatch. (27's,28's, TTY's on missing endangered persons, Amber Alerts, ATL's on dangerous wanted felons etc.)	Well informed personnel lends to more efficient personnel.
5%	Daily squad and equipment check	Well maintained equipment limiting liability
15%	Review all deputy incident reports, citations, crash reports.	Organized paperwork streamlines efficiency and productivity of an agency.
10%	Schedule future areas assigned to deputies, review and approve or deny requests for time off. Post overtime, schedule special assignments. Schedule training for sworn personnel.	Well structured, consistent scheduling leads to better organizational structure. Fewer complaints from personnel.
15%	Field numerous phone calls for dispatch from the public, organizations, other departments on various topics etc.	Takes work load off of dispatch and allows for better public service.
15%	Make many decisions for deputies that pertain to liability situations that they normally are not to make (i.e. Use of spike system on pursuits, mutual aid requests, kicking in doors, call out of the Air Wing, SWAT call out, MAIT call out etc.)	Knowledgeable and timely decisions limit personal and organizational liability.
5%	Research, review and rewrite policy for command staff approval.	Assisting command staff review policy lends to those that use policy and procedures regularly to make valuable contributions to the process therefore allowing for even more useful policies that will assist in limiting department liability.
5%	Prepare and submit budgets	Assisting command staff will speed up the budget process and provide for fresh needs and ideas.
10%	Review and stay current of federal, state, and local laws.	Limiting liability through knowledge that leads to informed decisions.

5%	Download audio and video evidence deputies turn in at shift end.	Saving data and evidence to prevent liability claims.
10%	I schedule all deputies that come from the jail for their 12 week Patrol Field Training. Review all daily, weekly, and step DOR's. I meet with FTO's and PO's to assess progress and determine need for extension, performance improvement plan, or continuation and graduation from the program. If the assessment shows they have not passed the program they are given documentation showing cause. I maintain the FTO manual with nearly weekly changes.	Proper organization and management of the FTO program will prepare all new deputies that pass the program, to reach their full potential and provide knowledgeable, professional policing for years to come.
10%	Conduct training in DAAT, POSC, FIREARMS, DIVE and other areas mentioned above for our training purposes as well as County Wide Training. Prepare lesson plans, PowerPoint presentations and do scheduling.	Training is an invaluable resource, and prepares the deputies to handle any type of incident from critical to minimal as second nature. This will limit deputy injuries, complaints against deputies, and liability.
5%	Review cases with the DA's Office and testify in court	Proper preparation and handling of cases leads to a professional image and the desired outcome in court.
20%	Use critical thinking in problem solving for daily occurrences whether it is situations deputies, dispatchers, or I as a Sergeant personally encounter.	Allows for me to assist deputies and other staff to decide whether a claim is always true, sometimes true, partly true, or false. This in turn allows for the proper outcome in a given situation, which in turn allows the organization to function at its most efficient level.
10%	Manage special units such as the Dive Team, FTO Cadre, Snowmobile Patrol, Boat Patrol, and use of ATV and UTVs.	Professional personnel will be assigned to all units and they will conduct business in an efficient professional manner.
5%	Fill out reports. First Report of Injury if claimed. Fill out reports on damage to squads. All are important for insurance purposes. Pursuit report forms for the State of WI	All important forms that will organize and streamline needed claims for deputies and the Sheriff's Office as well as the State of WI.
2%	Review and distribute court notices for patrol deputies to make sure then make their dates.	Smoother running more efficient court system.
5%	Manage range building, cleaning, schedule use, maintenance, etc.	A better more organized training facility lends itself to better more efficient training.
5%	Confer with Human Services on detoxes, ED's, CHIPS cases etc.	Better care for those in need of special services.
10%	Often make the final decision for deputies on what defendants will be charged with.	More efficient decision making thus a better legal system.
5%	Sergeant's logs and press releases and any major incident.	Keeps all members of the Sheriff's Office as well as the public better informed on what is occurring in their community.
5%	I am a member of the Use of Force Review Committee. We review nearly all force used by deputies from Control alternatives through Deadly Force, or anytime medical assistance is needed or requested.	Keeps track of force situations so that all force is kept within proper guidelines, therefore eliminating what could otherwise be an injustice to the public and a costly liability for the county.
5%	Attend Sergeant's meetings, Staff meetings, FTO meetings, Boat Patrol meetings, Snowmobile patrol meetings etc.	Staying informed and passing information on is an essential part of law enforcement as it is with an business, community etc.
5%	Research, prepare, and present evaluations to	Allow deputies to know what they need to

	deputies.	work on as well as informing supervisors and superiors the current status of personnel in the Sheriff's Office. Also allows for adaption of training to improve on any areas that are seen as weaknesses in the Office.

**III. FORMAL PREPARATION / EXPERIENCE**

Please answer the following based on the most representative combination of formal preparation and relevant experience to qualify for position.

21. Formal preparation/education (or equivalent) necessary to qualify for the position.  
60 college credits. All sworn personnel must complete the Wisconsin Law Enforcement Academy. You must pass the Patrol Sergeant test written by the state of Wisconsin.
22. Relevant experience required to qualify for the position (number of years of relevant experience needed)  
You must be employed with the Sheriff's Office 3.5 years minus educational credits in you have them, to write for sergeant.
23. Note any other training/certifications, etc. which is needed for the position. When hired you must pass 12 weeks of field training in the jail. Then to go to patrol you must pass another 12 week Patrol Field training program. If you do not pass the 12 week training in the jail you are fired. You then still have to pass the 12 week for patrol. If you fail the patrol training you will not be allowed to leave the jail. All Law Enforcement Officers, including Sergeants have to attend 24 hours of mandatory training each year to keep their Certification as an Officer in the State of Wisconsin. We also must attend Vehicle Pursuit training every other year.
24. Please indicate additional education, experience or training that is *desired* for the position.  
Supervisory training/education and Field Training Officer training and experience. Nearly every Sergeant has been promoted from the FTO ranks where they have had experience training and relaying their knowledge to other Deputies. The ability to impart you knowledge to others, and oversee what they are doing on a daily basis is an integral part of being a Supervisor.
25. Please indicate your education, experience, etc. that you have.  
I was confirmed at St. John's Lutheran school in Jefferson. I graduated from Lakeside Lutheran High School in Lake Mills. I received an Associate degree in Police Science from MATC in Madison. I have attended many schools and have received Law Enforcement certifications as an instructor in Defensive and Arrest Tactics (DAAT), Position of Subject Control (POSC), Firearms, Tactical Rifle, Vehicle Contacts, Emergency Vehicle Operations Course (EVOG), Corrections Emergency Response Team (CERT) With those certifications I attended more classes and received my part time teaching degree and taught for 6 years at MATC Madison in the Recruit Academy. I also am a SCUBA instructor and certify all of our Dive Team members in I have 13 years of supervisory experience at the Sheriff's Office. I attended several supervisory and management seminars. While working as a patrol deputy I was a Field Training Officer for 6 years; the training for which included developing a training program, evaluation of deputy's performance, documentation procedures of deputy's performance, and evaluation of how to improve the field training program. I am now the Supervisors of all the FTO's.

**IV. JUDGEMENTS MADE**

Please identify what you believe are the most important judgment you make in performing jobs.

EXAMPLES OF JUDGEMENTS	WHO, IF ANYONE, REVIEWS THESE JUDGEMENTS	WHAT IS THE IMPACT OF THESE JUDGEMENTS
Do we have the constitutional authority to arrest a person.	The courts (to include the Supreme Court), Lawyers, citizens, and the news media.	Arresting someone without constitutional authority can result in litigation costing thousands to hundreds of thousands of dollars.

Authorizing and directing deputies to use Deadly Force in situation as dictated by Sheriff's Office's Policies and Procedures. (i.e. High Speed Chases)	The courts (to include the Supreme Court), Lawyers, citizens, and the news media.	Taking someone's life has dramatic and long lasting impacts on everyone involved and the public as a whole. Unjustified use of Deadly Force costs millions of dollars, can destroy the credibility of a law enforcement agency, divide the public, and in some cases has resulted in Riots.
Course of action to be taken during incident investigations/situations.	The courts (to include the Supreme Court), Lawyers, citizens, and the news media.	Enforcement of laws and prosecution of the offenders brings satisfaction to victims which allow the healing process to begin, which allows victims to get past their personal trauma. The constitution, laws, and court procedures must be adhered to if a conviction is going to be obtained. Failure to obtain evidence or violating the procedural guidelines will jeopardize the investigation and case; which will result in the offender being able to terrorize more victims.
Dealing with armed/dangerous subjects and dangerous situations.	The courts (to include the Supreme Court), Lawyers, citizens, and the news media.	The safety of Citizens, deputies, and even the offender must be considered. Using too much force or not enough force could result in unnecessary injury or death; as well as costing the County monetary damages in civil actions from victims or offenders.

## V. PROBLEM SOLVING

Please identify the typical types of problems you solve on a regular basis in performing your job. Also include information on who else may be involved in helping with problem resolution.

TYPE/EXAMPLE OF PROBLEMS YOU SOLVE	INDIVIDUALS INVOLVED IN SOLVING PROBLEM
Deployment of deputies to cover calls; while providing deputy and citizen safety requirements.	Patrol Sergeant
Compliance with the Constitutions of the United States and Wisconsin, Supreme Court Rulings, and other regulatory documentation/requirements in dealing with; investigations, monitoring deputies actions, authorizing/ordering deputies to take action, and the rights/needs of the public.	Patrol Sergeant,
Project Management for specifically assigned Specialty Units. (including but not limited to; budget, training, staffing, protocols/procedures, and deployments)	Sergeant Assigned to specific Specialty Unit.
Questions and concerns of the Public related to law enforcement procedures and actions. Citizen Complaints about deputy's actions.	Patrol Sergeant. (Finding forwarded to Patrol Captain when required by Policy and Procedure or as warranted)
Review and evaluation of deputy performance and activities. Commencement of discipline procedure as	Patrol Sergeant

warranted.	
Review/critique of all reports done by patrol deputies.	Patrol Sergeant
Coordinate activities with other agencies and jurisdictions	Patrol Sergeant

<b>VI. SUPERVISION / MANAGEMENT</b>	
Where it applies answer the following. Otherwise, put "Not Applicable" or "Don't Know".	
Responsibility for others:	
a.	Number of People: 44
b.	Their Position Titles: Deputies, Dispatchers, Clerks
c.	Which, if any, of the following do you perform?:
1.	Directly Supervise? Yes
2.	Train / Instruct? Yes
3.	Give Work Direction? Yes
4.	Do Project Management? Yes
5.	Conduct Performance Reviews? Yes
6.	Discipline? Yes
7.	Hire? No
d. Note assets, facilities, equipment or funds, if any, for which you have some degree of accountability:	
<p>1.) Dive Team budget. I research equipment for safety, quality and expense. I prepare and submit a budget based on the need, cost, and applicability of each item. When approved I purchase the item if it is a low cost item. If not I need to prepare a purchase order etc. The Dive Team has a Dive Bus and nearly \$5000.00 dollars of equipment provided to each of 13 divers. 2.) Project manager for Lake Mills Range building. I am responsible for building logistics and construction oversight. I was given \$10,000.00 for the last fiscal budget. I have prepared and submitted the 2013 budget. I am responsible for the oversight of the utilities, cable, phone, internet, and general upkeep of the building. 3) Boat Patrol budget. I submit a yearly budget for the Boat Patrol. I also have to review daily logs to make sure all information such as gas purchases are correct. I purchase new equipment and repair damages. I tabulate the costs of patrol including Deputies wages, mileage, fuel costs and depreciation of equipment. I review daily logs and transfer them to weekly reports, then on to monthly reports and finally onto a yearly. I then go to Madison to meet with the DNR to submit this budget which we may receive up to 90% reimbursement. We have one Boston Whaler with a 225hp Honda motor, 1 zodiac with a 90hp Evinrude and 1 small alumacraft boat. 4) Snowmobile Patrol budget. I submit a yearly budget and have to follow all the same procedures as for boat patrol with accounting. I also have to submit the same financial paperwork to the DNR. We have two snowmobiles and various equipment for this unit. 5) ATV budget. I am responsible for the upkeep and maintenance of the two ATV, s and one UTV that JESO has. 6) I budget for training for my Field Training Officers (FTO's).</p>	

<b>VII. WORK RELATIONSHIPS</b>	
Please identify the most typical work relationships of your position with other persons, functions or organizations, inside or outside of your own organization.	
Typical Work Relationships	Purpose of Relationship
Public	Respond to calls and assist in crisis. May issue citations, warn, arrest, or release without action depending on the fact situation. We meet with victims of crimes, witnesses, and defendants. Sergeants often field calls answering questions on what is taking place on a complaint a Deputy handled. We also field complaints on Deputies



	and decide what follow or actions need to take place if any. We also have times that we can make casual contact as Public Relations or host classes such as the Citizen Police Academy where I often have the chance to instruct.
Judges	We testify in their courts. We often respond to courts to assist with security.
Private employees - kitchen staff, maintenance, secretaries etc.	Supervise in the absence (weekends, nights) of their usual supervisors.
Jefferson County Emergency Communications	Schedule, call in, supervise, and train.
Other Agencies - Watertown Pd, Jefferson Pd, Whitewater Pd, UW Whitewater PD, Johnson Creek PD, Lake Mills Pd, and Fort Atkinson PD, State Patrol, and many agencies outside our jurisdiction.	Back up when needed assist. I train these departments yearly in a County Wide Training program that includes, and is not limited to; Defensive and Arrest Tactics, Vehicle Contacts, Emergency Vehicle Operations, and Pursuit Driving.
Patrol Deputies	Schedule, manage, supervise, train, do reviews, initiate discipline, brief. Backup in emergencies and day to day patrol activities when needed.
Jail Deputies	Train and assist with inmates as needed.
Support Services Deputies	Train, assist with process by assigning to patrol deputies.
Detectives	Train. Initial investigations and review of complaints they follow up on.
Superiors - Captain, Chief, Sheriff	Initiate, recommend and administer corrective and/or disciplinary action involving subordinate employees, consistent with department policy and procedures. Train.
Vendors	Review products, recommendations, and purchase from companies when warranted.
Emergency Government	Coordinate with during emergencies such as but not limited to the 2008 severe flooding. Assist in running command posts. Work together on grant suggestions. I have received a new boat motor and trailer through a grant due to working with Emergency government. I also have made our Lake Mills Range a secondary Emergency Government command post.
DA	We often confer with the District Attorney as to charges, elements of crimes, search warrants, victims' rights; follow up needed etc. so that all cases may be handled in the best possible way.

VIII. WORK ENVIRONMENT AND PHYSICAL REQUIREMENTS		
% Inside (sheltered) 50%	% Noise 10%	% Travel Required 5%
& Outside Work 50%	% Fumes, Odor 15%	% Temperature extremes 30%
% Hazards 20%	% Other (note)	
Are there any unusual requirements for your position? (Y/N) Yes		
If yes, please explain: We are often exposed to blood born pathogens, toxic fumes, violent persons and high stress critical situations. We often work overtime and swing shifts as needed to cover.		

IX. UNUSUAL / UNIQUE MENTAL REQUIREMENTS
Does your position require any unusual or unique mental requirements? We are forced to make critical decisions in a moment's notice with very often limited information to base our decision. A wrong outcome could cause severe liability on us, other individuals and out department as a whole. We therefore are depended on to have exceptional

judgment skills.

**X. ADDITIONAL DATA/NOTABLE INFORMATION**

Please identify any other information, which would help someone else understand your position more clearly:

Our job as Supervisors at Jefferson County Sheriff's Office is in a constant state of transformation from day to day and shift to shift. We deal with extremes not only temperatures, hours worked, and personalities encountered, but also in decisions to be made. In most cases we as Sergeants do not have the luxury of time or research but only split second decisions based on knowledge and experience. We have to protect and serve the citizens of the county and also assure the safety of our deputies while making sure they are properly performing their jobs. We OFTEN deal with death and gore that the common public very seldom sees. We council deputies on problems and make sure they get professional counseling if needed.

**XI. SUPERVISOR'S REMARKS**

The 6 Sergeants are responsible for the general areas listed in the JDQ; however, each Sergeant has specialty areas that they are required to deal with above and beyond their normal duties. These areas include SWAT, EVOC, Firearms, Motorcycle patrol, maintaining defibrillators, squad camerss, TRACS, DAAT, Dive team, Boat patrol, Snowmobile patrol, OWI arrests, K-9 unit, Crash Investigation Team, Fleet , Special events, Training facility and Truck enforcement. Each of these specialty areas requires: training time, budgeting considerations and documentation above their normal supervision of their daily shifts.

**TYPE IN YOUR NAME(S) AND EMAIL TO SUPERVISOR/DEPARTMENT HEAD. REMEMBER TO SAVE A COPY!**

**EMPLOYEE SIGNATURE: Tom Rue**

**DATE: 08/02/12**

**SUPERVISOR SIGNATURE: Captain Duane Scott**

**DATE: 08/03/12**

**DEPARTMENT HEAD SIGNATURE:**

**DATE:**

**HUMAN RESOURCES DIRECTOR SIGNATURE: Terri M Palm, 8/6/12**

**Note: Current JD requirements are:**

Two year Associate degree in police science with five years law enforcement experience, or any combination of education and experience that provides equivalent knowledge, skills, and abilities. Possess a valid Wisconsin driver's license.

To take the examination for promotion to Sergeant, a candidate must have not less than five (5) years of service with the Sheriff' Department.

THIS PAGE IS LEFT BLANK TO INSERT ANY ADDITIONAL INFORMATION (Organizational Chart; Specific information per employee, if more than one person is submitting this JDQ; etc.)

Sergeant Matthew Miller  
Sergeant Leon Groshek  
Sergeant Brian Olson  
Sergeant Michael Weber

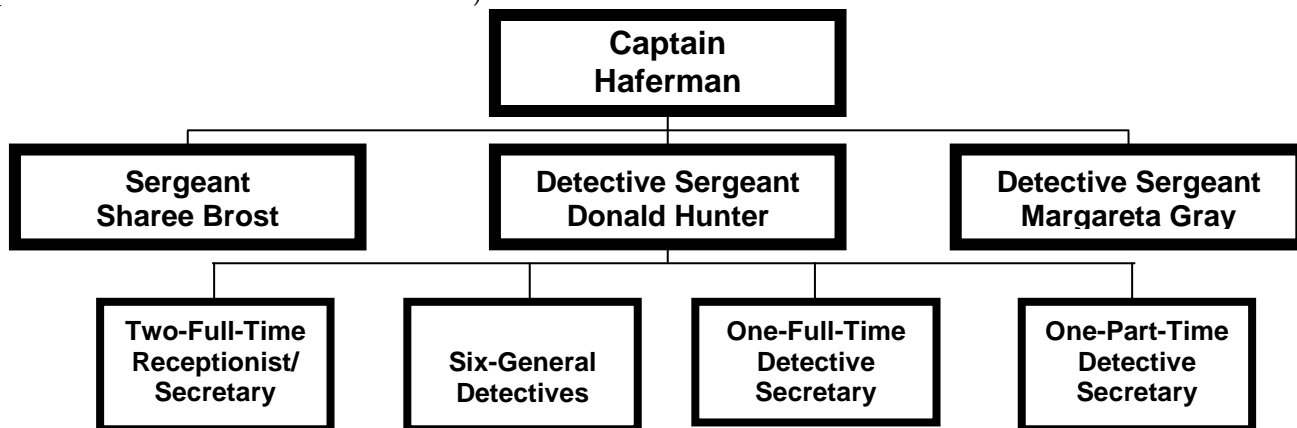
Jefferson County  
Job Description Questionnaire (JDQ)

<b>Name:</b> Donald C. Hunter	<b>Date:</b> July 24, 2012
<b>Title:</b> Detective Sergeant	<b>Department:</b> Jefferson County Sheriff's Office
<b>Work Location:</b> 411 S. Center Ave, Jefferson, WI 53549	<b>Phone:</b> 920-674-7317
<b>Immediate Supervisor:</b> Jerry Haferman	<b>Supervisor's Title:</b> Administrative Captain

TIME EMPLOYED IN CURRENT JOB TITLE: in years and months	<b>1 yr 4 ½ mo</b>
TIME EMPLOYED IN CURRENT DEPARTMENT: in years and months	<b>17 yrs 6 mo</b>
TOTAL EMPLOYMENT WITH YOUR ORGANIZATION: in years and months	<b>21 yrs 2 mo</b>
<b>WORK HOURS (Start/Finish): 8 am - 4 pm</b>	
FULL TIME: <input checked="" type="checkbox"/>	REGULAR PART-TIME (%):
OTHER	

**OUTLINE OF ORGANIZATION CHART**

Using the chart below, please fill in the job titles of (1) your immediate supervisor, (2) the jobs of employees you work with who also report to your supervisor and (3) the jobs of any employees you supervise. (If you prefer, attach a printed chart with the same information.)



**I. POSITION SUMMARY**

Briefly state why your position exists and what you consider its most important impact on the organization. My primary job position is direct supervision of six (6) General Detectives, through assigning cases for continuing investigation, monitoring Detective Case Loads, monitoring Detectives progress on cases, thorough review of Detective Cases which are sent to the District Attorney's Office and other Law Enforcement Agencies, preparing annual evaluations, scheduling of Detectives and budgeting for equipment and operation of the Detective Division. Impact on the organization is to ensure that complaints of citizens are fully investigated in an accurate and timely manner. I am also responsible for thoroughly reviewing all cases from Deputies in other Divisions, to determine whether they are assigned to a detective or the Deputy who originally investigated the case, or cases that have requests for charges and are submitted to the District Attorney's Office. I am responsible for conducting internal investigations, the direct supervision of one (1) full-time and One part-time Detective Secretary, as well as two (2) full-time Receptionists/secretaries to ensure that cases, citations and accident reports are accurately transcribed, assembled and directed to the appropriate area, oversee compliance with Wisconsin Open Records requests and ensure that requests of citizens at the reception window are handled accurately and timely. Impact on the organization is to ensure that the Jefferson County Sheriff's Office has a positive relationship with the public and that we are in compliance with State Statutes, to avoid possible litigation.

<b>II. ESSENTIAL ACCOUNTABILITIES</b>		
Please identify the essential accountabilities of your position, which should be the most important responsibilities of the job. Then explain how the outcomes could be measured. Indicate the approximate percentage of time spent annually on those activities.		
<b>% of Time Spent</b>	<b>ESSENTIAL ACCOUNTABILITIES</b>	<b>HOW OUTCOMES COULD BE MEASURED</b>
20	Review, evaluate and assign criminal complaints	Evaluate the percentage of Arrests in relation to the total amount of criminal complaints assigned for follow-up.
20	Prepare cases for prosecution. Review criminal complaints and evidence for accuracy. Work with DA's Office. Sign complaints. Testify in court. Prepare press release.	Evaluate the amount of cases submitted to the DA that require additional DA requested follow-up. Talk with DA personnel to evaluate ability to testify in court. Look at past press releases to determine accuracy and completeness.
10	Monitor progress of investigation. Conduct internal investigations, prepare reports and interviews. Develop and deal with outside sources.	Evaluate the clearance rate of criminal complaints assigned to each Detective. Review past reports that I have prepared.
10	Oversee the collection, processing, handling and chain of custody of evidence.	Evaluate the evidence collected for criminal complaints that have been submitted to the DA for prosecution.
30	Evaluate work performance of detectives and clerical staff. Maintain scheduling for on-call, training, vacations, sick time, etc. On-call 24 hours per day. Supervise hostage negotiators.	Evaluate the reports and other materials that detective and clerical staff produce. Evaluate the Schedule Soft system for accuracy of scheduling. Determine the availability of responding to calls 24 hours a day. I have no responsibilities of hostage negotiators.
5	Evaluate the requests and distribution of open records. Prepare reports.	Talk with receptionist/secretary who is currently responsible for compiling open records requests to evaluate my abilities in this area. Review reports related to open records that I have signed off on.
2	Responsible for the Detective Division's budget. Prepare grant applications.	Review past submissions of budget request items. Look at expenditures of budget approved items. I am not currently involved in grant applications.
5	Attend and arrange training. Maintain knowledge in drug enforcement and criminal law.	Review materials from past trainings that I have attended as well as looking at my performance for more formal training, such as DCI Death Investigation School, Front Line supervisory training and Leadership in Police Organizations, on line training. Review materials that I have prepared for training that I have presented in the past. Evaluate criminal complaints that have been submitted to the DA office for accuracy and applicability of cited statutes.
0	File Federal and State arrest forfeitures.	I have not been involved in filing forfeitures.
1	Direct County wide Programs.	I oversee Det. Petig who is responsible for

		facilitating County Wide Detective meetings. I am involved in the Jefferson County Child Death Review Team and the County Wide Coordinated Community Response Team for Domestic Abuse; I am currently a member of the policy subcommittee of this group.
1	Monitor equipment, supplies and structural facility needs.	I maintain a catalogue of equipment assigned to the Detective Division. I monitor the evidence room and evidence search garage to ensure that there are no structural problems.
1	Oversee and organize, confidential police informant system	I currently track the identity and use of the limited number of informants by detectives assigned to the General Detective Unit.
1	Attend various meetings	I am involved in organizing and attending a number of meetings that occur both within the Jefferson County Sheriff's Office and through other County Organizations.
2	Perform other duties as requested by supervisors	Talk with current and past supervisors to evaluate my ability to complete duties requested by supervisors.
10	Maintain and investigate a case load of criminal complaints. Meet with Patrol Sgts to discuss Patrol Division report issues. Advise Patrol Deputies on strategies for charging and investigating criminal complaints.	Review reports I have completed from the investigation of criminal complaints. Talk with Patrol Sgts and Deputies to evaluate the effectiveness and accuracy of my advice.

<b>III. FORMAL PREPARATION / EXPERIENCE</b>	
Please answer the following based on the most representative combination of formal preparation and relevant experience to qualify for position.	
26.	Formal preparation/education (or equivalent) necessary to qualify for the position. <b>The Detective Sergeant position requires that a person has a two year associate's degree in police science and five years of law enforcement experience, or any combination of education and experience that provides equivalent knowledge, skills and abilities.</b>
27.	Relevant experience required to qualify for the position (number of years of relevant experience needed) <b>To qualify for the Detective Sergeant position, a person must have five (5) years of service with the Jefferson County Sheriff's Office and must take and pass a promotional written exam.</b>
28.	Note any other training/certifications, etc. which is needed for the position <b>Possess a valid Wisconsin Driver's License.</b>
29.	Please indicate additional education, experience or training that is <i>desired</i> for the position. <b>For a person to be successful as a Detective Sergeant, it is important that the person has significant experience in investigating a variety of criminal offenses. They should have significant experience in the processing of crime scenes. They should have significant experience in preparing criminal complaints for the DA and direct participation in the successful prosecution of criminal offenses. Strong knowledge in photography, and computer equipment would be very helpful. Ability to handle the emotional toll that a person in this position is exposed to by a variety of criminal offenses, such as Homicide, sexual assaults, Sexual and physical abuse of children, suicides and other death scenes. Strong written and verbal communication skills and strong personal skills.</b>

Please indicate your education, experience, etc. that you have. I have a four (4) year Bachelor of Arts Degree in Sociology with an emphasis in Criminal Justice from the University of Wisconsin-Madison. I have 21 years of Law Enforcement Experience, working in Jail, Patrol and Detective Divisions of the Jefferson County Sheriff's Office. With 17 1/2 years of experience in the Detective Division. I completed a two and one-half (2 1/2) year assignment with the Jefferson County Drug Task Force. I have received extensive training in a variety of areas including: the documentation and processing of Crime Scenes, Evidence Tech Training including the identification, collection and processing of evidence, photography training, interview and interrogation, DCI Death Investigation School, Forensic Examination of Computer Systems using Access Database Forensic Tool Kit, 80 hour First-line Supervisory Training for Criminal Justice Professionals and the 160-hour Leadership in Police Organizations, on-line courses, which are administered through UW-Platteville, Mastering Performance Management, Managing Criminal Investigations and Investigators. I have personally been involved in the active investigation of hundred of crimes over the years. I have been involved in the successful investigation and prosecution of six (6) homicide cases.

#### IV. JUDGEMENTS MADE

Please identify what you believe are the most important judgment you make in performing jobs.

EXAMPLES OF JUDGEMENTS	WHO, IF ANYONE, REVIEWS THESE JUDGEMENTS	WHAT IS THE IMPACT OF THESE JUDGEMENTS
Assignment of Criminal Complaints	Administrative Captain	Determining the best use of resources in deciding who gets assigned to complete the investigation.
Provide direction and guidance on criminal complaint investigations as well as the collection of evidence.	Administrative Captain	Crime victims are impacted by quality of the investigation. DA personnel are affected if arrest is made.
Determine the release of records	Records secretary & Administrative Captain	Potential litigation for Jefferson County. Fulfillment of open records requests.
Provide direction and guidance on in-custody arrests vs. summons and complaint.	DA personnel	Protection of victims through the use of conditions of bond.

#### V. PROBLEM SOLVING

Please identify the typical types of problems you solve on a regular basis in performing your job. Also include information on who else may be involved in helping with problem resolution.

TYPE/EXAMPLE OF PROBLEMS YOU SOLVE	INDIVIDUALS INVOLVED IN SOLVING PROBLEM
Prioritization of duties	Detective Sgt., Secretaries and Detectives.
Direction of investigation on criminal complaints	Detectives, victims and complainants, DA personnel.
Computer hardware and software issues.	Detectives, Secretaries, MIS personnel
Scheduling conflicts	Detectives and Administrative Captain.
Determining what records are releasable under Wisconsin Open Records.	Records Secretary, Corporation Counsel, Administrative Captain.

#### VI. SUPERVISION / MANAGEMENT

Where it applies answer the following. Otherwise, put "Not Applicable" or "Don't Know".

Responsibility for others:

- Number of People: **10**
- Their Position Titles: **6-Detectives, 1-full-time Detective Secretary, 1-part-time Detective Secretary, 2-Full-time Receptionist/Secretaries**
- Which, if any, of the following do you perform?:

1.	Directly Supervise? <b>10 positions annotated above.</b>
2.	Train / Instruct? <b>Not Applicable</b>
3.	Give Work Direction? <b>10 positions annotated above</b>
4.	Do Project Management? <b>10 positions annotated above</b>
5.	Conduct Performance Reviews? <b>10 positions annotated above</b>
6.	Discipline? <b>6-Detective Positions</b>
7.	Hire? <b>Participate in interviews and make recommendations.</b>
d. Note assets, facilities, equipment or funds, if any, for which you have some degree of accountability: <b>I am responsible for equipment utilized by the Detective Division, justification for acquisition and expenditures for Detective Division budgetary items, expenditures of confidential funds used for covert operations or informant expenses. Responsibility for maintenance of the chain of custody for evidence in the evidence room as well as monitoring structural needs of the evidence room areas.</b>	

<b>VII. WORK RELATIONSHIPS</b>	
Please identify the most typical work relationships of your position with other persons, functions or organizations, inside or outside of your own organization.	
Typical Work Relationships	Purpose of Relationship
<b>Administrative Captain</b>	<b>Apprise of ongoing activities of the detective division, plan for future needs of division such as the budget process, training and other personnel needs.</b>
<b>Detective Sergeant (Drug Task Force)</b>	<b>Discuss investigations that bridge criminal and drug related investigations. Sharing of personnel to carry out investigations such as search warrants and controlled buys.</b>
<b>Detective</b>	<b>Assign and monitor criminal complaint, complete performance evaluations, direct, coach and mentor ongoing development of the detectives.</b>
<b>Patrol Sergeants</b>	<b>Discuss patrol generated reports and ongoing investigations. Coordinate complaints needing specialized attention.</b>
<b>Detective Secretary</b>	<b>Monitor transcription and preparation of criminal complaints for the DA. Coordinate clerical needs of the detective division and records.</b>
<b>Receptionist/secretary</b>	<b>Monitor open records requests, data entry of accident, citation and 15-day warning/equipment notices. Coordinate front window coverage.</b>
<b>District Attorney Personnel</b>	<b>Discuss legal questions on criminal investigation, submit, review and sign Criminal Complaints. Testify in court as needed.</b>
<b>Corporation Counsel</b>	<b>To discuss possible civil liabilities of determining course of action on criminal complaints and open records requests.</b>

<b>VIII. WORK ENVIRONMENT AND PHYSICAL REQUIREMENTS</b>			
% Inside (sheltered)	<b>85%</b>	% Noise	<b>5%</b>
& Outside Work	<b>15%</b>	% Fumes, Odor	<b>5%</b>
% Hazards	<b>15%</b>	% Other (note)	
Are there any unusual requirements for your position? (Y/N)			
If yes, please explain: <b>You must have the ability to be on call 24 hours a day, you always have the possibility of</b>			



being called. You need to have the proper mental ability to handle extremely graphic crime scenes and being exposed to scenes that contain blood and other potentially hazardous materials

**IX. UNUSUAL / UNIQUE MENTAL REQUIREMENTS**

Does your position require any unusual or unique mental requirements? **This position exposes you to extremely stressful situations, whether you are dealing with graphic crime scenes, situations involving life or death decisions and emotionally taxing situations based on the types of crimes you are exposed to.**

**X. ADDITIONAL DATA/NOTABLE INFORMATION**

Please identify any other information, which would help someone else understand your position more clearly: **The Detective Sergeant Position is a pivotal position that assures that information collected from the various divisions of the Sheriff's Office is compiled, assembled and disseminated to a variety of sources; to successfully accomplish our organizational goals.**

**XI. SUPERVISOR'S REMARKS**

Don Hunter's documentation on this questionnaire is an accurate description of the position of Detective Sergeant. The position of Detective Sergeant is very demanding. Nearly every report that is completed by all divisions are reviewed by him to determine whether additional follow-up should be completed or if a criminal charge should be pursued. Besides supervising, Sgt. Hunter also investigates his own cases and also supervises the civilian support staff. Not only does he have to be mentally prepared during work hours, since he is the only general Detective Sergeant, he must be prepared 24/7 to be called in at anytime if a major crime is committed. It is not uncommon for him to get called of duty on a regular basis even on smaller incidents to get his opinion.

**EMPLOYEE SIGNATURE: Detective Sergeant Donald C. Hunter**

**DATE: 7/24/2012**

**SUPERVISOR SIGNATURE: Captain Jerry Haferman**

**DATE: 8/1/12**

**DEPARTMENT HEAD SIGNATURE:**

**DATE:**

**HUMAN RESOURCES DIRECTOR SIGNATURE: Terri M Palm, 8/2/12.**

**JDQ appears complete!**

**JEFFERSON COUNTY  
EMPLOYEE COMPENSATION AND CLASSIFICATION PLAN**

REQUEST FOR REVIEW FORM

Name: See Attached List  
Date: 01-10-13  
Title: Sergeant  
Department: Jefferson County Sheriff's Office

Signature: \_\_\_\_\_

***EMPLOYEES SUBMITTING A REVIEW AS A GROUP SHOULD COMPLETE A SEPARATE SHEET TO INCLUDE ALL NAMES AND SIGNATURES***

**I believe my position was incorrectly graded because:**

(If the basis of the review is additional responsibilities or significant changes to the position since the completion of the JDQ, please explain when the duties changed, the reason for the change, and from where the duties originated. If the duties came from another position, the employee must indicate from which position they were removed).

See attached narrative

**JEFFERSON COUNTY SHERIFF'S OFFICE SERGEANTS**

SHAREE BEHM	SUPPORT SERVICES DIVISION	<u>Sharee L. Behm</u>
MARGARETA GRAY	DRUG TASK FORCE	<u>Margareta Gray</u>
DONALD HUNTER	DETECTIVE DIVISION	<u>Donald C. Hunter</u>
MATTHEW MILLER	PATROL DIVISION	<u>Matthew J. Miller</u>
LEON GROSHEK	PATROL DIVISION	<u>Leon G. Groll</u>
THOMAS RUE	PATROL DIVISION	<u>Thomas Rue</u>
MICHAEL WEBER	PATROL DIVISION	<u>Michael J. Weber</u>
BRIAN OLSON	PATROL DIVISION	<u>Brian T. Olson</u>
ROBERT SCHEINKOENIG	PATROL DIVISION	<u>Robert Scheinkoenig</u>
DARIN DENUCCI	JAIL DIVISION	
LISA HANDROW	JAIL DIVISION	<u>Lisa Handrow</u>
KEVIN BROST	JAIL DIVISION	<u>Kevin Brost</u>
JASON HACHT	JAIL DIVISION	<u>Jason Hacht</u>
HEATHER NOVOTNY	JAIL DIVISION	<u>Heather Novotny</u>
STEVEN GANSER	JAIL DIVISION	<u>Steven J. Ganser</u>

## JEFFERSON COUNTY SERGEANTS REVIEW FORM

On behalf of the fifteen (15) Sergeants of the Jefferson County Sheriff's Office, we would like to appeal the recommended grade level we have been placed in as a result of the classification study. We will compare some requirements and responsibilities of the sergeants to those of supervisors placed in a higher grade level. We will also show that the position of Sergeant meets the criteria and job description of Lieutenant at comparable Sheriff's Offices.

Although each Sergeant is assigned to a particular division, we as a whole are all required to have a working knowledge of the Wisconsin State Statutes and we must be able to interpret and uphold the amendments to the United States Constitution. Our ability to guide those we supervise and make decisions affects the rights and civil liberties of citizen's everyday. Our decisions are often made under stressful, volatile, and split second circumstances. Each sergeant must be able to step in and take control of a situation no matter what division requires a decision to be made. In order to keep our knowledge current we are required by the State to attend twenty four (24) hours of training annually. This training includes but is not limited to: use of force/deadly force, firearms, and emergency vehicle operation. Some topics are mandated by the State to be included in our training. Most of the Sergeants attend many more hours of training to keep instructor certifications current and to remain proficient in our positions.

We will begin by comparing information from the JDQ's that were completed by the Sergeants and four other JDQ's that were completed by positions rated higher in the study:

### AMOUNT OF PEOPLE SUPERVISED

Although we are all assigned to a particular division and complete performance evaluations on the people listed in that division, we are responsible for supervising and taking on a leadership role for each division.

#### **Sergeants:**

- (6) Patrol Sergeants: (31) deputies, (1) patrol secretary
- (6) Jail Sergeants: (30) deputies, (2) jail clerks, (3) full-time nurses , (2) part-time nurses
- (1) Detective Sergeant: (6) detectives, (1) full-time detective secretary, (1) part-time secretary, (2) full-time receptionists
- (1) Detective (Drug Task Force) Sergeant: (2) deputies, (5) sworn officers from other departments, (1) program assistant
- Support Services Sergeant: (4) deputies, (6) part-time deputies, (1) clerical assistant

**Veterans Services Officer:** (1) Deputy Veterans Services Officer, (1) Veterans Services Clerk

**Parks Operations Supervisor:** (12) unknown amount of part-time vs. full-time employees

**Human Services Maintenance Supervisor:** (2) maintenance workers, (1) lead custodian, (1) custodian

**Highway Department Operations Superintendent:** Supervises 1-56 (JDQ does not specify how many employees in each area and whether they are full-time or part-time)

When comparing all the positions, the Sergeants supervise and evaluate at least the same amount of employees and most often more.

### **EDUCATION REQUIRED FOR POSITION**

**Sergeant:** Requires candidate to have a two year associates degree and five (5) years law enforcement experience, or combination of education that provides equivalent knowledge, skills, and abilities.

Although a bachelors degree is not required many have obtained one.

**Veterans Services Officer:** High school diploma with three (3) to five (5) years human service, administration, or public relations experience or any combination of education and experience that provides equivalent, knowledge, skills, and abilities.

**Parks Operations Supervisor:** High school diploma or equivalent. Vocational/technical training in parks management, horticulture, landscape architecture, forestry, or a directly related field. Three (3) to five (5) years of relevant experience or any combination of education and experience that provides equivalent knowledge, skills, and abilities.

**Highway Department Operations Supervisor:** JDQ does not specify education requirement for position but person currently in the position has some technical school education.

**Human Services Maintenance Supervisor:** JDQ does not specify educational requirement for this position. Current person in this position indicates they have obtained a four year degree in Facilities Management.

When comparing the positions, Sergeants are held to a higher level of education to apply for that position. Many sergeants have gone on to become instructors and conduct training within the department and at other agencies, colleges/tech schools, and conferences. Many areas of instruction include firearms, vehicle contacts, emergency vehicle operations, defense and arrest tactics, correctional emergency response, ethics,

principles of subject control, field training, courthouse security, tactical communications, and report writing.

## **RESPONSIBILITY OF POSITION**

All of the positions being compared are accountable and must conform to statutes, codes, and policy. We believe that the amount of responsibility and liability for sergeants is equal to if not more than the positions being compared to. Sergeants must make decisions based on and follow the rules and guidelines set forth from the following documents:

- United States Constitution
- Wisconsin State Statutes Annotated
- Department of Corrections Administrative Code
- Jefferson County Ordinances
- Jefferson County Policies
- Jefferson County Sheriff's Office Policy and Procedures

Our daily decisions are guided by the previously mentioned documents. If we do not follow the rules and regulations set forth by those documents, we may be found liable, we may be disciplined, or both. There is a great deal of responsibility and liability coupled with our decisions and often we have to act quickly and base these decisions on experience and knowledge. This is why we as law enforcement officers are required to complete twenty-four (24) hours of training annually. All sergeants are required to review and update policies for the Sheriff's Office and write new policies when they are needed.

As compared to the other positions, sergeants do have specific work schedules, however because the Sheriff's Office is operational (24) hours a day and (7) days a week the need for a decision to be made can arise anytime of the day or week. We are often called in on our off time to assist with situations or take phone calls requiring a decision to be made. This would be comparable to the Highway Department Operations Supervisor and the Human Services Maintenance Supervisor.

The Sergeants of the Sheriff's Office primarily do all the scheduling for deputies. Scheduling includes their regular workshifts and training. This can be difficult as we are operational (24) hours a day and seven (7) days a week. Department wide a total of 5,970 hours of sick-time, 7,324 holiday hours, and 12,847 vacation hours were used. This requires a great deal of effort to ensure shifts are covered within the department. The Jail Division is mandated to have male/female deputy coverage which creates another factor to consider in scheduling. A Sergeant can and does count for coverage of the male/female mandate. In addition, during emergency situations created from SWAT calls, major crash scenes, dive call, CERT calls, major court trials, and etc. deputies are pulled from their normal work shifts to assist with these situations. This requires the Sergeant to cover the shifts that have been vacated.

No matter what division a Sergeant is assigned to there is a great deal of paperwork and reports to review. The Sheriff's Office as a whole generated 44,764 complaints. Not all complaints require a report to be completed, however a majority of complaints generate some type of paperwork whether it be a traffic warning, 15 day violation, citation, crash report, activity report, criminal arrest report, missing juvenile report. The patrol division issued 4,607 citations in 2012. Thousands of activity and arrest reports were generated for 2012 and all sergeants are responsible for reviewing the reports of deputies assigned to their division. The general detective division carried approximately 450 cases for 2012. These cases require investigation and supplemental reports to be completed and can lead to an arrest. The Drug Task Force division investigated or participated in 830 cases in 2012. In 2012 the Support Services division received 2,483 documents that had to be processed and served. Approximately 90 writs were executed and 420 foreclosure sales were scheduled. Over 1,050 transports were scheduled and completed. For the Jail Division, the average inmate population in 2012 was 156 inmates per day and approximately 213 people were booked into jail each month. From all the work completed in each division, numerous amounts of paperwork must be reviewed by each Sergeant to ensure that statutes, policy and procedures are being followed.

### **JOB DESCRIPTION COMPARISON TO OTHER COUNTY SHERIFF'S OFFICES FOR LIEUTENANT POSITION**

The Sergeants at the Jefferson County Sheriff's Office complete and fulfill the principal duties and responsibilities listed for Dodge, Waukesha, and Rock County Lieutenant positions. The only duty listed that we do not complete is suspending a subordinate immediately with pay which is listed as number (12) under the Dodge County list. We do however recommend suspension/discipline to administration but they make the final decision. When you look at the grade levels for the JDQ study for Jefferson County, Captain is included in the level 13 grade and Sergeant is included in level 9 grade. We believe the gap between levels would account for a Lieutenant position. Jefferson County does not have the Lieutenant position, however the Sergeants are operating and fulfilling the job duties and requirements of a Lieutenant which is a rank higher than Sergeant. Please review the following lists which compare to the JDQ studies completed by the Sergeants of Jefferson County.

#### **Dodge County:**

##### Principal Duties and Responsibilities

1. Supervises activities/duties of subordinates under his/her supervision
2. Acts as Officer in Charge of major crime scene, serious incidents, or accidents until relieved by superior officer.
3. Issues daily work assignment as needed.
4. Performs special assignments as directed by his/her supervisor.
5. Maintains records as required.

6. Enforces all department rules and regulations.
7. Maintains appropriate level of discipline on shift.
8. Maintains knowledge of state statutes, county ordinances, and department policies, rules and regulations.
9. Provides daily and long range planning assistance.
10. Writes reports.
11. May oversee the field training program for all new personnel.
12. Suspends subordinate, with pay immediately, for just cause and notifies superior officer of action.
13. Processes requests for time-off
14. Lends assistance to other Law Enforcement agencies as necessary.
15. Sets personal example for subordinates.
16. Conducts random inspections of subordinate personal appearances and equipment.
17. Conducts initial and follow-up investigations of complaints as applicable.
18. Conducts personnel evaluations as directed.
19. Performs line and other field duties as warranted, includes but is not limited to: protecting life and property; responding to incidents/accidents, assisting patrol personnel.
20. Answers questions, provides information to the public both in person and by telephone.
21. Receives and reviews complaints against officers. Recommends appropriate action or refers to superiors.
22. May be assigned duties of management position with similar level of responsibility on a temporary basis, or may be transferred into position for longer term assignment.
23. Regular attendance and punctuality required.
24. Performs related duties as may be required or assigned.

### Education and Experience

Associate degree in Criminal Justice, Correctional Science, Police Science, or have (60) college credits in a related field. Five (5) years law enforcement/corrections/dispatch experience with (3) years in a supervisory position. Equivalent combination of education and experience, which provides the necessary knowledge, skills, and abilities may be considered. Must meet Law Enforcement Standards Board requirement for police officer within the first year of starting the position.

### **Waukesha County:**

#### Duties and Qualifications:

1. Assigns, directs, coordinates, and evaluates the work of employees on one or more shifts of the department.



2. Supervises one or more specialized areas in the department such as: Metro Drug Unit, Detective Bureau, Patrol Division, Process/Court Services, SWAT, Canine Unit, or DARE
3. Prepares employee work schedules in order to maintain an adequate level of service considering such factors as scheduled and unscheduled time off, incident rates, overtime, and any special requirements of the shifts.
4. Responsible for overall supervision of shift in Captain's absence, including performing daily administrative duties.
5. Advises superiors concerning work and problems of the shift.
6. Makes recommendations concerning the progress, efficiency, and effectiveness of the employees.
7. Acts as liaison for the Sheriff by serving on committees and boards, making presentations, addressing and resolving community concerns, and acting as a resource to local governmental units and the public.
8. Performs internal investigations to resolve citizen complaints.
9. Ensures that departmental and county rules and regulations are enforced at all times, and takes or recommends disciplinary action for infractions.
10. Receives complaints or reports of emergencies, determines need for police action, and directs and assists subordinates in handling problems.
11. Makes inspections or investigations of work areas and work performance in order to determine compliance with laws, rules, and regulations; and institutes or recommends changes necessary for proper and efficient operation.
12. Develops and provides training and guidance to employees through group instructional sessions, on an individual basis or after action reports.
13. Makes arrests, takes reports, conducts investigations, and may appear in court as needed.
14. Supervises the investigation of any criminal matter.
15. Assists in developing and monitoring the budget by making recommendations.
16. Reviews reports prepared by subordinate employees for thoroughness, accuracy, and completeness.
17. May participate in interviews of applicants for positions in the departments, evaluates the potential of each applicant and recommend selections for approval.
18. Maintains accurate records; prepares and presents detailed oral and written reports as required.
19. Prepares and presents information to the media.
20. Establishes and maintains effective public and working relations.
21. Performs other duties as required.

### Qualifications

1. Comprehensive knowledge of Federal, State, and County laws and the rules and regulations of the department.
2. Comprehensive knowledge of modern police principles, methods and practices used in the apprehension of criminals, and the prevention and investigation of crime.

3. Considerable knowledge of the principles and practices of police administration and management.
4. Considerable knowledge of one or more specialized areas in the department such as: Metro Drug Unit, Detective Bureau, Patrol Division, Process/Court Services, SWAT, Canine Unit, or DARE.
5. Considerable knowledge of occupational hazards and safe work practices.
6. Working knowledge of the socio-economic conditions of the community and their impact on the public.
7. Working knowledge of computerized department software, internet access, database, spreadsheet, and word processing programs.
8. Ability to utilize word processing, database, and spreadsheet programs.
9. Ability to effectively assign, supervise, review, and evaluate the work of other employees.
10. Ability to direct the operation of one or more shifts of the department.
11. Ability to instruct and advise subordinates in all pertinent phases of law enforcement and police procedures.
12. Ability to conduct special studies, keep accurate records, and prepare comprehensive reports.
13. Ability establish and maintain effective working and public relationships.

Minimum Training and Experience:

1. Graduation from high school or GED equivalent
2. Sixty (60) credits post high school training in criminal justice, police science, business, or public administration, or the social sciences.
3. Five (5) years of law enforcement work experience.

**Rock County:**

Success Factors:

1. Supervise staff including preparing performance reviews, review and schedule requests for time off and prepare daily work schedule for staff, schedule training, manage services provided to the public.
2. Prepare and conduct roll-call briefings.
3. Review departmental reports to insure accuracy and completeness.
4. Participate in Department related meeting and committees.
5. Meet with staff and discuss questions, concerns and problem solve.
6. Assign cases to the Detective Bureau for follow-up
7. Prepare and administer grants, including completing grant applications, planning programming, budgeting and scheduling personnel, and reporting grant status.
8. Conduct patrol operations including routine patrol, overseeing major incidents such as traffic accidents, criminal investigations, death investigations, and any incident that requires supervisory input.

9. Submit incident, offense, arrest, and accident reports, along with citations as needed.
10. Work on projects including but not limited to, policy review/revision, scheduling special events, conducting investigations and preparing traffic surveys.
11. Prepare budgets for assigned areas.
12. Review and renewal of maintenance contacts and preparation of bid specifications.
13. Conduct internal investigation and make disciplinary recommendations.
14. Investigate citizen complaints.
15. Prepare news releases and handle public relations activities as necessary or when directed.
16. Monitor and insure compliance with all statutes, ordinances and rules and regulations as they apply to the Jail or Law Enforcement Services and their assigned personnel.
17. Recommend changes to superiors necessary for proper and efficient operations.
18. Maintain prompt and regular attendance.

Job Requirements , Education, Training and Experience:

1. Knowledge of modern police practices and methods
2. Knowledge of controlling laws and ordinances
3. Knowledge of modern police supervisory and management practices. Ability to assign and supervise the work of others.
4. Ability to communicate effectively both verbally and in writing, including using computers to generate reports.
5. Ability to work without supervision and to make appropriate decisions.
6. Ability to work with a diverse population.
7. Ability to be organized in completing daily work.
8. Knowledge of the policies and procedures of the Sheriff's Department, state statutes, and union contracts.
9. Knowledge of basic computer operations.
10. Knowledge of the budget process and fiscal management.
11. High school diploma.
12. Bachelor's degree.
13. Three (3) years of law enforcement experience as a Sergeant at the department.
14. Attend leadership class or academy

Conclusion

When comparing the positions of Veterans Services Officer, Parks Supervisor, Human Services Maintenance Supervisor and Highway Department Operations Supervisor to Sergeant of the Sheriff's Office we complete the same tasks maybe not in the same form but we still have the same requirements in our job descriptions. All positions plan, direct, and monitor the operations of their department. All positions prepare, recommend, and participate in the annual budgetary process. All positions assign, plan, and evaluate the performance of subordinates. All positions are involved with the recommendation for

promotions, transfers, discipline and discharge of employees. All positions are held accountable whether by Wisconsin State Statutes or some type of Administrative Code. We are all involved in providing a type of service to the citizens of Jefferson County.

When looking at the comparison of the Sergeants JDQ surveys to the job descriptions for Lieutenant of comparable counties, we complete the requirements and tasks of someone who carries the rank of Lieutenant at another department. The Jefferson County Sheriff's Office does not carry the position of Lieutenant. If the reviewer would consider the gap between Sergeant and Captain and take notice that there is not a Lieutenant position, the Sergeants at the Jefferson County Sheriff's Office should be at a higher grade level.

Thank you for your time in reviewing this report.

## MANAGEMENT REVIEW FORM

### Sheriff Department Sergeant Positions

Supervisor Review Section: **N/A**

I certify that I have reviewed all factual information concerning this review.

Name Position Title: **N/A**

Date

Comments: **N/A**

### Department Head Review Section:

I fully concur with the Sergeants assessment and disagreement of their current pay classification ranking of a 9. In comparison to other supervisory positions that have been rated at one and even two positions higher, I am really struggling with where the Sergeants have been classified.

### Additional notes that I will add to their rebuttal:

1. Patrol Sergeants also act as the dispatch supervisor when he is not present. We currently have one dispatch supervisor, he is assigned Monday – Friday, dayshift. So in essence the dispatch center would be without any type of supervisory guidance if it was not for the patrol sergeants acting as the supervisor in his absence.

The Sergeants did an excellent job comparing and contrasting their current JDQ placement with that of others that have been rated above them doing similar or comparable work assignments. I find it very difficult for anyone to argue the facts that they have presented, they speak for themselves. One very important fact that the Sergeants brought up was the huge gap between their rated position (9) and the Captains position (13), the argument that they make is that many other agencies have another law enforcement supervisory layer, that being lieutenants in most cases. That additional layer is the difference between “working sergeants,” that are on the road/floor with their staff, versus our sergeants whom spend much of their shift having to do other administrative functions, that normally would be assigned to a lieutenant, still leaving them with all of the other responsibilities that they have as a Sergeant.

I was told as the Chief Deputy that a probable consideration of why my Sergeants were classified in such a low category was because of the large amount of overtime that is produced within their assigned work areas. And if they did not want to be converted to a salaried position, that this was probably the most viable option. I will not dispute that overtime occurs, but what does that have to do with categorizing them into a certain position based upon their ranked qualifications, judgment, decision making, education and other rated categories. I see no other positions being rated based upon the amount of overtime that an employee MAY have the opportunity to work or in many cases may be ordered to work in order to maintain staffing requirements. Using overtime as a considered variable for placement in an assigned category has too many unknown tangibles, (Not to mention, should it even be a considered variable from an evaluation perspective) some of them being:

1. Overtime is never a guarantee, variables like workers compensation injuries to other sergeants, FMLA, special assignments given to them by the Captain or other administrators, dictate how much overtime will or will not be available. The goal is to ALWAYS keep overtime down to a minimum, so why would this tangible be used to calculate placement within the pay scales?
2. Some sergeants like overtime some do not, for those who have no desire to work overtime, this philosophy is flawed, as they would not properly be compensated for not wanting to work extra hours, meanwhile having a lower hourly salary that was based upon a rating scale that took into consideration of the ability to work overtime.

3. Third, much overtime is made available by seniority, so for those Sergeants who would work the overtime, in order to be "equally" compensated may never be given the opportunity because of their low seniority, and the overtime being worked by someone who is more senior.

In closing, I look at the other supervisory positions that have been rated higher above my sergeants; quite frankly I am at a loss for words, all of the hard data, factual based information is right there in black and white that indicates that they were improperly rated. Not to undermine the position of the Park Supervisor, but reading that JDQ and then looking at my sergeants rating, how that could position be rated one category higher than theirs?

I know it is not a rated category of consideration, but these men and women put their lives on the line every day, they make decisions that may save the lives of others, their families suffer because they are not there on birthdays, sporting events, dance recitals etc. this type of sacrifice and commitment is not considered when categorizing them. It should also be noted that the types of decision making and judgments that these men and women make have a much greater cause and effect than most other supervisory positions within Jefferson County.

I am asking for reconsideration to be made that would increase the current classification of a pay grade nine (9) to an eleven (11). If you have any questions feel free to call me.

Respectfully Submitted,

Chief Deputy Jeffrey A. Parker

I certify that I have reviewed all factual information concerning this review.

Name Position Title: Chief Deputy Jeffrey A. Parker

Date: 1/10/2012

Fiscal Impact: Depends on the classification category that would be selected. HR would have better abilities to come up with a hard number.

MANAGEMENT REVIEW FORM

**Supervisor Review Section:**

I certify that I have reviewed all factual information concerning this review.

Jerry [Signature]  
Name

Captain  
Position Title

1-11-13  
Date

Comments:

**Department Head Review Section:**

I certify that I have reviewed all factual information concerning this review.

Paul [Signature]  
Name

Sheriff  
Position Title

01-11-13  
Date

Fiscal Impact:

Comments:

**Human Resources Director Review Section:**

I certify that I have reviewed all factual information concerning this review.

Jenni [Signature]  
Name

HR director  
Position Title

1-11-13  
Date

Comments:

I agree that 90%+ is in accordance w/ the Review guidelines, but comparison of positions in other counties w/ different ranges/market comparables may be a factor outside the realm of a review. Obviously a lot of work into this review, but market analysis will still consider gross / not hrly pay

Jefferson County  
Job Description Questionnaire (JDQ)

*Patrol Superint*  
*SU3002*

This is an electronic format. The cells will expand as you type.

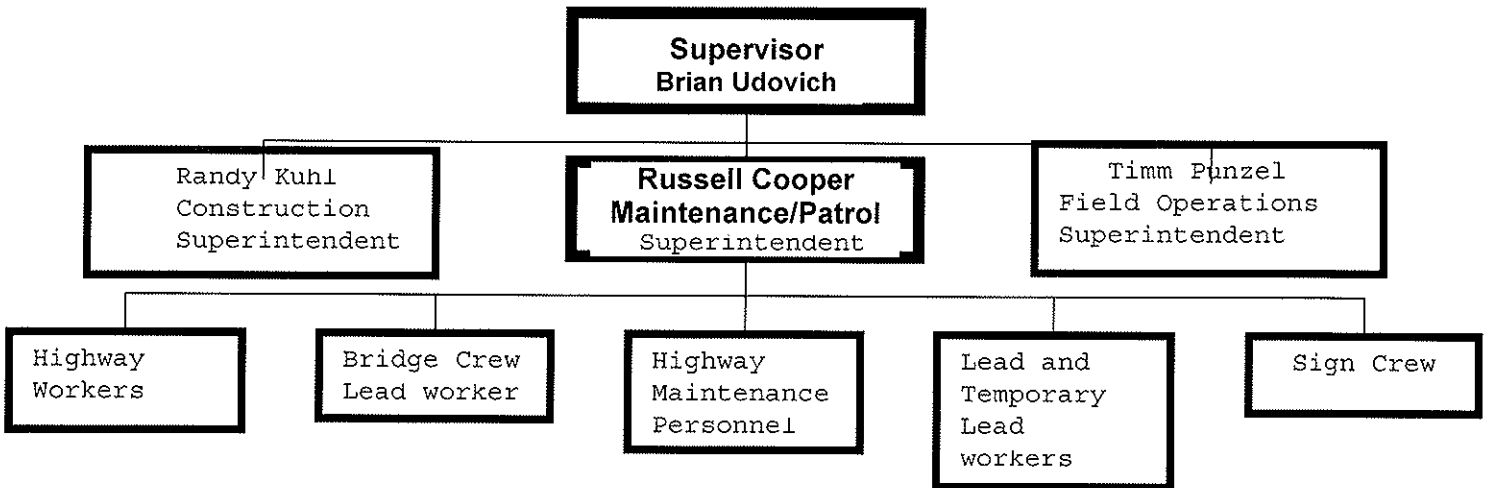
Name: Russell Cooper	Date: 7/12/12
Title: Highway Patrol/Maintenance Superintendent	Department: Highway
Work Location: 141 West Woolcock Street, Jefferson	Phone: 920-674-7268
Immediate Supervisor: Brian Udovich	Supervisor's Title: Operations Manager

TIME EMPLOYED IN CURRENT JOB TITLE: in years and months	14 years 9 months
TIME EMPLOYED IN CURRENT DEPARTMENT: in years and months	33 years 4 months
TOTAL EMPLOYMENT WITH YOUR ORGANIZATION: in years and months	33 years 4 months
WORK HOURS (Start/Finish): 6:30 to 3:00 regular 5:30 to 4:00 summer on call 24/7 in rotation	
FULL TIME: Yes, 40+ hours per week	REGULAR PART-TIME (%):
OTHER	

**OUTLINE OF ORGANIZATION CHART**

COMPLETE THE FOLLOWING SECTION OR ATTACH AT END OF DOCUMENT.

Using the chart below, please fill in the job titles of (1) your immediate supervisor, (2) the jobs of employees you work with who also report to your supervisor and (3) the jobs of any employees you supervise. (If you prefer, attach a printed chart with the same information.)



**I. POSITION SUMMARY**

Briefly state why your position exists and what you consider its most important impact on the organization.

The position exists to represent top management in leading, planning, motivating, coordinating and supervising field and maintenance crew activities on over 1000 lane miles of County and State highways in Jefferson County, as well as assisting other municipalities in their maintenance activities. As well as communicating with news media, and cooperating with and informing other units of government in regard to our operations. Coordinating maintenance activities with other superintendents and filling in for them without a drop in productivity when the need arises. Assisting with other superintendents on projects as well as working with the Operations



Manager with bid and project estimates. Being on the Traffic Safety Committee and insuring safety issues brought forward are dealt with or implemented. Doing traffic studies for the department and surrounding municipalities should they be requested. Keeping and maintaining records of salt, salt/sand inventories, patching material, and various other inventories. Prioritizing roadway maintenance activities and what roads are to be done crackfilling, patching, seal coating, shouldering etc. Keeping storage facilities in compliance with DOT mandates. Assisting DOT in and securing LFA contracts for work to be done by our department. Creating a punch list of work still to be done by contractors prior to the jobs being accepted by the DOT. Advising both public and private contractors on relevant issues. Assisting in the staffing of the department, assisting with the implementation of department safety issues. Assuring employees are up to speed with traffic control procedures as well as setting up correct Work Zone Safety closures for workers. Assisting in the coordination of current and future construction projects for roads maintained by Jefferson County. Keeping our highway corridor in safe condition for the traveling public as well as implementing new and improved ways of snow/frost and ice removal.

## II. ESSENTIAL ACCOUNTABILITIES

Please identify the essential accountabilities of your position, which should be the most important responsibilities of the job. Then explain how the outcomes could be measured. Indicate the approximate percentage of time spent annually on those activities.

% of Time Spent	ESSENTIAL ACCOUNTABILITIES	HOW OUTCOMES COULD BE MEASURED
100	Daily planning, coordinating, assigning, directing and supervising, snow plowing, patching and various road and right of way maintenance activities. Assisting DOT representatives with various work application permits for work to be done by county forces. Along with the cleanup of brush, tree removal, mowing activities, roadway painting, snow fence erection and removal, flex beam installation and repair, concrete repair, culvert installation and cleaning, and coordinating to have the correct equipment to be used on projects. This is done for all crews working on state, county, and various municipal roadways, rest areas, bridges and culverts maintained or being installed by the Jefferson County Highway Department.	Can be measured by how efficient, and accurate projects are and when completed is it being done within budget. Also by what condition our highway system is within Jefferson County. Are projects being prioritized and getting done in correct order? Crew and job efficiency as well as the timeliness of repairs can measure this as well. Do similar jobs being done in the future get done more efficiently due to experience gained previously?
20	Issuing driveway, right of way, construction, drainage, and other permits, and inspecting the work that has been done upon completion.	Inspection of the installation or construction of the projects to insure that it will not pose any safety concerns or result in any future maintenance costs to be borne by the department. Keeping consistency throughout the county
40	Direct winter snow removal operations from what and how much chemical to use for removal of snow/ice/frost, and coordinate the proper staffing to get the job done	Roadways cleared in a timely and cost effective manner. No or minimal accidents due to application procedures
20	Dealing with both traveling public and property owner issues and concerns that arise throughout the day regarding Department projects and procedures.	By having concerns addressed in a timely manner and having the person understand why certain issues are handled the way they are. Whether it is policy, budgetary or even safety reasons just so the persons understand why decisions are made the way they are.
35	Participate on a 24/7 rotating on call list throughout the year	Being available when after hour emergency calls come in and be able to handle a variety of issues that may arise.
10	Training and reminding workers on correct work zone safety practices and planning safe work zone signing procedures to be used by crews in the field. Inspecting work zones to make sure guidelines are being followed. Also to provide and perform instruction to crews and individuals on policies, procedures and on truck and machine operation.	Having crews set up correct work zones and having workers work in safe areas. Having traffic control persons correctly and consistently instruct the traveling public how to precede through a work zone. Having equipment operators and truck drivers work safely and efficiently
5	Meeting with various environmental groups to try to implement ways to coordinate activities on certain segments of our roadways to satisfy some	By visually seeing prairie and wildflower restoration areas created by the public private partnership.

	of their concerns when applicable.	
5	Attend various meetings throughout the year. Traffic Safety, Wisconsin DOT, State patrol, Issue groups, and various other meetings when they arise	Having safe roadways, implementing new maintenance procedures when deemed necessary. Being able to address public questions or concerns by having firsthand knowledge of projects or operations
5	Ensure the work that is being done is following current environmental rules and herbicide applications are within allowable guidelines	Attend seminars on proper application rates and having a good working relationship with DNR and other state agencies
5	Monitor equipment condition for repair or replacement and make recommendations on replacement	Minimal down time on equipment and low repair costs.
5	Manage an extensive and varied inventory of materials, supplies, chemicals, and equipment for County and State	No shortage of materials when the need for them arises. Items are purchased after researching best practices in the field and comparing costs of comparable items
2	Assist in the testing and evaluation of new employees as well as recommending disciplining and discharge of employees. Performs performance evaluations of employees	The employees we hire are multitalented, have a very low turnover as well as minimal disciplinary actions taken

<b>III. FORMAL PREPARATION / EXPERIENCE</b>	
Please answer the following based on the most representative combination of formal preparation and relevant experience to qualify for position.	
1.	<p>Formal preparation/education (or equivalent) necessary to qualify for the position.</p> <p>High school diploma, thorough knowledge of highway maintenance operations, knowledge of equipment to be used and the proper usage of equipment. Knowledge of the principles of industrial safety, supervisory practices, and be able to plan, budget, organize, and assign work. Roadway/construction plan interpretation is required for the issuance of permits. You must have the ability to use algebraic, trigonometric formulas to keep accurate inventories. Must have the ability to deal with a wide range of personalities to deal with employees and to promote good public relations. You must have a valid Wisconsin motor vehicle operator's license. "I have a high school diploma, was an equipment operator on a road reconstruction crew for 12 years, after that I was an engineering technician/Right-of Way agent for six years. I did the Right-of-Way acquisitions for construction projects being done by the Department. I completed all engineering work required for the construction projects from start to finish.</p>
2.	<p>Relevant experience required to qualify for the position (number of years of relevant experience needed)</p> <p>Five years of work experience in the maintenance, repair, or construction of roadways. Two years in a leadership role or combination of education or experience that provides the equivalent knowledge, skills, and abilities. Having the ability to read highway blueprints. Worked 12 years on a road construction crew as a scraper operator, seven years as an engineering technician/Right-of-Way agent, attended numerous University of Wisconsin seminars on highway maintenance and supervisory techniques, Work Zone Safety training.</p>

3. Note any other training/certifications, etc. which is needed for the position  
 Attending various workshops to enable you to motivate, teach, and lead individuals when the need arises. You must have good communication skills, and be able to interpret highway/construction plans. Attended numerous University of Wisconsin workshops. Acquired my real estate license to further understand land sale issues
4. Please indicate additional education, experience or training that is *desired* for the position.  
 Public relations are a large part of the job. You should attend seminars related to how to deal with and explain in detail to the public what our operations are. You need at least six years' experience in highway maintenance or construction to fully understand the way to fix roadway problems as they arise.
5. Please indicate your education, experience, etc. that you have.  
 High school diploma. Employed at Jefferson County Highway Department for 33 years for months, and as a supervisor for 14 years nine months. Worked 12 years on a road construction crew as a scraper operator, seven years as an engineering technician/Right-of-Way agent. , attended numerous University of Wisconsin seminars on highway maintenance and supervisory techniques, Work Zone Safety training. Attended MATC and acquired my real estate license to be current on relevant laws.

<b>IV. JUDGEMENTS MADE</b>		
Please identify what you believe are the most important judgment you make in performing jobs.		
<b>EXAMPLES OF JUDGEMENTS</b>	<b>WHO, IF ANYONE, REVIEWS THESE JUDGEMENTS</b>	<b>WHAT IS THE IMPACT OF THESE JUDGEMENTS</b>
The correct scheduling of highway maintenance, bridge crew, sign crew activities performed on roadways maintained by county crews. You must apply situational reasoning when unexpected problems within projects assigned arise. Also coordinating activities with the construction superintendent on the type of equipment needed to complete projects. Inspecting and approving permits being done by various contractors within the county and upon completion making sure it was done correctly and proper restoration is completed. Making sure proper erosion control measures are being done by contractors as well a proper traffic control measures are being used when working on our roadways. Proper winter maintenance is very important also and knowing what kind and how much chemical to use has an enormous impact	Highway Commissioner, Operations manager and Department of Transportation staff when the need arises.	By making the right decisions and having the proper maintenance schedule you can take care of minor problems before they unnecessarily deteriorate the highway which puts an unnecessary expense on the taxpayers. This is done by having crews working together and projects being completed on time. Roadway crack filling, painting, shoulder maintenance etc. is very important inn keeping our roads in good traveling condition. Winter maintenance budgets have a huge impact on the type and amount of work that can be done throughout the rest of the year

**V. PROBLEM SOLVING**

Please identify the typical types of problems you solve on a regular basis in performing your job. Also include

information on who else may be involved in helping with problem resolution.

TYPE/EXAMPLE OF PROBLEMS YOU SOLVE	INDIVIDUALS INVOLVED IN SOLVING PROBLEM
Managing and directing employees on the time place and sequence of operations. Making sure projects are done efficiently and in an organized framework. You have to manage your time to be able to oversee multiple projects and see that their execution is done correctly	Highway lead workers, equipment operators, highway workers, utility workers
How to correctly and safely set up work zone signage in a variety of situations. Have work crews correctly and safely communicate with the traveling public.	Lead workers, highway workers, operators
How to insert different employees to complete a project when employees normally used for a certain operation due to a variety of reasons, and still complete the project safely, efficiently, and cost effectively.	Superintendents
Analyze and categorize data received from employees, and others on projects to come up with ways to complete future projects quicker and more cost effectively.	Office manager, lead workers, highway workers,
Manage, mediate, and counsel workers, and the general public.	All workers and public
Training, convincing, and persuading workers on correct project procedures	Lead workers, highway workers, most employees
Look at information gathered from storm reports during winter snow removal operations to come up with ways to possibly come up with ways to do operations in a more cost effective manner.	All operators and office staff

**VI. SUPERVISION / MANAGEMENT**

Where it applies answer the following. Otherwise, put "Not Applicable" or "Don't Know".

Responsibility for others:

- a. Number of People: : 19 daily and the whole workforce at times
- b. Their Position Titles: Highway Workers Leadworkers, and Sign Crew
- c. Which, if any, of the following do you perform?:
  - 1. Directly Supervise? Yes
  - 2. Train / Instruct? Yes
  - 3. Give Work Direction? Yes
  - 4. Do Project Management? Yes
  - 5. Conduct Performance Reviews? yes
  - 6. Discipline? yes
  - 7. Hire? Assist in the interviewing and testing and give recommendations on prioritizing individuals that were interviewed

d. Note assets, facilities, equipment or funds, if any, for which you have some degree of accountability: Storage facilities need to be kept up to DOT guidelines. LFA projects for the DOT must be done within the agreed upon budget and must show individual project breakdowns. Department and other municipal projects must be done

efficiently and within cost estimates

**VII. WORK RELATIONSHIPS**

Please identify the most typical work relationships of your position with other persons, functions or organizations, inside or outside of your own organization.

Typical Work Relationships	Purpose of Relationship
Highway commissioner	Seek guidance and direction Assist in budget and policy making
Highway Operations Manager	Coordinate department projects Assisting in compiling information for projects on our highways and surrounding municipalities
Highway Superintendents	Keep informed on projects, work coordination
Various County agencies and officials, Towns, Cities, Village officials, Department of Transportation Officials	Solicit Work Maintain a favorable relationship Advise on a variety of roadway issues Prepare estimates and assist with pavement and drainage issues Advise on the correct placement of driveways and other issues as they arise
Contractors	Working together to expedite projects To instruct on proper construction and restoration procedures Inspect work Coordinate activities with county operations
DNR Representatives	Issuance and proper permitting Giving estimates on work to be performed
Vendors	Purchasing of equipment and materials, negotiate best prices for the department Assist with the review of equipment specifications and analyze it for department applications
Diggers Hotline	Location of utilities prior to construction
Consultants/Engineers	To gain knowledge in order to use better judgment in the planning of future work to avoid unforeseen problems
Law Enforcement	Communicate and assist with traffic related incidents Coordinate work zone traffic control with enforcement activities
Utilities	Proper location of utilities on highway right-of-way Facility awareness Damage avoidance
General public/ Property owners	To listen to their input and research their concerns Work towards cooperatively and proactively making the best decisions on issues for all parties involved

**VIII. WORK ENVIRONMENT AND PHYSICAL REQUIREMENTS**

% Inside (sheltered) 10	% Noise 10	% Travel Required 85
& Outside Work 80	% Fumes, Odor 10	% Temperature extremes 50
% Hazards 50	% Other (note) 75 must be able to deal with stressful conditions and situations	

Are there any unusual requirements for your position? (Y/N) yes

If yes, please explain: Must be able to solve or change direction quickly on decisions that are made should conditions change. Also must be able to handle and solve a variety of problems/concerns as they arise and must be able to handle criticism and deal with a variety issues from the public. Must be able to handle the stress that accompanies those decisions and judgments that are made because it could affect the lives of the traveling public

**IX. UNUSUAL / UNIQUE MENTAL REQUIREMENTS**

Does your position require any unusual or unique mental requirements? Yes. You must be able to handle stressful situations and be able to not let angry/upset citizens sway your decisions because they are made for the safety of the traveling public and not for other reasons. Must remain consistent on your decision making. You must be able to work with many different types of personalities, and be able to lead, and persuade employees as how to correctly complete projects. Winter activities can bring on long hours and you have to be able to deal with a multitude of issues that can arise in a moment's notice as well dealing with the stress involved in those decisions that are made. You have to be able to visualize projects and work to be done prior to starting the work. You have to have the respect of the employees and be willing to listen to their concerns be it work related or other issues that may arise.

**X. ADDITIONAL DATA/NOTABLE INFORMATION**

Please identify any other information, which would help someone else understand your position more clearly:

You have to be organized and very versatile. The position requires a broad range of abilities, in order to complete the multitude of highway projects in a cost effective and timely manner. You must provide insight, leadership, budgetary numbers, formulate written estimates, and coordinate with local utilities. You must also instruct and direct crews, monitor a variety of work, meet with property owners, facilitate job changes, handle daily employee labor shortages, communicate with suppliers, and recap expenditures in conjunction with our normal daily routine. Overseeing operations from start to finish and fill in for other superintendents in their absence.

**XI. SUPERVISOR'S REMARKS**

*JDQ RESPONSES ARE ACCURATE AND COMPLETE/INCLUDE ALL ESSENTIAL ACCOUNTABILITIES PERFORMED.*

TYPE IN YOUR NAME(S) AND EMAIL TO SUPERVISOR/DEPARTMENT HEAD. REMEMBER TO SAVE A COPY!

EMPLOYEE SIGNATURE:	<i>[Signature]</i>	DATE:	<i>7-19-12</i>
SUPERVISOR SIGNATURE:	<i>Brian M. Udovich</i>	DATE:	<i>7/24/12</i>
DEPARTMENT HEAD SIGNATURE:	<i>Will O'Keefe</i>	DATE:	<i>7-26-12</i>
HUMAN RESOURCES DIRECTOR SIGNATURE:	<i>Jew m Per</i>		<i>8-6-12</i>

Jefferson County  
Job Description Questionnaire (JDQ)

This is an electronic format. The cells will expand as you type.

SU3006

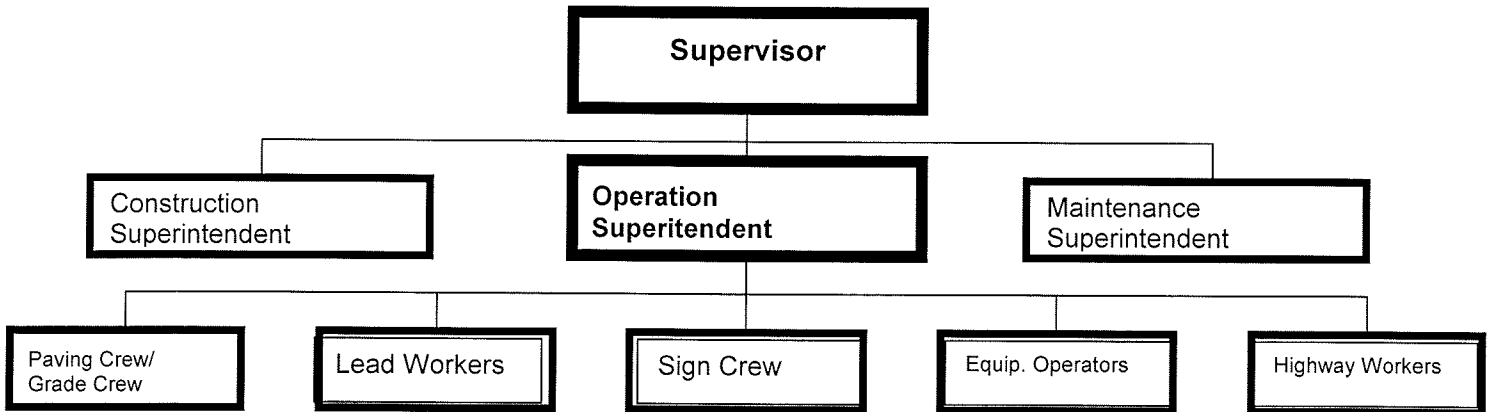
Name: Timm Punzel	Date: 7/10/12
Title: Operations Superintendent	Department: Highway
Work Location: Highway Department	Phone: 920-674-7391
Immediate Supervisor: Brian Udovich	Supervisor's Title: Operations Manager

TIME EMPLOYED IN CURRENT JOB TITLE: in years and months	2 years 7 months
TIME EMPLOYED IN CURRENT DEPARTMENT: in years and months	15 years 11 months
TOTAL EMPLOYMENT WITH YOUR ORGANIZATION: in years and months	15 years 11 months
WORK HOURS (Start/Finish): 5:30 am to 4:30 pm (summer) 6:30 am to 4:30 pm rest of the year	
FULL TIME: yes	REGULAR PART-TIME (%):
OTHER	

**OUTLINE OF ORGANIZATION CHART**

COMPLETE THE FOLLOWING SECTION OR ATTACH AT END OF DOCUMENT.

Using the chart below, please fill in the job titles of (1) your immediate supervisor, (2) the jobs of employees you work with who also report to your supervisor and (3) the jobs of any employees you supervise. (If you prefer, attach a printed chart with the same information.)



**I. POSITION SUMMARY**



Briefly state why your position exists and what you consider its most important impact on the organization. Direct the entire heavy construction process and grading ,signing, maintenance, and other projects that we might have going on when the Construction Superintendent is unavailable or when the Patrol Superintendent is unavailable. The most important impact is to be hands on to make sure our projects come in on budget and in a timely matter.





3. Note any other training/certifications, etc. which is needed for the position Compass Certified, Computent Employee Certified, MSHA Trained, various other classes the county has sent me to ex: winter maintenance, road maintenance, signing, sealcoating, paveing,
4. Please indicate additional education, experience or training that is <i>desired</i> for the position. Competent Person training for open excavation, pipe line and diggers hotline training, many days of sign schooling and other various DOT classes
5. Please indicate your education, experience, etc. that you have. MATC Technical School, 16 years of road construction

IV. JUDGEMENTS MADE		
Please identify what you believe are the most important judgment you make in performing jobs.		
EXAMPLES OF JUDGEMENTS	WHO, IF ANYONE, REVIEWS THESE JUDGEMENTS	WHAT IS THE IMPACT OF THESE JUDGEMENTS
Daily and weekly job duties	Other superintendents, Operation Manager	Having a organized work force and a plan to be the most efficient will make out operation run very smooth and productive
Winter maintenance and call outs	Other superintendents and commissioner	Being proactive can and will lead to cost savings and reduce unsafe road ways which should reduce the chance of vehicle crashes or worse yet a fatality
Safety planning and programs	Other superintendents, Operation Manager	Being the safety coordinator for the department I am expected to maintain a complete structure of safety polices for which we follow for both our employees and travelling public so I strive for a zero work place injury standard and my fellow superintendent help to get us there

**V. PROBLEM SOLVING**

Please identify the typical types of problems you solve on a regular basis in performing your job. Also include information on who else may be involved in helping with problem resolution.

TYPE/EXAMPLE OF PROBLEMS YOU SOLVE	INDIVIDUALS INVOLVED IN SOLVING PROBLEM
Scheduling daily work for entire work force	Construction Superintendent
Emergency Situations	Construction Superintendent Shop Office Manager
Identifying cost savings for projects	Operation Manager
Road emergency	We will call in the proper people that can do the job that we need done, only certain people are trained to do or operate certain things

**VI. SUPERVISION / MANAGEMENT**

Where it applies answer the following. Otherwise, put "Not Applicable" or "Don't Know".

Responsibility for others:

a. Number of People: 1 to 56

b. Their Position Titles: Hwy. lead Workers, Equipment Operators, Hwy. workers, Sign workers Mechanics

c. Which, if any, of the following do you perform?:

1. Directly Supervise? Yes

2. Train / Instruct? Yes

3. Give Work Direction? Yes

4. Do Project Management? Yes

5. Conduct Performance Reviews? Yes

6. Discipline? Yes

7. Hire? Involved/Recommended

d. Note assets, facilities, equipment or funds, if any, for which you have some degree of accountability: Signing reflectivity program, Building maintenance, Equipment purchase recommendations, estimates to town and villages for road work

**VII. WORK RELATIONSHIPS**

Please identify the most typical work relationships of your position with other persons, functions or organizations, inside or outside of your own organization.

Typical Work Relationships	Purpose of Relationship
Operations Manager	Review and oversee all Highway projects and programs
Superintendents	Work priorities, daily scheduling, employee issues,
Lead worker/General employees	Direct supervision of all work
WisDot Maintenance staff	State roads maintenance issues and projects
Town Officials	Project work
General Public	Questions, complaints and any other issues
Other County Departments	Any work that we might do for them. Accidents we will have to deal with

**VIII. WORK ENVIRONMENT AND PHYSICAL REQUIREMENTS**

% Inside (sheltered) 15%	% Noise 40%	% Travel Required 10%
& Outside Work 80%	% Fumes, Odor 25%	% Temperature extremes 30%
% Hazards 40%	% Other (note)	
Are there any unusual requirements for your position? (Y/N) yes		
If yes, please explain: yes having to be out in the elements, in extreme heat and cold for prolonged periods of time.		

**IX. UNUSUAL / UNIQUE MENTAL REQUIREMENTS**

Does your position require any unusual or unique mental requirements?

Yes, I am always on call even if it not my week, we can get called in for an emergency and have to respond immediately and have to make a decision that can be life threatening, if I make a wrong decision one of our employees or the traveling public could be in danger. It is an extreme amount of stress to know that if the decision is wrong some one could be seriously hurt or worse.

**X. ADDITIONAL DATA/NOTABLE INFORMATION**

Please identify any other information, which would help someone else understand your position more clearly:

We the Superintendents are never are off of work we get called after hours to deal with issues weather it is from employees or town ships or the general public. We have to deal with so much more than almost any other county employee has to in regards to when we punch out and go home we really never do leave our work at work.

**XI. SUPERVISOR'S REMARKS**

*JDQ RESPONSES ARE ACCURATE AND COMPLETE/INCLUDE ALL ESSENTIAL ACCOUNTABILITIES PERFORMED.*

TYPE IN YOUR NAME(S) AND EMAIL TO SUPERVISOR/DEPARTMENT HEAD. REMEMBER TO SAVE A COPY!

EMPLOYEE SIGNATURE:

*[Handwritten Signature]*

DATE:

*7-20-12*

SUPERVISOR SIGNATURE:

*Brian M. Udovich*

DATE:

*7/24/12*

DEPARTMENT HEAD SIGNATURE:

*Wall Oker*

DATE:

*7-26-12*

HUMAN RESOURCES DIRECTOR SIGNATURE:

*This position just released  
acknowledging doing same work as  
other superintendents. Teri m Al  
8-6-12*

Jefferson County  
Job Description Questionnaire (JDQ)

**This is an electronic format. The cells will expand as you type.**

SV 3003 Heavy Maint.

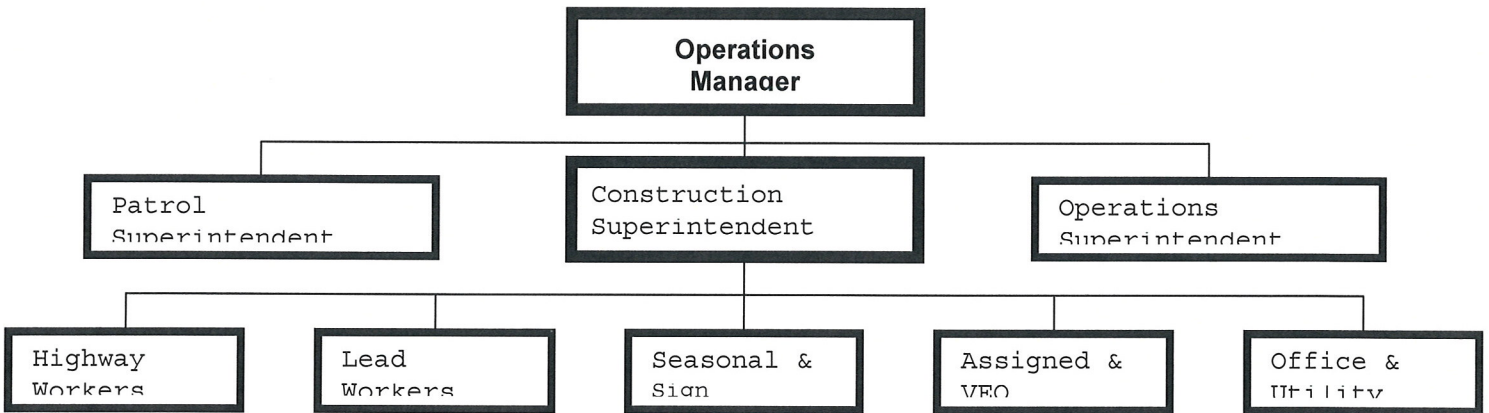
Name: Randy Kuhl	Date: 7/16/12
Title: Construction Superintendent	Department: Jefferson County
Work Location: Highway	Phone: 920-674-7269
Immediate Supervisor: Brian Udovich	Supervisor's Title: Operations Manager

TIME EMPLOYED IN CURRENT JOB TITLE: in years and months	3/10
TIME EMPLOYED IN CURRENT DEPARTMENT: in years and months	22/11
TOTAL EMPLOYMENT WITH YOUR ORGANIZATION: in years and months	22/11
WORK HOURS (Start/Finish): 5:30am to 4:30 pm (summer)	
FULL TIME: Yes	REGULAR PART-TIME (%):
OTHER	

**OUTLINE OF ORGANIZATION CHART**

**COMPLETE THE FOLLOWING SECTION OR ATTACH AT END OF DOCUMENT.**

Using the chart below, please fill in the job titles of (1) your immediate supervisor, (2) the jobs of employees you work with who also report to your supervisor and (3) the jobs of any employees you supervise. (If you prefer, attach a printed chart with the same information.)



**I. POSITION SUMMARY**

Briefly state why your position exists and what you consider its most important impact on the organization. Direct paving, grading, maintenance activities, FEMA demo's for emergency management, and most town work. They are all equally important, some days I'm alone, other days the Operations super runs the grading aspect of the job so I can run the paving or town operations.

**II. ESSENTIAL ACCOUNTABILITIES**

Please identify the essential accountabilities of your position, which should be the most important responsibilities of the job. Then explain how the outcomes could be measured. Indicate the approximate percentage of time spent annually on those activities.

% of Time Spent	ESSENTIAL ACCOUNTABILITIES	HOW OUTCOMES COULD BE MEASURED
100	Supervision	Monitor and direct staff for timely and complete schedules, let staff know our expectations
20	Paving	Smooth roads for vehicles, bikes, and pedestrians
10	Grade work	Good subgrades so roads stay smooth for years with heavy traffic
10	Snow removal	Safe roads, happy public
10	Town work	Work within town budgets to keep their roads safe
10	State and County maintenance	Keep roads safe, drivable, and intersections clear
5	Meetings	Knowledge to bring back and apply
5	Sealcoat	Preserve the roads we have with a new wear surface
5	Bridge inspections	Ensure the bridges stay safe, required by law every 2 years
20	Answer phone	Have to communicate with workers, vendors, public, sheriff department...etc
5	Employee reviews	Reinforce positive strengths and help employee correct weaknesses and negative attitudes
33	On call	Every three weeks we rotate on call for 24/7 department response to any situation
4	FEMA demo's	For emergency management I set up asbestos checks and abatement, pump septics, well abandonment, sometimes I do DNR permits others I farm out to the abatement crew

**III. FORMAL PREPARATION / EXPERIENCE**

Please answer the following based on the most representative combination of formal preparation and relevant experience to qualify for position.

1.	Formal preparation/education (or equivalent) necessary to qualify for the position. High school diploma, valid drivers license, and various courses for specialty licenses and operations. (Paving, snow removal, bridge inspections, erosion control...etc.)
2.	Relevant experience required to qualify for the position (number of years of relevant experience needed) Should have a minimum of 5 years experience in all aspects of heavy highway construction, including but not limited to grading, paving, culverts, estimating jobs, and sealcoating.
3.	Note any other training/certifications, etc. which is needed for the position. Common sense approach to handle everyday problems and emergencies as they arrive.
4.	Please indicate additional education, experience or training that is <i>desired</i> for the position. Bridge inspector license, "competent person" trained for open excavations, and various DOT courses for patching, paving, road maintenance, grading, stormwater runoff, PARS trained, drug testing trained,...etc.
5.	Please indicate your education, experience, etc. that you have. High school diploma, over 20 years experience in road construction, bridge inspector, managing snow and ice, competent person training, confined space training, computer classes, advanced severe weather training, severe weather awareness, erosion control courses, stormwater management, incident command system (100, 200, 300, 400, 700, 900) Various road maintenance courses, maintaining asphalt pavements, and Wisconsin county highway association conventions.

<b>IV. JUDGEMENTS MADE</b>		
Please identify what you believe are the most important judgment you make in performing jobs.		
<b>EXAMPLES OF JUDGEMENTS</b>	<b>WHO, IF ANYONE, REVIEWS THESE JUDGEMENTS</b>	<b>WHAT IS THE IMPACT OF THESE JUDGEMENTS</b>
Supervision	Everyone	The workers, public, and sheriff are all happy with the split second decisions made for the safety and well being of employees and public.
Daily and weekly project priorities	Everyone	We shuffle employees every day to keep crews fully staffed.
Winter snow removal	Employees and public	Cost effective and timely winter maintenance to keep roads safe.
Material for jobs	Workers	Have enough material to do job efficiently and cost effectively.
Cost estimates	Operations manager	Give accurate estimates to stay within budgets.
HIPPA confidentiality	Operations, Commissioner, employee	Office clerk/ manager and myself file employee records for medical, PARS, and drug testing.

#### **V. PROBLEM SOLVING**

Please identify the typical types of problems you solve on a regular basis in performing your job. Also include information on who else may be involved in helping with problem resolution.



TYPE/EXAMPLE OF PROBLEMS YOU SOLVE	INDIVIDUALS INVOLVED IN SOLVING PROBLEM
Irate public	Myself, other supers, and our office clerk-manager who usually takes the first abuse.
Employee complaints	Another super or myself.
Daily scheduling	All supers decide how to effectively manage our employees to the best of their ability
Road emergency	Call in the proper people to deal with various emergencies. Only certain people are trained and qualified to operate specialized equipment such as hi-lift, skid steer hydraulic hammer, bachhoes, etc.

## VI. SUPERVISION / MANAGEMENT

Where it applies answer the following. Otherwise, put "Not Applicable" or "Don't Know".

Responsibility for others:

a. Number of People: 6 to 56

b. Their Position Titles: VEO, foremen, highway workers, mechanics, sign workers, utility workers, seasonal help, and office personell.

c. Which, if any, of the following do you perform?:

1. Directly Supervise? Yes

2. Train / Instruct? Yes

3. Give Work Direction? Yes

4. Do Project Management? Yes

5. Conduct Performance Reviews? Yes

6. Discipline? Yes

7. Hire? Indirectly yes

d. Note assets, facilities, equipment or funds, if any, for which you have some degree of accountability:

Estimates to towns, give direction to fleet on machinery, and assist operations with measurements and estimates.

## VII. WORK RELATIONSHIPS

Please identify the most typical work relationships of your position with other persons, functions or organizations, inside or outside of your own organization.

Typical Work Relationships	Purpose of Relationship
Communicate with other superintendents	Decide how to effectively and efficiently divide the workforce to complete daily projects.
Operations manager	Daily and weekly job priorities.
Townships	Give cost estimates and work within budgets.
Other departments	Discuss strategy with other highway departments, coordinate with sheriff for emergencies or closures.
Commissioner	Strategize priorities, discuss employee discipline, find cost effective methods to get projects done.
General public	Answer questions, concerns, complaints, and even compliments at times.

DOT	Work with our various reps for maintenance, bridges, and other state work.
Vendors	To get the best price and most effective tools we need for our jobs. (Culverts, geo grid, concrete, tools, etc.)

VIII. WORK ENVIRONMENT AND PHYSICAL REQUIREMENTS		
% Inside (sheltered) 25	% Noise 10	% Travel Required 5
& Outside Work 75	% Fumes, Odor 2	% Temperature extremes 25
% Hazards 10	% Other (note) 5 (stressful environment)	
Are there any unusual requirements for your position? (Y/N) Yes		
If yes, please explain: Must be able to walk on rough terrain and steep slopes, and must be able to think and react efficiently in a highly stressful environment occasionally.		

IX. UNUSUAL / UNIQUE MENTAL REQUIREMENTS
Does your position require any unusual or unique mental requirements?
Must be able to keep your sanity in the midst of chaos occasionally, must be able to change plans immediately in cases of inclement weather changes, storms, accidents, emergencies, or any other condition that might pop up out of the blue and communicate with as many personnel as needed.

X. ADDITIONAL DATA/NOTABLE INFORMATION
Please identify any other information, which would help someone else understand your position more clearly:
Basically on call 24/7 unless on vacation, the sheriff department knows they can always call me if another super is not available when needed. Employees and townships also call after hours with concerns or emergencies that need to be dealt with. Also having a bridge inspector license makes me more aware of our bridges and other state and county bridges as I travel. Emergency management also relies on me for accurate demo records in case of litigation months down the road.

XI. SUPERVISOR'S REMARKS
<i>JDQ RESPONSES ARE ACCURATE AND COMPLETE/INCLUDE ALL ESSENTIAL ACCOUNTABILITIES PERFORMED.</i>

**TYPE IN YOUR NAME(S) AND EMAIL TO SUPERVISOR/DEPARTMENT HEAD. REMEMBER TO SAVE A COPY!**

EMPLOYEE SIGNATURE: <i>Randy Kull</i>	DATE: <i>7/21/12</i>
SUPERVISOR SIGNATURE: <i>Brian M. Udovich</i>	DATE: <i>7/24/12</i>
DEPARTMENT HEAD SIGNATURE: <i>Will Oken</i>	DATE: <i>7-26-12</i>
HUMAN RESOURCES DIRECTOR SIGNATURE: <i>Jim m Bel</i>	<i>8-6-12</i>

**JEFFERSON COUNTY  
EMPLOYEE COMPENSATION AND CLASSIFICATION PLAN**

**REQUEST FOR REVIEW FORM**

Name: Superintendents

Date: January 9, 2013

Title: Construction, Patrol, Operations Super.

Department: Highway

Signature: \_\_\_\_\_

***EMPLOYEES SUBMITTING A REVIEW AS A GROUP SHOULD COMPLETE A SEPARATE SHEET TO INCLUDE ALL NAMES AND SIGNATURES***

**I believe my position was incorrectly graded because:**

(If the basis of the review is additional responsibilities or significant changes to the position since the completion of the JDQ, please explain when the duties changed, the reason for the change, and from where the duties originated. If the duties came from another position, the employee must indicate from which position they were removed).

**We believe our positions were incorrectly graded because:**

We the superintendents of the Jefferson County Highway Department believe that our jobs have been placed in an incorrect pay grade... Some of the reasons are as follows.

1. In researching the counties that we were compared to, we found that the “comparable” counties were put into a higher pay grade and we were lowered a pay grade for reasons that remain unclear to us. Furthermore the point system used for us was not an accurate accounting for our job duties when all factors are taken into account.
2. We do have some comparisons with many other counties, however we are not strictly a maintenance county; we are a maintenance/construction county. Even when compared to surrounding maintenance counties we were on a lower pay grade. While the maintenance activities on our highway system are performed on a daily basis we believe the construction aspects were not even addressed. They include additional responsibilities and duties and we have to be capable of filling in for each other when someone is off so activities can resume without interruption.
3. When the construction portion is taken into consideration, there are many more aspects that need to be taken into account. Some of them are that you must have knowledge of various soils to know if they are either acceptable or not suitable for base material due to their compaction abilities. You must be proficient in reading blueprints and cross-sections, and take those readings, do calculations, and transfer those calculations to needed elevations on the job site. You must have knowledge of utilities, and understand their requirements. Upon the completion of the road base you must be knowledgeable in asphalt mixtures and order the correct blend. You must also calculate the correct tonnage that will be needed based on project requirements, and coordinate with various suppliers to have our crews pick up the material.
4. We feel we should be classified higher than the Parks Supervisor who only has two full time and three to nine monthly employees, and a VSO who has one full time employee and the rest are volunteers. We however on a daily basis are supervising over 50 employees, and at times must direct private contractors on job sites as well. We also are on call 24/7, and need to be available for a number of reasons including various emergency situations.
5. We feel the daily decisions we make not only have a monetary impact on the County, but also could have a tremendous impact on the safety of the traveling public. Making the correct decision for snow removal such as tons of salt used per lane mile, percent of brine to be included, and whether to use other agents such as calcium chloride, due to temperatures, winds, dew points etc. can, and do impact all who live and travel through our county. We keep roads open during floods, storms, accidents, and more, not only so emergency vehicles can get through but so all who travel our roadways can safely get to their destinations.
6. We feel we deserve to be placed in at least a pay grade 11 when the additional mentioned factors are taken into account.

Thank you for your consideration in this matter.

JEFFERSON COUNTY  
EMPLOYEE COMPENSATION AND CLASSIFICATION PLAN

REQUEST FOR REVIEW FORM

Name: Randy Kuhl  
Date: 12/31/12  
Title: Construction Superintendent  
Department: Highway  
Signature: Randy L Kuhl

**EMPLOYEES SUBMITTING A REVIEW AS A GROUP SHOULD COMPLETE A SEPARATE SHEET TO INCLUDE ALL NAMES AND SIGNATURES**

**I believe my position was incorrectly graded because:**

(If the basis of the review is additional responsibilities or significant changes to the position since the completion of the JDQ, please explain when the duties changed, the reason for the change, and from where the duties originated. If the duties came from another position, the employee must indicate from which position they were removed).

JEFFERSON COUNTY  
EMPLOYEE COMPENSATION AND CLASSIFICATION PLAN

REQUEST FOR REVIEW FORM

Name: Timm Punzel

Date: 12-31-12

Title: Operation Superintendent

Department: Highway

Signature: Timm Punzel

**EMPLOYEES SUBMITTING A REVIEW AS A GROUP SHOULD COMPLETE A SEPARATE SHEET TO INCLUDE ALL NAMES AND SIGNATURES**

**I believe my position was incorrectly graded because:**

(If the basis of the review is additional responsibilities or significant changes to the position since the completion of the JDQ, please explain when the duties changed, the reason for the change, and from where the duties originated. If the duties came from another position, the employee must indicate from which position they were removed).

JEFFERSON COUNTY  
EMPLOYEE COMPENSATION AND CLASSIFICATION PLAN

REQUEST FOR REVIEW FORM

Name: Russell Cooper  
Date: 12-31-12  
Title: Maintenance Superintendent  
Department: Highway  
Signature: R C C

**EMPLOYEES SUBMITTING A REVIEW AS A GROUP SHOULD COMPLETE A SEPARATE SHEET TO INCLUDE ALL NAMES AND SIGNATURES**

**I believe my position was incorrectly graded because:**

(If the basis of the review is additional responsibilities or significant changes to the position since the completion of the JDQ, please explain when the duties changed, the reason for the change, and from where the duties originated. If the duties came from another position, the employee must indicate from which position they were removed).

MANAGEMENT REVIEW FORM

Supervisor Review Section:

I certify that I have reviewed all factual information concerning this review.

Will O'Keefe *fo. - BMU*  
Name

HIGHWAY COMMISSIONER  
Position Title

1/10/13  
Date

Comments:

Department Head Review Section:

I certify that I have reviewed all factual information concerning this review.

Will O'Keefe  
Name

HIGHWAY Commissioner  
Position Title

1/10/13  
Date

Fiscal Impact:

Comments:

Human Resources Director Review Section:

I certify that I have reviewed all factual information concerning this review.

Jim O'Neil  
Name

HR Director  
Position Title

1-13-13  
Date

Comments:

I have reviewed & believe points 3-6 fall within the scope of the Review. However comparison to other County ranges do not



Duties the same

### JEFFERSON COUNTY JOB DESCRIPTION QUESTIONNAIRE (JDQ)

NAME: Michael Marasch TITLE: Maintenance worker II DATE: 7-15-12

DEPARTMENT: Maintenance WORK LOCATION: Courthouse/Sheriff's Dept.

PHONE: (920)674-7198

IMMEDIATE SUPERVISOR: Mark Miller SUPERVISOR'S TITLE: Director of Maintenance

TIME EMPLOYED IN CURRENT JOB TITLE: Years 11 Months \_\_\_\_\_

TIME EMPLOYED IN CURRENT DEPARTMENT: Years 11 Months \_\_\_\_\_

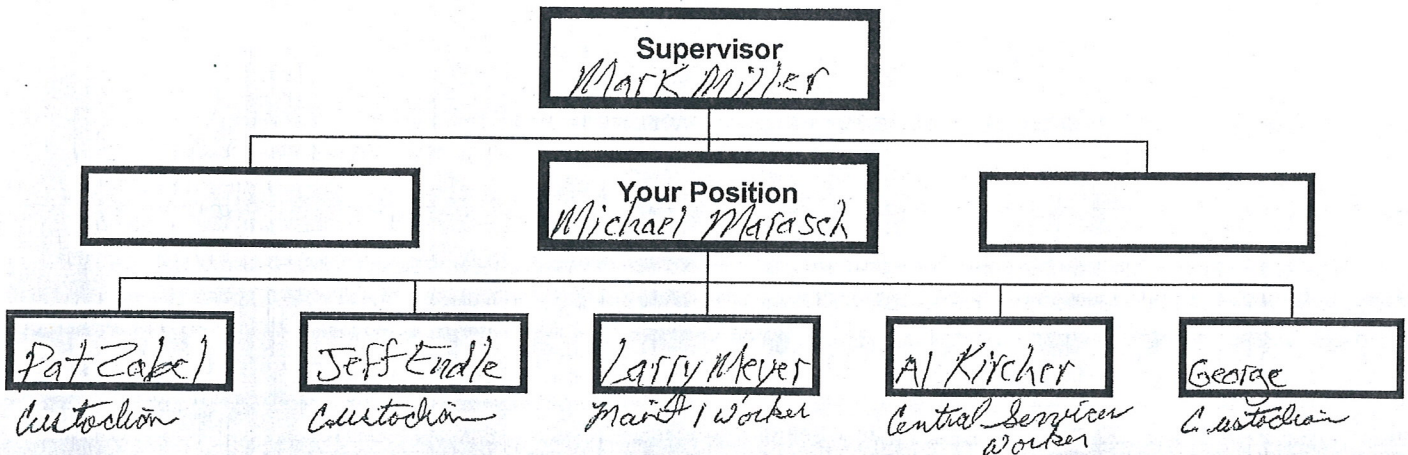
TOTAL EMPLOYMENT WITH CLIENT NAME: Years 11 Months \_\_\_\_\_

WORK HOURS (Start/Finish) \_\_\_\_\_

FULL TIME  REGULAR PART-TIME \_\_\_\_\_ (%) OTHER on call

#### OUTLINE OF ORGANIZATION CHART

Using the chart below, please fill in the job titles of (1) your immediate supervisor, (2) the jobs of employees you work with who also report to your supervisor and (3) the jobs of any employees you supervise. (If you prefer, attach a printed chart with the same information.)



**I. POSITION SUMMARY**

Briefly state why your position exists and what you consider its most important impact on the organization.

There are many pieces of equipment in both buildings that are "critical" to keeping the "doors open" and to "keep people safe." Heating boilers, Air conditioning, Air handlers, Elevators, Jail doors & Electronic controls, Plow Parking lots & sidewalks. If any of them fail, it is our job to get them fixed ASAP, to prevent people from being trapped, injured, or in an unsafe way.

**II. ESSENTIAL ACCOUNTABILITIES**

Please identify the essential accountabilities of your position, which should be the most important responsibilities of the job. Indicate the approximate percentage of time spent on each accountability annually. Then explain how the outcomes could be measured.

% of Time Spent	ESSENTIAL ACCOUNTABILITIES	HOW OUTCOMES COULD BE MEASURED
50%	Maintain All Jail Equipment daily. Doors, Lighting Relays, Servo Motors, Toilets, Sinks, Showers, Air conditioning, Heating Boilers, Hotwater boilers, Air controls, Door Relays, Card readers, Device Servers, Informer & Enforcer Computers, All call system, video cameras, DVR's, Drains, Generators, chiller tubes, Hotwater pumps, chilled water pumps, Wash machines, Dryers, Door Locks (Solenoids, mechanicals, Door position switches) Radio microphones, Bearings, water softeners, Kitchen Equipment, Exhaust Fans, Humidifiers, Air compressors, Air Handler Filters & greasing. Phone Key pads & Handsets. Pod-Huber & visitation booths. High & Low Voltage wiring.	Talk to the sergeants on the floor and ask them how we are doing. We also have to answer to them.  - Burn cards for access readers - - Retrieve information from Informer and Enforcer computers -

**II. ESSENTIAL ACCOUNTABILITIES (continued)**

Please identify the essential accountabilities of your position, which should be the most important responsibilities of the job. Then explain the expected outcomes of performing those duties, and how the outcomes are measured.

% of Time Spent	ESSENTIAL ACCOUNTABILITIES	HOW OUTCOMES COULD BE MEASURED
50%	<p>Maintain courthouse Equipment daily, operate and repair Emergency electrical generating. Boilers, air-conditioning &amp; ventilation equipment and controls. High voltage wiring. Low voltage wiring (category 6 computer lines) Phone system troubleshooting and cross connecting of phone lines. Clean evaporator and condenser coils. Changeout shaft bearings on condensers. Changeout air filters and grease air handlers. Install and "program" electronic door locks at entrance doors. Install and "program" wireless distress buttons (one in every room) Maintain plumbing fixtures, snake out sewer pipes. Prepare walls for painting install drywall &amp; mud. Performs building equipment and system repair on an "on call" basis. Replace bearings &amp; seals on electric motors. Install Ends on category "6" cables for computer system. Replace Key switches on the elevators. Fix mail machine. Replace or repair circulator pumps. Coordinate work loads and adjust priorities.</p>	<p>Look around, its warm in the winter, the heats working. its cool in the summer the A.C. is working. The lights are on, and when they go out, the generator comes on. The phones work, The doors function properly. There is not a time in this building, that I can even remember anything going wrong that had a substantial impact to the ability of normal functions and operations. We <u>always</u> get the job done, we have never once let this county down.....</p>

### III. FORMAL PREPARATION / EXPERIENCE

Please answer the following based on the most representative combination of formal preparation and relevant experience to qualify for position.

1. Formal preparation/education (or equivalent) necessary to qualify for the position.

- Graduate High school - Electronics background - Plumbing background - Some A.C. Experience - Experience snow removal

2. Relevant experience required to qualify for the position (number of years of relevant experience needed)

I'd say 2 years minimum Experience Electrical - Plumbing - Pneumatics - Sail locks training - Some A.C. - flow snow-

3. Note any other training/certifications, etc. which is needed for the position.

2 years MATE "Electronics" - Trane Air conditioning service school - I learned on the job 7 years with a licensed electrician High voltage wiring - Hazmat training also.

4. Please indicate additional education, experience or training that is desired for the position.

Refrigeration - Plumbing - copper - PVC - pneumatics - (Sail air controls) Ability to read schematics & troubleshoot electronic controls

5. Please indicate your education, experience, etc. that you have.

2 years MATE "Electronics" - Trane Air conditioning service school - 2 years on the job training with licensed electrician - Hazmat training - 11 years sail locks & control circuitry - 18 years as Facility Maintenance & snow removal - welding -

- Certified Forklift - Certified Hilti tools (Nailer training)

IV. JUDGMENTS MADE		
Please identify what you believe are the most important judgment you make in performing jobs.		
EXAMPLES OF JUDGMENTS	WHO, IF ANYONE, REVIEWS THESE JUDGMENTS	WHAT IS THE IMPACT OF THESE JUDGMENTS
Who will it impact?	#1 my boss	My judgement can at times be as critical as life or death. Safety is first and foremost, and we are always in the public eye, we work for them....
How will it impact them?	#2 The people who work here	
Is everyone going to be safe?	#3 The Public	
What can I do to fix it and or make it better?		

V. WORK RELATIONSHIPS	
Please identify the most typical work relationships of your position with other persons, functions or organizations, inside or outside of your own organization.	
TYPICAL WORK RELATIONSHIPS	PURPOSE OF THE RELATIONSHIP
Many times we work with outside contractors, we may have a service contract with them, or they may be called in when it is out of our league.	work in conjunction to accomplish common goal.
We may also work with Engineers on special projects (such as underground parking facility)	Share knowledge and communicate to ensure smooth, flawless operations of special projects and the safety of the public.

**VI. WORK ENVIRONMENT**

Please complete the following:

- Inside (sheltered) 75% (Summer)     Noise 10%     Travel required 5%  
 Outside work 70% (Winter)     Fumes, odors \_\_\_\_\_%  
 Temperature extremes 60% (Winter)     Hazards 50%     Other (note below) \_\_\_\_\_%  
*(Said)*

Are there any unusual physical requirements for your position?     Yes     No

If yes, please explain: *Must be in very good physical condition. Changing out heavy snow removal attachments - shoveling truck loads of Rock salt into barrels during winter*

**VII. PROBLEM SOLVING**

Please identify the typical types of problems you solve on a regular basis in performing your job. Also include information on who else may be involved in helping with problem resolution.

*On a daily basis we are required to troubleshoot locks, pneumatics, plumbing issues, and electrical controls. Different types of equipment can have different problems, that present in similar ways. We need to determine what type of issue is occurring, and apply the appropriate measure to fix the problem. Larry Meyer & Mark Miller*

### VIII. SUPERVISION / MANAGEMENT

Where it applies answer the following. Otherwise, put "Not Applicable" or "Don't Know".

Responsibility for others:

- a. Number of People: 5
- b. Their Position Titles: Maintenance I & Custodial (when my boss is gone)
- c. Which, if any, of the following do you perform?:
- |    |                              |                                     |
|----|------------------------------|-------------------------------------|
| 1. | Directly Supervise?          | <input checked="" type="checkbox"/> |
| 2. | Train / Instruct?            | <input checked="" type="checkbox"/> |
| 3. | Give Work Direction?         | <input checked="" type="checkbox"/> |
| 4. | Do Project Management?       | <input type="checkbox"/>            |
| 5. | Conduct Performance Reviews? | <input type="checkbox"/>            |
| 6. | Discipline?                  | <input type="checkbox"/>            |
| 7. | Hire?                        | <input type="checkbox"/>            |

Note assets, facilities, equipment or funds, if any, for which you have some degree of accountability:

Courthouse building & all equipment (parking lots & sidewalks)  
Sheriff's office / Jail & all equipment (parking lots & sidewalks)  
Drug Taskforce building & mechanicals  
Shooting Range building & mechanicals  
All tower site buildings, generators, and mechanicals

### IX. UNUSUAL / UNIQUE MENTAL REQUIREMENTS

Does your position require any unusual or unique mental requirements?

When an inmate is ~~threatening~~ you, you need to let it go in one ear & out the other.  
When an inmate is swearing at you, you need to let it go in one ear & out the other.  
When an inmate craps on the floor, or pukes all over, you need to ignore it & just clean it up.  
When an inmate is angry, you need to use Verbal Judo which "re-directs" their anger allowing you to "calm the situation" so they work "with you" to complete a job.

**X. ADDITIONAL DATA / NOTABLE INFORMATION**

Please identify any other information, which would help someone else understand your position more clearly:

We are all "on call" every 3<sup>rd</sup> week. In the winter we are here at 4 A.M. or earlier to plow multiple lots, and plow several blocks of sidewalk. The "on call" guy is in "early" and the other 2 guys get here a little later. Together we work as a team to ensure safe passage for employees and the general public of Jefferson County. Some days in the winter,  $\frac{2}{3}$  of our day may be spent on snow-removal, limiting the amount of available time left for our normal All other duties assigned & unassigned! repairs.

**XI. SUPERVISOR'S REMARKS**

I have reviewed this J.R.Q. and would like to add that Mike also attends meetings in the presence of my absence when required.



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[Empty rectangular box]

EMPLOYEE SIGNATURE : Michael Marsch DATE: 7-18-12  
ALTHOUGH I HAVE PROVIDED A REASONABLY COMPLETE DESCRIPTION OF MY JOB ON THIS FORM. I  
AM ALSO REQUESTING AN OPPORTUNITY TO MEET WITH A CONSULTANT.  YES  NO  
SUPERVISOR SIGNATURE : \_\_\_\_\_ DATE: \_\_\_\_\_  
DEPARTMENT HEAD SIGNATURE : Mark Miller DATE: 7-26-12

For clarification on the org. chart, other workers do not directly report to this position...they report to the manager. I would recommend that the education/experience requirement for this position be reviewed closely. I believe a HS diploma with additional vocational/tech courses and 3 – 5 years maintenance experience (or equivalent) is needed. This position does a lot of technical work that I don't feel can be picked up sufficiently with less training.

Terri M Palm, 7/30/12

## ATTACHMENT A

### Implementation of the 2012 Classification and Compensation pay plan

The Classification and Compensation Plan is to be implemented in the following manner:

1. Green-circled employees (employees whose current rate of pay is below the minimum of the recommended pay range) will go to the minimum step on December 30, 2012. If the minimum step is less than a step the employee would have received on their individual step-increase date (anniversary date), then the employee will move to the next step of the new pay plan effective the first day of the pay period following the employee's step-increase date. The employee's step-increase date does not change. This affects approximately 30 employees.
2. If the minimum step is greater than a step the employee would have received on their individual step-increase date, the employee receives no additional movement in steps in 2013, and December 30 becomes the employees' new step-increase date. This affects approximately 30 employees.
3. Red-circled employees (employees whose current rate of pay is above the maximum of the recommended pay range) will remain at the current rate of pay until the new pay plan is adjusted upward to the point the employee now is placed on the top step of the applicable range. This currently affects approximately 50 employees.
4. Employees who are currently in steps, and will continue to be in steps in the new pay plan, will, on their individual step-increase date, receive the next step in the current pay plan/range, and use this rate to be placed into the step that provides an increase in the new pay plan. This will be effective the first day of the pay period following the employee's step-increase date and the employee retains his/her current step-increase date. This affects approximately 170 employees.
5. Employees who are currently at the top step ("maxed out" in steps) will, on their **hire date**, be placed in the new pay plan at the step that provides an increase. This will be effective the first day of the pay period following the employee's step-increase date and the employee's hire date becomes the step-increase date for future step increases. This affects approximately 150 employees.
6. Employees in the old pay plan system who make a job change, including transferring to a position in the same classification with a different employment status (ie. Part-time to full-time), shall be placed into the new pay plan system at the step that provides an increase. The employee shall retain his/her current step-increase date. Where the employee was at the maximum step and is now eligible for step increases following the job change, a new anniversary date, effective the date of the job change, shall be established for purposes of future step increases.
7. Part-time employees who have not completed 2080 hours since his/her last step increase, and therefore are not eligible for a step-increase in 2013, shall be placed into the new pay plan at the step that provides an increase, effective December 29, 2013. The employee shall retain his/her current step-increase date.
8. Employees who entered the new pay plan in accordance with the aforementioned process, who requested and were successful in a review of their position, and whose hourly rate is less because of the review shall have his/her rate decreased accordingly effective the first payroll following the Human Resources Committee's approval of the Reviews. However, the employee shall not be required to repay any overpayment made while in the lower pay grade.
9. If the implementation plan should conflict with provisions of the Personnel Ordinance, the implementation plan shall control.

Dated: December 11, 2012  
Revised February 27, 2013

## Terri Palm

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**From:** Don Hunter  
**Sent:** Wednesday, February 27, 2013 11:13 AM  
**To:** Terri Palm  
**Cc:** Jeff Parker  
**Subject:** HR Committee Appeal

Terri,

On behalf of the 15 JESO Sergeants, I am respectfully requesting to be taken off of the agenda for the HR Committee Meeting scheduled for tonight. At this time, the Sergeants do not wish to pursue any additional appeal on our job classification.

Respectfully,

**Det. Sgt. Donald C. Hunter**  
**Jefferson County Sheriff's Office**  
**411 South Center Avenue**  
**Jefferson, WI 53549-1703**  
**P 920.674.7317**  
**F 920.674.7126**  
**C 920.285.5250**  
[donh@jeffersoncountywi.gov](mailto:donh@jeffersoncountywi.gov)

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TO: Human Resources Committee  
FROM: Tammie Jaeger  
DATE: February 21, 2013  
SUBJECT: Appeal for the Administrative Specialist II position in Administration

Thank you for giving me the opportunity to discuss the attached appeal that was done for the Administrative Specialist II position in the Administration Office.

I submitted my appeal to Carlson Dettman and it included comparison's to private sector market data. According to the information we received from Carlson Dettman, all non-exempt position evaluations would be weighted using 75% from published sources. I felt that the information I included was an appropriate comparison.

This position reports to the top management in Jefferson County. I believe that my position has more countywide responsibility and greater judgment verses the departmental responsibilities that the other positions have that are classified in grade 5. I am comparing the Administrative Specialist II position in the Sheriff's Office with mine specifically because we were also given the exact job title. I can understand that when comparing the job description questionnaires for the two Administrative Specialists it may seem that the job duties are similar. I will highlight the reasons that may help clarify why my position warrants a higher level of responsibility and judgment.

#### **Jefferson County Website Duties**

There is a staff member designated in many departments to "manage" their own web page. That is the case in the Sheriff's Office position. My position in Administration controls the content for the entire website for Jefferson County. I have authority to access all areas of the web, make corrections, post material, monitor the entire website for broken links, spelling errors and suggest improvements for other department webpages. My duties also include working with other departments to coordinate current ideas and information that can be featured on the home page. My position has sole authorization to control the content on the entire County website requiring greater responsibility than managing a single departmental webpage as the other position does.

#### **Graphic Design Duties**

I create Graphic Design Modules and Headers to be used on the County website. These modules are created with a complex graphics program. This is NOT the same as uploading a picture to the webpage and requires a higher degree of skill and education. I have included a print out of our home page so that you can see some of the web design modules that have been created, as well as all of the content areas that this position is responsible for.

#### **Jefferson County Employee Website Duties**

I post information for employees. There are only two employees who have authorization to post information on the Employee Web Page, the Human Resources Director and me.

#### **Preparing Agendas and Minutes**

I am concerned that the responsibility for preparing agendas and minutes was not clear. I want to point out that there are many departments that prepare an agenda for their own meetings on a monthly basis. My position is different because it is responsible for collecting and reviewing agendas for ALL county meetings, including agendas that we need to post for outside agencies. These agendas are included in the weekly meeting notice that goes out each week in order to meet the Open Meetings Law requirements. This includes compiling the County Board meeting agenda, reviewing the agendas, giving notice to the press, preparing, organizing and "bookmarking" supplemental information relating to the meetings and making sure that the meeting minutes are up-to-date on the web. I also post this information on the website and am the only person authorized to do so.

I rely on extensive experience and judgment to plan and accomplish goals countywide.

Thank you for the opportunity to discuss my position.

I would like to address the Committee on the decision making question that was asked by Mr. Schroeder at yesterday's meeting. Being distracted by the Union affiliation question, and whether or not I was paid for my Union position, caught me off guard. Wondering if I was going to be penalized for answering "yes" to that question, left me unsure as to what was being asked and how to answer in regards to the decision making question that followed.

I am making decisions every day, all day long. Working independently and being self-sufficient in my office, the right decision being made by my position is crucial to future department planning and function.

I have at a minimum 600 detailed time cards to process in a payroll period, upwards to an additional 200 depending on weekend work. Samples of my daily decisions to be made, in regards to time cards, are:

Do I have time cards for all employees? If not, I need to locate the cards. Are they properly filled out? Do they have equipment written down? Is the equipment they have listed, warranting a pay premium? Is the employee filling in for a lead worker, warranting a pay premium? Is the employee showing he worked in a 65 mph zone, warranting a pay premium? Is the Highway Worker doing winter maintenance, warranting a pay premium? Or is that Highway Worker doing winter maintenance in a 65 mph zone warranting an additional premium? Is the employee due for a step increase? If an employee was off work and using vacation, comp, or sick time, does he have the hours needed for time recorded? At what rate of pay will his comp hours be paid? Is this Workers Comp or FMLA time? Are the time cards showing proper signatures by employees and supervisors? Once those questions have been answered, decisions made, and any problems resolved, I decide what jobs to charge so that costs are properly accounted for. The job costing was part of my presentation yesterday.

When the phone rings or someone enters the Commissioner's building. My decisions are: Is this an emergency? Can I assist this individual? Does this individual require a supervisor's attention, and if so, who would best be able to assist this person?

## GENERAL:

- Public Comment. Because of the time restrictions per each review, anyone wishing to speak on behalf of a review should sign in for public comment, including managers/department heads.

## EMPLOYEE:

- Employees will be allowed five (5) minutes to explain to the Committee your reason for believing that your position was not properly rated. If more than one person submitted a review request for the same position you will need to select one person to talk on behalf of everyone in that position.
- An additional 5 minutes will be set aside for the Committee to ask questions of either the employee or of the Carlson Dettmann representative.
- Employees should focus on the JDQ, including areas of decision making (impacts of judgment, extent of decision making, nature of decisions), thinking challenges and problem solving (context and complexity of challenges and problems), interactions and communications and work environment.
- Employees should NOT bring in new information that was not presented in the original JDQ or request for review. In other words, please do not present info that Carlson Dettmann did not have to make their evaluation.
- The Review process focuses on job duties and not on policy issues such as market comparisons, pay structure and pay plan implementation and related policies.

## COMMITTEE:

The purpose of the classification and compensation study is to properly rate each classification, should be made on the level of the five point factors (formal preparation/experience, decision making, problem solving, interactions/communications and work environment) needed for the position. Decisions should not take into consideration the background, experience or performance of the individual holding the position.

After all the employees present their review, the Committee will consider each one, discuss, may ask more questions, and reach a conclusion in concurrence with the Carlson Dettmann representative. For example, if the Committee agrees that a particular factor should be rated higher, CD would either justify the rating change and/or inform the committee that an increase in one particular factor either did or did not change the points enough to make a grade change.



**JEFFERSON COUNTY**

**RECOMMENDED 2013 STRUCTURE - HOURLY FORMAT**

Grade	Minimum					Control Point					Maximum
	87.5%	90.0%	92.5%	95.0%	97.5%	100.0%	102.5%	105.0%	107.5%	110.0%	112.5%
	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10	Step 11
22	\$48.25	\$49.63	\$51.00	\$52.38	\$53.76	\$55.14	\$56.52	\$57.90	\$59.28	\$60.65	\$62.03
21	\$46.52	\$47.84	\$49.17	\$50.50	\$51.83	\$53.16	\$54.49	\$55.82	\$57.15	\$58.48	\$59.81
20	\$44.77	\$46.05	\$47.33	\$48.61	\$49.89	\$51.17	\$52.45	\$53.73	\$55.01	\$56.29	\$57.57
19	\$43.04	\$44.27	\$45.50	\$46.73	\$47.96	\$49.19	\$50.42	\$51.65	\$52.88	\$54.11	\$55.34
18	\$41.31	\$42.49	\$43.67	\$44.85	\$46.03	\$47.21	\$48.39	\$49.57	\$50.75	\$51.93	\$53.11
17	\$39.57	\$40.70	\$41.83	\$42.96	\$44.09	\$45.22	\$46.35	\$47.48	\$48.61	\$49.74	\$50.87
16	\$37.84	\$38.92	\$40.00	\$41.08	\$42.16	\$43.24	\$44.32	\$45.40	\$46.48	\$47.56	\$48.65
15	\$36.10	\$37.13	\$38.17	\$39.20	\$40.23	\$41.26	\$42.29	\$43.32	\$44.35	\$45.39	\$46.42
14	\$34.37	\$35.35	\$36.33	\$37.32	\$38.30	\$39.28	\$40.26	\$41.24	\$42.23	\$43.21	\$44.19
13	\$32.63	\$33.56	\$34.49	\$35.43	\$36.36	\$37.29	\$38.22	\$39.15	\$40.09	\$41.02	\$41.95
12	\$30.90	\$31.78	\$32.66	\$33.54	\$34.43	\$35.31	\$36.19	\$37.08	\$37.96	\$38.84	\$39.72
11	\$29.16	\$30.00	\$30.83	\$31.66	\$32.50	\$33.33	\$34.16	\$35.00	\$35.83	\$36.66	\$37.50
10	\$27.43	\$28.22	\$29.00	\$29.78	\$30.57	\$31.35	\$32.13	\$32.92	\$33.70	\$34.49	\$35.27
9	\$25.69	\$26.42	\$27.16	\$27.89	\$28.63	\$29.36	\$30.09	\$30.83	\$31.56	\$32.30	\$33.03
8	\$23.96	\$24.64	\$25.33	\$26.01	\$26.70	\$27.38	\$28.06	\$28.75	\$29.43	\$30.12	\$30.80
7	\$22.23	\$22.86	\$23.50	\$24.13	\$24.77	\$25.40	\$26.04	\$26.67	\$27.31	\$27.94	\$28.58
6	\$20.49	\$21.08	\$21.66	\$22.25	\$22.83	\$23.42	\$24.01	\$24.59	\$25.18	\$25.76	\$26.35
5	\$18.75	\$19.29	\$19.82	\$20.36	\$20.89	\$21.43	\$21.97	\$22.50	\$23.04	\$23.57	\$24.11
4	\$17.02	\$17.51	\$17.99	\$18.48	\$18.96	\$19.45	\$19.94	\$20.42	\$20.91	\$21.40	\$21.88
3	\$15.06	\$15.49	\$15.92	\$16.35	\$16.78	\$17.21	\$17.64	\$18.07	\$18.50	\$18.93	\$19.36
2	\$13.33	\$13.71	\$14.09	\$14.47	\$14.85	\$15.23	\$15.61	\$15.99	\$16.37	\$16.75	\$17.13
1	\$11.80	\$12.13	\$12.47	\$12.81	\$13.14	\$13.48	\$13.82	\$14.15	\$14.49	\$14.83	\$15.17

Control Points (Step 6s) for Grades 4 through 22 have been derived from the median market regression line of best fit, and trended forward 1%, to be effective January 2013.

The Control Points (Step 6s) for Grade 1, 2, and 3 have been created by maintaining consistent midpoint progressions between grades.

All step amounts have been rounded to the nearest penny.