

## Agenda

**Human Resources Committee  
Jefferson County Courthouse  
311 S Center Ave, Room 112  
Jefferson, WI 53549**

**June 17, 2014 @ 8:30 a.m.**

Committee Members: James Braugler, Chair; Greg David, Secretary; Jim Mode, Vice-Chair;  
Paul Babcock; and Michael Wineke

1. Call to order
2. Roll call (establish a quorum)
3. Certification of compliance with the Open Meetings Law
4. Review of the Agenda
5. Citizen comments
6. Approval of May 20, 2014 minutes
7. Communications
8. Monthly Financial Report
9. Review of Retirement Recognitions
10. Report of Reclassification results for 2015 budget
11. Report of New hires starting above minimum step and/or benefits
12. Review of Compression Analysis report for Highway Lead workers and possible action to adjust wages and/or benefits
13. Review of Compression Analysis report for Sergeants
14. Consideration and possible action to amend Personnel Ordinance HR0340, Application of Pay Plan to Positions, to provide an exception to the general rule of pay progression
15. Set Next Meeting Date and Agenda
16. Adjournment

**Next scheduled meeting: July 15, 2014**

The Committee may discuss and/or take action on any item specifically listed on the agenda

**Individuals requiring special accommodations for attendance at the meeting should contact the County Administrator 24 hours prior to the meeting at 920-674-7101 so appropriate arrangements can be made.**

**HUMAN RESOURCES COMMITTEE  
MEETING MINUTES  
May 20, 2014 @ 8:30am  
Jefferson County Courthouse, Room 112**

1. Meeting called to order at 8:30am by J. Braughler.
2. Present: J. Braughler, P. Babcock, J. Mode, M Wineke at 8:32am. Excused: G. David. Quorum established. Others Present: B. Wehmeier, T. Palm, P. Ristow, J. Schroeder, B. Block, K. Cauley, B. Frank, G. Koeppel, D. Hummel, J. Kottwitz.
3. Certification of compliance with the Open Meetings Law by B. Wehmeier.
4. Election of Chair. J. Mode nominated and motioned J. Braughler for Chair, second by P. Babcock. Motion carried 4:0. Election of Vice Chair. P. Babcock nominated and motioned for J. Mode for Vice Chair, second by J. Braughler. Motion carried 4:0. Election of Secretary. J. Mode nominated and motioned G. David for Secretary, second by P. Babcock. Motion carried 4:0.
5. Agenda reviewed with no changes.
6. Citizen Comments. County Board Chair, J. Schroeder, wished the committee well during the next term, understanding the challenges they face. B. Block from Highway spoke on wages of Lead Workers and Equipment Operators, indicating compression with Highway Workers and requested to have Equipment Operators moved from Grade 4, step 11 to Grade 5, step 7.
7. Motion by J Mode, second by P Babcock to approve April 15, 2014 minutes. Motion carried 4:0.
8. Communications. Email from Supervisor David was read, indicating his regrets of not being able to attend the meeting. The written request to create a Comprehensive Community Services Supervisor in Human Services was distributed.
9. Review of HR Report. (provided in packet)
  - a. Monthly accomplishments and goals
  - b. Review of the Human Resources Committee's authority (Personnel Ordinance HR0145)
  - c. Listing of popular Human Resources (HR) acronyms
  - d. Seventeen Vacant position and 2 emergency help requests
  - e. Nine Reclassification requests affecting 23 employees
  - f. One new hires starting above minimum
10. Review of Monthly Financial Report. Explanations for two line items that were over budget for Year-to-Date included an advertising package that was pre-paid for the year as well as a \$10,000 payment for labor negotiation consultant for the month of January. There should be little if any further expense in 2014 for labor negotiations.
11. Motion by M. Wineke, second by P. Babcock, to recommend to County Board a resolution to eliminate a full-time, vacant Comprehensive Community Services (CCS) Facilitator and create a full-time, CCS Supervisor position. Motion carried 4:0.
12. Review of pay compression analysis between sworn positions at the Sheriff's Department. A review was provide to the committee regarding the history of pay increases and WRS/Health contributions since 2010 as

the result of union negotiations, Board action and the pay plan study, and the effect on all county employees. It was noted that a compression analysis was in the process of being conducted by a consultant, and the analysis with a recommendation would be available by the June committee meeting.

13. Review of pay compression between Highway Lead workers and Highway/Equipment Operators. History was provided on the pay plan for highway workers prior to the compensation/classification study and the placement after the study and the appeal process. Committee requested staff to do compression analysis and report back at a future meeting.
14. Consideration of wages and benefits for sworn, non-represented staff of Sergeants, Captains, and Chief Deputy. No action taken, pending compression analysis review.
15. Consideration of wages for Highway Lead Workers. No action taken, pending compression analysis review.
16. Discussion of Personnel Ordinance HR0340, Application of Pay Plan to Positions. Committee requested staff to draft ordinance language amending HR0340 to allow exception to the general rule of pay progression and report back at future meeting.
17. Consideration of amendment to the Jefferson County's Affirmative Action and Equal Employment Opportunity Policy. Motion by J. Mode, second by M. Wineke, to amend the County's AA/EEO policy with updated information and provide Committee final draft at next meeting. Motion carried 4:0.
18. Motion by J. Mode, second by P. Babcock, to convene into closed session pursuant to Wisconsin State Statues Section 19.85(1)(f), consideration of an employee's specific medical history as it relates to a leave of absence request. All present responding "Aye", 4:0. Moved into closed session at 9:51am. Note: also present were T. Palm, P. Ristow, B. Wehmeier.
19. Motion by P. Babcock, second by J. Mode, to reconvene into open session. All present responding "Aye", 4:0. Moved into open session at 10:05a.m.
  - a. Motion by J. Mode, second by P. Babcock, to approve the leave of absence request through May 27, 2014 as requested and will reconsider an extension providing the additional written request and proper medical documentation is provided timely. Motion carried 4:0.
20. The 2014-2015 Human Resources Committee meeting schedule will remain the third Tuesday of the month at 8:30am. Next meeting set for June 17, 2014 at 8:30am to include potential items of reclass language for elected officials, uniform allowance language, classification of interpreters and other possible positions, consideration of voluntary benefit changes/additions, review of highway lead and sergeant compression issues and review of heavy equipment differential at Highway.
21. Motion by P. Babcock, second by J. Mode, to adjourn. Meeting adjourned at 10:10am.

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Human Resources Committee Secretary

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Date

Human Resources  
41

Date Ran 5/22/2014  
Period 4  
Year 2014

Revenues

Acct Number	Description	Current Period Actual	Current Period Budget	YTD Actual	YTD Budget	Prorated Variance	Total Budget	Annual Remaining	Percentage Of Budget
									#DIV/0!
451002	PRIVATE PARTY PHOTOCOPY	-	(3.33)	-	(13.33)	13.33	(40.00)	(40.00)	0.00%
451034	BADGE REPLACEMENT FEE	-	(2.50)	(5.00)	(10.00)	5.00	(30.00)	(25.00)	16.67%
451200	RECORDS & REPORTS	-	(4.17)	-	(16.67)	16.67	(50.00)	(50.00)	0.00%
<b>Totals</b>		-	(10.00)	(5.00)	(40.00)	35.00	(120.00)	(115.00)	4.17%

Expenditures

Acct Number	Description	Current Period Actual	Current Period Budget	YTD Actual	YTD Budget	Prorated Variance	Total Budget	Annual Remaining	Percentage Of Budget
									#DIV/0!
511110	SALARY-PERMANENT REGULAR	16,186.81	16,768.42	60,202.16	67,073.67	(6,871.51)	201,221.00	141,018.84	29.92%
511210	WAGES-REGULAR	-	2,195.25	-	8,781.00	(8,781.00)	26,343.00	26,343.00	0.00%
511240	WAGES-TEMPORARY	-	-	30.63	-	30.63	-	(30.63)	#DIV/0!
511310	WAGES-SICK LEAVE	119.49	-	3,819.93	-	3,819.93	-	(3,819.93)	#DIV/0!
511330	WAGES-LONGEVITY PAY	-	31.58	-	126.33	(126.33)	379.00	379.00	0.00%
511340	WAGES-HOLIDAY PAY	751.36	-	1,800.80	-	1,800.80	-	(1,800.80)	#DIV/0!
511350	WAGES-MISCELLANEOUS(COMP)	22.66	-	228.52	-	228.52	-	(228.52)	#DIV/0!
512141	SOCIAL SECURITY	1,245.45	1,413.67	4,817.95	5,654.67	(836.72)	16,964.00	12,146.05	28.40%
512142	RETIREMENT (EMPLOYER)	1,195.75	1,329.67	4,623.54	5,318.67	(695.13)	15,956.00	11,332.46	28.98%
512144	HEALTH INSURANCE	4,757.87	5,116.25	18,513.07	20,465.00	(1,951.93)	61,395.00	42,881.93	30.15%
512145	LIFE INSURANCE	8.95	8.92	35.80	35.67	0.13	107.00	71.20	33.46%
512173	DENTAL INSURANCE	327.65	315.00	1,245.35	1,260.00	(14.65)	3,780.00	2,534.65	32.95%
521218	ARBITRATOR	-	66.67	-	266.67	(266.67)	800.00	800.00	0.00%
521219	OTHER PROFESSIONAL SERV	1,045.00	2,078.33	4,180.00	8,313.33	(4,133.33)	24,940.00	20,760.00	16.76%
521220	CONSULTANT	-	1,125.00	-	4,500.00	(4,500.00)	13,500.00	13,500.00	0.00%
521225	SECTION 125	347.76	400.00	1,932.60	1,600.00	332.60	4,800.00	2,867.40	40.26%
521226	ERGONOMICS	-	41.67	-	166.67	(166.67)	500.00	500.00	0.00%
521227	POSITION CLASSIFICATIONS	-	208.33	-	833.33	(833.33)	2,500.00	2,500.00	0.00%
521228	LABOR NEGOTIATIONS	-	833.33	11,275.70	3,333.33	7,942.37	10,000.00	(1,275.70)	112.76%
521229	RECRUITMENT RELATED	7.72	125.00	697.40	500.00	197.40	1,500.00	802.60	46.49%
521296	COMPUTER SUPPORT	-	331.50	3,855.03	1,326.00	2,529.03	3,978.00	122.97	96.91%
531303	COMPUTER EQUIPMT & SOFTWA	-	350.00	535.00	1,400.00	(865.00)	4,200.00	3,665.00	12.74%
531311	POSTAGE & BOX RENT	37.02	29.17	114.96	116.67	(1.71)	350.00	235.04	32.85%
531312	OFFICE SUPPLIES	27.90	110.83	836.05	443.33	392.72	1,330.00	493.95	62.86%
531313	PRINTING & DUPLICATING	76.86	83.33	280.12	333.33	(53.21)	1,000.00	719.88	28.01%
531323	SUBSCRIPT TAX,LAW & OTHER	-	594.58	-	2,378.33	(2,378.33)	7,135.00	7,135.00	0.00%
531324	MEMBERSHIP DUES	-	62.92	380.00	251.67	128.33	755.00	375.00	50.33%
531326	ADVERTISING	77.23	-	77.23	-	77.23	-	(77.23)	#DIV/0!
532325	REGISTRATION	160.00	153.33	320.00	613.33	(293.33)	1,840.00	1,520.00	17.39%

532332	MILEAGE	-	80.83	61.04	323.33	(262.29)	970.00	908.96	6.29%
532334	COMMERCIAL TRAVEL	-	66.67	-	266.67	(266.67)	800.00	800.00	0.00%
532335	MEALS	-	25.00	21.09	100.00	(78.91)	300.00	278.91	7.03%
532336	LODGING	-	153.33	70.00	613.33	(543.33)	1,840.00	1,770.00	3.80%
532339	OTHER TRAVEL & TOLLS	-	-	21.00	-	21.00	-	(21.00)	#DIV/0!
532350	TRAINING MATERIALS	-	375.00	796.80	1,500.00	(703.20)	4,500.00	3,703.20	17.71%
533225	TELEPHONE & FAX	33.23	25.00	63.17	100.00	(36.83)	300.00	236.83	21.06%
571004	IP TELEPHONY ALLOCATION	43.17	43.17	172.68	172.67	0.01	518.00	345.32	33.34%
571005	DUPLICATING ALLOCATION	15.92	15.92	63.68	63.67	0.01	191.00	127.32	33.34%
571009	MIS PC GROUP ALLOCATION	480.17	480.17	1,920.68	1,920.67	0.01	5,762.00	3,841.32	33.33%
571010	MIS SYSTEMS GRP ALLOC(ISIS)	220.50	220.50	882.00	882.00	-	2,646.00	1,764.00	33.33%
591519	OTHER INSURANCE	93.36	99.83	373.44	399.33	(25.89)	1,198.00	824.56	31.17%

Totals	27,281.83	35,358.17	124,247.42	141,432.67	(17,185.25)	424,298.00	300,050.58	29.28%
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Other Financing Sources (Uses)

Acct Number	Description	Current Period Actual	Current Period Budget	YTD Actual	YTD Budget	Prorated Variance	Total Budget	Annual Remaining	Percentage Of Budget
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#DIV/0!

#DIV/0!

Totals	-	-	-	-	-	-	-	-	#DIV/0!
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Total Business Unit	27,281.83	35,348.17	124,242.42	141,392.67	(17,150.25)	424,178.00	299,935.58	29.29%
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	<b>DEPARTMENT</b>	<b>Job Title</b>	<b>End Date</b>	<b>Start Date</b>		<b>Years</b>	<b>Months</b>
Werner, Deborah	JCSO	Accounting Assistant I	5/2/2014	2/17/1989	25.20	25.00	2.00
Ristow, Philip**	Corp. Counsel	Corporation Counsel	6/20/2014	4/1/1996	18.20	18.00	2.00
Lins, Judith A.***	JCSO	Administrative Ass't II	5/1/2014	2/10/1998	16.20	16.00	2.00
Scheele, Scott	JCSO	Deputy	6/1/2014	1/8/1991	23.40	23.00	5.00
					0.00	0.00	0.00
					0.00	0.00	0.00
					0.00		0.00
					0.00		
					0.00	82.00	11.00
					0.00		
					0.00		

\*\*Had 2  
dates of  
employ.

\*\*\*NOT ALL FULL-TIME  
EMPLOYMENT



## JEFFERSON COUNTY HUMAN RESOURCES

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TERRI PALM KOSTROSKI  
Director - Human Resources

ELLEN M. BRAATZ  
Benefits Administrator

TONIA MINDEMANN  
Human Resources Specialist

To: Human Resources Committee

From: Terri Palm, Human Resources Director

Date: June 12, 2014

RE: Reclassifications and New Hires

### **Reclassification Requests:**

Attached are Carlson Dettmann's reclassification recommendations for the eight positions requesting reclassification, as well as a report on the pay compression analysis for the sergeants and the Highway Lead workers. The annual cost for to implement the recommendations is \$10,525.95 for the reclassifications and \$15,956.84 for step movement for the Lead Highway workers. These figures are inclusive of pay, WRS and FICA.

**New Hires starting above minimum:** Kim Eggers accepted the offer as Safety Coordinator, effective June 2, 2014. He comes to the County with over 18 years' safety-related experience and started at Step 3 of the appropriate Grade 8, or at \$52,686.40 annually. In addition, 40 hours of vacation were provided in 2014.

# Carlson Dettmann Consulting, LLC

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## MEMORANDUM

**Date:** June 4, 2014  
**To:** Terri Palm, Human Resources Director  
**From:** Katie McCloskey, Senior Human Resources Consultant  
**Re:** Classification Responses

Jefferson County asked Carlson Dettmann Consulting (CDC) to conduct a classification review of eight positions. A reclassification form and an updated JDQ for each of the positions were submitted for our review. The request is for a recommendation for a classification evaluation and recommendation for appropriate placement onto the County's non-represented pay scale. Below are our recommendations.

### **Chief Deputy Clerk (County Clerk's Office)**

The information provided focused on the increased responsibilities this position has absorbed due to the fact that Jefferson County, along with a few other Counties, has taken on the responsibility of programming the Election Software rather than outsourcing those responsibilities to the vendor. According to the information provided this position is the primary position assigned to these programming responsibilities. Based on the information provided, we applied our point factor evaluation system. The points for this position increased and moved the position into the next grade. Based on this change in points, it is our recommendation this position be moved from a **Grade 5** to a **Grade 6**. There was also a request for the title of this position be changed from Chief Deputy Clerk to Chief Deputy Clerk/Election Software Programmer. It is our recommendation the title be changed for this position to the title requested.

### **Administration/Election Clerk Deputy (County Clerk's Office)**

The information provided focused on the additional responsibilities this position has absorbed due to the changes in Wisconsin Law, GAB Administrative rules, and additional policies adopted by the County Board. A thorough review of the newly updated JDQ and additional documents was conducted. Based on this information, we applied our point factor evaluation system. The points for this position increased, but did not result in the position being move into the next grade. Therefore it is our recommendation this position remain classified in a **Grade 3**.

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# Carlson Dettmann Consulting, LLC

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## **Public Health Nurse (Jail), (Health Dept)**

The information provided focused on the hiring of a LPN for which the Jail Public Health Nurse provides lead responsibilities, but does not have full supervisory responsibilities over. The information also focused on the fact this is the only Registered Nurse position in the jail and, therefore, the position has responsibility for developing, rewriting, and medical policies, procedures and protocols for the Jail. The information provided indicates this has always been a responsibility of the position, but now that there is LPN support this position is now provided more time to complete these other job responsibilities. Based on this information, we applied our point factor evaluation system. The points for this position increased, but did not result in the position being move into the next grade. It is our recommendation this position remain in a **Grade 8**.

## **Transportation Coordinator (ADRC)**

The information provided focused primarily on the hiring of three paid part-time drivers for which this position now provides lead responsibilities, implementation of a new scheduling program for which this position must enter the data, and the responsibility of collecting and entering co-payments. A thorough review of the newly updated JDQ and additional documents was conducted. Based on this information, we applied our point factor evaluation system. The points for this position increased, but did not result in the position being move into the next grade. It is our recommendation this position remain in a **Grade 3**.

## **Administrative Assistant II (Economic Development)**

The information provided focused primarily on the additional responsibility this position has taken on in regard to administering the Home Buyers Education Program. The JDQ indicates this new responsibility now encompasses close to 50% of the position. The position has also taken on more responsibility in regard to the economic development grant programs. A thorough review of the newly updated JDQ and additional documents was conducted. Based on this information, we applied our point factor evaluation system. The points for this position increased and move the position into the next grade. Based on this change in points, it is our recommendation this position be moved from a **Grade 3** to a **Grade 4**. Based on these job change responsibilities, the County may want to consider a title change for this position. A suggestion would be Economic Development Program Assistant.

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# Carlson Dettmann Consulting, LLC

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## **Economic Support Supervisor (Human Services)**

The information provided focused on the additional responsibilities absorbed by this position due to the implementation of the Affordable Care Act and coordination of Healthcare access for all citizens. According to the information provided, this position is now required to be knowledgeable and make judgments in regard to the policies and processes directly related to the coordination of Badgercare eligibility and the Federally Funded Marketplace. This involves interpretation of tax forms and tax filings and training responsibilities in this regard. These responsibilities now extend to agents in multiple counties. A thorough review of the newly updated JDQ and additional documents was conducted. Based on this information, we applied our point factor evaluation system. The points for this position increased and move the position into the next grade. Based on this change in points, it is our recommendation this position be moved from a **Grade 9** to a **Grade 10**.

## **Economic Support Manager (Human Services)**

The information provided focused on the additional responsibilities absorbed by this position due to the implementation of the Affordable Care Act and coordination of Healthcare access for all citizens, responsibility for the Federally Certified Application Counselor who assist with applications and makes decisions effecting individuals future medical care and tax liabilities, and responsibility for coordination of the Jefferson County Regional Enrollment Network. Based on this information, we applied our point factor evaluation system. The points for this position increased and move the position into the next grade. Based on this change in points, it is our recommendation this position be moved from a **Grade 12** to a **Grade 13**.

## **Maintenance Worker (Fair Parks)**

The information provided focused on the broad range of knowledge and responsibilities required of this position and the lead responsibilities this position has in regard to part-time workers, volunteers, and Huber release workers. The information focused on the large amount of attendees at numerous weekend events and the week of the fair and the variety of facilities and equipment the individual in this position must maintain. Based on this information, we applied our point factor evaluation system. The points for this position increased and moved the position up two grades. Based on this change in points, it is our recommendation this position be moved from a **Grade 2** to a **Grade 4**.

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**CARLSON**  
**DETTMANN**  
CONSULTING

June 7, 2014

**MEMORANDUM**

**TO:** Terri M. Palm

**FR:** Charlie Carlson

**RE:** Sergeant Classification Review

Fifteen Sheriff's Department Sergeants from the four divisions in the department requested a review of their position classification, and the County has asked for our recommendation on their request. The Sergeant classification is currently allocated to Grade 9, and they are requesting movement to Grade 11. The basis for their evaluation request is that the job documentation provided now is more accurate and up-to-date than their original documentation. They indicated that a number of the Sergeants were new to their positions during the original study and can now offer a better description of their responsibilities.

Management in the Department concurs and support this request. The Chief Deputy stated in his supporting memorandum:

I fully concur with the Sergeants assessment and disagreement of their current pay grade classification ranking of pay grade 9. In comparison to other supervisory positions that have been rated at one and even two pay grades higher, I do not feel that the Sergeants have been properly placed within the pay grade classification scale/system. It is my feeling that based on the information that I have been provided as well as comparing this information to other County Supervisory positions that the current pay grade of the Sergeants falls closer to a category 11 pay grade in many of the grading criteria. Currently we see a two-step separation between Captains (Grade 13) and Chief Deputy (Grade 15). Our organization does not have lieutenants therefore our first line supervisors are tasked with many administrative duties that normally would be given to a lieutenant utilizing the rank structure that is common within many law enforcement organizations.

The Chief Deputy further notes when the study was conducted, we considered the Sergeant classification access to overtime as an unfair reason for allocating them to Grade 9.

Every public employer with law enforcement officers seems to struggle with how to compensate law enforcement supervisory ranks. The problem is that Sergeants, if they are first line supervisors, tend to both supervise and perform line office functions. When they work shoulder to shoulder with rank-and-file officers, including many of the same hours, it is difficult to not pay them overtime rates of pay. As such, it is also difficult to say that they should be evaluated as solely supervisors. Thus, it is not the overtime pay they receive that causes the

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classification conclusion, it is the extent to which they are supervising versus performing line functions. Many organizations, because of the particular requirements of the U.S. Fair Labor Standards Act, opt to treat first line supervisors as non-exempt staff for purposes of the Act. This is the position Jefferson County has taken because of the nature of the work.

Accordingly, we concluded that the Sergeants were not classified solely as supervisors and Grade 9 was the correct evaluation and allocation. We reviewed the new documentation provided, and do not see a basis for reaching a different conclusion unless the Department can provide clear documentation that the Sergeants are not regularly performing line function duties, as well as supervising. It also would be possible to evaluate those Sergeants who are supervising full-time as fully Exempt for FLSA purpose, and consider Grade 10 or 11, but we suspect this would be more difficult to administer and would be fairly divisive.

In the interests of making certain the Sergeants were being treated fairly from a competitive point of view, I also reviewed the market data from our study. The 2014 pay range for Grade 9 has a Control Point of \$29.36 and a Maximum rate of \$33.03. The market average in 2012 was just above \$29.50, so the range is certainly competitive.

The Department also raised concerns about pay compression within the Department that is being exacerbated by the most recent collective bargaining agreement with the sworn bargaining unit. The County and the Union negotiated a 2014-16 agreement that provides 8.0% in pay increases over the term in return for benefits concessions by the Union. The pay schedule for non-union staff, including Sergeants, was not increased in 2014; however, the Sergeants were either eligible for pay steps or already paid above market.

I reviewed a gross earnings report for the sworn positions in the Department for 2013, and my conclusion is that there was sufficient separation in gross earnings between the Deputy and Sergeant ranks, with a few exceptions where I suspect a Sergeant decided to not work overtime. The real compression issue is between Sergeants and Captains; however, my observation is that this situation really is under management's control as the rules pertaining to overtime allocation for Sergeants is exclusively a management right.

I suspect the underlying issue here is that the Sheriff sworn command staff are now contributing to the pension system under the same rate increases as the Union employees without the quid-quo-pro of wage increases negotiated by the Union. So long as the Union wasn't contributing at a higher rate, Wisconsin law required command staff be treated the same.

Without commensurate increases to the non-union pay schedule in 2015 or 2016, the gap between the supervisors and the Union positions may be untenable. It is not yet known what the County will consider for pay increases in 2015 or 2016, and you, like all of our clients, are concerned about the rising cost of health premiums. Our observation is that the County should keep its pay plan current if financially feasible, and we understand that there will need to be a balance found between the cost of direct pay and benefits.



June 7, 2014

**MEMORANDUM**

**TO:** Terri M. Palm

**FR:** Charlie Carlson

**RE:** Highway Department Classifications and Pay Compression

The County requested our review of the compression data for the Highway Department as part of this year's classification. The County decided to pay a skill differential to operators rather than create a unique heavy equipment operator classification in Grade 5 that would be limited to specific qualified staff. The gross payroll data from the department indicates that operators now frequently earn more than their lead workers, so our recommendation is that the County consider giving lead workers an additional step on the pay plan to improve the differential.

RESOLUTION NO. 2014-\_\_\_\_\_

**Adjust pay for four Highway Foreman in response to wage compression**

Executive Summary

The County conducted a classification/compensation study in 2012, which was adopted and implemented throughout 2013. Early in 2013 employees had the opportunity to appeal recommendations of the study. At that time, Highway workers were awarded placement into grade 4 (Range \$17.02 - \$21.88), the same pay grade as Equipment Operators. In addition, the Highway Foreman positions were granted a grade 6 placement (\$20.49 - \$26.35). In April 2013, the County Board adopted an amendment to Personnel Ordinance Section HR0360, Hours of Work, Compensatory Time and Overtime, that provided additional pay of \$1.00/hour or \$2.00/hour to Highway Workers and Equipment Operators when operating certain pieces of heavy equipment.

In May, 2013, the Highway Foreman expressed concern to the Human Resources Committee that the employees they were supervising made more per hour than the Foremen, or that there was a wage compression issue. (Note, although rare, when it is necessary for a Foreman to operate heavy equipment, that Foreman does not receive the \$1.00/\$2.00 differential.) At that time the Human Resources Committee determined that not enough information was available to make an informed decision and decided to revisit the issue after a year was completed and everyone had moved into the new pay system. Jefferson County Human Resources staff reviewed the pay data in May, 2014. It appears that pay compression was a concern between Highway Foreman and Highway Workers/Equipment Operators and staff requested to have Carlson Dettmann Associates (CDA) review the data. CDA's analysis concurred and agreed that an adjustment in pay steps for the four Foremen would alleviate the pay compression issue while maintaining the integrity of the pay grade system.

WHEREAS, there is less than an average of a 5% pay differential between Highway Workers/Equipment Operators and Highway Foreman, resulting in a wage compression, and

WHEREAS, the Human Resources Committee recommends a two-step wage adjustment for each of the four Highway Foremen to rectify the wage compression issue.

NOW, THEREFORE, BE IT RESOLVED that the wages for the four Highway Foreman be adjusted by two pay steps, to be effective **June 29, 2014**.

*Fiscal Note: The annual cost of providing two additional steps for four Highway Foreman is \$7,978.42, inclusive of WRS and FICA, for 2014. Due to the GIS/Engineering Technician position being vacant for six-months, there are sufficient funds in the wages, WRS and FICA Highway accounts to fund the increase. Therefore, no budget amendment or transfer is required.*

Ayes \_\_\_\_\_ Noes \_\_\_\_\_ Abstain \_\_\_\_\_ Absent \_\_\_\_\_ Vacant \_\_\_\_\_

Requested by  
Human Resources Committee

07-08-14

Terri M Palm: 06-13-14; Phil Ristow: 06-13-14

ORDINANCE NO. 2014-\_\_\_\_\_

**Amend the Personnel Ordinance to allow discretion to vary from the standard pay progression**

Executive Summary

Section HR0340, Application of Pay Plan to Positions, addresses the normal progression of steps within the step system. This includes satisfying a specific number of hours worked and a minimum of a satisfactory performance evaluation. If either of these criteria is not met, a step increase is delayed or denied. In addition, there are occasionally situations where it is desirable to offer new employees a step above the minimum due to unusual circumstances such as difficulty in recruitment or extraordinary qualifications or experience. There may also be exceptional situations when it would be beneficial to the County to grant a current employee an additional step(s) to promote retention of a fundamental or crucial position. The proposed amendment would authorize the County Administrator to approve step increases on rare occasion to retain a key employee where the long-term savings/benefit to the County would surpass the short-term cost of an extra step(s).

Whereas Personnel Ordinance, Section HR0340, Application of Pay Plan to Positions, does not allow for discretionary advancement of multiple steps in the current pay progression system to respond to competitive pressures to retain key employees, and

Whereas the Human Resources Committee recommends authorizing the County Administrator to grant additional steps as are deemed necessary to secure a benefit to the County.

THE COUNTY BOARD OF SUPERVISORS OF JEFFERSON COUNTY DOES HEREBY ORDAIN AS FOLLOWS:

Section 1. Section HR0340, Application of Pay Plan to Positions, of the Personnel Ordinance shall be amended to create subsection H. as follows:

**HR040 APPLICATION OF PAY PLAN TO POSITIONS.**

H. The County Administrator may advance the pay of a current employee by one or more steps at any time during the year when the County Administrator determines it is in the County's best interest to offer additional compensation in order to retain an employee who would be excessively costly to replace. The County Administrator shall report such increases to the Human Resources Committee.

Section 2. This ordinance shall be effective after passage and publication as provided by law.

*Fiscal Note: Cost associated with a potential additional step(s) shall be paid from the applicable department budget. If funding is not available, the Finance Committee may authorize a transfer within the specified limits.*

Ayes \_\_\_\_\_ Noes \_\_\_\_\_ Abstain \_\_\_\_\_ Absent \_\_\_\_\_ Vacant \_\_\_\_\_

Requested by  
Human Resources Committee

07-08-14

Terri M Palm: 06-13-14; Phil Ristow: 06-13-14