

**SHEBOYGAN COUNTY ORDINANCE NO. 12 (2017/18)**

Re: **Amending County Compensation Program Provisions**

*\*Printed as amended*

**WHEREAS**, when the County Board transitioned to a pay-for-performance compensation plan through the enactment of Ordinance No. 3 (2015/16), it recognized that annual salary schedule adjustments would be necessary, and

**WHEREAS**, the provisions of Section 47.03(1) provided for salary schedule adjustments tied to the Consumer Price Index for all Urban Consumers (CPI-U) as determined by the Wisconsin Employment Relations Commission, and

**WHEREAS**, in practice, the CPI-U model has been used by the Board as part of broader determinations utilized in the annual budget process rather than as the sole determination, and

**WHEREAS**, through the implementation of the pay-for-performance plan, the Human Resources Department and the Human Resources Committee have determined that changes to the Ordinance will improve clarity and improve the process, and

**WHEREAS**, in order to improve the Code and conform the Code provisions to match the actual practice utilized by the County Board, it is necessary to amend the applicable Code provisions;

**NOW, THEREFORE**, the County Board of Supervisors of the County of Sheboygan does ordain as follows:

Section 1. **Amending County Compensation Program Provisions.**  
Chapter 47 of the Sheboygan County Code of Ordinances is amended to read as follows (deletions indicated by strikeouts, additions by shading):

47.01 PURPOSE AND SCOPE.

- (1) This Chapter governs only the compensation of Sheboygan County employees who are not members of recognized bargaining units, excluding County Board Supervisors and other Board members who are compensated under Chapter 1.14 of this Code of Ordinances.
- (2) The objectives of the compensation program are to provide an appropriate salary structure which will permit the County to competitively recruit and retain competent employees, to provide appropriate pay incentives for satisfactory and meritorious job performance, to promote internal equity and consistency within and among County Departments, and to provide an effective means of controlling salary expenditures.
- (3) This compensation program is administered by the Sheboygan County Human Resources Department under the oversight of the Human Resources Committee based on the Comprehensive Compensation Study prepared by the Arthur J. Gallagher and Company ("the Gallagher Study") pursuant to a contract with the Human Resources Committee in 2014 and effective January 1, 2016. Said program may be modified from

time to time by the Human Resources Committee provided that the Committee provides an annual report to the full County Board immediately thereafter.

47.02 CLASSIFICATION OF POSITIONS.

- (1) Each position governed by this Chapter will be assigned a Decision Band™ Method (DBM) Rating by the Human Resources Committee based on the Gallagher study compensation program and as modified from time to time by the Human Resources Committee.
- (2) All employees holding the positions governed by this Chapter shall be placed into the DBM Rating assigned by the Gallagher Study and paid the amounts that they had been paid prior to the enactment of this compensation program. In the event that an employee had been paid less than the minimum amount for the assigned DBM Rating as set forth in Section 47.03 prior to the effective date of this Ordinance, such employee shall be paid at the minimum salary provided for in the assigned Rating. In the event that an employee has been paid more than the maximum amount for the assigned DBM Rating as set forth in Section 47.03, that employee shall continue to be paid at the same level, notwithstanding such payments being beyond the maximum.
- (3) When a new position is created, the Human Resources Director shall recommend a proposed DBM Rating for the new position using the methodology set forth in the Gallagher Study compensation program as adopted by the Human Resources Committee, and the Human Resources Committee shall place the position as it determines most appropriate.
- (4) The Human Resources Committee shall from time to time determine whether certain positions from among those governed by this Chapter are correctly rated. Using the methodology set forth in the Gallagher Study compensation program, the Committee shall consider: (a) any position for which the responsibilities and duties have significantly and permanently changed since the last time the position was studied; and (b) any position which the responsible Department Head or the Human Resources Director believes is wrongly not rated correctly. The study of such positions shall include opportunities for written comments by the employees holding those positions as well as the direct supervisors of those employees. IF the Committee changes any position ratings, it shall provide a report of the changes to the full County Board immediately thereafter.

47.03 SALARIES.

- (1) The salary schedule range for 2018 for positions governed by this Chapter is as follows:

<b>DBM Rating</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
A11	\$22,009	\$26,410	\$30,812
A12	\$24,863	\$29,835	\$34,808
A13	\$27,716	\$33,260	\$38,803

B21	\$30,579	\$36,695	\$42,810
B22	\$33,433	\$40,119	\$46,806
B23	\$36,287	\$43,544	\$50,804
B31/B24	\$39,860	\$47,832	\$55,804
B32/B25	\$44,145	\$52,974	\$61,803
C41	\$45,810	\$57,263	\$68,715
C42	\$48,550	\$60,687	\$72,825
C43	\$51,290	\$64,112	\$76,935
C51/C44	\$54,720	\$68,401	\$82,081
C52/C45	\$58,834	\$73,543	\$88,251
D61	\$62,265	\$77,831	\$93,397
D62	\$65,005	\$81,256	\$97,507
D63	\$67,744	\$84,680	\$101,616
D71/D64	\$71,175	\$88,969	\$106,763
D72/D65	\$75,289	\$94,111	\$112,933
E81	\$75,692	\$98,399	\$121,107
E82	\$78,326	\$101,824	\$125,322
E83	\$80,960	\$105,249	\$129,537
E91	\$84,259	\$109,537	\$134,815
E92	\$88,215	\$114,679	\$141,144
F101	\$91,514	\$118,968	\$146,422

<b>DBM Rating</b>	<b>Minimum</b>	<b>Midpoint</b>	<b>Maximum</b>
A11	\$23,284	\$27,939	\$32,596
A12	\$26,303	\$31,562	\$36,823
A13	\$29,321	\$35,185	\$41,049
B21	\$32,349	\$38,818	\$45,329
B22	\$35,369	\$42,441	\$49,515
B23	\$38,388	\$46,065	\$53,741
B24/B31	\$42,168	\$49,765	\$59,035
B25/B32	\$46,701	\$56,040	\$65,380
C41	\$48,462	\$60,578	\$72,691
C42	\$51,360	\$64,200	\$77,040
C43	\$54,259	\$67,823	\$81,389
C44/C51	\$57,887	\$72,360	\$86,832
C45/C52	\$62,238	\$76,742	\$93,360
D61	\$65,869	\$82,336	\$98,802
D62	\$68,767	\$85,958	\$103,151
D63	\$71,665	\$89,582	\$107,497
D64/D71	\$75,294	\$94,118	\$112,943
D65/D72	\$79,647	\$99,558	\$119,470
E81	\$80,073	\$104,094	\$128,117
E82	\$82,860	\$107,718	\$132,576
E83	\$85,645	\$111,340	\$137,034
E91	\$89,137	\$115,877	\$142,618
E92	\$93,321	\$121,317	\$149,313
F101	\$96,810	\$125,854	\$154,897

~~Unless otherwise approved by the County Board, the~~The Human Resources Department and County Administrator shall annually propose adjustments to the salary schedule as part of the budget adopted by the County Board under Chapter 5 of the County Code. ~~and maintain the same.~~ The annual adjustments shall be made effective January 1 of each year. ~~and shall be based on the~~ In making the proposed salary schedule adjustment to the County Board, the Human Resources Department and County Administrator shall consider the applicable Consumer Price Index-U as determined by the Wisconsin Department of Revenue and posted by the Wisconsin Employment Relations Commission pursuant to Wis. Stat. §§ 111.70(1)(cm) and 66.0506 ~~and used by the County Board in the budget adopted under Chapter 5 of the County Code for the upcoming year.~~

- (2) Positions shall be classified by the Human Resources Department as either salaried (exempt) or hourly (non-exempt). The pay for part-time hourly positions shall be an hourly rate calculated by dividing the appropriate pay level on the salary schedule by 2080. The pay for part-time salaried positions shall be a pro-rata portion of the appropriate pay level on the salary schedule, based on the ratio of the number of work hours expected annually to 2080, or such other methodology as may be required to maintain compliance with the Fair Labor Standards Act.
- (3) ~~A newly hired employee should normally be paid at the minimum salary or wage for the position.~~ A new employee may be paid higher in the range but not above up to the midpoint if approved by the County Administrator, or by the Department Head with the approval of the Human Resources Director. A new employee may be given a starting salary above the midpoint for the position ~~only after consultation with the Human Resources Director, if approved by the County Administrator, or the Department Head with the approval of the Human Resources Director.~~ An assignment above the midpoint shall be subject to the prior approval of the ~~and the~~ Human Resources Committee. Before offering a starting salary above the minimum, at least the following factors should be considered: (1) whether the new employee has substantial experience immediately usable in the new position; (2) whether market conditions demand a higher starting salary for the skills and qualifications needed; and (3) whether the higher starting salary will exacerbate or alleviate compression issues and whether it will promote internal equity and consistency.
- (4) All employees subject to this Chapter shall receive a performance evaluation at the conclusion of an initial period of employment ~~as determined by the Department Head~~ and annually between November 1 and March 31 thereafter. Based on the evaluation rating set forth below, each employee who has not yet reached the maximum of the salary range for that employee's position shall receive a pay-for-performance merit increase at the completion of the employee's initial period in the position and annually, retroactive to the first of each year for the annual evaluation ~~undertaken~~ completed between November 1 and March 31. Pay-for-performance merit increases shall not be effective unless the performance evaluation has been reviewed and approved by the Human Resources Director or designee.
- (5) No annual pay-for-performance merit increase may be granted unless the employee has completed their initial period and received a

performance evaluation rating of at least 5.0. The following ratings shall be used in determining the amount of the employee's pay-for-performance-merit increase:

Rating	Pay-for-Performance Merit-Increase
5.0	1.00%
5.5	1.25%
6.0	1.50%
6.5	1.75%
7.0	2.00%
7.5	2.25%
8.0	2.50%
8.5	2.75%
9.0	3.00%
9.5	3.25%
10.0	3.50%

Notwithstanding the foregoing, the maximum pay-for-performance-merit increase shall be the amount that would put the employee at the maximum in the salary schedule for that employee's position. For those employees who have been identified as being paid more than the maximum amount for their assigned DBM pay range effective January 1, 2016, although their salary will not be decreased, no additional salary increases will be given as long as they remain above the maximum amount of their assigned DBM Rating. However, if such an employee receives an overall rating of 5.0 or higher on the annual performance evaluation, the employee will receive a pay for performance-merit increase that will be exclusive of the employee's base pay in an amount equal to one percent (1.0%) of the base salary or regular hours.

- (6) Failure of an employee to obtain a performance evaluation rating resulting in pay-for-performance-merit increases equal to or greater than the annual adjustments to the salary schedule provided under Section 47.03(1) of this Chapter may result in an employee earning less than the minimum salary for that employee's DBM Rating. The Department Head and Human Resources Director shall identify and target any such employee for enhancement programming to improve that employee's performance.
- (7) Newly-hired or promoted employees hired at the minimum wage or salary for their position may earn less than the minimum if the annual adjustment to the salary schedule as provided under Section 47.03(1) of this Chapter is made before their initial or annual performance evaluation.
- (8) In the event that a salary adjustment other than the changes otherwise provided for in this Chapter is necessary because of internal or equitable comparables, market conditions, salary compression, or other unusual circumstances, the Department Head involved and the Human Resources Director shall obtain approval of the salary adjustment from the Department's Liaison Committee and shall then submit such recommendation to the Human Resources Committee which shall further evaluate and approve any warranted adjustment. If the Committee

makes any salary adjustments, it shall provide a report of the adjustment to the full County Board immediately thereafter.

- (9) Pay for limited-term employees will be as determined by the Department Head after consultation with the Human Resources Director and does not need to conform to the salary schedule. Limited-term employees are not eligible for pay-for-performance-merit increases.

#### 47.04 TRANSFERS, PROMOTIONS, AND DEMOTIONS.

- (1) ~~Unless otherwise approved by the Human Resources Committee, an employee who moves from one position to another within the same DBM Rating will not receive an adjustment in pay, and the employee's eligibility for pay-for-performance merit increases will not change.~~

- (2) An employee who moves to a DBM Rating with a higher salary range shall be subject to the same salary determination process as set forth for newly-hired employees in Section 47.03(3) of this Chapter.

- (32) An employee who elects to take a new position in a lower DBM Rating ~~on a voluntary basis shall~~ may receive an adjustment in salary to an appropriate point in the new position's DBM Rating as may be agreed upon between the Department Head and employee at the time the employee is offered the new position, subject to the prior approval requirements set forth in Section 47.03(3) ~~if the anticipated salary exceeds the midpoint of the new DBM Rating.~~

- (43) An employee who is reassigned due to inadequate performance, and who is offered and accepts a position in a lower DBM Rating shall receive a salary within the DBM Rating subject to same salary determination process as set forth for newly-hired employees in Section 47.03(3) of this Chapter.

- (54) An employee who is temporarily assigned to an existing vacant position with a higher DBM Rating for a period which exceeds or is expected to exceed thirty (30) days may receive a temporary increase to the salary that would result from a permanent promotion to that position as provided by Subsection (2)(1). The temporary increase will not take effect unless approved by the Human Resources Committee. At the end of the temporary assignment, the employee will return to his or her previous salary as adjusted by any increase that the employee would have been entitled to during the period of temporary assignment.

47.05 LONGEVITY PAY. Employees shall not receive longevity pay. Longevity pay was rolled into the base salary in the ~~Gallagher Study~~ compensation program for those employees who had previously received longevity pay.

#### 47.06 SALARIES OF ELECTED OFFICIALS.

- (1) Wis. Stat. § 59.22 requires the Board establish the compensation for County elected officials (other than Supervisors and Circuit Judges) before the earliest time for filing nomination papers (normally June 1 of the election year).
- (2) That annual salaries of the elected officials have been set as follows:

	2019	2020	2021	2022
*Clerk of Courts	*\$75,955	*\$77,231	*\$78,776	*\$80,351
County Clerk	\$71,716	\$71,716		
Register of Deeds	\$70,107	\$70,107		
*Sheriff	*\$103,656	*\$105,398	*\$107,506	*\$109,656
Treasurer	\$70,327	\$70,327		

- (3) ~~Unless modified by the County Board using the procedure outlined in Subsection (5), after the conclusion of the terms for which the foregoing salaries have been set, the annual salaries of the elected officials shall be equal to their foregoing salaries plus an amount equal to the sum of the compounded percentage derived from the Consumer Price Index-U for each year in the preceding term as determined by the Wisconsin Department of Revenue and posted by the Wisconsin Employment Relations Commission pursuant to Wis. Stat. §§ 111.70(1)(cm) and 66.0506 and used by the County Board in the budgets adopted under Chapter 5 of the County Code for each year of the term. These annual salaries shall not be modified during the term of office thereafter.~~
- (4) The medical, dental, and other benefits granted to other non-bargaining unit employees as established by the Human Resources Committee shall be provided to the elected officials throughout the term of office thereafter on the same basis as is set forth in the County Policy and Procedure manual as of the earliest date for circulating nomination papers and shall not be modified during the term of office thereafter.
- (5) ~~The County Clerk and the Human Resources Director shall calculate the anticipated salaries and benefits of the elected officials based on Subsections (3) and (4), and~~As the time approaches for the filing of nomination papers for elected office, the County Administrator, in consultation with the Human Resources Director, shall prepare a report to the Board setting forth recommended salaries for the elected positions. The County Administrator shall evaluate the position and shall consider the comparable salaries for similar positions in other counties, the comparable salaries of non-elected Department Heads and other County staff, the changing duties or responsibilities of the Department, the salary history for the position, the Consumer Price Index-U for each year as determined by the Wisconsin Employment Relations Commission pursuant to Wis. Stat. § 111.70(1)(cm), and such other information as the County Administrator deems pertinent. The County Administrator shall report the ~~anticipated salaries~~recommended salaries and benefits to the County Board to be included in the Agenda mailing to the County Board members prior to the regular Board meeting on the second Tuesday in April in even numbered calendar years. At the meeting on the second Tuesday in April in even numbered years, the County Board shall vote to approve the salaries and benefits as reported or to approve such other salaries and benefits as deemed appropriate.
- (6) By the earliest date for the circulation of nomination papers for these elected offices, the County Clerk and the Human Resources Director shall prepare a list of what the salaries and benefits will be for these elected offices and shall make this list available to the public.

Section 3. **Effective Date.** The herein Ordinance shall take effect upon enactment.

Respectfully submitted this 20th day of March, 2018.

**HUMAN RESOURCES COMMITTEE**

Edward J. Procek  
Edward J. Procek, Chairperson

Keith Abler  
Keith Abler, Vice-Chairperson

Charles W. Conrardy  
Charles W. Conrardy, Secretary

Fran Damp  
Fran Damp

Roger Te Stroete  
Roger Te Stroete

Opposed to Introduction:

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Enacted 04.10.2018