

RESOLUTION NO.: 45—2023-24

TO THE HONORABLE, THE OUTAGAMIE COUNTY BOARD OF SUPERVISORS

LADIES AND GENTLEMEN:

MAJORITY

1 Outagamie County engaged the services of McGrath Human Resources Group as part of
2 the Total Rewards Classification and Compensation Study which included the completion
3 of a market analysis of county positions and introduction of a new wage schedule, which
4 will help the County attract and retain employees in the rapidly changing labor market.
5 The inventory of the County's current compensation, benefits, and related opportunities it
6 provides its employees, based on the Total Rewards Model, included Wages (base pay and
7 variable pay), Benefits, Well-being, Talent Development, and Recognition.

8
9 A single salary schedule has been developed for the County. Both exempt and non-exempt
10 positions will be included in order for the County to better manage a singular system. There
11 are 20 Pay Grades (reduced from 58) with 7% - 10% between the Pay Grades. Each Pay
12 Grade has 10 steps, each with a 3% adjustment between each step. Step 5 is identified as
13 the average Market Rate, although all steps are aligned to the average market. Overall, the
14 Salary Range from Minimum to Maximum is 30%. Step adjustments are recommended
15 annually based upon acceptable and documented performance indicators. The
16 recommended salary schedule was developed with 2023 market data to maintain
17 competitiveness with the existing market. The County should not need to make any range
18 adjustments until 2024.

19
20 During the course of the Study, there was an opportunity to better align job titles with
21 responsibilities. The recommendations have reduced the number of classifications from
22 over 330 to 260, inclusive of levels within a classification.

23
24 At this time, no budget adjustment is required as the monies needed for the additional
25 compensation will be included as part of the 2024 budget process.

26
27 NOW THEREFORE, the undersigned members of the Legislative/Audit and Human Resources
28 Committee recommends adoption of the following resolution.

29 BE IT RESOLVED, that the Outagamie County Board of Supervisors does approve the attached
30 Total Rewards Compensation Study Final Report for Outagamie County, Wisconsin, which by reference
31 is made a part hereof, effective December 17, 2023, which will supersede previously-approved
32 compensation schedules, with no budget adjustment needed, as the additional compensation will be
33 included as part of the 2024 budget process, and

1 BE IT FINALLY RESOLVED, that the Outagamie County Clerk be directed to forward a copy of
2 this resolution to the Outagamie County Human Resources Director, the Outagamie County Finance
3 Director, and the Outagamie County Executive, who, in accordance with Sec. 59.03 Wis. Stats., shall be
4 charged with the duty of distributing said compensation schedule to affected departments for compliance.

5 Dated this ____ day of September 2023

6
7 Respectfully submitted,

8
9 LEGISLATIVE/AUDIT & HUMAN RESOURCES
10 COMMITTEE

11
12
13
14 _____
15 Cathy Spears

16
17
18 _____
19 Sara MacDonald

20
21
22 _____
23 Joe Santonato

24
25
26 Duly and officially adopted by the County Board on: _____

27
28
29 Signed: _____
30 Board Chairperson

31
32
33 Approved: _____

Vetoed: _____

34
35
36 Signed: _____
County Executive



Total Rewards
Compensation Study
Final Report

for

Outagamie County, Wisconsin

September 2023



McGrath Consulting Group, Inc.
P.O. Box 865
Jamestown, TN 38556
Office (815) 728-9111
www.mcgrathconsulting.com

©Copyright 2023 McGrath Human Resources Group. All rights reserved.
No part of this document may be reproduced, stored in a retrieval system or transmitted in
any form or by any means, electronic, mechanical, photocopy, recording or otherwise
without the expressed written permission of McGrath Consulting Group, Inc.

Table of Contents

Introduction 5

Total Rewards Overview 5

Total Rewards: Wages (Classification and Compensation Study) 9

Methodology..... 9

 Data Collection..... 9

 Labor Market..... 10

 Market Data Solicited 10

Market Analysis..... 11

 Minimum Salary Comparison..... 11

 Step 5 Salary Analysis 12

 Maximum Salary Analysis 13

 Average Market Salary Analysis..... 13

 Private Sector 14

Current Compensation Systems 14

Compensation Philosophy..... 15

 Public Sector Turnover/Recruitment Challenges 16

 The Great Resignation and Private Sector Influence 17

 Employee Demographics..... 17

Classification and Compensation Recommendations..... 20

Salary Schedule..... 20

2024 Adjustment..... 20

Classification Structure 20

Position Placement..... 20

Employee Placement..... 21

General Operational Guidelines 21

 Maintenance of Salary Schedule..... 21

 Compensation Policy Recommendations 22

Metrics..... 22

Market Updates 23

Total Rewards: Benefits..... 24

Health Insurance..... 24

 Premiums 24

 Expected Employee Cost..... 27

 Maximum Employee Cost..... 29

 Part-Time to Full Time Health Insurance Status Change..... 32

Time Off Benefits..... 32

 Holidays 32

 Vacation 32

 Sick Leave..... 33

 Part-Time to Full Time Benefited Time Off Status Change 33

 Paid Time-Off..... 33

 Administrative Flexibility Time 34

Payout Provisions 35

Retirement Contributions 35

Total Rewards: Well-being 36

 Wellness Program..... 36

 Childcare Assistance 36

 Long Term Care Insurance 37

 Paid Parental and Elder Care Leave 37

 Volunteering Time Off..... 37

 529 College Savings Plan 37

 Onsite Medical Clinic 38

 Expanded EAP Services 38

Total Rewards: Talent Development 39
Total Rewards: Recognition 40
Total Rewards Summary 41
Appendix A: Recommended Salary Structure 42
Appendix B: Recommended Classifications by Pay Grade 43
Appendix C: Compensation Policy Guidelines 49

Figure 1: Total Rewards Visual.....6
Figure 2: Minimum Analysis Summary 12
Figure 3: Step 5 Analysis Summary 12
Figure 4: Maximum Salary Analysis 13
Figure 5: Incumbent Analysis Summary 14
Figure 6: Percentage of Applications for Government Employment 2016-2022 16
Figure 7: Employee Demographics by Years of Service 17
Figure 8: Employee Demographics by Age Group..... 18
Figure 9: Employee Demographics by Longevity 19

Table 1: Comparable Organizations 10
Table 2: Metrics Recommendations 23
Table 3: Health Plan Summary 24
Table 4: Single Plan Premium Comparison 25
Table 5: Family Plan Premium Comparison 26
Table 6: Single Plan Comparable Review 27
Table 7: Family Plan Comparable Review..... 28
Table 8: Single Plan Maximum Risk Comparative Review 29
Table 9: Family Plan Maximum Risk Comparative Review 30
Table 10: Vacation Schedule 32

Introduction

The intent of the Project Summary is to provide an overview of the most important issues and opportunities identified by the Consulting team during the Study. Recipients of this Report are highly encouraged to read the document in its entirety to gain an understanding of the recommendations presented within the Report. This introduction alone does not provide enough context or information upon which to base decisions or to evaluate the recommendations provided.

McGrath Human Resources Group, Inc., an organization that specializes in public sector consulting, was commissioned by Outagamie County to conduct a Total Rewards Classification and Compensation Study.

The Consultants would like to extend appreciation to the County Executive, County Board Chair, Human Resources Director, Department Heads, and employees for their time, cooperation, and sharing of information and perceptions with McGrath Human Resources Group.

The Consultants utilized the following steps to develop their recommendations:

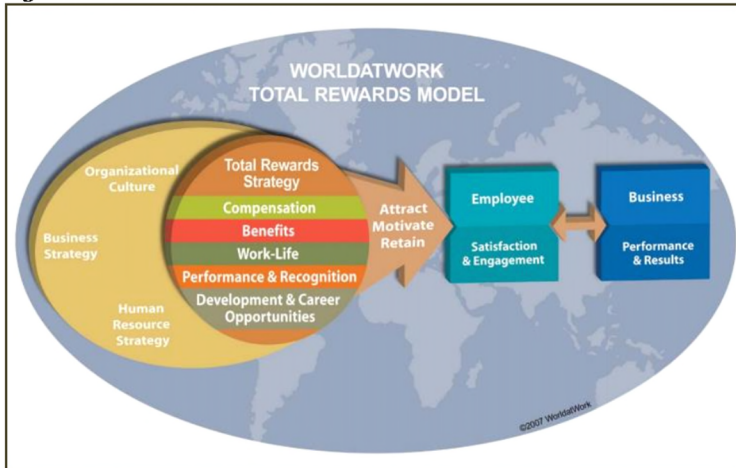
- Discussions with County Administration, Human Resources, and Department Heads and Managers.
- Analysis of the current salary schedules, compression, and current compensation policies.
- External market data was solicited and analyzed from 27 comparable public organizations for 319 positions, plus benefits, selected jointly between the Consulting team and the County, in addition to private sector entities.
- Position analysis based upon extensive information provided by incumbent employees describing job responsibilities, skills, and various competencies of the position in addition to a review of job descriptions was completed for 394 identified positions.
- Internal position analysis based upon all information collected and analyzed and meetings with each Department Head.
- Feedback on recommendations by Administration, Human Resources, and Department Directors.

Total Rewards Overview

Attraction, motivation, engagement and retention are critical issues facing all employers. Successfully addressing these issues begins with, at a minimum, having a strategy that aligns certain elements of the employment experience with the goals and objectives of the employer. A Total Rewards model encompasses specific employment elements to drive

performance and a positive employment experience, which should promote retention. A Total Rewards model considers the following:

Figure 1: Total Rewards Visual



(Source: WorldatWork)

A Total Rewards model provides a framework for designing, implementing, and assessing the rewards packages offered throughout the organization. Organizations should always consider various influences, both internal and external, that help shape an organization’s unique culture, business strategy, and human resources strategy. It will be important that the organization continue to focus on that balance going forward with the current labor market conditions, and acknowledging what is valued and important to various generations that make up current and future employees.

The following is an inventory of the County’s current compensation, benefits, and related opportunities it provides its employees, based on the Total Rewards Model:

Wages (Base Pay and Variable Pay). Pay provided by an employer for services rendered. This includes both fixed pay and variable pay tied to performance.

- Base Wages
- Shift Differentials
- Certification Pay
- Assignment Pay

Benefits. Programs an employer uses to supplement the cash compensation that employees receive. These include health, income protection, retirement programs that provide security for employees and their families, etc.

- Social Security - mandatory
- Medicare - mandatory
- Workers Compensation - mandatory

- Unemployment compensation - mandatory
- Health insurance multiple options with Health Savings Account option
- Vision insurance
- Dental insurance
- Life insurance
- Long-Term and Short-Term Disability
- Wisconsin Retirement Plan
- Deferred Compensation Plan (457)
- Roth IRA
- Flexible Spending Account
- Health Savings Account
- Vacation and sick benefits
- Compensatory Time
- Voluntary Shared Leave
- Bereavement, civic duty, and military leaves
- Observed and floating holidays
- Clothing Allowances for specific positions
- Safety Equipment and Tool reimbursement

Well-being. Organizational practices, policies and programs that help employees achieve success both at work and outside of work.

- Equity, Diversion, and Inclusion Initiatives
- Employee Assistance Program
- Wellness Opportunities
- Job Sharing
- Breastfeeding Friendly Workplace
- Telecommuting Options
- Dress for your Day Policy

Talent Development. Provides the opportunity and tools for employees to advance their skills and competencies in both short- and long-term careers.

- Training and development courses
- On-the-job training
- CDL reimbursement
- Education Reimbursement
- Performance Management Feedback

Recognition. Acknowledgement of employee behaviors/outcomes that support the organization's success. Recognition programs can be formal or informal and do not need to have a financial component.

Summary. Because of the drastic changes in the labor market over the last few years, the County will need to build a robust model that can positively influence the culture of the organization and the employees that make up that work culture. This visual should help the County as it considers new Total Reward opportunities for employees, to provide a balanced and engaging employment experience to its employees when it is not able to provide the highest wages in the region. Compensation is not the only driving factor for recruitment and retention, although it is currently the highest rated factor for both recruitment and retention feedback (Neogov Job Seeker Report 2021). The second highest rated item for retention is a positive work environment/culture, followed by challenging work and the ability to utilize their skills and talents.

The Total Rewards Report breaks down of each of the five (5) Total Reward areas with options and recommendations to consider as the County develops its long-term Total Rewards Strategy to be an employer of choice in the region.

Total Rewards: Wages (Classification and Compensation Study)

Methodology

Data Collection

The project involved several steps: collection of data, interviews, and data analysis. The first step of this Study involved the gathering of data that pertains to current compensation practices within Outagamie County. The Consultants received information relating to current salaries, specific policies, collected market data, and current job descriptions.

Interviews were conducted with the County Executive, Human Resources Director, Department Heads and other management personnel within each Department. The purpose of these meetings was to first, gain an understanding of the County’s current compensation practices and philosophy; second, to solicit ideas and input from these stakeholders for future compensation methodologies and practices; and finally, to determine if there were any positions within the County that were difficult to recruit, retain, or were otherwise unique in the position’s responsibilities.

At the first virtual site visit, employees were provided an introduction session to the project and the Position Questionnaire process. Employees from each Job Classification were then asked to complete a Position Questionnaire (PQ) which provided extensive information about the positions. The Consultants utilized the Position Questionnaires completed by the employees, which had been reviewed by supervisory employees, to gain a better understanding of the job responsibilities, skills, and various competencies of the position.

During the second virtual visit, the Consultants met with the County Executive, and Human Resources Director to provide a summary of the County against the comparable market. The type of compensation models and compensation philosophy for the County were also discussed.

A project status update was provided to the Committee Chairs and the County Board while the recommendations were being developed.

Upon completion of the draft compensation schedules, the Consultants met with the Human Resources Director and Department Heads separately to review the recommended Salary Schedule and gain their perspective. Any recommendations and feedback provided was reviewed by the Consultants and taken into consideration in both its relation to the position analysis, the external market data, as well as the impact to internal equity within the entire Compensation System.

Labor Market

In order to gain information from the external market, through interviews with the Department Directors and County Administration, a list of comparable organizations was established. Each of the comparable organizations were contacted requesting current salary schedules and incumbent data. The following comparable organizations were contacted:

Table 1: Comparable Organizations

COMPARABLE ORGANIZATIONS	
Brown County	City of Appleton
Calumet County	City of Green Bay
Dane County	City of Neenah
Fond du Lac County	City of Oshkosh
Kenosha County	Town of Grand Chute
La Crosse County	State of WI (limited)
Marathon County	Bishop International Airport Authority
Milwaukee County (limited)	Cedar Rapids Airport Commission
Portage County	Eastern Iowa Airport
Racine County	Fort Wayne-Allen County Airport Authority
Rock County	Gerald R Ford International Airport Authority
Waukesha County	Greater Rockford Airport Authority
Waupaca County	Metropolitan Airport Authority of Peoria
Winnebago County	

Local private comparable data was also collected, when provided. The collection of this compensation data was utilized to analyze the average Market Minimum, Midpoint and Maximum Rates per defined benchmark positions. A comparison of the average salary of the positions to the salary of incumbents within the County was also performed. When necessary, evaluation of the comparable organization’s job description, when available online, was utilized to resolve conflicts.

In addition to current positions within the County, the Consultants sought comparable data on future positions/career ladders, and positions with job responsibilities that are combined in Outagamie but might be separate in other organizations. In some cases, titles were altered to better align with the industry. Not all positions are reflected in the following data analysis. In some situations, data was not available in the external market, data was insufficient, or there were no internal matches at the time of the Study.

Market Data Solicited

The market survey gathered the following 2023 information: Minimum, Midpoint, and Maximum salary for the positions as well as the average salary of the incumbents. Upon examination, salaries were eliminated if statistically too high or too low as to not skew the average (typically within one-two standard deviations). Then, a new percentile amount was

calculated with the remaining salaries. There was a great deal of time spent in the data analysis to ensure that each position was examined based on the data available and how the responsibilities of each position align within the County.

Market Analysis

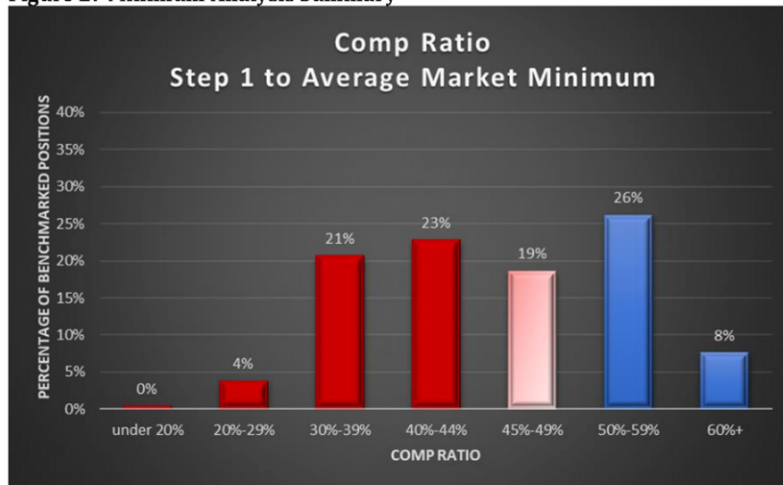
In order to analyze the ranges, a Comp Ratio is used. This is a ratio of the County's salary in relation to the external market data. A 50% Comp Ratio would mean that the salary is in line with the external Market while utilizing +/-5% range around each data point. Thus, if a position has a Comp Ratio of 45% or greater, the employee is considered aligned to the market, but should be watched carefully. Positions with lower 45%-49% Comp Ratios are likely to experience challenges with recruitment/retention due to the current labor market in certain industries. These positions have been identified separately.

Minimum Salary Comparison

The analysis of the Minimum Salary Range gives an initial indication if starting salaries are within an acceptable Market Range. When building a salary schedule, consideration of this information will ensure the County's Minimums are within an acceptable range to the average Market Minimum; however, this analysis is only the beginning in the development of a Compensation Schedule.

Approximately 48% of the benchmarked job titles are below the average market for minimums, and another 19% are in a lower comp ratio that may be falling short of competitiveness. Overall, 34% of the positions are within the acceptable average market minimum. It would appear the County's minimum hiring salaries are insufficient against the average market. The figure below provides a summary of findings.

Figure 2: Minimum Analysis Summary

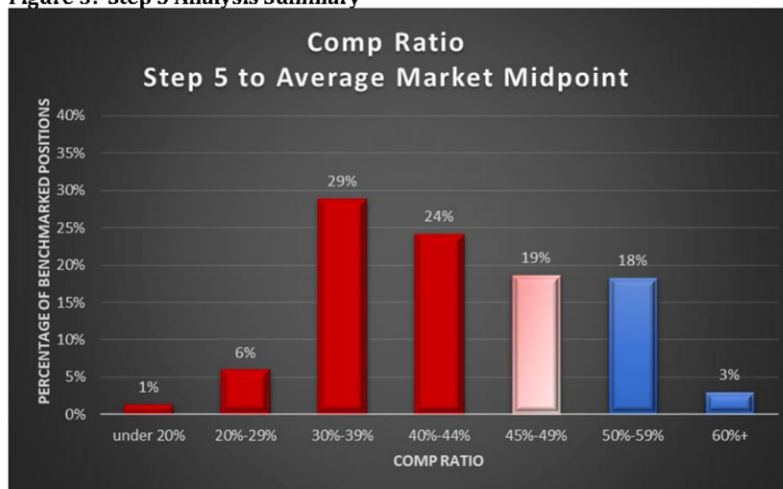


Due to rounding, may not result in 100%

Step 5 Salary Analysis

The Consultants wanted to know if Step 5 (structure midpoint) of the existing salary schedule was aligned with the average market midpoint; therefore, a midpoint analysis between the County Step 5 and the market midpoint was conducted. Again, a comp ratio less than 45% would indicate the salary ranges are not aligned to the market. Approximately 60% of the midpoint of benchmarked positions are lower than the midpoint, and another 19% of the positions are in a lower comp ratio that are just falling short of competitiveness. Overall, 21% of the positions are within the acceptable average market at the midpoint. The following is a summary of findings.

Figure 3: Step 5 Analysis Summary



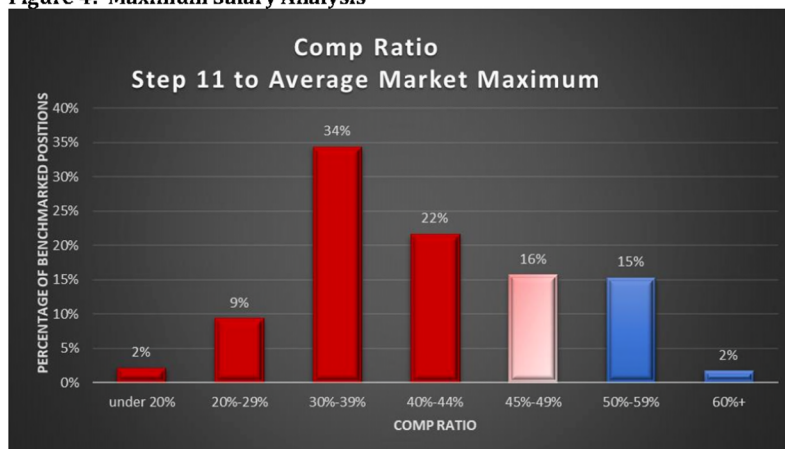
Due to rounding, may not result in 100%

Maximum Salary Analysis

The Consultants compared the Salary Range Maximum to the average Market Maximum. However, due to various types of salary range construction, one must always consider this may not be an exact comparison.

With that said, the County’s salary range maximum is at or above the average Market Maximum for only 17% of positions. This is problematic because it shows a consistent pattern that the current schedules have fallen out of a competitive market range. As a result, the County may be challenged with the retention of current staff, which can lead to those staff leaving to work in other organizations in the area for more pay.

Figure 4: Maximum Salary Analysis

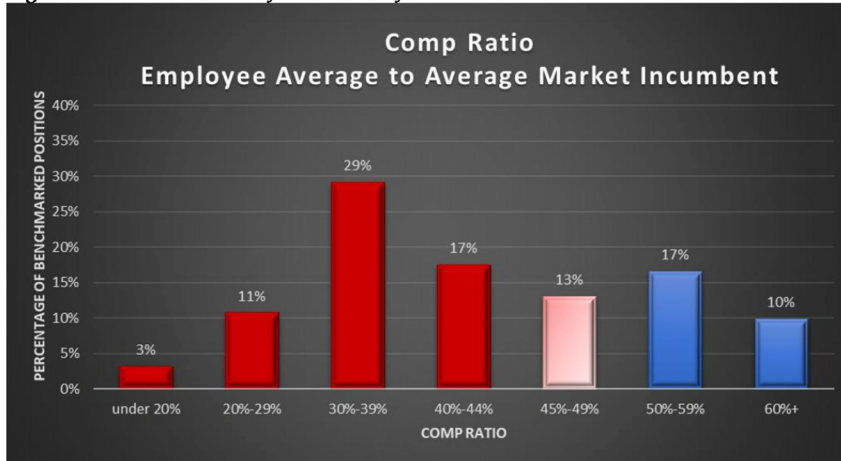


Due to rounding, may not result in 100%

Average Market Salary Analysis

The final step is to compare the County’s current incumbent salaries to the average Market Rate to assess how competitive incumbent wages are within the market. For this purpose, positions where there are more than one (1) incumbent, an average of the current employees is utilized. Overall, 61% of the positions are below the average Market Rate, and another 13% of the positions are in a lower comp ratio that are just falling short of competitiveness. In total, 27% of the positions within the County are at or above the average Market Rate. In summary, the County has not fared well when employee salaries are compared to the average Market Rate of employee salaries, although one needs to consider tenure of employees.

Figure 5: Incumbent Analysis Summary



Due to rounding, may not result in 100%

Private Sector

Entrance rates were also gleaned from various private sector organizations that were actively recruiting for skilled and non-skilled labor, administrative and fiscal positions. [It should be noted that what is not able to be evaluated is the benefit packages of these private sector firms, hiring/retaining bonus, and other ‘perks’ provided in the private sector that are not allowed in the public sector.] Many businesses still report the lack of available workers and have curtailed their ability to meet current work demands, which resulted in raising wages, in addition to the rise of cost of living in the past year. As a result, all employers, including Outagamie County, will need to ensure their wages (and benefit package) are as competitive as financially possible in order to help mitigate turnover and facilitate recruitment success.

Current Compensation Systems

The County currently has two (2) Salary Structures, one for exempt, and one for non-exempt positions. Each Structure is a Step Model, with 10-steps for each Pay Grade, or salary range. The County internally consolidated multiple salary structures several years ago, following Act-10, that comprise the existing structures today.

The Exempt Salary Structure is made up of 21 Pay Grades with 3.08%-6.07% between each Pay Grade. Even though each Pay Grade has 10 steps, the percentage of step varies between .63%-2.8%. As a result, the salary ranges are between 12%-26%. There are 151 classifications compensated from this model.

The Non-exempt Salary Structure is made up of 37 Pay Grades with .12%-6.39% between each Pay Grade. Even though each Pay Grade has 10 steps, the percentage of step varies between 1.85%-3.63%. As a result, the salary ranges are between 15%-33%. There are 185 classifications compensated from this model.

When these structures are combined, there are many pay grades that are very similar because there is overlap between non-exempt and exempt salaries. One of the County's goals is to have a more consistent and equitable structure for all positions, so these inconsistencies are eliminated.

Compensation Philosophy

A compensation philosophy is an organization's financial commitment to how it values its employees. The goal of this philosophy is to attract, retain, and motivate qualified people. A consistent philosophy provides a strong foundation in determining the type of total compensation package to offer employees.

There are foundational aspects of compensation to assist with the development of a compensation philosophy to ensure the goals of compensation align with the goals of the organization. First, there are basic questions to consider:

1. What is considered a fair wage?
2. Are wages too high for the financial health of the organization?
3. Does the compensation system reflect the value of positions within the organization?
4. Is your compensation strong enough to retain employees?
5. Do you currently have a defined compensation philosophy?
6. If so, is your compensation philosophy keeping in line with labor market change, industry change, and organizational change?

The County is in business to provide an essential and difficult service to the community. It does that through hiring qualified employees who lend their skills and talents to various positions within the organization. Without those individuals, the County would not be able to provide these services. In order to be competitive for the retention of existing personnel and have successful recruitment efforts to replace future turnover, the County needs to be competitive with the targeted comparables.

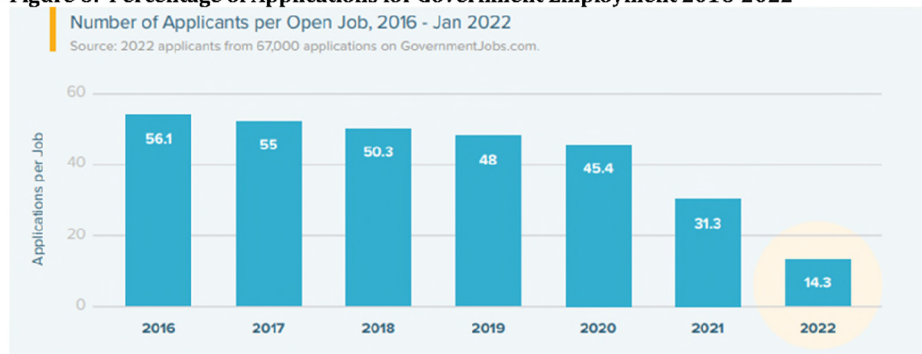
In order for the County to be competitive with recruitment and retention, it is recommended the County establish its compensation philosophy that is based on average market wages so the County can be competitive in the current labor market. The following sections support that recommendation.

Public Sector Turnover/Recruitment Challenges

According to human resources professionals across the United States, it is becoming progressively harder to hire qualified personnel. Looking at a tight labor market, recruitment and retention of qualified personnel with the necessary skills for public service has topped the list of workforce challenges for the last several years, and in 2021 nearly 86% of human resources professionals reported moderate to significant increases in vacancies within their organization.

Between 2016 and 2022, applicant volume for government jobs dropped 56%, while openings are up 45%, resulting in a significant work gap in the public sector and has led up to 20% of state and local agencies reducing services due to staffing shortages (Source: The Quiet Crisis in the Public Sector, Neogov, 2022). The hardest hit are jobs are those that pay below \$40,000 per year, which are frequently the jobs that interface with the public and community members the most. (Source: Neogov 2021 Job Seeker Report.)

Figure 6: Percentage of Applications for Government Employment 2016-2022



(Source: Neogov)

This is not necessarily a new issue, but some employers do state it has become increasingly problematic to operations. Public employers have been experiencing ongoing challenges of this nature for almost a decade. Governments historically have had a compelling proposition to offer workers with secure lifetime employment and generous health benefits followed by a robust pension for retirement, which is no longer the case. Public employers are battling for their talent because:

- The “Silver Tsunami” identifies between 30%-40% of local government workers eligible to retire, and there is a workforce gap.
- Long term employment has less appeal to the younger workforce.
- There is a real or perceived decline in public support for government workers.
- Public employers do not feel they can compete with salaries and benefits as benefits erode and the private sector is more competitive.
- There is a growing skills gap. Many government jobs now require specialized education or training. Fewer positions are ‘learn on the job.’

- Public employers are not able to offer the same level of flexible work arrangements to all employees.
- Limitations in technologies prevent efficiencies and automation.
- There are limited financial resources.
- Not all work cultures are pleasing and supportive.

The Great Resignation and Private Sector Influence

Compounding the public sector recruitment challenges, in 2021, as the nation re-opened following COVID shutdowns, the country experienced continued private industry prosperity, record inflation, record retirements, and record turnover from an otherwise qualified workforce, causing all industries, both public and private, to be competing for already limited human resources. This has led employers to escalate wages for all positions to help recruit and retain their talent. The effect has been substantial, and nearly every employer is experiencing recruitment and retention challenges. Many businesses report the lack of available workers and have curtailed their ability to meet current work demands, while raising wages.

Employee Demographics

In reviewing the County’s employee demographics for positions covered in the study, the tenure of the organization ranges from new hire to 43 years. The overall tenure average of the employees is 7.8 years. The national average in the public sector is currently 6.9 years (Local Government-Bureau of Labor Statistics, September 2022), showing the County is above average in overall tenure, which is positive. In order to have a full picture of the County, one needs to explore these demographics further; these findings are in the following Figures.

Figure 7: Employee Demographics by Years of Service

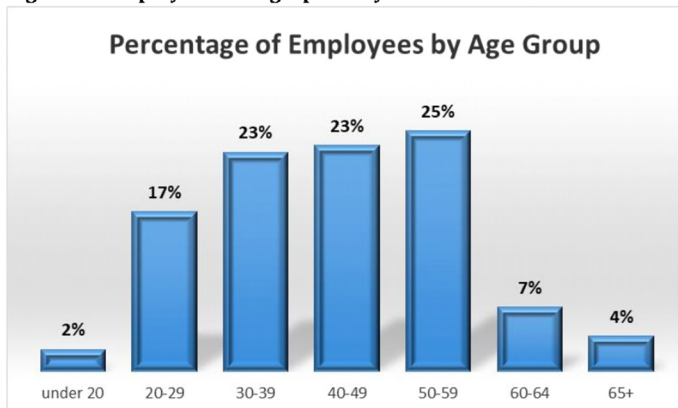
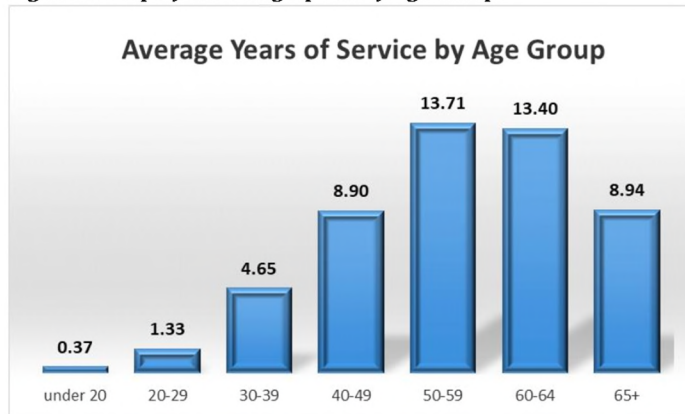


Figure 8: Employee Demographics by Age Group

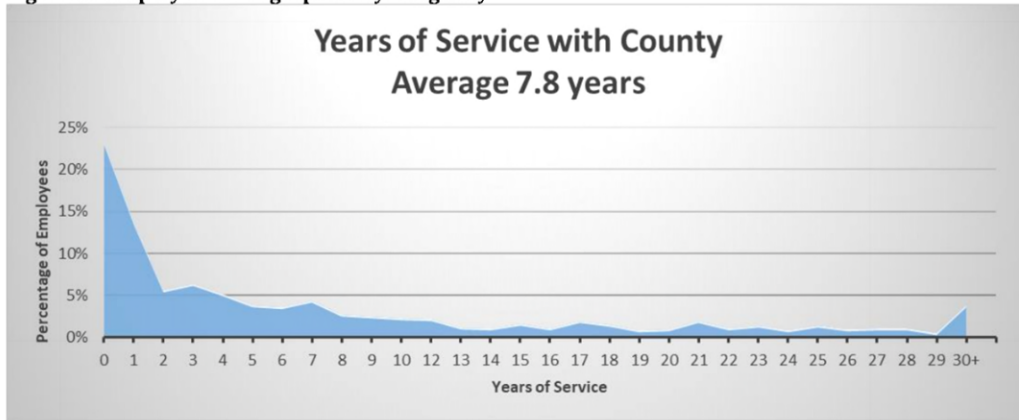


The above Figures show those in age groups 50 and over have the longest tenure and represent 36% of all employees and will likely be the group considering retirement over the next decade. The County should expect ongoing steady turnover simply due to retirements over the next decade and beyond. A turnover ‘spike’ may be an indication of a decline in job satisfaction, or a wage/benefit issue, so this data should be monitored at least annually to ascertain what percentage of turnover is retirement versus resignation.

Another significant finding is the County’s demographics illustrate that 42% of the workforce is under the age of 40, and this is likely the cross-section of employees who are seen as more mobile in today’s workforce, focus heavily on work/life balance, and consider non-compensatory benefits for the purposes of retention. This group also changes jobs quickly because it results in earning higher wages as opposed to remaining with one organization for a longer period of time, which is notable as average tenure in these age groups range from .37-4.65 years of service. Experienced professionals within the age 40-49 band are also critical, as their level of experience and skill makes many of them uniquely qualified to have multiple job opportunities, so having a competitive wage and benefit package will facilitate retention.

Looking at the tenure in more detail, the following Figure shows just how new the current workforce is. Currently, 37% of the workforce has less than two (2) years of service. Most of this recruitment is at the Airport, Nursing Home, and within Human Services, although corrections, dispatch, and highway has also hired numerous positions. The noticeable decline in tenure may be an indication that the County simply is not retaining personnel long term beyond the second year. There is a significant reason to retain personnel to help develop the County’s succession planning opportunities, but employees may not perceive these opportunities based on the current salary schedule. This would mean the organization may be looking to fill more positions externally, which could have unintended operational impacts, and the compensation will need to be competitive enough to attract external applicants for higher level positions.

Figure 9: Employee Demographics by Longevity



The County is recommended to continue to monitor demographics periodically to properly respond to shifts within the organization as needed. Although the Consultants acknowledge compensation is not the only reason for unwanted turnover, it is a consideration of the larger picture. In order to ensure competitive recruitment/retention, the County is recommended to follow the compensation philosophy of average market compensation to ensure the County can stay competitive to support retaining its personnel as long as possible.

Classification and Compensation Recommendations

Salary Schedule

The recommended 2023 Compensation System is provided as Appendix A. A single salary schedule has been developed for the County. Both exempt and non-exempt positions will be listed so the County can better manage a singular system. There are 20 Pay Grades with 7%-10% between the Pay Grades. Each Pay Grade has 10 steps, each with a 3% adjustment between each step. Step 5 is identified as the average Market Rate, although all steps are aligned to the average market. Overall, the Salary Range from Minimum to Maximum is 30%. Step adjustments are recommended annually based upon acceptable and documented performance indicators.

2024 Adjustment

The recommended salary schedule was developed with 2023 market data to maintain competitiveness with the existing market. The County should not need to make any range adjustments until 2024.

Classification Structure

The Classifications are listed in Appendix B. During the course of the Study, there was an opportunity to better align job titles with responsibilities. The recommendations have reduced the number of classifications from over 330 to 260, inclusive of levels within a classification. Some classifications may be given a department tag for job description and payroll purposes. Some job titles were revised to either have consistency throughout the organization, or to become more current with the external market and are reflected on the recommended Salary Schedule.

Position Placement

With the reduction in total number of pay grades from 58 to 20, time was spent with Department Heads to revisit the alignment of positions for each department.

Placement onto the respective Salary Schedule is based upon several criteria:

- Job Analysis
- Market analysis
- Compression analysis
- Internal equity

After considering all these elements, placement of some positions on the Salary Schedules have changed, with some positions now being placed in lower or higher pay grades than on the previous Schedule. This is not an indication that any given position is more or less important. Similarly, this is not a “reclassification” process, where a position is being evaluated on changes in responsibility, authority, or decision making that may place the position in a higher or lower pay grade, etc. This process is a complete reset of the Compensation System. This is sometimes difficult for employees, because they look only at where their position is placed on the Schedule and compare themselves to positions that have been placed higher. When this occurs, employees begin to compare their perception of the value of positions within the organization, and do not know, or disregard, the factors the Consultants considered when placing all the positions onto the Schedule.

Employee Placement

For purposes of implementation only, employees need to be placed to the Minimum Market of the Pay Range if under Step 1. If the employee’s current wage is above Step 1, the employee then needs to be placed on a step within their new range that does not result in a wage decrease. The County also wanted to ensure employees would experience at least a 3% increase for the first half of 2024. Therefore, employees whose placement did not result in a 3% increase the first half of the year were adjusted to a step meeting the minimum percentage. The only exception to this criterion would be employees whose salary is already at the top of the Maximum of the Pay Range. These adjustments place employees in a particular step regardless of tenure in the position. It is important to understand that market value is based on the work being performed, not the number of years one has been performing the work.

General Operational Guidelines

Maintenance of Salary Schedule

It is important for the County to have a standardized procedure to adjust the Salary Schedules for consistency and for budgetary forecasting. The Consultants recommend that on a set date each year, the Salary Schedules be increased by the Consumer Price Index – Urban (CPI -U) percentage or by a local economic indicator, if preferred. For example, since budgeting is done at approximately the same time each year, the County should establish a specific month in which to capture the average of the previous twelve (12) months of the selected economic indicator for a recommended adjustment. The County will still maintain control if conditions and finances fluctuate in a specific year. The following are the types of increases recommended:

Salary Schedule Adjustments

Annually, the Salary Schedules should be adjusted for economic reasons. Without maintaining the Salary Schedule, it will fall below the Market and the County will end up spending dollars to get it updated. Annual Salary Schedule adjustments will keep a competitive Salary Schedule. It is important the County budgets dollars for increases to the overall Schedule each year. There may be years when the economy cannot support such increases; however, that should be the exception, not the norm.

Annual Step Adjustments

The Salary Schedule is based on a premise of annual salary adjustments. Each year, employees may be eligible to receive a step increase, with acceptable performance.

Compensation Policy Recommendations

With the updated Salary Schedule, the County now has a competitive Compensation System for recruitment and retention purposes. Recommended compensation guidelines have been provided to Human Resources (Appendix C). Human Resources is recommended to consider these established guidelines and update the County’s compensation policy accordingly.

In addition, the County Board is recommended to develop a compensation policy that sets the direction of the organization’s compensation philosophy going forward. Developing a policy for placement within the market will give guidance to the County Executive to bring forward compensation recommendations in the future to keep the County aligned to this policy.

Metrics

Salary Schedules need to be balanced between what is competitive for recruitment/retention, as well as what is affordable and financially sustainable long term. The County should monitor metrics as an internal indicator to identify if there is a possible concern with the County’s placement in the market. Internally, metrics are standards of measurement used to assess what is occurring within an organization. Metrics tell an organization how well or poorly they are doing, allowing an organization to review, assess, problem solve, and adjust processes, as well as identify challenges or stressors to the organization that may be having a negative impact. Specific metrics may help identify where dollars are being expended that can be costly, including turnover. Although the Consultants acknowledge compensation is not the only reason for unwanted turnover, it is a consideration of the larger picture. In order to ensure competitive recruitment/retention, the County is advised to follow the recommended compensation philosophy to ensure it can stay competitive to support retaining its personnel. Metrics will help identify that success. It

is recommended the Human Resources Director designate a staff member to compile these metrics for ongoing review.

Table 2: Metrics Recommendations

METRIC	FORMULA TO CALCULATE	PURPOSE
Applicant Tracking	Total number of applications received	Assessing for reduced application stream
Turnover	Number of separations ÷ Number of approved FTE	Effectiveness of compensation and benefits; may identify trends that need further analysis within departments
Early Turnover	Number of employees leaving the job in the first 12 months of employment ÷ average actual # of employees in the job for same time period	Effectiveness of compensation and benefits; may identify trends that need further analysis within departments
Offer Acceptance	The number of employment offers accepted ÷ number of employment offers made	Effectiveness of compensation package
Employee Demographics	Percentage of employees in age categories and years of service categories	Assess work demographic for trends in lower tenure and higher percentage of employees in mobile generation groups (under 40)
Exit Interviews Metrics	NA	Documenting reasons for turnover for trends in compensation package

Market Updates

One of the main concerns in any Salary Schedule is the ability to keep it current. Often, an organization spends time and resources to review and reevaluate their Salary Schedule, resulting in providing employees or Pay Grades significant increases because either the positions or the Schedule is not in line with the external market. A Salary Schedule has a typical life span of three (3) to five (5) years, at which time market conditions typically necessitate a review. The County can strive to prolong the life of their Schedule if it continues to commit to maintaining its competitiveness with the external market by ensuring market updates occur. Given the current competitive market, the County is recommended to initially conduct a market update in three (3) years. Analyzing turnover and other human resource type metrics should help indicate if an external market update is required sooner or can be pushed back a year.

Total Rewards: Benefits

In addition to compensation, the County asked that a comparison of major benefits be completed. The following is a summary of these comparisons. It should be noted the recommendations contained in the benefit analysis will take time to evaluate with a benefits broker, and most cannot be quickly changed. This allows the County to understand their benefits among the comparable market and is independent of the compensation recommendations. The feasibility of feedback and options offered must be analyzed by the County as a whole, and are not immediate recommendations.

Health Insurance

The County offers two (2) health plan designs summarized as follows:

Table 3: Health Plan Summary

PLAN DESCRIPTION	DEDUCTIBLE AMOUNTS	MONTHLY EMPLOYEE CONTRIBUTION (S/F) WITHOUT HEALTH RISK ASSESSMENT	MONTHLY EMPLOYEE CONTRIBUTION (S/F) WITH HEALTH RISK ASSESSMENT
GHT Plan 1	\$2000/\$4000	\$90.78/\$223.86	\$72.86/\$188.02
GHT Plan 2	\$1000/\$2000	\$174.89/\$440.48	\$156.98/\$404.65

Most organizations have been forced to add higher deductibles and coinsurance limits onto health plans to push costs back onto the end users/consumers, which is now a standard across the nation. Outagamie County is no exception. Offering multiple plan options gives employees the opportunity to select the coverage that best matches their personal situation, which is a positive attribute to the benefits package.

The County offers a high deductible health plan with a Health Savings Account (HSA) option as a means to help the employee build a portable medical account, which is also very positive. In 2023, the County contributes \$800 for employee single coverage and \$1,600 for family coverage. This contribution to employee HSA accounts provides more relief from health care expenses. The comparables that provided their health insurance benefit information contribute, on average, \$890 for single coverage and \$1,780 for family coverage. The County is commended for providing this health insurance enhancement.

Premiums

It is extremely difficult to compare health insurance, as the number of plans and the plan designs are significantly different among organizations. What can be compared is the amount the employee contributes toward the cost of that insurance. As the County is aware, the cost of health insurance is a large budget item for any organization. Health insurance is often the single largest benefit looked at by potential new hires, so a review by the County of

employee contributions to this benefit is imperative for offering a comprehensive benefit package.

The Consultants compared the County’s 2023 health plan with the comparable organizations’ health plans for a more accurate reflection of insurance in this geographical region. The following are the results from comparable entities that provided benefit data, broken down into single and family coverage. Wellness incentives and HSA/HRA deposits are excluded.

Table 4: Single Plan Premium Comparison

COMPARABLE	PLAN DESCRIPTION	SINGLE MONTHLY PREMIUM	DEDUCTIBLE
Dane	HMO	\$0.00	\$100.00
Kenosha	General	\$0.00	\$500.00
Appleton	HDHP (wellness)	\$0.00	\$1,500.00
Appleton	LDHP (wellness)	\$0.00	\$1,000.00
Kenosha	Sworn	\$0.00	\$2,400.00
Racine	United Healthcare	\$15.62	\$1,000.00
Appleton	HDHP	\$29.70	\$1,500.00
Neenah	HealthPartners w/ Robin - Select	\$31.14	\$3,500.00
Portage	HDHD	\$38.28	\$2,000.00
Dane	POS	\$59.43	\$100.00
Grand Chute	Dean Health	\$64.25	\$500.00
Brown	UMR	\$71.02	\$2,000.00
Outagamie	GHT Plan 1 (health risk assessment)	\$72.86	\$2,000.00
Neenah	HealthPartners w/ Robin - Broad	\$73.78	\$3,500.00
Grand Chute	Dean Health - Prevea 360 East	\$75.63	\$500.00
Marathon	UHC Choice Plus (wellness)	\$80.08	\$2,000.00
Oshkosh	PPO	\$81.40	
Waupaca	Tier 1 (wellness)	\$82.50	\$1,500.00
Neenah	HealthPartners w/ Robin	\$83.25	\$2,000.00
Calumet	HDHP (wellness)	\$88.90	\$1,500.00
Green Bay	Option 2	\$89.04	\$2,500.00
Outagamie	GHT Plan 1	\$90.78	\$2,000.00
La Crosse		\$93.00	\$1,350.00
Portage	PPO	\$98.88	\$1,000.00
Fond du Lac	Silver/Gold/Platinum	\$99.77	\$1,000.00
Green Bay	Option 1	\$101.42	\$2,250.00
Waupaca	Tier 2	\$103.14	\$1,500.00
Waukesha	HDHP	\$103.29	\$2,100.00
Marathon	UHC Choice Plus	\$120.12	\$2,000.00
Fond du Lac	Bronze	\$124.72	\$1,000.00
Grand Chute	Network Health	\$125.11	\$500.00
Fond du Lac	Blue	\$149.66	\$1,000.00
Outagamie	GHT Plan 2 (health risk assessment)	\$156.98	\$1,000.00

COMPARABLE	PLAN DESCRIPTION	SINGLE MONTHLY PREMIUM	DEDUCTIBLE
Outagamie	GHT Plan 2	\$174.89	\$1,000.00
Calumet	HDHDP	\$177.80	\$1,500.00
Appleton	LDHP	\$187.45	\$1,000.00
Waukesha	Choice Plus	\$274.07	\$800.00
Grand Chute	Common Ground Healthcare Cooperative	\$279.87	\$500.00
Grand Chute	Local IYC Access Dean	\$338.93	\$500.00

Table 5: Family Plan Premium Comparison

COMPARABLE	PLAN DESCRIPTION	FAMILY MONTHLY PREMIUM	DEDUCTIBLE
Dane	HMO	\$0.00	\$200.00
Kenosha	General	\$0.00	\$1,000.00
Appleton	HDHP (wellness)	\$0.00	\$3,000.00
Racine	United Healthcare	\$45.09	\$2,000.00
Appleton	HDHP	\$76.97	\$3,000.00
Neenah	HealthPartners w/ Robin - Select	\$82.36	\$7,000.00
Portage	HDHD	\$85.24	\$4,000.00
Dane	POS	\$139.91	\$200.00
Waupaca	Tier 2	\$143.14	\$3,000.00
Grand Chute	Dean Health	\$156.68	\$1,000.00
Grand Chute	Dean Health - Prevea 360 East	\$185.12	\$1,000.00
Outagamie	GHT Plan 1 (health risk assessment)	\$188.02	\$4,000.00
Brown	UMR	\$189.40	\$4,000.00
Neenah	HealthPartners w/ Robin - Broad	\$195.16	\$7,000.00
Oshkosh	PPO	\$203.56	
Green Bay	Option 2	\$215.70	\$5,000.00
Portage	PPO	\$220.02	\$2,000.00
Neenah	HealthPartners w/ Robin	\$220.20	\$4,000.00
Outagamie	GHT Plan 1	\$223.86	\$4,000.00
Marathon	UHC Choice Plus (wellness)	\$225.84	\$3,500.00
La Crosse		\$228.00	\$2,700.00
Waupaca	Tier 1 (wellness)	\$229.00	\$3,000.00
Calumet	HDHP (wellness)	\$244.97	\$3,000.00
Green Bay	Option 1	\$245.66	\$4,500.00
Fond du Lac	Silver/Gold/Platinum	\$261.86	\$2,000.00
Waukesha	HDHP	\$279.10	\$4,200.00
Waupaca	Tier 2	\$286.28	\$3,000.00
Grand Chute	Network Health	\$308.82	\$1,000.00
Fond du Lac	Bronze	\$327.32	\$2,000.00
Marathon	UHC Choice Plus	\$338.76	\$3,500.00
Fond du Lac	Blue	\$392.79	\$2,000.00
Outagamie	GHT Plan 2 (health risk assessment)	\$404.65	\$2,000.00
Appleton	LDHP (wellness)	\$408.37	\$2,000.00

COMPARABLE	PLAN DESCRIPTION	FAMILY MONTHLY PREMIUM	DEDUCTIBLE
Outagamie	GHT Plan 2	\$440.48	\$2,000.00
Calumet	HDHP	\$489.93	\$3,000.00
Appleton	LDHP	\$510.47	\$2,000.00
Grand Chute	Common Ground Healthcare Cooperative	\$695.72	\$1,000.00
Waukesha	Choice Plus	\$739.41	\$2,400.00
Grand Chute	Local IYC Access Dean	\$843.40	\$1,000.00

The above information indicates that the County is neither leading or lagging in the market for lowest employee premium amounts; however, that is not a comprehensive picture.

Expected Employee Cost

As premiums and deductibles are varied in the region, calculating the cost of the monthly premium plus the deductible reveals a clearer look at the expected employee cost. This calculation shows the County’s true position in the market as shown in the Tables below.

Table 6: Single Plan Comparable Review

COMPARABLE	PLAN DESCRIPTION	ANNUAL PREMIUM	DEDUCTIBLE AMOUNT	EMPLOYER FUNDED HSA/HRA (CREDIT)	EXPECTED ANNUAL RISK TO EMPLOYEE
Dane	HMO	\$0.00	\$100.00		\$100.00
Kenosha	General	\$0.00	\$500.00		\$500.00
Dane	POS	\$713.16	\$100.00		\$813.16
Appleton	LDHP (wellness)	\$0.00	\$1,000.00		\$1,000.00
Racine	United Healthcare	\$187.44	\$1,000.00		\$1,187.44
Grand Chute	Dean Health	\$771.00	\$500.00		\$1,271.00
Grand Chute	Dean Health - Prevea 360 East	\$907.56	\$500.00		\$1,407.56
Appleton	HDHP (wellness)	\$0.00	\$1,500.00		\$1,500.00
Calumet	HDHP (wellness)	\$1,066.80	\$1,500.00	\$1,000.00	\$1,566.80
Appleton	HDHP	\$356.40	\$1,500.00		\$1,856.40
Portage	HDHD	\$459.36	\$2,000.00	\$500.00	\$1,959.36
Grand Chute	Network Health	\$1,501.32	\$500.00		\$2,001.32
Outagamie	GHT Plan 1 (health risk assessment)	\$874.32	\$2,000.00	\$800.00	\$2,074.32
Neenah	HealthPartners w/ Robin - Select	\$373.68	\$3,500.00	\$1,750.00	\$2,123.68
Portage	PPO	\$1,186.56	\$1,000.00		\$2,186.56
Fond du Lac	Silver/Gold/Platinum	\$1,197.24	\$1,000.00		\$2,197.24
Marathon	UHC Choice Plus (wellness)	\$960.96	\$2,000.00	\$750.00	\$2,210.96
Outagamie	GHT Plan 1	\$1,089.40	\$2,000.00	\$800.00	\$2,289.40
Kenosha	Sworn	\$0.00	\$2,400.00		\$2,400.00
La Crosse		\$1,116.00	\$1,350.00		\$2,466.00
Waupaca	Tier 1 (wellness)	\$990.00	\$1,500.00		\$2,490.00
Fond du Lac	Bronze	\$1,496.64	\$1,000.00		\$2,496.64

COMPARABLE	PLAN DESCRIPTION	ANNUAL PREMIUM	DEDUCTIBLE AMOUNT	EMPLOYER FUNDED HSA/HRA (CREDIT)	EXPECTED ANNUAL RISK TO EMPLOYEE
Neenah	HealthPartners w/ Robin	\$999.00	\$2,000.00	\$500.00	\$2,499.00
Marathon	UHC Choice Plus	\$1,441.44	\$2,000.00	\$750.00	\$2,691.44
Waupaca	Tier 2	\$1,237.68	\$1,500.00		\$2,737.68
Fond du Lac	Blue	\$1,795.92	\$1,000.00		\$2,795.92
Brown	UMR	\$852.24	\$2,000.00		\$2,852.24
Outagamie	GHT Plan 2 (health risk assessment)	\$1,883.76	\$1,000.00		\$2,883.76
Waukesha	Choice Plus	\$3,288.84	\$800.00	\$1,125.00	\$2,963.84
Green Bay	Option 2	\$1,068.48	\$2,500.00	\$500.00	\$3,068.48
Outagamie	GHT Plan 2	\$2,098.68	\$1,000.00		\$3,098.68
Appleton	LDHP	\$2,249.40	\$1,000.00		\$3,249.40
Waukesha	HDHP	\$1,239.48	\$2,100.00		\$3,339.48
Green Bay	Option 1	\$1,217.04	\$2,250.00		\$3,467.04
Calumet	HDHDP	\$2,133.60	\$1,500.00	\$100.00	\$3,533.60
Grand Chute	Common Ground Healthcare Coop	\$3,358.44	\$500.00		\$3,858.44
Neenah	HealthPartners w/ Robin - Broad	\$885.36	\$3,500.00		\$4,385.36
Grand Chute	Local IYC Access Dean	\$4,067.16	\$500.00		\$4,567.16
Grand Chute	Robin with Health Partners	\$6,015.24	\$500.00		\$6,515.24

*Plans that did not report a premium or deductible excluded

Table 7: Family Plan Comparable Review

COMPARABLE	PLAN DESCRIPTION	ANNUAL PREMIUM	DEDUCTIBLE AMOUNT	EMPLOYER FUNDED HSA/HRA (CREDIT)	EXPECTED ANNUAL RISK TO EMPLOYEE
Dane	HMO	\$0.00	\$200.00		\$200.00
Kenosha	General	\$0.00	\$1,000.00		\$1,000.00
Dane	POS	\$1,678.92	\$200.00		\$1,878.92
Racine	United Healthcare	\$541.08	\$2,000.00		\$2,541.08
Grand Chute	Dean Health	\$1,880.16	\$1,000.00		\$2,880.16
Appleton	HDHP (wellness)	\$0.00	\$3,000.00		\$3,000.00
Grand Chute	Dean Health - Prevea 360 East	\$2,221.44	\$1,000.00		\$3,221.44
Appleton	HDHP	\$923.64	\$3,000.00		\$3,923.64
Calumet	HDHP (wellness)	\$2,939.64	\$3,000.00	\$2,000.00	\$3,939.64
Portage	HDHD	\$1,022.88	\$4,000.00	\$1,000.00	\$4,022.88
Neenah	HealthPartners w/ Robin - Select	\$988.32	\$7,000.00	\$3,500.00	\$4,488.32
Portage	PPO	\$2,640.24	\$2,000.00		\$4,640.24
Outagamie	GHT Plan 1 (health risk assessment)	\$2,256.24	\$4,000.00	\$1,600.00	\$4,656.24
Grand Chute	Network Health	\$3,705.84	\$1,000.00		\$4,705.84
Waupaca	Tier 2	\$1,717.68	\$3,000.00		\$4,717.68
Outagamie	GHT Plan 1	\$2,686.32	\$4,000.00	\$1,600.00	\$5,086.32
Fond du Lac	Silver/Gold/Platinum	\$3,142.32	\$2,000.00		\$5,142.32
Waukesha	HDHP	\$3,349.20	\$4,200.00	\$2,250.00	\$5,299.20
La Crosse		\$2,736.00	\$2,700.00		\$5,436.00

COMPARABLE	PLAN DESCRIPTION	ANNUAL PREMIUM	DEDUCTIBLE AMOUNT	EMPLOYER FUNDED HSA/HRA (CREDIT)	EXPECTED ANNUAL RISK TO EMPLOYEE
Neenah	HealthPartners w/ Robin	\$2,642.40	\$4,000.00	\$1,000.00	\$5,642.40
Waupaca	Tier 1 (wellness)	\$2,748.00	\$3,000.00		\$5,748.00
Neenah	HealthPartners w/ Robin - Broad	\$2,341.92	\$7,000.00	\$3,500.00	\$5,841.92
Fond du Lac	Bronze	\$3,927.84	\$2,000.00		\$5,927.84
Marathon	UHC Choice Plus	\$4,065.12	\$3,500.00	\$1,500.00	\$6,065.12
Marathon	UHC Choice Plus (wellness)	\$2,710.08	\$3,500.00		\$6,210.08
Brown	UMR	\$2,272.80	\$4,000.00		\$6,272.80
Waupaca	Tier 2	\$3,435.36	\$3,000.00		\$6,435.36
Green Bay	Option 2	\$2,588.40	\$5,000.00	\$1,000.00	\$6,588.40
Fond du Lac	Blue	\$4,713.48	\$2,000.00		\$6,713.48
Outagamie	GHT Plan 2 (health risk assessment)	\$4,855.80	\$2,000.00		\$6,855.80
Calumet	HDHP	\$5,879.16	\$3,000.00	\$2,000.00	\$6,879.16
Appleton	LDHP (wellness)	\$4,900.44	\$2,000.00		\$6,900.44
Outagamie	GHT Plan 2	\$5,285.80	\$2,000.00		\$7,285.80
Green Bay	Option 1	\$2,947.92	\$4,500.00		\$7,447.92
Appleton	LDHP	\$6,125.64	\$2,000.00		\$8,125.64
Grand Chute	Common Ground Healthcare Coop	\$8,348.64	\$1,000.00		\$9,348.64
Grand Chute	Local IYC Access Dean	\$10,120.80	\$1,000.00		\$11,120.80
Waukesha	Choice Plus	\$8,872.92	\$2,400.00		\$11,272.92

*Plans that did not report a premium or deductible excluded

Looking at the deductible with premium cost, the County’s plans are slightly spread among the comparables. A final look at the County in relation to out-of-pocket maximums, follows.

Maximum Employee Cost

The following tables show that employees that experience a major medical event that exceeds the deductible costs will have a lower financial risk than in other comparable counties when considering the maximum out-of-pocket expenses.

Table 8: Single Plan Maximum Risk Comparative Review

COMPARABLE	PLAN DESCRIPTION	ANNUAL PREMIUM	OUT-OF-POCKET MAXIMUM AMOUNT	EMPLOYER FUNDED HSA/HRA (CREDIT)	HIGHEST ANNUAL RISK TO EMPLOYEE
Dane	HMO	\$0.00	\$250.00		\$250.00
Dane	POS	\$713.16	\$250.00		\$963.16
Calumet	HDHP (wellness)	\$1,066.80	\$1,500.00	\$1,000.00	\$1,566.80
Racine	United Healthcare	\$187.44	\$2,500.00		\$2,687.44
Neenah	HealthPartners w/ Robin	\$999.00	\$2,500.00	\$500.00	\$2,999.00
Kenosha	General	\$0.00	\$3,000.00		\$3,000.00
Appleton	HDHP (wellness)	\$0.00	\$3,000.00		\$3,000.00

COMPARABLE	PLAN DESCRIPTION	ANNUAL PREMIUM	OUT-OF-POCKET MAXIMUM AMOUNT	EMPLOYER FUNDED HSA/HRA (CREDIT)	HIGHEST ANNUAL RISK TO EMPLOYEE
Outagamie	GHT Plan 1 (health risk assessment)	\$874.32	\$3,000.00	\$800.00	\$3,074.32
Appleton	LDHP (wellness)	\$0.00	\$3,100.00		\$3,100.00
Outagamie	GHT Plan 1	\$1,089.40	\$3,000.00	\$800.00	\$3,289.40
Appleton	HDHP	\$356.40	\$3,000.00		\$3,356.40
Kenosha	Sworn	\$0.00	\$3,400.00		\$3,400.00
Waupaca	Tier 1 (wellness)	\$990.00	\$2,500.00		\$3,490.00
Calumet	HDHDP	\$2,133.60	\$1,500.00	\$100.00	\$3,533.60
Neenah	HealthPartners w/ Robin - Select	\$373.68	\$5,000.00	\$1,750.00	\$3,623.68
Waupaca	Tier 2	\$1,237.68	\$2,500.00		\$3,737.68
Portage	HDHD	\$459.36	\$4,000.00	\$500.00	\$3,959.36
Marathon	UHC Choice Plus (wellness)	\$960.96	\$4,000.00	\$750.00	\$4,210.96
La Crosse		\$1,116.00	\$3,350.00		\$4,466.00
Waukesha	HDHP	\$1,239.48	\$3,250.00		\$4,489.48
Outagamie	GHT Plan 2 (health risk assessment)	\$1,883.76	\$2,750.00		\$4,633.76
Marathon	UHC Choice Plus	\$1,441.44	\$4,000.00	\$750.00	\$4,691.44
Fond du Lac	Silver/Gold/Platinum	\$1,197.24	\$3,500.00		\$4,697.24
Waukesha	Choice Plus	\$3,288.84	\$2,600.00	\$1,125.00	\$4,763.84
Outagamie	GHT Plan 2	\$2,098.68	\$2,750.00		\$4,848.68
Brown	UMR	\$852.24	\$4,000.00		\$4,852.24
Fond du Lac	Bronze	\$1,496.64	\$3,500.00		\$4,996.64
Portage	PPO	\$1,186.56	\$4,000.00		\$5,186.56
Fond du Lac	Blue	\$1,795.92	\$3,500.00		\$5,295.92
Appleton	LDHP	\$2,249.40	\$3,100.00		\$5,349.40
Green Bay	Option 2	\$1,068.48	\$5,000.00	\$500.00	\$5,568.48
Green Bay	Option 1	\$1,217.04	\$4,500.00		\$5,717.04
Neenah	HealthPartners w/ Robin - Broad	\$885.36	\$6,000.00		\$6,885.36
Grand Chute	Dean Health	\$771.00	\$9,100.00		\$9,871.00
Grand Chute	Dean Health - Prevea 360 East	\$907.56	\$9,100.00		\$10,007.56
Grand Chute	Network Health	\$1,501.32	\$9,100.00		\$10,601.32
Grand Chute	Common Ground Healthcare Coop	\$3,358.44	\$9,100.00		\$12,458.44
Grand Chute	Local IYC Access Dean	\$4,067.16	\$9,100.00		\$13,167.16
Grand Chute	Robin with Health Partners	\$6,015.24	\$9,100.00		\$15,115.24

*Plans that did not report a premium or out-of-pocket maximum excluded

Table 9: Family Plan Maximum Risk Comparative Review

COMPARABLE	PLAN DESCRIPTION	ANNUAL PREMIUM	OUT-OF-POCKET MAXIMUM AMOUNT	EMPLOYER FUNDED HSA/HRA (CREDIT)	HIGHEST ANNUAL RISK TO EMPLOYEE
Dane	HMO	\$0.00	\$500.00		\$500.00
Dane	POS	\$1,678.92	\$500.00		\$2,178.92
Calumet	HDHP (wellness)	\$2,939.64	\$3,000.00	\$2,000.00	\$3,939.64
Racine	United Healthcare	\$541.08	\$5,000.00		\$5,541.08

COMPARABLE	PLAN DESCRIPTION	ANNUAL PREMIUM	OUT-OF-POCKET MAXIMUM AMOUNT	EMPLOYER FUNDED HSA/HRA (CREDIT)	HIGHEST ANNUAL RISK TO EMPLOYEE
Kenosha	General	\$0.00	\$6,000.00		\$6,000.00
Appleton	HDHP (wellness)	\$0.00	\$6,000.00		\$6,000.00
Neenah	HealthPartners w/ Robin	\$2,642.40	\$5,000.00	\$1,000.00	\$6,642.40
Outagamie	GHT Plan 1 (health risk assessment)	\$2,256.24	\$6,000.00	\$1,600.00	\$6,656.24
Waupaca	Tier 2	\$1,717.68	\$5,000.00		\$6,717.68
Calumet	HDHP	\$5,879.16	\$3,000.00	\$2,000.00	\$6,879.16
Appleton	HDHP	\$923.64	\$6,000.00		\$6,923.64
Outagamie	GHT Plan 1	\$2,686.32	\$6,000.00	\$1,600.00	\$7,086.32
Neenah	HealthPartners w/ Robin - Select	\$988.32	\$10,000.00	\$3,500.00	\$7,488.32
Waukesha	HDHP	\$3,349.20	\$6,500.00	\$2,250.00	\$7,599.20
Waupaca	Tier 1 (wellness)	\$2,748.00	\$5,000.00		\$7,748.00
Portage	HDHD	\$1,022.88	\$8,000.00	\$1,000.00	\$8,022.88
La Crosse		\$2,736.00	\$5,400.00		\$8,136.00
Waupaca	Tier 2	\$3,435.36	\$5,000.00		\$8,435.36
Marathon	UHC Choice Plus	\$4,065.12	\$6,500.00	\$1,500.00	\$9,065.12
Marathon	UHC Choice Plus (wellness)	\$2,710.08	\$6,500.00		\$9,210.08
Fond du Lac	Silver/Gold/Platinum	\$3,142.32	\$7,000.00		\$10,142.32
Brown	UMR	\$2,272.80	\$8,000.00		\$10,272.80
Outagamie	GHT Plan 2 (health risk assessment)	\$4,855.80	\$5,500.00		\$10,355.80
Portage	PPO	\$2,640.24	\$8,000.00		\$10,640.24
Outagamie	GHT Plan 2	\$5,285.80	\$5,500.00		\$10,785.80
Neenah	HealthPartners w/ Robin - Broad	\$2,341.92	\$12,000.00	\$3,500.00	\$10,841.92
Fond du Lac	Bronze	\$3,927.84	\$7,000.00		\$10,927.84
Appleton	LDHP (wellness)	\$4,900.44	\$6,200.00		\$11,100.44
Green Bay	Option 2	\$2,588.40	\$10,000.00	\$1,000.00	\$11,588.40
Fond du Lac	Blue	\$4,713.48	\$7,000.00		\$11,713.48
Green Bay	Option 1	\$2,947.92	\$9,000.00		\$11,947.92
Appleton	LDHP	\$6,125.64	\$6,200.00		\$12,325.64
Waukesha	Choice Plus	\$8,872.92	\$6,600.00		\$15,472.92
Grand Chute	Dean Health	\$1,880.16	\$18,200.00		\$20,080.16
Grand Chute	Dean Health - Prevea 360 East	\$2,221.44	\$18,200.00		\$20,421.44
Grand Chute	Network Health	\$3,705.84	\$18,200.00		\$21,905.84
Grand Chute	Common Ground Healthcare Coop	\$8,348.64	\$18,200.00		\$26,548.64
Grand Chute	Local IYC Access Dean	\$10,120.80	\$18,200.00		\$28,320.80

*Plans that did not report a premium or out-of-pocket maximum excluded

Overall, Plan 1 has the least maximum risk to employees. Because the County is in a very competitive region, the organization should consider if premium adjustments, plan design, or additional contribution to the HSA can be considered to put the County in a more competitive position for health insurance.

Part-Time to Full Time Health Insurance Status Change

The County provides benefits to part-time employees working between 20-29 hours per week. The Consultants gathered benefit data from comparable organizations that also provide benefits to part-time employees. The County’s current policy does not immediately change the level of benefit from part-time to full-time when the employee changes status, instead relying on the lookback period process. An existing employee who has worked part-time and is changing to full-time should be afforded the same level of benefits as new hire full-time employees. It is recommended the County adjust its policy so employees who have a change in employment status (part-time to full-time) see their insurance benefit change during the pay period of the occurrence.

Time Off Benefits

Time off and work life balance continue to be top areas candidates and employees look at when considering employment and retention. Therefore, the County’s paid time off benefits were also reviewed.

Holidays

Currently the County offers a total of 10 observed holidays and 2 floating holidays per year. The comparables that provided holiday information reported combined totals between 8-16 days. The County could consider offering an additional floating holiday for better flexibility and competitiveness with neighboring comparables.

Vacation

The County has one (1) vacation model as of 1/1/2023 summarized as follows:

Table 10: Vacation Schedule

Vacation Description	Levels of Accrual	Minimum Accrual	Maximum Accrual	Years to Reach Maximum
Vacation Leave	4	10 days	25 days	15 years

Comparable organizations that report vacation, offer 5-23 days in the first year and have between 4-11 levels of accrual. The maximum number of vacation days range from 25-42 days, with most respondents at 25 days or above, which is occurring between the 14th and 30th year of employment.

There are no changes recommended for the vacation program for full-time.

Sick Leave

The County offers 12 sick days per year which results in 96 hours per year. Employees retiring may be eligible for a portion, or all, of accumulated sick leave to be paid out. The reporting comparables provide similar sick leave accruals from 48-96 hours per year, with most at 96 hours. No changes to sick leave accruals are recommended for full-time

Part-Time to Full Time Benefited Time Off Status Change

The County provides pro-rated time off to part-time employees based on the average hours worked. The County's current policy does not immediately change the level of benefit from part-time to full-time when the employee changes status, instead relying on the lookback period process. This results in an existing employee who has worked part-time and is changing to full-time having less benefited paid time than a new full-time hire. It is recommended the County adjust its policy so employees who have a change in employment status (part-time to full-time) see their benefits time benefit change during the pay period of the occurrence so the look back period is discontinued, and the employee accrues time off equal to any other full-time new hire.

In addition, the County may wish to look at how it pro-rates part-time benefited time off. Part-time personnel accrue benefited time off based on hours worked. Given the County has a significant number of part-time personnel to support its operations, this is an administrative load, and the County should consider whether the higher paid time benefit for those who work more hours outweighs the administration side of the calculation. The County may wish to consider a more simplified approach that gives employees 50% proration for 20-29 budgeted hours; 75% proration for 30-37 budgeted hours; and 100% for 37.5-40 budgeted hours.

Paid Time-Off

Although the County has sufficient time-off benefits, work-life balance, flexibility, and paid time-off topics are very important to the total compensation package. Having the rules and variations for each of the traditional methods of time-off may be confusing and frustrating for employees and managers, and it is likely a significant administrative burden to the administrative staff who setup and monitor the use of these forms of leave. Many organizations add stringent rules for the use of benefits to help the employees manage their personal situations, but that often makes programs more difficult to manage, so considering an alternative time-off program option may be beneficial to the County. This may also be very advantageous for future recruitment, when candidates are looking for increased flexibility with time off.

Paid Time Off (PTO) is a single bank of time-off, which is then used for sick, vacation, and even bereavement time, instead of having different banks of time for different

purposes. Some organizations include holidays into this program, while others do not. Generally, PTO has a larger overall rate than vacation, but less than vacation and sick time combined as a tradeoff for the increased flexibility provided under a PTO program, and there is an overall payout on the benefit. The benefit has administrative ease, simplification, and new flexibility for employees. Oftentimes the biggest challenge is transitioning accumulated sick and vacation hours into a new program, but this can be done successfully without loss of accumulated time. Organizations that have done this are satisfied with the result once the transition is complete. Although few comparable organizations identify PTO as a program they offer, the County could consider the concept of PTO to offer more flexibility within their benefits in the future. Some comparables have made this change for their employees.

Typically, when an organization transitions to a PTO program, there is discussion of what to do with the current banks of time. It is customary for vacation to be rolled over into the PTO program so employees start with a balance of time. Available sick time can then be rolled into an Extended Leave Bank, in which employees may utilize this bank for major illness/accident events and FMLA qualifying events. This way, the sick time the employee has already accumulated is still available for significant events in their personal life. For hours that have been earned and are vested, there will need to be a payout mechanism built into these banks so there is no loss to the employee as a result of the change in programs, but the banks simply do not need to accumulate new hours, if not desired by the County. Extended Leave Banks could be a grandfathered provision for current employees with sick time, so new employees would not be eligible. Other programs allow employees to move PTO into the Extended Leave Bank annually.

The County is recommended to consider PTO in the future. This would allow the County to offer more flexibility within their benefit structure for the current and future workforce.

Administrative Flexibility Time

It is common for Department Directors, exempt-level managers, and command staff to work more than a traditional 40-hour workweek. This is inherently an expectation of the job when accepted. With that said, public employers need to be cognizant of the fact that losses at that level of position due to burnout can have unintended consequences to an organization if succession planning is not occurring. Such consequences could have a delay in services to constituents for a period of time, as well as a loss of institutional knowledge for the organization. In addition, if promotions are not occurring because of the loss of overtime and/or additional expectations being put on directors and managers, this is an indication that employees may feel an imbalance, so employers should be gauging this proactively.

While it is understood that exempt management-level positions will likely work an excess of 40-hours per week and will report after hours and on days off for incident command, emergency response, and even scheduled meetings, every organization should ensure that

additional time is acknowledged, because these hours cannot always be flexed. The County should assess the positions that are regularly and substantially in this situation and provide these positions with an equivalent week of paid time for their administrative/operational responsibilities that regularly require them to exceed standard workweeks. This bank of time should be provided to these positions annually, but does not accumulate, so it is 'use it or lose it.' This should help these employees better balance their time away from work. Ensuring these employees are able to utilize the banked time should be a priority for the County. The Consultants recommend the County review positions in Pay Grade Q-V for this benefit. The County may identify other exempt-level positions that would qualify.

Payout Provisions

In terms of payouts, the County's payout provision is in the form of cash. This payment is then considered taxable to the employee, and the County pays related employment taxes on these amounts. Further, these payments need to be recorded as liabilities on the County's financial statements. The County could consider enhancing the payout provisions in a way that will assist employees with their future health care needs since the main reason employees choose not to retire is because they financially are not able to or cannot afford to continue health care coverage. These payouts could be developed to create a post-employment medical trust for the employee in which deposits are tax-free for both the employee and employer, is not considered income to the employee, and is to be used for medical expenses by the employee/qualified beneficiaries.

Retirement Contributions

In addition to the mandatory Wisconsin Retirement System (WRS), the County currently offers Deferred Compensation 457(b) and Roth IRA voluntary retirement options for employees to enhance their financial portfolio based on their own contributions. The County offers two (2) vendors to give the employees additional options.

Although the County contributes the state mandated employer contribution for WRS, at least one (1) municipality outside the County's market region has started to offer matching contributions to employee contributions into their 457(b) accounts, which is a recruitment and retention tool.

Total Rewards: Well-being

Today’s employees are looking at the “big picture” when assessing where they want to work. Often, it extends beyond the traditional areas of compensation and benefits. Many organizations still consider elements of well-being, or work-life effectiveness, to be classified as benefits. The Total Rewards model takes into account the fluidity of the relationship between compensation, benefits, work-life effectiveness, recognition, performance management, and talent development. It will be up to Outagamie County to determine where the various elements will be categorized and how initiatives will be carried out. For the purposes of the report, this area has been provided separately.

Well-being, or work-life effectiveness comes from a specific set of organizational practices, policies and programs plus a philosophy that actively supports efforts to help employees achieve success both at work and at home. This philosophy recognizes every worker’s need to be appreciated as a contributor to the organization’s success. Productivity is enhanced when the organization supports employees in their efforts to manage both work and personal responsibilities. This supportive environment leads to an improved ability to attract, motivate, engage and retain members of the workforce. The major areas to consider are how the County can support health and wellness, workplace flexibility, dependent care, financial support programs, community involvement program, and culture change initiatives.

The following are considerations to enhance the County’s current Total Rewards program to support employees at different phases of their life. The feasibility of the options must be analyzed by the County as a whole, and are not immediate recommendations.

Wellness Program

Wellness initiatives can be positive influences toward the work culture and health of the organization. The County provides comparable employee wellness benefits. Employees can earn insurance premium discounts by participating in a Health Risk Assessment. Other programs provided include learning seminars, ‘Lunch and Learns’, weight loss challenges and access to on-site fitness centers. Other organizations indicated they offer cash rewards, gym membership, insurance premium discounts, and additional HSA contributions. These benefits are also available to part-time insurance participants.

Childcare Assistance

Childcare is one of the most expensive household expenses, and often is a barrier to employment for that reason. Offering a childcare discount can increase employee satisfaction and engagement, and can be a major recruitment tool. Similar to how the County provides contributions to a Health Savings Account, pre-tax contributions can be made to a Dependent Care Flexible Spending Account. Alternately, the County could consider a

percentage, flat rate, or scholarship program to subsidize this expense. An on-site childcare facility with discounted tuition would also be a highly welcomed benefit for working parents. Although this was not a benefit found in the comparable market, this is a benefit some employers are considering on a national level.

Long Term Care Insurance

Long-term care (LTC) is different from traditional medical care. Long-term care goes beyond medical treatment and nursing care to helping people cope in the face of a chronic illness or disability. Long-term care provides support in performing everyday tasks. People need long-term care for a number of reasons, but often it is simply for the process of getting older. Long-term care services are typically needed by individuals unable to perform activities of daily living or who become cognitively impaired. As the County’s workforce matures, there is a greater need for long-term care services which can be a significant financial burden without proper insurance coverage. Because this is a critical component to retirement planning, more employers nationally are offering LTC insurance programs and education.

Paid Parental and Elder Care Leave

Paid leave for employees who are new parents or will become parents is becoming a more common benefit that growing to include employees who need support in other facets of life including providing care and support to aging parents. These paid benefits are not required in Wisconsin; however, other states are adopting mandatory benefits of this nature, which is gaining support nationwide. Offering a paid leave benefit aligned to Family Medical Leave qualifying events for a duration of between 2-6 weeks should be considered by the County.

Volunteering Time Off

Volunteer time off is a paid leave system that allows employees to donate their time to local nonprofit organizations. Volunteer leave policies make an organization appealing to potential and existing employees who have a strong desire to give back to their community. In addition, this type of program allows employers to give back to their communities and nonprofits. Volunteer leave is when workers devote their leave period to charitable or community service activities. Some employers give their employees the freedom to choose where they want to spend their volunteer leave time, while others limit it to pre-approved locations. Volunteer time off is typically 1-2 days per year.

529 College Savings Plan

A 529 plan is a tax-advantaged savings plan designed to help families save for college and a range of other qualified education expenses which is outlined in Section 529 of the Internal Revenue Code. This is a voluntary benefit option for the County to include in its benefits

portfolio, while the preferred vendor works directly with the employee for enrollment and fund management.

Onsite Medical Clinic

Productivity, safety, employee engagement, and organizational culture, are impacted by sick staff. When it comes to illness, no industry, region, or sector is immune to the consequences of employee illness and its effect to an organization. Onsite clinics are becoming part of enhanced medical benefits, and given the size of the County, exploring an onsite clinic with a local provider, a dedicated clinic option for the employees means no drive time or waiting in crowded waiting rooms, employees don't have to worry about trying to determine if the physician they're seeing is in-network, and typically reduces ER visits. On-site clinics are convenient for employees, can be a very effective recruitment/retention tool, and can have a positive effect on the employer's health plan costs. The County should be commended for their onsite clinic services to employees.

Expanded EAP Services

Standard Employee Assistance Programs typically provide free and confidential services to help deal with life's stresses. Expanded EAP Services provide assistance on a broader basis, to include services for the employees and their dependents, such as financial planning, credit counseling, estate planning, adoption assistance, wellness coaching, and assistance to find resources in the community for long term care needs, elder care support, etc. Often times, these expanded EAP services can provide literature, Lunch and Learn options, and even web or podcast access, etc., which can expand opportunities for employee utilization beyond what the behavioral health services provides through the onsite clinic. These programs are widely used in Wisconsin counties.

Total Rewards: Talent Development

Training and professional development are critical elements that support sustaining a highly talented workforce. Offering ongoing training and professional development opportunities for all employees is critical so they may advance their skills and competencies in both their short- and long-term careers.

Talent development should be a shared responsibility by the County and employees. As an employer, the County must anticipate future workforce needs and provide training and learning opportunities to prepare employees for these roles. Employees should proactively take ownership of the development of their careers by knowing what skills and competencies are needed for advancement and actively seek out opportunities to gain them.

Strategically, each Department, with the support of Human Resources, should be identifying the skills, expertise, and competencies required for its current and future organizational needs so it can create training and development plans to prepare employees for higher level responsibilities and positions. Lack of career advancement opportunities or even training opportunities is often a consideration for recruitment and retention.

Because the County has training opportunities and education reimbursement opportunities established, the County's primary opportunity is to identify and deploy training and development opportunities for employees to participate in on major topics that will mutually benefit multiple departments. An example is as follows:

1. Employee Track- topics relevant to all employees, including ethics, safety/defense topics, customer service, sexual harassment, discrimination, ADA, First Amendment with public employees, new software training, etc. These topics may rotate and evolve over time. Future topics desired by Department can be submitted for consideration/development.
2. Supervisory Management Track- basic employment law topics as previously identified plus FMLA, performance management, workplace documentation, resolution dispute, motivating employees, diversity training, effective communication, having difficult conversations, goal setting, team building, etc. Although the employment law topics should be updated annually, all other topics may rotate and evolve over time. Future topics desired by Department can be submitted for consideration/development.
3. County Administrative Processes Track- budget development and monitoring, purchasing, recruitment process, records management, in-house software, etc.

Total Rewards: Recognition

When employees feel valued at work, it typically increases engagement, satisfaction, and productivity. Recognition shows employees that they are valued by the organization. In order for that to be successful, recognition has to be done properly, and there isn't a one-size-fits-all approach. The County should look at its recognition programs to enhance this area. Some items for the County to consider when developing the program include:

- Be genuine and authentic.
- Make it personal.
- Recognize behavior and effort as well as achievement.
- Allow for peer recognition as well as supervisor recognition.
- Recognize employees in the way that they prefer to be recognized.

The purpose of a recognition program acknowledges the exceptional work of employees who are striving to exceed their employment goals by accomplishing assignments that go above and beyond their traditional work efforts. Recognition can be at the Committee or County Board level, and can be recognized on the County website. Recognition does not need to be tied to compensation.

As an example, a recognition program can include (but not be limited to):

1. Demonstrated completion of innovative activities that result in economic savings for the Department/County.
2. Customer service enhancement, and/or elimination of duplicative or redundant manual service efforts.
3. Demonstrated customer service on a continual basis that exceeds County standards resulting in communication from community members acknowledging the employee's exceptional outreach and support.
4. Demonstrated commitment to the County's values such as conflict and difficulty concerning work-related matters that is constructively resolved for the good of all parties, including establishing and restoring long-term relationships with citizens.
5. Demonstrated acceptance of additional work assignments above and beyond the standard range of assigned duties, especially as the County experiences challenges and changing expectations of the community.
6. Demonstrated innovation in the use of technology/artificial intelligence and advanced resources to complete projects and services.

Total Rewards Summary

Attraction, motivation, engagement and retention are key issues facing all employers. Successfully addressing these issues begins with an understanding of the Total Rewards model and developing a Total Rewards strategy to use based on what offerings the County currently has in place, along with considering the future opportunities presented. In addition to the major immediate recommendation in Classification and Compensation, the Benefits, Well-being, Talent Development and Recognition opportunities for the County should be considered as a whole to formulate the Total Rewards strategy that will lead to improved recruitment and retention, and will help support Outagamie County's desire to be an employer of choice within the region.

Appendix A: Recommended Salary Structure

PAY GRADE	1	2	3	4	5	6	7	8	9	10
100	\$15.81	\$16.28	\$16.77	\$17.27	\$17.79	\$18.32	\$18.87	\$19.44	\$20.02	\$20.62
	\$32,884.80	\$33,862.40	\$34,881.60	\$35,921.60	\$37,003.20	\$38,105.60	\$39,249.60	\$40,435.20	\$41,641.60	\$42,889.60
105	\$16.92	\$17.43	\$17.95	\$18.49	\$19.04	\$19.61	\$20.20	\$20.81	\$21.43	\$22.07
	\$35,193.60	\$36,254.40	\$37,336.00	\$38,459.20	\$39,603.20	\$40,788.80	\$42,016.00	\$43,284.80	\$44,574.40	\$45,905.60
110	\$18.10	\$18.64	\$19.20	\$19.78	\$20.37	\$20.98	\$21.61	\$22.26	\$22.93	\$23.62
	\$37,648.00	\$38,771.20	\$39,936.00	\$41,142.40	\$42,369.60	\$43,638.40	\$44,948.80	\$46,300.80	\$47,694.40	\$49,129.60
115	\$19.37	\$19.95	\$20.55	\$21.17	\$21.80	\$22.45	\$23.12	\$23.81	\$24.52	\$25.26
	\$40,289.60	\$41,496.00	\$42,744.00	\$44,033.60	\$45,344.00	\$46,696.00	\$48,089.60	\$49,524.80	\$51,001.60	\$52,540.80
120	\$20.73	\$21.35	\$21.99	\$22.65	\$23.33	\$24.03	\$24.75	\$25.49	\$26.25	\$27.04
	\$43,118.40	\$44,408.00	\$45,739.20	\$47,112.00	\$48,526.40	\$49,982.40	\$51,480.00	\$53,019.20	\$54,600.00	\$56,243.20
125	\$22.17	\$22.83	\$23.52	\$24.23	\$24.96	\$25.71	\$26.48	\$27.27	\$28.09	\$28.93
	\$46,113.60	\$47,486.40	\$48,921.60	\$50,398.40	\$51,916.80	\$53,476.80	\$55,078.40	\$56,721.60	\$58,427.20	\$60,174.40
130	\$23.73	\$24.44	\$25.17	\$25.93	\$26.71	\$27.51	\$28.34	\$29.19	\$30.07	\$30.97
	\$49,358.40	\$50,835.20	\$52,353.60	\$53,934.40	\$55,556.80	\$57,220.80	\$58,947.20	\$60,715.20	\$62,545.60	\$64,417.60
135	\$25.40	\$26.16	\$26.94	\$27.75	\$28.58	\$29.44	\$30.32	\$31.23	\$32.17	\$33.14
	\$52,832.00	\$54,412.80	\$56,035.20	\$57,720.00	\$59,446.40	\$61,235.20	\$63,065.60	\$64,958.40	\$66,913.60	\$68,931.20
140	\$27.17	\$27.99	\$28.83	\$29.69	\$30.58	\$31.50	\$32.45	\$33.42	\$34.42	\$35.45
	\$56,513.60	\$58,219.20	\$59,966.40	\$61,755.20	\$63,606.40	\$65,520.00	\$67,496.00	\$69,513.60	\$71,593.60	\$73,736.00
145	\$29.07	\$29.94	\$30.84	\$31.77	\$32.72	\$33.70	\$34.71	\$35.75	\$36.82	\$37.92
	\$60,465.60	\$62,275.20	\$64,147.20	\$66,081.60	\$68,057.60	\$70,096.00	\$72,196.80	\$74,360.00	\$76,585.60	\$78,873.60
150	\$31.11	\$32.04	\$33.00	\$33.99	\$35.01	\$36.06	\$37.14	\$38.25	\$39.40	\$40.58
	\$64,708.80	\$66,643.20	\$68,640.00	\$70,699.20	\$72,820.80	\$75,004.80	\$77,251.20	\$79,560.00	\$81,952.00	\$84,406.40
155	\$33.28	\$34.28	\$35.31	\$36.37	\$37.46	\$38.58	\$39.74	\$40.93	\$42.16	\$43.42
	\$69,222.40	\$71,302.40	\$73,444.80	\$75,649.60	\$77,916.80	\$80,246.40	\$82,659.20	\$85,134.40	\$87,692.80	\$90,313.60
160	\$35.61	\$36.68	\$37.78	\$38.91	\$40.08	\$41.28	\$42.52	\$43.80	\$45.11	\$46.46
	\$74,068.80	\$76,294.40	\$78,582.40	\$80,932.80	\$83,366.40	\$85,862.40	\$88,441.60	\$91,104.00	\$93,828.80	\$96,636.80
165	\$38.11	\$39.25	\$40.43	\$41.64	\$42.89	\$44.18	\$45.51	\$46.88	\$48.29	\$49.74
	\$79,268.80	\$81,640.00	\$84,094.40	\$86,611.20	\$89,211.20	\$91,894.40	\$94,660.80	\$97,510.40	\$100,443.20	\$103,459.20
170	\$40.77	\$41.99	\$43.25	\$44.55	\$45.89	\$47.27	\$48.69	\$50.15	\$51.65	\$53.20
	\$84,801.60	\$87,339.20	\$89,960.00	\$92,664.00	\$95,451.20	\$98,321.60	\$101,275.20	\$104,312.00	\$107,432.00	\$110,656.00
175	\$43.62	\$44.93	\$46.28	\$47.67	\$49.10	\$50.57	\$52.09	\$53.65	\$55.26	\$56.92
	\$90,729.60	\$93,454.40	\$96,262.40	\$99,153.60	\$102,128.00	\$105,185.60	\$108,347.20	\$111,592.00	\$114,940.80	\$118,393.60
180	\$46.68	\$48.08	\$49.52	\$51.01	\$52.54	\$54.12	\$55.74	\$57.41	\$59.13	\$60.90
	\$97,094.40	\$100,006.40	\$103,001.60	\$106,100.80	\$109,283.20	\$112,569.60	\$115,939.20	\$119,412.80	\$122,990.40	\$126,672.00
185	\$51.35	\$52.89	\$54.48	\$56.11	\$57.79	\$59.52	\$61.31	\$63.15	\$65.04	\$66.99
	\$106,808.00	\$110,011.20	\$113,318.40	\$116,708.80	\$120,203.20	\$123,801.60	\$127,524.80	\$131,352.00	\$135,283.20	\$139,339.20
190	\$56.48	\$58.17	\$59.92	\$61.72	\$63.57	\$65.48	\$67.44	\$69.46	\$71.54	\$73.69
	\$117,478.40	\$120,993.60	\$124,633.60	\$128,377.60	\$132,225.60	\$136,198.40	\$140,275.20	\$144,476.80	\$148,803.20	\$153,275.20
195	\$60.44	\$62.25	\$64.12	\$66.04	\$68.02	\$70.06	\$72.16	\$74.32	\$76.55	\$78.85
	\$125,715.20	\$129,480.00	\$133,369.60	\$137,363.20	\$141,481.60	\$145,724.80	\$150,092.80	\$154,585.60	\$159,224.00	\$164,008.00

Appendix B: Recommended Classifications by Pay Grade

PAY GRADE	RECOMMENDED JOB TITLE
100	Airport Operations Specialist I Central Services Specialist Customer Service Specialist
105	Food Transporter Homemaker Life Enrichment Specialist Supportive Home Care Specialist
110	Bailiff Breast Feeding Peer Counselor Culinary Specialist Custodian Environmental Services Specialist Homemaker- Lead Life Enrichment Specialist - Lead Meal Site Manager Medical Coding Assistant Unit Clerk
115	Certified Nursing Assistant Custodial and Maintenance Assistant Inventory/Supply Assistant Program Assistant Program Assistant
120	Airport Operations Specialist II Criminal Justice Support Specialist Facilities Maintenance Worker Highway Field Worker Medication Technician Office Assistant Parks Maintenance Technician
125	Account Technician Airport Operations Specialist - Lead Billing Specialist Child Support Case Aide Children's First Case Coordinator Fiscal Specialist Legislative Specialist I Office Specialist Payroll & Scheduling Technician Process Server Specialist Records Specialist

Scale Operations Technician

130

- Booking Specialist
- Child Support Specialist
- Contract Specialist
- Court Reporter
- Deputy Clerk of Court
- Deputy County Clerk
- Deputy Register in Probate/Probate Registrar
- Deputy Register of Deeds
- Deputy Treasurer
- Economic Support Specialist
- Equipment Operator I
- Facilities Maintenance Technician I
- Home Consultant
- Human Services Specialist
- Inventory/Supply Technician
- Judicial Assistant
- Land Records Recorder
- Legal Assistant
- Legislative Specialist II
- Management Assistant
- Parks Maintenance - Lead
- Recycling/Resource Recovery Technician
- Senior Account Technician
- Substance Use Program Specialist
- Veteran's Benefit Specialist
- Victim Witness Specialist
- Youth Care Specialist

135

- Administrative Coordinator
- Administrative/Maintenance Coordinator
- Administrative/Real Estate Coordinator
- Administrative/Volunteer Coordinator
- Airport Maintenance Technician
- Assistant Naturalist
- Chief Deputy County Clerk
- Chief Deputy Treasurer
- Communicable Disease Specialist I
- Court Reporter
- Crisis Services Professional
- Diversion Coordinator
- Economic Support Fraud Investigator
- Economic Support Specialist - Lead
- Education Communications Specialist
- Employee Experience Specialist
- End User Support Technician
- Environmental Health Technician
- Equipment Operator II
- Evidence Coordinator
- GED Program Coordinator
- Human Services Specialist - Lead
- Management Assistant

Mechanic/Maintenance Technician
Medical Records Coordinator
Nutritionist
Paralegal
Park Ranger
Parks Project Technician
Payroll Coordinator
Quality Assurance Specialist
Risk Needs Assessor
Substance Use Program Assessor
Telecommunicator
Veteran's Benefits Specialist - Lead

140

Agronomist
Code Inspector
Correctional Officer
Emergency Management Specialist
Engineering Technician
Equipment Operator III
GIS Specialist
LPN
Real Property Lister
Senior End User Support Technician
Sign Technician
Staff Development Specialist- Economic Support

145

Accountant
Benefit Specialist
Case Manager
Central Services Supervisor
Communications Specialist
Community Health Educator
Corporal
Custodial Services Supervisor
Deputy Veteran's Service Officer
Environmental Compliance Technician
Environmental Health Sanitarian
Highway Operations Foreman
House Manager
HR Program Analyst
I&A Options Specialist
Inmate Education Coordinator
Inmate Resources Coordinator
Life Enrichment Services Manager
Marketing & Communications Specialist
Mechanic
Office Manager/Paralegal
Recruitment Specialist
Registered Dietician
SW Equipment/Maintenance Mechanic
Systems Analyst I
Telecommunications Shift Supervisor

150

Administrative Services Supervisor
Adult Protective Services Worker
Airport Operations Supervisor - FBO
Communicable Disease Specialist II
DA Investigator
Division Manager
Electrician
Emergency Management Coordinator
Emergency Preparedness Planner
Facilities Maintenance Technician II
GIS Analyst
HR Advisor
Judicial Staff Attorney
Land Use Specialist
Lead Case Manager
Mediator
Network Technician
Parks Program Supervisor/Liaison
Procurement Coordinator
Psychiatric Nurse
Public Health Nurse
Recycling and Solid Waste Program Coordinator
Social Worker
Systems Analyst II
Systems Technician
Treatment Court Coordinator
Victim Witness Supervisor
Watershed/GIS Analyst

155

Airport Operations Supervisor - Airfield
Airport Operations Supervisor - Landside
Chief Deputy Clerk of Courts
Clinical Therapist I
Executive Operations and Public Relations Specialist
Facility & Operations Manager - BV
Finance Supervisor
Highway Operations Supervisor
Human Services Supervisor
Naturalist
Network Specialist
Office Manager
Payroll Supervisor
Recycling Operations Supervisor
Register in Probate /Probate Registrar
Registered Nurse
Senior HR Advisor - Employee Relations
Senior Systems Analyst
Solid Waste Operations Supervisor
Staff Development Specialist - SW
SW Equipment/Maintenance Supervisor
Systems Specialist

160

Administrative Services Manager
Air Service & Business Development Manager
Business Systems Analyst - Lead
CJTS Manager
Clinical Therapist II
DA Special Prosecutor
Environmental Engineer / Project Coordinator
Epidemiologist
Equity, Diversity, and Inclusion Officer
FBO Manager
Human Services Supervisor
Infection Control Coordinator
Lobbyist
MDS Coordinator
Principal Planner
Risk Coordinator
Social Services Manager

165

Assistant Highway Engineer
Finance Manager
GIS Engineer
Human Services Supervisor
Legislative Services Manager
Lieutenant
Network Engineer
Nursing Supervisor
Systems Engineer
Telecommunications Manager

170

Assistant Corporation Counsel
Assistant Director of Nursing
BV Programs Manager
Captain
Court Services Manager
Emergency Management Director
Fleet & Facilities Superintendent
GIS & Land Information Manager
Highway Engineer
Human Resources Manager
IT Network Engineering Manager
IT Operations Manager
IT Systems Engineering Manager
Patrol Superintendent
Recycling Superintendent
Solid Waste Superintendent
SW Facilities/Equipment Superintendent
Veteran's Service Officer
Zoning Administrator

175

Clinical Psychologist
Court Commissioner
Criminal Justice Treatment Services Director

**Deputy Administrative and Board Relations Director
Deputy Director of Development and Land Services
Deputy Finance Director
Deputy Human Resources Director
Director of Airport Operations
Division Manager
Division Manager/Public Health Officer
Jail Administrator**

180

**Assistant Airport Director
Commander
County Conservationist
Director of Nursing
Managing Court Commissioner**

185

**Chief Deputy
Deputy Corporation Counsel
Development and Land Services Director
Division Manager/Clinical Director- Mental Health
Facilities Director
Parks Director**

190

**Deputy Director of Health & Human Services
Finance Director
Highway Commissioner
Human Resources Director
Information Technology Director
Nursing Home Administrator
Recycling & Solid Waste Director**

195

**Corporation Counsel
Health & Human Services Director**

Appendix C: Compensation Policy Guidelines

These guidelines are provided to the County to utilize in conjunction with the new compensation system. The County is recommended to assess these guideline recommendations as the current County Compensation Policy is updated.

New Hires

Employees start at Step 1 of the Pay Grade if the employee has the minimum skills and abilities required in the job description. The hiring supervisor, with appropriate department leadership approval, can start experienced individuals up to Step 5. Any requests for placement above Step 5 may occur only with the approval of Human Resources. The County may wish to develop a Hiring Matrix for objectivity in this process.

Cost of Living Adjustment

On January 1st of each year (or another date specified by the County), employees should receive an annual cost of living adjustment equivalent to the percentage adjustment of the Salary Schedule.

Annual Adjustment

On the employees adjusted date of hire (anniversary date), employees should receive a step increase based on performance, to Step 10. Employees who are not performing to the County's standards will have their annual increase held until such time as performance improves, or when approved by Human Resources.

Promotions

The County is recommended to continue its promotional process, so an individual who moves to a position of a higher Pay Grade, will be placed at Step 1 of the new salary range; Or if the employee's current rate is within the new range, the employee will be placed on the step that provides at least a 3% increase, but not to exceed 10%.

Demotions

There are a number of situations that can occur resulting in an employee's pay being lowered and the pay may not be within the established Salary Range. Dependent upon the circumstances, an individual's pay can be handled differently. It will be the responsibility of the Human Resources Director to determine the pay implications due to employee demotions. The following are suggested guidelines:

- A. Demotions that occur because of position changes and/or position consolidations (not based on the performance of the employee), the salary can be “red circled” and frozen at that level until the Salary Range of the new Pay Grade catches up to the employee’s salary.
- B. Demotions that occur because the employee voluntarily applied for and accepted a position in a lower Pay Grade, the salary will be reduced within the new Salary Range as close to the current salary as possible. If the salary is above the new salary range, then treatment will be as described in “A” above.
- C. Demotion that is a result of the employee’s performance, the employee’s salary is decreased to a placement within the Salary Range of the new Pay Grade, as determined by the Human Resources Director. Demotions of this nature are rare circumstances.

Top of the Range

When an employee reaches the Maximum step of their Pay Grade, they will be eligible only for the cost-of-living Salary Schedule adjustments. Some employers view this as deterrent for tenured employees to continue to perform at the County’s level of expectation. Therefore, the County may consider the option for employees who reach the Maximum Rate to receive the equivalent annual increase in the form of a lump-sum non-base building payment. This method of payment still provides additional compensation to an employee but does not compromise the Schedule.

Position Pay Grade Changes

Pay Grades may change under the following circumstances:

- A. Management request for a Pay Grade Evaluation
A Department Head may request a Pay Grade evaluation for any position in their Department, via procedures identified by the Human Resources Director. The request should be in writing, including job duty changes or other circumstances that have precipitated the evaluation. This should include the old job description along with either a new job description or a document that illustrates the changes. It will be the responsibility of the Human Resources Director to determine if the position should be sent to the Consultants for evaluation. It should be noted that significant changes to a position’s responsibility that could prompt reclassification should receive prior approval from the Human Resources Director in order to avoid unapproved position creep.

B. Administration Initiation of a Pay Grade Evaluation

Administration may determine a position needs to be evaluated as a result of a County-initiated position and/or program changes, organizational structure changes, recurring minimal modifications to positions that over time may result in substantive change in a position, and recruitment or retention challenges.

If after a Pay Grade Evaluation, it is determined the employee's current salary is below Step 1 of the new Pay Grade, the employee should be placed at Step 1 of the new Pay Grade. If the current salary is within the new Salary Range, it will be at the discretion of the Human Resources Director as to whether any further adjustment occurs.

End User Support Technician	INFORMATION TECHNOLOGY
Administrative Coordinator	LAND CONSERVATION
Administrative/Maintenance Coordinator	MAINTENANCE
Administrative/Volunteer Coordinator	PARKS
Assistant Naturalist	PARKS
Park Ranger	PARKS
Parks Project Technician	PARKS
Equipment Operator II	RECYCLING & SOLID WASTE
Telecommunicator	SHERIFF COMMUNICATIONS
Administrative Coordinator	UW EXTENSION
Education Communications Specialist	UW EXTENSION
Veteran's Benefits Specialist - Lead	VETERANS

Finance Director	FINANCIAL SERVICES
Highway Commissioner	HIGHWAY OFFICE
Human Resources Director	HUMAN RESOURCES
Information Technology Director	INFORMATION TECHNOLOGY
Recycling & Solid Waste Director	RECYCLING & SOLID WASTE

195		\$60.44	\$62.25	\$64.12	\$66.04	\$68.02	\$70.06	\$72.16	\$74.32	\$76.55	\$78.85
Corporation Counsel	CORPORATION COUNSEL	\$125,715.20	\$129,480.00	\$133,369.60	\$137,363.20	\$141,461.60	\$145,724.80	\$150,092.80	\$154,585.60	\$159,224.00	\$164,008.00
Health & Human Services Director	DHHS SYSTEM SUPPORT										

ADDITIONAL ALLOWANCES

AIRPORT
 Non-exempt employees trained to perform snow and ice control duties, with the exception of pre-storm and post-storm activities, qualify for the SNOW stipend. Eligible employees earn \$5.00 per hour (\$7.50 per hour for overtime) for every hour performing snow and ice control removal duties during an active snow removal operation.

BREWSTER VILLAGE
 Non-exempt employees who work the 1st shift shall receive two dollars (\$2.00) per hour in addition to the above rates. (only applies to seven day-per-week employees)
 Non-exempt employees who work the second shift shall receive three dollars (\$3.00) per hour in addition to the above rates. (only applies to seven day-per-week employees)
 Non-exempt employees who work weekends from the start of the third (3rd) shift on Friday night to the start of the third (3rd) shift on Sunday night shall receive two dollars (\$2.00) per hour in addition to the above rates. (only applies to seven day-per-week employees)
 Non-exempt employees who have been designated as a trainer according to the Brewster Village Team Leader Training Program will receive an additional one dollar (\$1.00) per hour on top of their regular wage rate for each hour spent actively training. (only applies to seven day-per-week employees)
 RNs who fill in as a Nursing Supervisor receive \$2.00 more per hour.
 Maintenance employees required to wear a uniform will receive \$100 per year allowance
 All employees required to wear safety shoes are responsible for purchasing and wearing safety shoes/boots to comply with the County's Personal Protective Equipment policy. Each affected employee is eligible to receive an annual (per calendar year) reimbursement up to forty dollars (\$40) for purchase of safety shoes, with presentation of proper receipt to your supervisor.

JUSTICE CENTER
 An additional two dollars and fifty cents (\$2.50) per hour will be paid for each hour a Correctional Officer, Telecommunicator, Booking Specialist or Records Specialist is assigned to work as a Field Training Officer.

HIGHWAY

Sign Technician	Non-exempt employees assigned to work as the assistant to the Sign Technician, shall be paid an extra half hour for each day worked as the assistant which is not subject to overtime.
Body Shop Duty Pay	Non-exempt employees normally assigned to perform body shop work shall be paid an additional half hour for each day worked performing body shop duties, which is not subject to overtime.
CDL Reimbursement	The county shall pay up to one hundred fifty dollars (\$150.00) toward the cost of successfully obtaining/renewing a CDL and endorsements that are required by the county, including background screening fees, upon presentation of receipts, for employees who have completed their original introductory period. Costs above \$150 can be reimbursed to the employee via the Continuing Education Policy.
Differential Pay	In the event that a non-exempt employee is required to work continually for more than four (4) hours beyond the regular scheduled workday without time off, the employee shall receive ten dollars (\$10.00) differential pay.
Lead Pay	Non-exempt employee assigned to the lead pay position will be paid a rate of one extra half hour per shift worked which is not subject to overtime.
Night Duty Pay	Shift differential will be paid to non-exempt employees for scheduled night work when the work being performed is on Interstate 41 and/or SH 441 for maintenance and repair activities. Shift Differential Pay will start no sooner than 7:00 PM. The rate will be two (2) hours pay for each shift worked which is not subject to overtime. Shift Differential does not apply for any accident or weather related incident that occurs and a Highway Employee/s are called in to work due to that event. Examples: A 4 day work week would result in 8 hours of pay. A five-day work week would result in 10 hours of pay.
Overtime	Over 10 hours in a day and/or 40 hours in a workweek. All hours on Sunday. Paid holidays.
Ramp Duty Pay	Non-exempt employees assigned to Ramp Person duties shall be paid an additional \$0.75/hour during the assignment, typically beginning in November and ending sometime in March or April.
Safety Shoe Reimbursement	All employees required to wear safety shoes are responsible for purchasing and wearing safety shoes/boots to comply with the County's Personal Protective Equipment policy. Each affected employee is eligible to receive an annual (per calendar year) reimbursement up to forty dollars (\$40) for purchase of safety shoes, with presentation of proper receipt to your supervisor.
Paving Crew Duty Pay	Non-exempt employees assigned as Scream Operator, employees assigned as Roller Operator, and employees assigned as Paving Utility Operator during the paving season, shall be paid an extra half hour for each day worked on the paving crew, which is not subject to overtime.
Tool Reimbursement	Reimburse mechanics for tools purchased up to \$250.00 per year, payable upon the submission of a receipt substantiating the purchase. Reimburse employees assigned to the body shop and weld shop for tools purchased up to \$125.00 per year, payable upon the submission of a receipt substantiating the purchase.
Welder Duty Pay	Non-exempt employees normally assigned to perform welding duties shall be paid an additional half hour for each day worked as a welder, which is not subject to overtime.

MAINTENANCE

Differential Pay	\$20 per month that custodial and maintenance non-exempt employees who work the regular 2nd shift at Courthouse and Airport receive.
Uniform Allowance	\$100 per year.
Safety Shoe Reimbursement	All employees required to wear safety shoes are responsible for purchasing and wearing safety shoes/boots to comply with the County's Personal Protective Equipment policy. Each affected employee is eligible to receive an annual (per calendar year) reimbursement up to forty dollars (\$40) for purchase of safety shoes, with presentation of proper receipt to your supervisor.

RECYCLING & SOLID WASTE	
CDL Reimbursement	The county shall pay up to one hundred fifty dollars (\$150.00) toward the cost of successfully obtaining/renewing a CDL and endorsements that are required by the county, including background screening fees and upon presentation of receipts.
Differential Pay	In the event that an employee is required to work continually for more than four (4) hours beyond the regular scheduled workday without time off, the employee shall receive ten dollars (\$10.00) differential pay.
Lead Pay	Pay code 810 (Lead Pay) - Additional hourly pay for lead - \$.75 - Hours entered on the day worked as lead (minimum of 8 hours) Pay code 225 (OT Lead Pay) - Hours worked in excess of 40 in a work week while lead (to be paid at time and 1/2) - Additional hourly pay for OT lead - \$1.13
Overtime	40 hours over in a workweek. All hours on Sunday. Paid holidays.
Safety Shoe Reimbursement	All employees required to wear safety shoes are responsible for purchasing and wearing safety shoes/boots to comply with the County's Personal Protective Equipment policy. Each affected employee is eligible to receive an annual (per calendar year) reimbursement up to forty dollars (\$40) for purchase of safety shoes, with presentation of proper receipt to your supervisor.

SHERIFF	
Safety Shoe Reimbursement	All employees required to wear safety shoes are responsible for purchasing and wearing safety shoes/boots to comply with the County's Personal Protective Equipment policy. Each affected employee is eligible to receive an annual (per calendar year) reimbursement up to forty dollars (\$40) for purchase of safety shoes, with presentation of proper receipt to your supervisor.
Tool Reimbursement	County will reimburse mechanics for tools purchased up to \$250.00 per year, payable upon the submission of a receipt substantiating the purchase. County will reimburse those employees assigned to the body shop and weld shop for tools purchased up to \$125.00 per year, payable upon the submission of a receipt substantiating the purchase.
Bomb Certification Pay	County will pay \$.80 per hour for all regular hours paid at straight pay (which includes holiday, vacation, sick, etc.) and applicable overtime hours for employees certified to perform bomb technician responsibilities.

CURRENT JOB TITLE	NEW JOB TITLE
AIRPORT OPERATIONS SPECIALIST	Airport Operations Specialist I
RECEPTIONIST BV	Customer Service Specialist
MAIL SERVICES ASSISTANT	Central Services Specialist
HOMEMAKER AIDE	Supportive Home Care Specialist
CUSTODIAL WORKER II	Custodian
HEALTH INFO ASSOC	Unit Clerk
B & MNTC CUST WKR	Custodial and Maintenance Assistant
SUPPLY SPECIALIST	Inventory/Supply Assistant
PUBLIC HEALTH AIDE	Program Assistant - Public Health
BILINGUAL HEALTH AIDE	Program Assistant - WIC
AIRPORT OPERATIONS SPECIALIST	Airport Operations Specialist II
CUSTOMER / ADMINISTRATION SUPP	Office Assistant
RECEPTION ASSISTANT	Office Assistant
MAINTENANCE SPEC	Facilities Maintenance Worker
ELECTRONIC MONITORING SPECIALI	Criminal Justice Support Specialist
ADMINISTRATIVE SPECIALIST	Office Assistant
FIELD MAINT WORKER	Highway Field Worker
HR OFFICE ASSISTANT	Office Assistant
MAINTENANCE WORKER	Facilities Maintenance Worker
CARETAKER I	Parks Maintenance Technician
CARETAKER II	Parks Maintenance Technician
PROBATE ASSISTANT	Office Assistant
OFFICE ASSISTANT	Office Assistant
OFFICE ASSISTANT	Office Assistant
CUSTOMER/ADMINISTRATION SUPPOR	Office Specialist
ACCOUNT ASSOCIATE	Account Technician
BILLING ASSOCIATE	Billing Specialist
ADMIN COORDINATOR	Office Specialist
EMPL RELATIONS ASSOC	Payroll & Scheduling Technician
SUPPORT SPEC IV	Office Specialist
ACCOUNT ASSOC I / II	Account Technician - Clerk of Courts
ADMINISTRATIVE ASSISTANT	Office Specialist
SUPPORT SPECIALIST III	Office Specialist
LEGAL ASSISTANT I	Office Specialist
ADMINISTRATIVE ASSISTANT	Office Specialist
ACCOUNT ASSOC II	Account Technician - Child Support
HUMAN SERVICES SPECIALIST	Children's First Case Coordinator
CHILD SUPPORT PROGRAM ASSOCIATE	Child Support Case Aide
BILLING ASSOCIATE	Billing Specialist
PROGRAM ASSISTANT	Fiscal Specialist
HUMAN SERVICES SPECIALIST III	Fiscal Specialist
DIVISION ASSISTANT	Office Specialist
ADMINISTRATIVE ASSISTANT	Office Specialist

SUPPORT SPECIALIST III	Office Specialist
ACCOUNT ASSOCIATE I	Account Technician - (AP)
LEG SPECIALIST I	Legislative Specialist I
SCALE PROG ASSIST SW	Scale Operations Technician
JUNIOR DEPUTY REGISTER OF DEED	Records Specialist
RECORDS SPECIALIST II	Process Server Specialist
B & MNTC CUST WKR	Facilities Maintenance Technician I
LEGAL SECRETARY	Legal Assistant
DEPUTY CLERK ASSISTANT	Deputy County Clerk
ACCOUNT ASSOCIATE II /III	Deputy Treasurer
LEGAL ASSISTANT II	Legal Assistant
HUMAN SERVICES SPECIALIST I/II/III	Human Services Specialist
HOME CONSULTANT II	Home Consultant
HUMAN SERVICES SPECIALIST I/II/III	Human Services Specialist
CHILD SUPPORT SPEC	Child Support Specialist
ECON SUPP SPECIALIST	Economic Support Specialist
ACCOUNT ASSOC II	Senior Account Technician
ACCOUNT ASSOC III	Senior Account Technician
CONTRACT TECHNICIAN	Contract Specialist
HOME CONSULTANT III	Home Consultant
HUMAN SERVICES SPECIALIST I/II/III	Human Services-Specialist
SELF HELP CENTER COORDINATOR	Legal Assistant
ACCOUNT ASSOCIATE III	Senior Account Technician
ACCOUNT ASSOCIATE	Senior Account Technician
ACCOUNT ASSOCIATE II	Senior Account Technician
ACCOUNT ASSOCIATE	Senior Account Technician
PROGRAM ASSISTANT	Inventory/Supply Technician
MAINTENANCE WORKER	Senior Account Technician
CARETAKER LEAD	Facilities Maintenance Technician I
ADMIN ASSISTANT	Parks Maintenance - Lead
ADMIN ASSISTANT	Management Assistant
RECOVERY TECHNICIAN	Recycling/Resource Recovery Technician
OPERATIONS ASSISTANT 2080	Booking Specialist
OPERATIONS ASSISTANT 2080	Inventory/Supply Technician
AIRFLD MAINT WRKR	Airport Maintenance Technician
HLTH INFO COORD	Medical Records Coordinator
PARALEGAL II	Paralegal
DEPUTY COUNTY CLERK / PROGRAMM	Chief Deputy County Clerk
DEPUTY COUNTY TREASURER	Chief Deputy Treasurer
OFFICE ASSISTANT	GED Program Coordinator
PARALEGAL I/ II	Paralegal
HUMAN SERVICES SPECIALIST LEAD	Human Services Specialist - Lead
FRAUD INVESTIGATOR	Economic Support Fraud Investigator
ECON SUPP SPEC LEAD	Economic Support Specialist - Lead
MEDICAID Q ASSUR SPE	Quality Assurance Specialist
CRISIS PHONE COUNSEL	Crisis Services Professional
PAYROLL SPECIALIST	Payroll Coordinator

ADMIN ASSISTANT	Administrative/Real Estate Coordinator
MAINTENANCE WORKER	Mechanic/Maintenance Technician
SUPPORT COORDINATOR I	End User Support Technician
ADMINISTRATIVE ASSISTANT LC	Administrative Coordinator
MAINTENANCE COORDINATOR	Administrative/Maintenance Coordinator
OFFICE COORDINATOR	Administrative/Volunteer Coordinator
PARK FOREMAN	Parks Project Technician
SENIOR BENEFITS SPECIALIST	Veterans Benefits Specialist - Lead
WELLNESS NURSE - LPN	LPN
STAFF DEVELOPMENT SPECIALIST	Staff Development Specialist- Economic Support
SUPPORT COORDINATOR II / III	Senior End User Support Technician
SUPPORT COORDINATOR III	Senior End User Support Technician
AGRONOMIST / CONSERVATION PLAN	Agronomist
ENGINEERING TECHNICIAN LC	Engineering Technician
AIRPORT ACCOUNTANT	Accountant
AIRFIELD MECHANIC	Mechanic
NUTRITION COORDINATOR	Registered Dietician
LIFE ENRICHMENT COORDINATOR	Life Enrichment Services Manager
SYSTEMS ANALYST (BV)	Systems Analyst I
EDUCATION COORDINATOR	Inmate Education Coordinator
OFFENDER RESOURCE SPECIALIST	Inmate Resources Coordinator
COMMUNITY SUPPORT SPECIALIST	Case Manager
COMMUNITY SUPPORT SPECIALIST	I&A Options Specialist
BENEFIT SPECIALIST	Benefit Specialist - Adult Services
BENEFIT SPECIALIST	Benefit Specialist - MH & SJ
NUTRITION COORD	Registered Dietician
SOCIAL WORK SPECIALIST I	Case Manager
SOCIAL WORK SPECIALIST I	Case Manager
ACCOUNTANT HUMSVC	Accountant
COMMUNITY SUPPORT SPECIALIST	Case Manager
SOCIAL WORK SPECIALIST I	Case Manager
FINANCE ACCOUNTANT	Accountant
CENTRAL SERVICES SUPERVISOR / ASSISTANT FOREMAN	Central Services Supervisor Highway Operations Foreman
HUMAN RESOURCES ASSOCIATE	HR Program Analyst
CUSTODIAL SUPERVISOR	Custodial Services Supervisor
MAINTENANCE TECH	RSW Equipment/Maintenance Mechanic
ENVIRON MAINT TECH	Environmental Compliance Technician
STAFF ACCT LAWENF	Accountant
COMM SHFT SUPVR	Telecommunications Shift Supervisor
CORRECTIONAL OFFICER	Corporal
OPER SUPVR FBO	Airport Operations Supervisor - FBO
AIRPORT ELECTRICIAN	Electrician
MAINTENANCE TECHNICIAN	Facilities Maintenance Technician II
FOOD & NUTR SVCS DIR	Food & Nutrition Services Manager
SOCIAL WORKER BV	Social Worker

LAW CLERK	Judicial Staff Attorney
DRUG ALCH TR CRT COR	Treatment Court Coordinator
SPECIAL INVESTIGATOR	DA Investigator
GIS SPATIAL ANALYST	GIS Analyst
SOCIAL WORK SPECIALIST II	Social Worker
SOCIAL WORK SPECIALIST IV	Social Worker
SOCIAL WORK SPECIALIST V	Social Worker
PSYCHIATRIC RN	Psychiatric Nurse
COMMUNICABLE DISEASE SPECIALIS	Communicable Disease Specialist II
OFFICE SUPVR HHS	Administrative Services Supervisor
SYSTEMS ANALYST	Systems Analyst II
SOCIAL WORK SPECIALIST II	Social Worker
SOCIAL WORK SPECIALIST III	Social Worker
SOCIAL WORK SPECIALIST IV	Social Worker
SOCIAL WORK SPECIALIST V	Social Worker
EMERGENCY MANAGEMENT PROGRAM & SOCIAL WORKER V	Emergency Management Deputy Director Mediator
PROFESSIONAL COUNSELOR V	Mediator
EMPLOYEE BENEFITS SPECIALIST	HR Advisor - Benefits
HR RECRUITING SPECIALIST	HR Advisor - Talent Acquisition
EMPLOYEE LEAVE ADMINISTRATOR	HR Advisor - Leave Admin
WATERSHED/GIS SPECIALIST	Watershed/GIS Analyst
PROGRAM/OFFICE MANAGER	Parks Program Supervisor/Liaison
SYSTEMS ANALYST SHER	Systems Analyst II
OPER SUPVR AIRFIELD	Airport Operations Supervisor - Airfield
OPER SUPVR LANDSIDE	Airport Operations Supervisor - Landside
ENVIR SVCS DIRECTOR	Facility & Operations Manager - BV
WELLNESS NURSE - RN	Registered Nurse
ADMIN ASSIST/CHF DEP	Chief Deputy Clerk of Courts
FIN OPERATIONS MGR	Finance Supervisor - Courts
SOCIAL WORK STAFF DEVELOPMENT	Staff Development Specialist - SW
SUPVR CHLD SUPPORT	Human Services Supervisor - CS
SUPVR ECON SUPPORT	Human Services Supervisor - ES
SUPVR ACCOUNT SYSTEM	Finance Supervisor - HHS
SUPVR SUPP HOME CARE	Human Services Supervisor - SHC
OFFICE MANAGER DA	Office Manager
GRADE FOREMAN HWY	Highway Operations Supervisor - Grade
SHOP FOREMAN/FOREMAN	Highway Operations Supervisor
SYSTEMS ANALYST I / II	Senior Systems Analyst
NETWORK TECHNICIAN	Network Specialist
SYSTEMS TECHNICIAN	Systems Specialist
MAINT SUPVR SOLID WS	SW Equipment/Maintenance Supervisor
AIR SERVICE AND BUSINESS DEVEL	Air Service & Business Development Manager
FBO MANAGER	FBO Manager
NURSING COORDINATOR	Infection Control Coordinator
NURSING COORDINATOR	MDS Coordinator

SOCIAL SERV COORD	Social Services Manager
DEPUTY DIRECTOR CJTS	CJTS Manager
SPECIAL PROSECUTOR	DA Special Prosecutor
SUPVR AGING SVCS	Human Services Supervisor - ADRC
SUPVR CLTS	Human Services Supervisor - CLTS
SUPVR AGING SVCS	Human Services Supervisor - Aging
SUPVR CHILD FAM UNIT	Human Services Supervisor - CYF
CLINICAL THERAPIST I, II CLIN THER CRISIS APD	Clinical Therapist II
COMMUNITY HEALTH SUPVR	Human Services Supervisor - Comm Hlth
COMMUNICABLE DISEASE SPECIALIS	Human Services Supervisor - Comm Disease
ENVIRONMENTAL HEALTH SANITARIAN SUPERVISOR	Human Services Supervisor - Evtl Health
PH NURSING SUPVR	Human Services Supervisor - PHN
WIC SUPERVISOR	Human Services Supervisor - WIC
SUPVR SYSTEM SUPPORT	Administrative Services Manager
SYSTEMS ANALYST III	Business Systems Analyst - Lead
SUPVR YOUTH SW SVCS	Human Services Supervisor - YFS
RISK ADMINISTRATOR	Risk Coordinator
ENVIRONMENTAL ENGINEER / PROJE	Environmental Engineer / Project Coordinator
ADMIN SUPVR SHERIFF	Administrative Services Manager
DIRECTOR OF FINANCE AND ADMINI	Finance Manager - Airport
FINANCIAL SVC DIR	Finance Manager - BV
NURSE SPECIALIST	Nursing Supervisor
NEIGHBORHOOD COORD	Nursing Supervisor
MGR FISCAL SYSTEMS	Finance Manager - HHS
SUPVR MH SERVICES	Human Services Supervisor - MH & SU
OFFICE MGR ACCOUNTAN	Finance Manager - Hwy
TELECOMM SUPVR	Telecommunications Manager
NURSING COORDINATOR	Assistant Director of Nursing
PROGRAM SERVICES ADMINISTRATOR	BV Programs Manager
LAND USE SUPERVISOR / ZONING A	Zoning Administrator
COURT SERVICES SUPERVISOR FCC	Court Services Manager
EQ FACILITY SUPERINT	Fleet & Facilities Superintendent
EMPLOYEE RELATIONS SPECIALIST	Human Resources Manager - Operations
SENIOR NETWORK ENGINEER	IT Network Engineering Manager
SENIOR SYSTEMS ENGINEER	IT Systems Engineering Manager
IT DEPUTY DIRECTOR	IT Operations Manager
RECY RES RECOV ADMIN	Recycling Manager
EQUIP FAC SUPINTENDT	RSW Equipment/Facilities Manager
SW SUPERINTENDENT	Solid Waste Manager
CAPT - CORR	Captain
CAPTAIN - INVESTIGAT / SUPP SVCS	Captain
DIRECTOR OF OPERATIONS	Director of Airport Operations
ASSISTANT COURT COMMISSIONER	Court Commissioner
MGR ALTS	Division Manager - Adult/Long Term
MGR YOUTH FAM SVCS	Division Manager - YFS
MANAGER: CHILDREN, YOUTH & FAM	Division Manager - CYF

MGR EC SPT CHILD SPT	Division Manager - CS/ES
MGR PUBLIC HEALTH	Division Manager/Public Health Officer
ASSISTANT COURT COMMISSIONER	Court Commissioner
FINANCE DEPUTY DIRECTOR	Deputy Finance Director
HUMAN RESOURCES - DEPUTY DIRECTOR	Deputy Human Resources Director
CORRECTIONS ADMINIS	Jail Administrator
NURSING DIRECTOR	Director of Nursing
COURT COMMISSIONER	Managing Court Commissioner
FAMILY COURT COMMISSIONER	Managing Court Commissioner
OPERATIONS COMMANDER	Commander
CLIN DIR MGR MH AODA	Division Manager/Clinical Director- Mental Health
ADMINISTRATOR BV	Nursing Home Administrator
DEPUTY DIRECTOR-HHS	Deputy Director of Health & Human Services
DIR RECYC SOLID WAST	Recycling & Solid Waste Director