



Compensation and Benefits Study
Executive Report

for

Monroe County, Wisconsin



March 2022



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Executive Summary

The intent of an Executive 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 judge the recommendations provided.

McGrath Human Resources Group, Inc., an organization that specializes in public sector consulting, was commissioned by Monroe County, Wisconsin to conduct a comprehensive Compensation and Classification Study. The Consultants utilized the following steps to make these compensation recommendations:

- Discussions with County Administration, Personnel, and Department Directors and Managers.
- External market data was solicited from 16 comparable organizations, selected jointly between the Consulting team and the County.
- Internal 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, and 1-2 meetings with each Department Head.
- Feedback on recommendations by Department Heads and an appeal process provided to individual employees.
- Analysis of the current salary schedule, compression, and current compensation policies.
- Discussion with Administration and Oversight Committees of current and future needs and the ability to assist with the recruitment and retention of the County's human capital to manage the current level of programs and services.

The following recommendations have been developed as a result of the Study.

Compensation Recommendations

In order for Monroe County to gain a competitive edge with recruitment and retention, it is recommended the County establish its compensation philosophy that aligns with the average market. This compensation strategy will help facilitate candidates who have multiple employment options, increase selection rates of qualified applicants, maintain productivity, and decrease unwanted employee turnover. Because of the current labor market, it is

extremely important that the County have a competitive salary schedule in order to be competitive.

The County desires to continue its range model compensation system for flexibility in recruitment and continuation of its performance/merit program. The market rate is set at 12% above the minimum rate of each pay range so an employee can attain the average market within a reasonable period of 3-5 years. Each pay range is currently held to 30% to maintain financial sustainability over time. The County will also be able to slow down salary adjustments once the market point is reached, to be cognizant of fiscal constraints. This range model, coupled with the County's performance management/merit program, should continue to be a performance motivator and a tool for professional growth and development, so the County can develop succession opportunities internally as well.

Overall, the updated compensation system will guide the County in providing average market compensation and maintains internal alignment of positions.

Other Opportunities

The County is analyzing and reviewing all facets of compensation and benefits to ensure success for the County now and into the future. As a result, other opportunities for the County related to wages and benefits have been provided in the following areas:

- ❖ Review of Classification Structure (Job Titles)
- ❖ Recommended review of On-Call/Call-in Pay and Specialty Pay
- ❖ FLSA
- ❖ Paid Time-Off Benefits

These recommendations provide a roadmap for the County Administration to utilize best practices going forward ensuring compliance and positioning itself to attract and retain a highly qualified workforce.

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

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 Monroe County. The Consultants received information relating to current salaries, specific policies, collected market data, and current job descriptions.

Interviews were conducted with the County Administrator, Personnel 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 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 site visit, the Consultants met with the Administrative Committee and Finance Committee 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 summary of this site visit was discussed at an employee update session. Also, during this site visit, a second meeting was held with a number of Department Heads who were considering changes to titles and/or classifications within their department. Productive discussions to clarify levels were held, and those ideas have been incorporated into the recommended compensation schedule.

Finally, upon completion of the draft compensation schedule, the Consultants met with Administration, in addition to each Department Head separately to review the recommended Salary Schedule and gain the County's 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.

A final Salary Schedule draft was introduced to the Administration Committee and employees. Employees had an opportunity to appeal their job title and pay grade placement

before the Salary Schedule was put into form. All appeals were 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
Adams
Buffalo (Economic Support)
City of Sparta
City of Tomah
Clark
Crawford
Jackson
Juneau
La Crosse
Pepin (Economic Support)
Richland (Did not Participate)
Sauk
Taylor (Economic Support)
Trempealeau
Vernon
Wood

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.

Market Data Solicited

The market survey gathered the following 2022 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

It is standard compensation practice to establish a range around the Minimum or Market Rate to determine if employee compensation is in line with the comparable market. Employees can mistakenly assume that if the average Market Rate is \$25,000, then their salary should align to the Market Rate, not realizing many factors attribute to being above or below a Market Rate. Compensation practices look at a range around the average Market Rate where an employee should be by the time the employee is fully functioning within his/her position. Traditionally, organizations establish a 5%-10% range around the Market Rate.

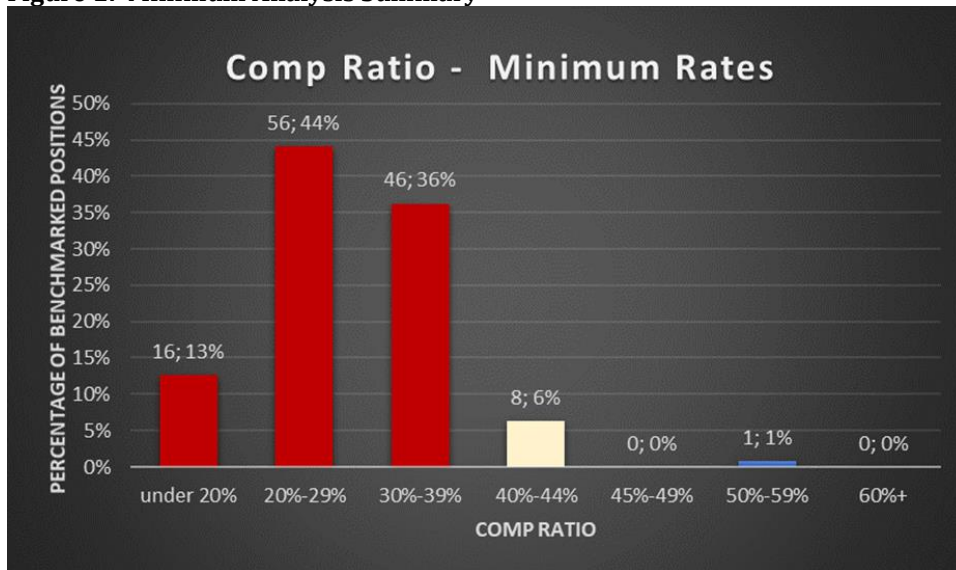
In order to analyze the salaries, a Comp Ratio is used. This is a ratio of the County's salary in relation to the external market data. A 50% Comp Ratio would mean that it is in line with the external Market. Again, the +/-10% range is utilized. Thus, if an employee has a Comp Ratio of 40%-60%, the employee is considered fairly compensated, although positions with lower 40% Comp Ratios may be facing challenges with recruitment/retention due to the current labor market.

Minimum Salary Comparison

The analysis of the Minimum Salary Range gives the 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 93% of the benchmarked job titles are below the average Market Minimums. There are an additional 6% of the positions that are in the lower 40% Comp Ratio that are still within the acceptable range; however, the positions are at risk of falling below the market in the near future. Overall, 7% 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 and Table below provides a summary of findings.

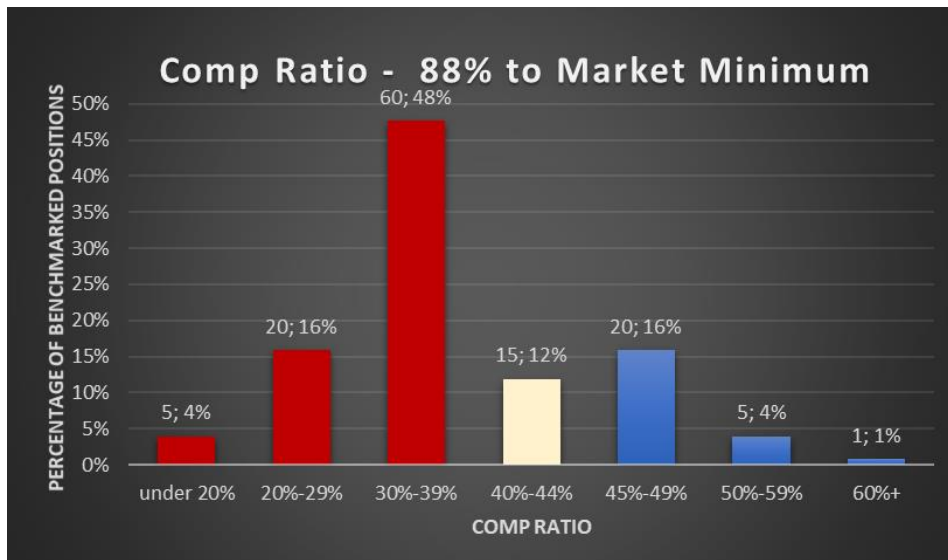
Figure 1: Minimum Analysis Summary



88% Rate Comparison

Because the County has been struggling with hiring rates, the County has approached using the 88% rate within the existing Range, which is 12% under the Midpoint, as more competitive hiring placement. The Consultants wanted to know if the 88% rate was aligned with the average Market Minimum to ascertain if this was a better comparison of the Average Market. Approximately 67% of the benchmarked positions at their 88% rate have a Comp Ratio of less than 40%, meaning this position in the current salary range is an improved starting point, but still leaves only 33% of positions aligned or closely aligned to the average Market Minimum. The following is a summary of findings.

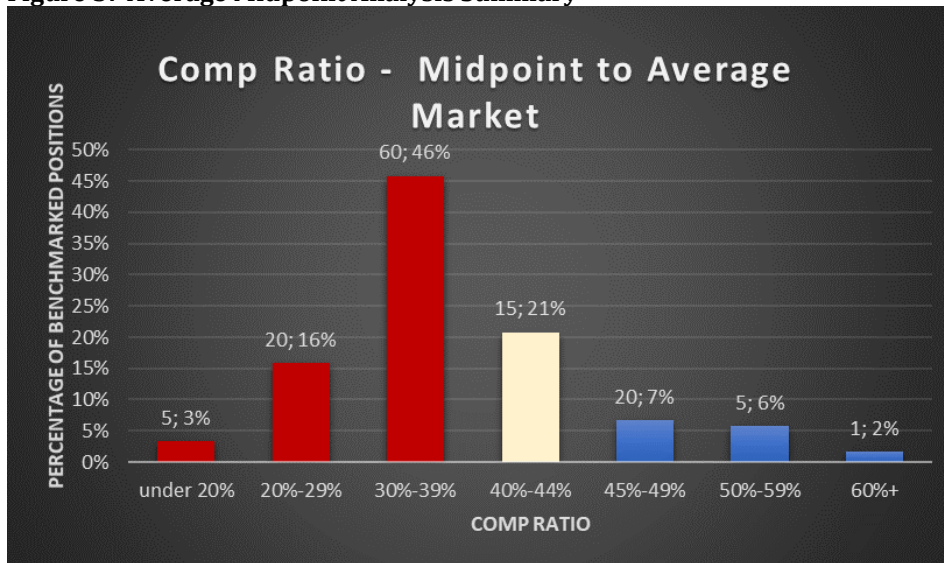
Figure 2: 88% Rate Analysis Summary



Average Midpoint Salary Analysis

The Consultants wanted to know if the Midpoint was aligned with the average Market. Therefore, a Midpoint analysis between the County's true midpoint and the Market average was conducted. Again, a Comp Ratio less than 40% would indicate the Salary Ranges may not be in line. Approximately 65% of the midpoint of benchmarked positions is lower than the average incumbent market. There are an additional 21% of the positions that are in the lower 40% Comp Ratio that are at risk of falling below the market in the near future. Overall, 36% of the positions are within the acceptable average market at the midpoint, meaning the market for each position varies within each range. The following is a summary of findings.

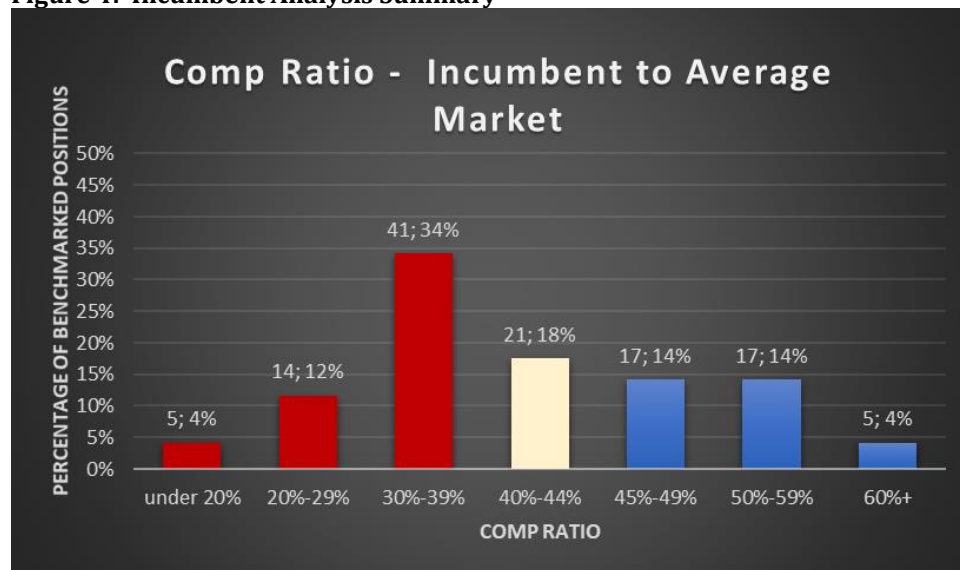
Figure 3: Average Midpoint Analysis Summary



Average Market Salary Analysis

The next 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, 50% of the positions are below the average Market Rate. There are another 18% of positions in the lower 40% Comp Ratio that are at risk of falling below the market in the near future. In total, 50% 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. The Figure and Table below provides a summary of findings.

Figure 4: Incumbent Analysis Summary



Market Data Summary

Overall, the County has not kept pace with the external market. The current Salary Schedule has fallen behind in the comparable market, with most positions needing some adjustment. There needs to be an adjustment of the Ranges to identify and capture the average market rates of comparable incumbents, and realign some positions once placed on the Pay Grades.

Current Compensation System

The general employee schedule is currently made up of 21 Pay Grades, although three (3) are not in use. Each Pay Grade has an identified Minimum, 88% Rate, Midpoint, and Maximum. The difference between Pay Grades is 7.5%. The spread between Minimum and Maximum is 50%. It is presumed the midpoint is the market point, but because the market has changed, it is unknown how long an employee must work in each position before they attain market competitive wages.

The County has not updated the salary ranges since 2018. This is likely a contributing factor to the salary schedule as a tool losing its competitiveness. Employees progress through the current range based on annual merit adjustments. The County does monitor employee progression through the range to ensure staff who are adequately performing at very close to the midpoint within five (5) years. This is commendable because the County desires to pay competitive wages. However, because the ranges themselves are not being adjusted to meet market changes annually, merit alone is not keeping individual employee wages market competitive.

Compression

Compression is when salaries of job classifications of a higher rank or authority are paid less than positions of a lower rank or authority. There are several reasons this may occur.

Compression Due to Schedule Structure

Given the County has an estimated 171 Job Classifications, some of which is a job series, the limited number of Pay Grades within the System has caused the current Schedule to be compressed; thus, there is insufficient space needed between positions in the various Pay Grades. Additionally, when analyzing positions in relation to their degrees of complexity and judgment (for example), these are placed in the same pay range with positions that have less job competencies.

Although the methodology for position placement used by the previous Consultants is not known, what is known is there is not enough distance between positions to allow for market adjustments in specific areas of the Salary Schedule without impacting positions that do not need adjustment. This results in certain positions not aligning closely with the Market. The recommended Salary Schedule will have an increased number of pay grades to allow for additional adequate distance between varying positions to alleviate this type of compression, and fewer classifications.

Compression Due to Overtime

Compression due to salary plus overtime of lower ranks exceeding the higher command ranks most commonly occurs in Public Safety departments and Public Works departments. When this occurs, it stifles an individual's willingness to promote as it often results in a reduction in pay. Due to this issue, the Consultants asked for salary information (base, overtime, and special pays) for a 12-month period for all job classifications.

Individual overtime beyond \$5,000 is hard to accommodate within any Salary Schedule. With that said, there are factors in each Department that will drive overtime, especially in Public Safety, Corrections, and Highway, because the County has no control over critical incidents or weather events and must maintain minimum staffing levels for certain operations. However, overtime that is due to practices within a Department should be contained as it is highly unusual and problematic to find an individual employee earning more than \$30,000 in overtime in a single calendar year.

The County's Administration and these Departments are recommended to analyze the overtime coming from each Department to determine the root cause and options to reduce where possible. The recommended Salary Schedule will include additional distance between

ranks where feasible to assist with overtime compression, and will provide FLSA clarity, when relevant.

Union Schedule Compression

What does not often occur within an organization is the evaluation of how various compensation sources interrelate to one another. When administration must negotiate with one group, the concentration is on that group, not necessarily on how the change to their total compensation affects the compensation of others, including non-union personnel. This impact should not be ignored when determining the Salary Ranges of management personnel in these departments, as it results in insufficient distance between supervisor/subordinate positions. This can also dissuade employees from seeking promotional opportunities if pay increases are minimal or non-existent. Although union positions were not included in this Study, an analysis of wages and overtime did occur. This was considered for management positions in the Sheriff's Department when developing the new Salary Schedule as much as possible.

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 services to the citizens, businesses, and visitors of 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 cease to provide infrastructure, safety, human and health services, court services, and other essential services and process the necessary functions to keep those systems in place.

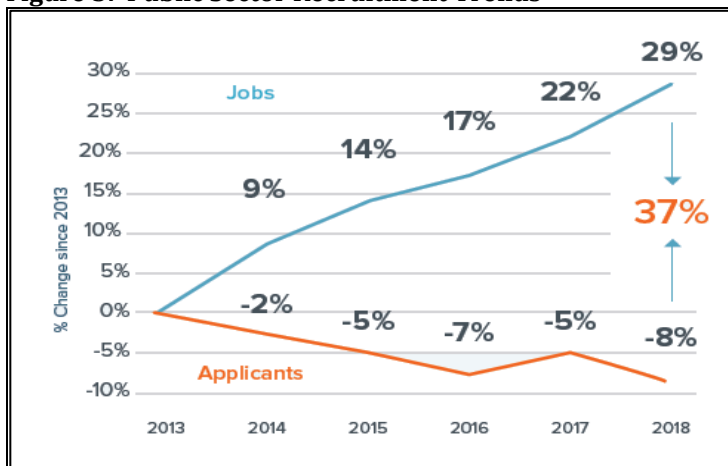
Employees expect a compensation system that pays a competitive wage for the skills, education, and responsibilities of the position, and the County is in close proximity to communities and organizations that lead the market's wages. In order to be competitive for retention of existing personnel and have successful recruitment efforts to replace future turnover, the County needs to be highly competitive with the targeted comparables to allow Monroe County to be an employer of choice.

In order for the County of Monroe to maintain a competitive edge with recruitment and retention, it is recommended the County establish its compensation philosophy to establish a compensation system that is based on average market wages so the County can be competitive in the current labor market. The following sections support this 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 topped the list of workforce challenges (State and Local Government Workforce: 2017 Trends). Between 2013 and 2018, postings for government jobs have increased by 29% while applicant volume fell by 8%, resulting in a 37% gap (Neogov Job Seeker Report 2019). The figure below illustrates this change.

Figure 5: Public Sector Recruitment Trends



More recently, the Center for State and Local Government Excellence released its State and Local Government Workforces 2021 report. Based on a survey conducted with 300 State and Local government participants across the United States in the first quarter of 2021, nearly 64% of respondents identified police positions as one of their most challenging positions to fill, and 57% identified skilled trades.

This is not a new issue. 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:

- 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.

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 has 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 its 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. As a result, all employers, including Monroe County, will need to ensure its wages and benefit package is as competitive as financially possible in order to help mitigate turnover and facilitate recruitment success.

Employee Demographics

In reviewing the County's employee demographics for positions covered in the Study, the tenure of the organization ranges from new hire – 44 years. The overall tenure average of the employees is 8.8 years. The national average in the public sector is currently 6.5 years (*Local Government-Bureau of Labor Statistics, September 2020*), showing the County is *above* average in overall tenure. 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 6: Employee Demographics by Years of Service

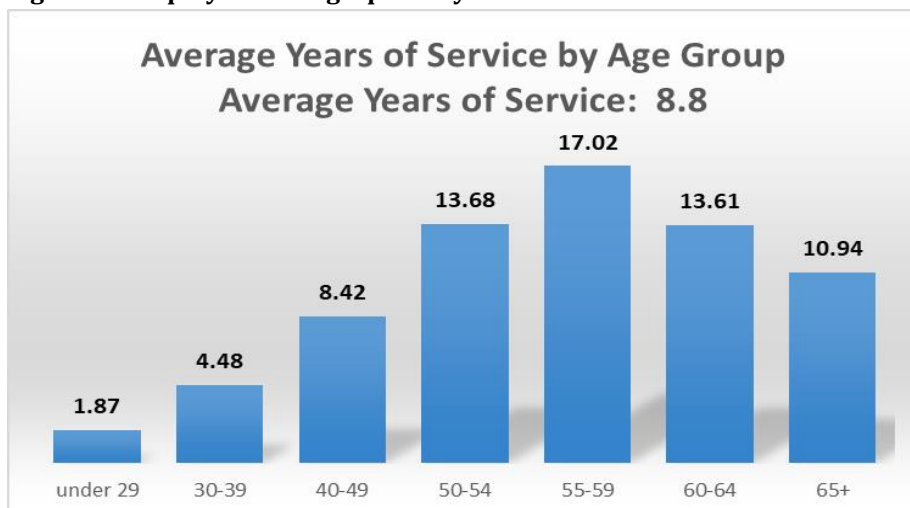
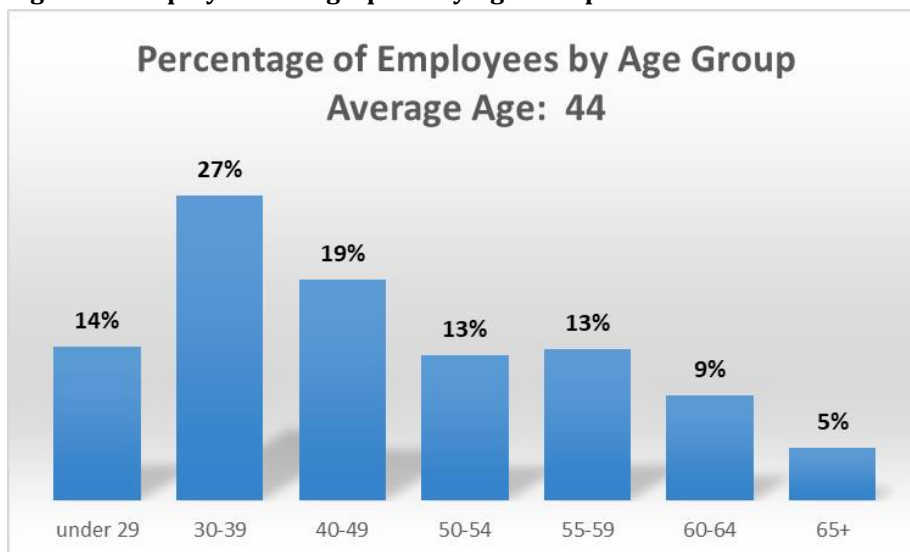


Figure 7: Employee Demographics by Age Group



The above Figures show those in age groups 50 and over have the longest tenure of the organization and represent 40% of all employees. (Employees who are age 55+ represent 27% of the workforce.) This group is age eligible for WRS retirement. The County should expect ongoing steady turnover simply due to retirements over the next decade and beyond. When these employees leave the County, the average tenure of the organization is likely going to decrease, as their tenure is boosting the current average tenure. 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.

Another significant finding is the that the County’s demographics illustrate that 40% 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 1.87-4.48 years of service.

The County is recommended to monitor its 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. This analysis will also be relevant in relation to benefit recommendations later in the report.

Recommended Salary Schedule

The recommended 2022 Compensation System continues to be a range system, provided as Appendix B. There are 23 Pay Grades. There is a 12% range between the Minimum and Market Point. The total spread from Minimum to Maximum is 30%. There is 6%-12% between pay grades. The Schedule has been developed around the Market rate of the Schedule, which is set at average Market. The Schedule does have some overlap in ranks in some occupations, which is common. The recommended Salary Schedule, however, will help minimize compression and allows for growth of positions into the future.

Classification Structure

During the course of the Study, there was an opportunity to better align job titles and responsibilities. Numerous job titles were revised to either have consistency throughout the organization, or to become more current with the external market. These changes are summarized in this section and reflected on the recommended Salary Schedule. It should be noted that not all titles will follow the new classification structure if the title needs to be specific for statutory/funding/regulatory reasons, or simply due to local government industry practices. The new Job Classification System has been developed as follows and will be incorporate into the upcoming job description updates.

- Director
- Manager
- Supervisor
- Coordinator
- Specialist
- Technician
- Associate/Assistant/Aide

On-Call and Call-In Pay

The County has extensive on-call and call-in pay provisions specific to each Department. The County may still need on-call and call-back pay, etc., to compensate employees for work required outside normal business hours. However, this type of compensation should be simplified, as there are multiple carve-out provisions for specific personnel within call-in pay alone. The County is recommended to simplify the on-call and call-in compensation to be consistent across the organization and used only for circumstances in which work or availability is required outside normal hours of operation, not as a means to increase compensation unnecessarily. All on-call and call-in pay protocols should be reviewed in their entirety by the Personnel Department to develop a county-wide policy to be incorporated in the County Personnel Policy Manual.

Specialty Pay

There was much discussion about creating lead roles in several departments, or creating stipend pays for specialized work or for positions that have additional credentialing not required for all positions in the same classification. Some of these areas may result in additional specialty pay, or standalone classifications. These will need to be reviewed more carefully between the Personnel Department and each Department in totality with specialty pays. Like on-call and call-in, the Personnel Department is recommended to review all specialty pay for its continued value to the organization and develop a county-wide policy for incorporation into the County Personnel Policy Manual. The following are areas for additional review.

Lead positions were created onto the final salary schedule based on what is currently in existence and recognized in the County, to include a lead role in Dispatch and Maintenance. Other lead roles were identified as opportunities for Economic Support Specialists and Social Workers. These positions have been given a pay grade, or the County may consider a stipend in lieu of a separate classification.

Other positions were discussed having a need for additional compensation based on additional credentialing needed for specific roles within a classification or based on the intensity of specific units without the need to develop a new classification. The Department of Human Services should provide for a stipend for positions that individually require Substance Abuse Certification, and also provide a stipend for those positions assigned to the Children Protective Services Division.

Finally, two areas identified the need for new specialty pay based upon additional work that may occur as assigned. This included specialized equipment operation in the Highway

department and jail officer training within Corrections. Specialty pay should be explored in these areas.

Fair Labor Standards Act

During the Study, it was identified that management-level positions are being compensated hourly when their position would be considered exempt, or salaried. As an employer, the County has the discretion to make any position hourly, which is perceived as more favorable to the employee. The County does need to use caution, however, to ensure exempt/salary designations are correct and defensible. Specific positions and scenarios have been discussed with County Administration for further follow-up.

The County is recommended to review all individual departmental policies and practices that allow exempt level positions to be compensated on an hourly basis to ensure exempt-level positions do not lose their exemption status due to this practice, and place limits on non-exempt work to ensure exemption status is not lost. If that cannot happen, the position placement of these management positions should be re-evaluated based on a re-analysis of responsibilities to include the blended work and placed in a lower pay grade with the opportunity to earn overtime.

The Personnel Department is also recommended to draft county-wide policy for incorporation into the County Personnel Policy Manual related to this matter, that aligns with all State and Federal regulations, in lieu of departmental practices.

Non-Exempt Changes

Specific positions with a current non-exempt designation that qualify as exempt/salaried have been noted to County Administration and placed on the Salary Schedule accordingly. These positions did not identify non-exempt duties in the position analysis but accumulate overtime. If, after a secondary review with the job description process, it is determined the positions are non-exempt, these positions should be re-analyzed for a lower pay grade to include the non-exempt level work the position is doing, that was not originally provided at the start of the Study.

Position Placement

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

- Point factor system
- 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, employees were placed to the Minimum of the Pay Range if under the new Minimum Rate. Employees already within the Range have no implementation changes.

When market ranges are significantly adjusted to meet changes within the market, employees who are under the Minimum Rate are moved to the new established Minimum. What does not always occur is movement of incumbents within the Range, so newer employees are close in rate of pay to more tenured employees within the Range. This is called in-range compression. During an implementation, this type of placement is challenging, as employees feel that with tenure in a position, they should be placed higher within the Salary Range. The County has been briefed on any recommended adjustments based on an individual employee’s years in their current position so they may be placed further in the range. The County will evaluate this possibility prior to implementation.

Elected Official Department Heads

It is understood the salaries of elected official department heads are set by the County Board prior to taking out papers to run for election, and Wisconsin State Statute requires each County set the wages for all four (4) years of the term. These wages may not be changed during the term. These positions are excluded from the recommended Salary Schedule as a result. The County Board currently reviews the salary of the comparable counties to set these wages. The County Board should continue to review the market, in addition to considering the internal alignment of these department head positions as if they were

included on the salary schedule. The County Board should adopt a compensation philosophy to align the elected official department heads on the new Compensation System to utilize those salary ranges for consistency in setting wages in future years.

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. It is the Consultant's recommendation that on a set date each year, the Salary Schedules be increased by the national 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. It is recommended the adjustment to the Salary Schedules be done on a date other than salary increases, so employees understand there are two (2) separate adjustments per 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, fair, and fiscally sound Salary Schedule. It is important the County also budget 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 Performance Adjustments

The Salary Schedule is based on a premise of annual salary adjustments. Each year, employees can receive the salary increase set by County Administration with acceptable performance unless an employee is on a Performance Improvement Plan.

Market Adjustments

Each budget cycle, Administration should evaluate the placement of current employees. If there is a shift in the market for a specific position, a Market Adjustment to those incumbent employees could be given, which would be an adjustment into the range. The County is

recommended to exercise caution in its use however, because this option is not intended to be a means to simply increase the wages of any employee. In order for the County to offer this, there should be written parameters in place, because this should only be used in a controlled manner for positions that have been verified by the Personnel Department as having challenges with recruitment/retention based on market fluctuations. These parameters would include:

1. A documented and verified review of local comparables by the Personnel Department or a third-party consultant.
2. A consistent pattern of recruitment/retention concerns with isolated classifications, as verified by the Personnel Department.

Compensation Policy Recommendations

With the updated Salary Schedule, the County now has a competitive Compensation System for recruitment and retention purposes. A comprehensive summary of recommended compensation guidelines has been provided to County Administration. Administration is recommended to consider these established guidelines and update the County's compensation policy accordingly.

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 that the Personnel Department 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. In addition, maintaining metrics should help indicate if an external market update is required sooner, or can be pushed back a year.

Benefit Analysis

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 insurance benefit among the comparable market and is independent of the compensation recommendations.

Health Insurance

Plan Design Overview

The County offers a single health plan design. The health plan is summarized as follows:

Table 3: Health Plan Summary

PLAN DESCRIPTION	DEDUCTIBLE AMOUNTS	EMPLOYER CONTRIBUTION (S/F)
Allegiance	\$2,000/\$4,000	\$119.64/\$290.00

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. Monroe County is no exception. Employers that do not offer the State sponsored health plan are offering multiple plan options to allow employees the opportunity to select from the coverage that best matches their personal situation. This is something Monroe County should explore. With that said, Monroe County is in a geographical location where many counties carry the State sponsored plan through the Employee Trust Fund, which has a lower deductible plan, and the cost is based on the provider network, so the region is not consistently offering multiple plan designs.

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 also often the single largest benefit looked at by potential new hires with the County, so a review of employee contributions to this benefit is imperative for offering a comprehensive benefit package.

The Consultants compared Monroe's 2022 health plan with the comparable organization's health plan for a more accurate reflection of insurance in this geographical region. Comparables that provided only 2021 data are noted. 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 also excluded.

Table 4: Single Plan Premium Comparison

COMPARABLE	PLAN DESCRIPTION	SINGLE MONTHLY PREMIUM	DEDUCTIBLE AMOUNT
Crawford County	Medical Associates	\$32.06	\$500.00

COMPARABLE	PLAN DESCRIPTION	SINGLE MONTHLY PREMIUM	DEDUCTIBLE AMOUNT
Vernon County (2021)	PPO Plan 2	\$53.89	\$2,500.00
Jackson County	Option 3 - HMO HSA PLAN	\$59.88	
Sauk County (2021)	HMO Co-Pay	\$81.74	\$500.00
Jackson County	Option 1 - HMO PLAN	\$82.16	
Crawford County	Dean Health Insurance	\$84.44	\$500.00
La Crosse County		\$93.00	\$1,350.00
Trempealeau County	Quartz West	\$100.67	\$500.00
Adams County	WCA Group Health Trust	\$102.52	\$3,000.00
City of Tomah	Quartz West	\$111.53	\$500.00
Sauk County (2021)	POS	\$114.90	\$500.00
Sauk County (2021)	HMO No Co-Pay	\$117.66	\$500.00
Monroe County	Allegiance	\$119.64	\$2,000.00
Vernon County (2021)	PPO Plan 1	\$127.10	\$1,500.00
Clark County (2021)		\$136.99	\$100.00
Crawford County	Quartz West	\$142.34	\$500.00
Wood County	HDHP	\$144.17	\$1,500.00
Jackson County	Option 4 POS/PPO HSA PLAN	\$183.39	
Wood County	PPO	\$188.07	\$500.00
Jackson County	Option 2 POS/PPO PLAN	\$209.13	
Trempealeau County	HealthPartners Health Plan	\$310.13	\$500.00
Trempealeau County	WEA Trust - NW Mayo Clinic	\$327.73	\$500.00
City of Tomah	HealthPartners Health Plan	\$339.21	\$500.00
Crawford County	HealthPartners Health Plan	\$351.80	\$500.00
City of Tomah	WEA Trust - NW Mayo Clinic	\$358.33	\$500.00
Crawford County	WEA Trust - NW Mayo Clinic	\$369.40	\$500.00
City of Tomah	Local IYC Access Plan	\$436.89	\$500.00

Table 5: Family Plan Premium Comparison

COMPARABLE	PLAN DESCRIPTION	FAMILY MONTHLY PREMIUM	DEDUCTIBLE AMOUNT
Crawford County	Medical Associates	\$75.24	\$1,000.00
Vernon County (2021)	PPO Plan 2	\$113.34	\$5,000.00
Jackson County	Option 3 - HMO HSA PLAN	\$136.49	
Jackson County	Option 1 - HMO PLAN	\$187.27	
Crawford County	Dean Health Insurance	\$206.18	\$1,000.00
Sauk County (2021)	HMO Co-Pay	\$210.90	\$1,000.00
La Crosse County		\$228.00	\$2,700.00
Trempealeau County	Quartz West	\$247.44	\$1,000.00
Adams County	WCA Group Health Trust	\$271.68	\$6,000.00
City of Tomah	Quartz West	\$274.58	\$1,000.00
Vernon County (2021)	PPO Plan 1	\$276.32	\$3,000.00

COMPARABLE	PLAN DESCRIPTION	FAMILY MONTHLY PREMIUM	DEDUCTIBLE AMOUNT
Monroe County	Allegiance	\$290.00	\$4,000.00
Sauk County (2021)	POS	\$296.44	\$1,000.00
Sauk County (2021)	HMO No Co-Pay	\$303.56	\$1,000.00
Wood County	HDHP	\$330.76	\$5,600.00
Crawford County	Quartz West	\$350.94	\$1,000.00
Clark County (2021)		\$375.76	\$200.00
Jackson County	Option 4 POS/PPO HSA PLAN	\$418.03	
Wood County	PPO	\$431.43	\$2,800.00
Jackson County	Option 2 POS/PPO PLAN	\$476.69	
Trempealeau County	HealthPartners Health Plan	\$771.08	\$1,000.00
Trempealeau County	WEA Trust - NW Mayo Clinic	\$815.08	\$1,000.00
City of Tomah	HealthPartners Health Plan	\$843.78	\$1,000.00
Crawford County	HealthPartners Health Plan	\$874.58	\$1,000.00
City of Tomah	WEA Trust - NW Mayo Clinic	\$891.58	\$1,000.00
Crawford County	WEA Trust - NW Mayo Clinic	\$918.58	\$1,000.00
City of Tomah	Local IYC Access Plan	\$1,087.98	\$1,000.00

The above information indicates that Monroe in the middle of the comparable market in terms of premium only.

Expected Employee Cost

Because premiums and deductibles are varied in the region, when considering the cost of the monthly premium plus the deductible, this is a truer 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	ANNUAL RISK TO EMPLOYEE
Crawford County	Medical Associates	\$384.72	\$500.00	\$884.72
Sauk County (2021)	HMO Co-Pay	\$980.88	\$500.00	\$1,480.88
Crawford County	Dean Health Insurance	\$1,013.28	\$500.00	\$1,513.28
Trempealeau County	Quartz West	\$1,208.04	\$500.00	\$1,708.04
Clark County (2021)		\$1,643.88	\$100.00	\$1,743.88
City of Tomah	Quartz West	\$1,338.36	\$500.00	\$1,838.36
Sauk County (2021)	POS	\$1,378.80	\$500.00	\$1,878.80
Sauk County (2021)	HMO No Co-Pay	\$1,411.92	\$500.00	\$1,911.92
Crawford County	Quartz West	\$1,708.08	\$500.00	\$2,208.08
La Crosse County		\$1,116.00	\$1,350.00	\$2,466.00

COMPARABLE	PLAN DESCRIPTION	ANNUAL PREMIUM	DEDUCTIBLE AMOUNT	ANNUAL RISK TO EMPLOYEE
Wood County	PPO	\$2,256.80	\$500.00	\$2,756.80
Vernon County (2021)	PPO Plan 1	\$1,525.16	\$1,500.00	\$3,025.16
Vernon County (2021)	PPO Plan 2	\$646.62	\$2,500.00	\$3,146.62
Wood County	HDHP	\$1,730.04	\$1,500.00	\$3,230.04
Monroe County	Allegiance	\$1,435.68	\$2,000.00	\$3,435.68
Trempealeau County	HealthPartners Health Plan	\$3,721.56	\$500.00	\$4,221.56
Adams County	WCA Group Health Trust	\$1,230.24	\$3,000.00	\$4,230.24
Trempealeau County	WEA Trust - NW Mayo Clinic	\$3,932.76	\$500.00	\$4,432.76
City of Tomah	HealthPartners Health Plan	\$4,070.52	\$500.00	\$4,570.52
Crawford County	HealthPartners Health Plan	\$4,221.60	\$500.00	\$4,721.60
City of Tomah	WEA Trust - NW Mayo Clinic	\$4,299.96	\$500.00	\$4,799.96
Crawford County	WEA Trust - NW Mayo Clinic	\$4,432.80	\$500.00	\$4,932.80
City of Tomah	Local IYC Access Plan	\$5,242.68	\$500.00	\$5,742.68

*Plans that did not report a deductible excluded

Table 7: Family Plan Comparable Review

COMPARABLE	PLAN DESCRIPTION	ANNUAL PREMIUM	DEDUCTIBLE AMOUNT	ANNUAL RISK TO EMPLOYEE
Crawford County	Medical Associates	\$902.88	\$1,000.00	\$1,902.88
Crawford County	Dean Health Insurance	\$2,474.16	\$1,000.00	\$3,474.16
Sauk County (2021)	HMO Co-Pay	\$2,530.80	\$1,000.00	\$3,530.80
Trempealeau County	Quartz West	\$2,969.28	\$1,000.00	\$3,969.28
City of Tomah	Quartz West	\$3,294.96	\$1,000.00	\$4,294.96
Sauk County (2021)	POS	\$3,557.28	\$1,000.00	\$4,557.28
Sauk County (2021)	HMO No Co-Pay	\$3,642.72	\$1,000.00	\$4,642.72
Clark County (2021)		\$4,509.12	\$200.00	\$4,709.12
Crawford County	Quartz West	\$4,211.28	\$1,000.00	\$5,211.28
La Crosse County		\$2,736.00	\$2,700.00	\$5,436.00
Vernon County (2021)	PPO Plan 1	\$3,315.78	\$3,000.00	\$6,315.78
Vernon County (2021)	PPO Plan 2	\$1,360.06	\$5,000.00	\$6,360.06
Monroe County	Allegiance	\$3,480.00	\$4,000.00	\$7,480.00
Wood County	PPO	\$5,177.12	\$2,800.00	\$7,977.12
Adams County, WI	WCA Group Health Trust	\$3,260.16	\$6,000.00	\$9,260.16
Wood County	HDHP	\$3,969.16	\$5,600.00	\$9,569.16
Trempealeau County	HealthPartners Health Plan	\$9,252.96	\$1,000.00	\$10,252.96
Trempealeau County	WEA Trust - NW Mayo Clinic	\$9,780.96	\$1,000.00	\$10,780.96
City of Tomah	HealthPartners Health Plan	\$10,125.36	\$1,000.00	\$11,125.36
Crawford County	HealthPartners Health Plan	\$10,494.96	\$1,000.00	\$11,494.96
City of Tomah	WEA Trust - NW Mayo Clinic	\$10,698.96	\$1,000.00	\$11,698.96
Crawford County	WEA Trust - NW Mayo Clinic	\$11,022.96	\$1,000.00	\$12,022.96
City of Tomah	Local IYC Access Plan	\$13,055.76	\$1,000.00	\$14,055.76

*Plans that did not report a deductible excluded

Looking at plan design with premium cost, the County continues to be in the middle of the comparable market. If the County has the opportunity to strengthen any part of their health plan, it should try to do so, without compromising the recommended salary adjustments.

Time-Off Benefits

Work-life balance, flexibility, and paid time-off topics are becoming more important to the total compensation package, so the Consultants explored adjusting the County's entire paid time program to shift away from traditional vacation/sick leave programs to a more flexible program called Paid Time-Off (PTO). 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.

PTO is a single bank of time-off, which is then used for sick, vacation, and bereavement time, instead of having different banks of time for different purposes. 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, which makes it an ideal benefit, although it is not widely administered in the public sector. Often times the biggest challenge is transitioning accumulated sick and vacation hours into a new program, but this can be done successfully. Organizations that have done this are satisfied with the end result, once the transition is complete. Although not all comparable organizations identify PTO as a program they offer, the County should consider PTO to offer more flexibility within their benefit structure.

When discussing what the County's PTO program could look like, it was discovered PTO was considered by the County as recently as 2021, but the program was not adopted by the County, even though the majority of employees supported the new program. A review of the proposed PTO program was conducted.

Although there is a concern by some employees on the 'loss' of sick time, it appears that all accumulated and unused sick time would remain available for use by current employees. Sick time is not guaranteed time, and may only be used based on specific criteria, whereas PTO provides a higher level of flexibility for both new and existing employees. The County should also introduce a voluntary Short Term Disability and Long Term Disability benefit so

employees with lower balances have an income protection option. The advantages of PTO outweigh any perceived disadvantages, and the County, as an organization, needs to consider its long term human capital needs and strategy to recruit and retain a qualified workforce.

The Consultants highly recommend the County revisit the PTO program for reconsideration.

Payout Provisions

Currently, 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.

Appendix A: Recommended Salary Schedule

Pay Grade	Recommended Title	Department	SALARY RANGE		
			Minimum	Market	Maximum
C			\$13.21	\$14.79	\$17.17
			\$27,476.80	\$30,763.20	\$35,713.60
	Dietary Aide Laundry Aide	Rolling Hills Rolling Hills			
D			\$14.00	\$15.68	\$18.20
			\$29,120.00	\$32,614.40	\$37,856.00
	Driver Meal Site Manager Activity Aide Driver Housekeeper/Laundry Aide	Human Services - ADRC Human Services - ADRC Rolling Hills Rolling Hills Rolling Hills			
E			\$14.84	\$16.62	\$19.29
			\$30,867.20	\$34,569.60	\$40,123.20
	Central Supply Aide Cook	Rolling Hills Rolling Hills			
F			\$15.73	\$17.62	\$20.45
			\$32,718.40	\$36,649.60	\$42,536.00
	Program Assistant - WIC Beautician	Health Rolling Hills			
G			\$16.68	\$18.68	\$21.68
			\$34,694.40	\$38,854.40	\$45,094.40
	Museum Services Associate Certified Nursing Assistant Head Cook	Local History Room Rolling Hills Rolling Hills			
H			\$17.68	\$19.80	\$22.98
			\$36,774.40	\$41,184.00	\$47,798.40
	Administrative Assistant Administrative Assistant Administrative Assistant Administrative Assistant Administrative Assistant Administrative Assistant Facility Maintenance Worker Administrative Assistant Coder/Medical Records Clerk Unit Clerk/Scheduler Administrative Assistant Administrative Assistant	Clerk Of Court District Attorney Health Human Services Human Services - ADRC Justice Maintenance Rolling Hills Rolling Hills Rolling Hills Sanitation Sheriff			
I			\$18.74	\$20.99	\$24.36
			\$38,979.20	\$43,659.20	\$50,668.80
	Fiscal Assistant Deputy County Clerk Program Associate - Health Fiscal Assistant Program Associate - HS Nutrition Program Coordinator Transportation Program Coordinator Administrative Associate Administrative Associate Deputy Register of Deeds Medical Records Coordinator Deputy Treasurer Administrative Associate Administrative Associate	Child Support County Clerk Health Highway Human Services Human Services - ADRC Human Services - ADRC Land Conservation Medical Examiner Register of Deeds Rolling Hills Treasurer UW Extension Office Veteran Services			
J			\$19.87	\$22.25	\$25.83
			\$41,329.60	\$46,280.00	\$53,726.40
	Child Support Specialist Juvenile Court Clerk Deputy Court Clerk Legal Assistant Legal Assistant - Victim/Witness Account Technician Highway Operations Assistant Economic Support Specialist Justice Programs Specialist	Child Support Circuit Court Clerk of Court District Attorney District Attorney Finance Highway Human Services Justice			

Chief Deputy Register of Deeds	Register of Deeds			
Account Technician	Sanitation			
Chief Deputy County Treasurer	Treasurer			
K		\$21.06	\$23.59	\$27.38
		\$43,804.80	\$49,067.20	\$56,950.40
Judicial Assistant	Circuit Court			
Chief Deputy Clerk of Court	Clerk Of Court			
Chief Deputy County Clerk	County Clerk			
Telecommunicator	Dispatch			
Account Specialist	Finance			
Billing Specialist	Finance			
Facilities Maintenance Technician	Highway			
Section Leader	Highway			
Facilities Maintenance Technician	Maintenance			
Licensed Practical Nurse	Rolling Hills			
L		\$22.33	\$25.01	\$29.03
		\$46,446.40	\$52,020.80	\$60,382.40
Judicial Assistant/Office Coordinator	Circuit Court			
Telecommunicator - Lead	Dispatch			
Paralegal	District Attorney			
Heavy Equipment Operator	Highway			
Highway Operations Specialist	Highway			
Inventory Specialist	Highway			
Mechanic	Highway			
Welding/Fabricating Technician	Highway			
Dementia Care Specialist	Human Services - ADRC			
Disability Benefit Specialist	Human Services - ADRC			
Elder Benefit Specialist	Human Services - ADRC			
Facilities Maintenance Technician - Lead	Maintenance			
Activities Supervisor/Volunteer Coordinator	Rolling Hills			
Shelter Coordinator/Humane Officer	Sanitation			
Solid Waste Coordinator	Solid Waste			
M		\$23.67	\$26.51	\$30.77
		\$49,233.60	\$55,140.80	\$64,001.60
Executive Assistant	Administrator			
Register in Probate	Circuit Court			
Office Coordinator	Corporation Counsel			
Financial Systems Coordinator	Finance			
Payroll Specialist	Finance			
Highway Operations Coordinator	Highway			
Case Manager	Human Services			
Social Worker In Training	Human Services			
Case Manager	Justice			
Jailer	Sheriff			
Assistant Veterans Services Officer	Veteran Services			
N		\$25.09	\$28.10	\$32.62
		\$52,187.20	\$58,448.00	\$67,849.60
Community Health Educator	Health			
Social Worker	Human Services			
Social Worker	Human Services - ADC			
IT Specialist	Information Technology			
Soil & Water Conservation Specialist	Land Conservation			
Sanitation & Zoning Specialist	Sanitation			
Real Property Lister	Treasurer			
O		\$26.60	\$29.79	\$34.58
		\$55,328.00	\$61,963.20	\$71,926.40
Investigator	District Attorney			
Office Manager - District Attorney	District Attorney			
Office Manager - Highway	Highway			
Office Manager - HHS	Human Services			
Clinical Substance Abuse Professional	Human Services			
Human Resources Coordinator	Personnel			
Food Service Manager	Rolling Hills			
Land Information Officer/GIS Coordinator	Sanitation			
Office Manager - Sheriff	Sheriff			
P		\$28.20	\$31.58	\$36.66
		\$58,656.00	\$65,686.40	\$76,252.80
WIC Nutritionist	Health			
CSP Clinical Coordinator/MHP	Human Services			
Human Services Manager - Economic Support	Human Services			

	Mental Health Professional RCAC Manager/Social Worker Jail Sergeant	Human Services Rolling Hills Sheriff			
Q			\$29.88	\$33.47	\$38.84
			\$62,150.40	\$69,617.60	\$80,787.20
	Mental Health Nurse Public Health Nurse WIC & Nutritionist Manager Fleet and Facilities Manager Human Services Supervisor - CFS IT Analyst History Room Director CBRF & Activities Manager Social Services Manager Staff Nurse Emergency Management Coordinator Jail Lieutenant Veterans Services Officer	Health Health Health Highway Human Services Information Technology Local History Room Rolling Hills Rolling Hills Rolling Hills Sheriff Sheriff Veteran Services			
R			\$31.68	\$35.48	\$41.18
			\$65,894.40	\$73,798.40	\$85,654.40
	Child Support Director Accounting Manager Forestry & Parks Administrator Highway Operations Manager Human Services Manager - ADRC Justice Programs Manager Land Use Planner Infection Preventionist Resident Care Coordinator RN Supervisor Solid Waste Director	Child Support Finance Forestry Highway Human Services - ADRC Justice Land Conservation Rolling Hills Rolling Hills Rolling Hills Solid Waste			
S			\$34.21	\$38.32	\$44.47
			\$71,156.80	\$79,705.60	\$92,497.60
	Communications Center Director Public Health Nurse Manager Human Services Manager - CFS Justice Programs Director Land Conservation Director Facilities & Property Director Captain - Administration Captain - Jail	Dispatch Health Human Services Justice Land Conservation Maintenance Sheriff Sheriff			
T			\$36.96	\$41.39	\$48.05
			\$76,876.80	\$86,091.20	\$99,944.00
	Assistant Corporation Counsel Mental Health /Clinic Manager Zoning & Sanitation Director Captain - Patrol	Corporation Counsel Human Services Sanitation Sheriff			
U			\$39.91	\$44.70	\$51.88
			\$83,012.80	\$92,976.00	\$107,910.40
	Director of Nursing Chief Deputy	Rolling Hills Sheriff			
V			\$43.11	\$48.28	\$56.04
			\$89,668.80	\$100,422.40	\$116,563.20
	Finance Director Health Director/Health Officer Highway Commissioner Information Technology Director Human Resources Director	Finance Health Highway Information Technology Personnel			
W			\$46.55	\$52.14	\$60.52
			\$96,824.00	\$108,451.20	\$125,881.60
	Human Services Director Rolling Hills/Senior Living Administrator	Human Services Rolling Hills			
X			\$49.35	\$55.27	\$64.16
			\$102,648.00	\$114,961.60	\$133,452.80
	Corporation Counsel	Corporation Counsel			
Y			\$55.27	\$61.90	\$71.85
			\$114,961.60	\$128,752.00	\$149,448.00
	County Administrator	Administrator			

Annual Salaries calculated based on 2080 hours

Appendix B: Definitions

The following are definitions that helped guide the development of the Compensation System for Monroe County.

Benchmark Position: A job that is commonly found and defined, used to make pay comparisons, either within the organization or to comparable jobs outside the organization.

Classifications: Job titles.

Compensation System: A system developed to compensate employees. This system includes a balance between internal equity and external competitiveness.

Compensation Data: Data derived from information regarding the salary range and the rate of pay of the incumbent(s) holding a benchmark position of the identified labor market.

Comp Ratio: The ratio of an actual pay range to the established position point (or average market rate). The Comp Ratio is used to measure and monitor an individual's actual rate of pay to the Position Point of the established pay range.

Compression: Pay differentials too small to be considered equitable. The term may apply to differences between (1) the pay of supervisors and subordinates; (2) the pay of experienced and newly hired personnel of the same job; and (3) pay range midpoints in successive job grades or related grades across pay structures.

CPI-U: Consumer Price Index – Urban: A measure of the average change over time in the prices paid by urban consumers for a market of consumer goods and services. It reflects the spending pattern for three population groups: all urban consumers, urban wage earners, and clerical workers. This group represents approximately 87% of the total U.S. population.

Demotion: The (re)assignment of an employee to a position in a lower pay grade or range in the organization's salary structure.

Labor Market: A location where labor is exchanged for wages. These locations are identified and defined by a combination of the following factors: geography; industry; education, experience and licensing or certification required; and job responsibilities.

Market Data: The technique of creating the financial value of a position based on the "going rate" for benchmark positions in the relevant labor markets.

Minimum Salary Range (Minimum): The minimum amount of compensation the organization has deemed appropriate for a position.

Maximum Salary Range (Maximum): The highest amount of compensation the organization has deemed appropriate for a position.

Market Average: Employee pay based upon the ‘average’ market rate; or the ‘average’ prevailing wage rate in the external market.

Market Rate (Market): The organization’s best estimate of the wage rate that is prevailing in the external market for a given position.

Market Average Range: A pay range in which the minimum and maximum of the range is established around the Average Market Rate.

Pay Grade: The grade, or placement of a position, within the salary structure.

Pay Grade Evaluation: The (re)assignment of a job to a higher or lower pay grade or pay range in the salary structure due to a job content (re)evaluation and/or significant change in the average market rate in the external labor market.

Performance Increase: An adjustment to an individual’s base pay rate based on performance or some other individual measure.

Promotion: The (re)assignment of an employee to a position in a higher pay grade or range in the organization’s salary structure.

Red Circle: The freezing of a rate of pay until such time that the salary schedule catches up to the pay rate. This is commonly used when implementing a new pay schedule when a tenured employee is above the range maximum or when an employee is placed on a lower pay grade that is not related to performance issues.

Salary Schedule Adjustment: An adjustment to the salary structure; the increase or decrease of a pay range, minimum – maximum. This is a method to maintain the salary range in relation to external market conditions.

Salary Schedule: The hierarchy of job grades and pay ranges established within an organization.

Spread: The range of pay rates, from minimum to maximum.