



**Compensation Study Update  
Executive Report**

**For**



**Winnebago, WI**

**March 2022**



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## Table of Contents

Introduction .....	5
<b>Summary of Recommendations .....</b>	<b>6</b>
Compensation Analysis .....	7
<b>Minimum Analysis .....</b>	<b>7</b>
<b>Control Point to Average Market Analysis .....</b>	<b>8</b>
<b>Incumbent Analysis.....</b>	<b>8</b>
<b>Maximum Analysis .....</b>	<b>9</b>
<b>Summary .....</b>	<b>9</b>
In-Range Compression .....	9
<b>Current Compensation System .....</b>	<b>10</b>
Other Factors .....	11
<b>Public Sector Turnover/Recruitment Challenges.....</b>	<b>11</b>
<b>Employee Demographics.....</b>	<b>12</b>
<b>Top Motivators for Employee Retention .....</b>	<b>13</b>
Schedule and Position Changes .....	14
Other Considerations .....	14
<b>Shift Differentials.....</b>	<b>14</b>
<b>Tool Allowance .....</b>	<b>15</b>
Benefit Considerations.....	15
<b>Health Insurance.....</b>	<b>15</b>
<i>Plan Design Overview .....</i>	<i>15</i>
<i>Premiums .....</i>	<i>16</i>
Expected Employee Cost.....	17
<b>Time Off Benefits.....</b>	<b>18</b>
Holidays.....	18
Vacation .....	19
Sick Leave .....	19
Bilingual Pay .....	19
Payout Provisions.....	19
Flex Time .....	20
<i>Paid Time-Off.....</i>	<i>20</i>
<b>Hiring Bonus .....</b>	<b>21</b>
<b>General Operational Guidelines .....</b>	<b>21</b>
<b>Maintenance of Salary Schedule .....</b>	<b>21</b>
<i>Salary Schedule Adjustments.....</i>	<i>21</i>
<i>Annual Performance Adjustments.....</i>	<i>21</i>
<i>Employee Market Adjustments .....</i>	<i>22</i>
<i>Market Updates .....</i>	<i>22</i>
Addendum – Compression Costing.....	23

Appendix A: Recommended Salary Schedule .....	24
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Table 1: Comparable Organizations.....	5
Table 2: Health Plan Summary.....	15
Table 3: Single Plan Premium Comparison .....	16
Table 4: Family Plan Premium Comparison .....	16
Table 5: Single Plan Comparable Review .....	17
Table 6: Family Plan Comparable Review .....	18
Table 7: Years in Position Table .....	23

Figure 1: Minimum Analysis.....	7
Figure 2: Step 5 Market to Average Market Analysis .....	8
Figure 3: Incumbent Market Analysis .....	8
Figure 4: Cost of Living/Merit Scenario .....	10
Figure 5: Decline in Applicants.....	11
Figure 6: Employee Demographics by Years of Service .....	13

## Introduction

Winnebago (County) solicited the assistance of McGrath Human Resources Group (Consultants) in 2016 to develop and update its compensation system (System). That System was not fully implemented at the time but has been slowly implemented over several years after the study completion. In 2022, the County again asked the Consultants to update the System to see if it has stayed consistent with both external and internal equity.

To accomplish the project, the Consultants conducted a market survey. The comparables were updated from the initial study. In all, 16 organizations provided data. The Consultants, in consultation with the County added five (5) more comps to assist in data for Health and Human Services.

**Table 1: Comparable Organizations**

Rank	County	Population	
4	<a href="#">Brown County</a>	262,559	
29	<a href="#">Calumet County</a>	50,005	
14	<a href="#">Eau Claire County</a>	104,132	
16	<a href="#">Fond du Lac County</a>	102,654	
55	<a href="#">Green Lake County</a>	18,807	
8	<a href="#">Kenosha County</a>	168,998	
12	<a href="#">La Crosse County</a>	118,168	DNP
11	<a href="#">Marathon County</a>	135,485	
6	<a href="#">Outagamie County</a>	186,829	
5	<a href="#">Racine County</a>	195,859	
9	<a href="#">Rock County</a>	162,532	
13	<a href="#">Sheboygan County</a>	115,152	
15	<a href="#">Walworth County</a>	103,391	
10	<a href="#">Washington County</a>	135,529	
28	<a href="#">Waupaca County</a>	50,997	
47	<a href="#">Waushara County</a>	24,256	
7	Winnebago County	170,924	Not Included

DNP = Did Not Participate (Winnebago for illustrated purposes only)

Added on November 4, 2022	FOR HHS Dept only
Adams County	
Marquette County	
St Croix County	
Dodge County	
Door County	

## ***Summary of Recommendations***

It is highly recommended to read the entire report. The following is a summary of the recommendations made within this report.

- Modify the salary schedule through a combination of changing percentages between pay ranges, and movement of positions to a different paygrade.
- Develop a model of increase that allow the employee to reach the control point within three – five years.
- Develop a plan to alleviate in-range compression of current employees. Try to get employees into the proper quartile based upon their years in the position.
- Institute shift differentials for all positions that are required to work a non-traditional work week; work evenings, weekends, or holidays. The policy should be consistently applied among all departments that have a shift differential.
- Employees and first line supervisors in Human Services working in Child Welfare or Youth Justice should receive a stipend of \$1 - \$2.00 per hour due the challenge and stress of the position. If the employees move to a different area of HS, the stipend would be eliminated. Other positions may be considered; however, HR and the Director should make the determination.
- Tool allowance should be increased to \$500 per year and paid as the employee turns in receipts, or two checks of \$250 per year.
- Health insurance benefits are competitive, but Winnebago does not lead the pack. Health insurance benefits would not be an enticement to work with Winnebago County.
- Vacation, sick leave, floating holidays, etc. Consider adding the four (4) floating holidays along with bereavement into vacation. Sick leave is not competitive – consider increasing the amount of sick leave, or consider moving to PTO.
- PTO has been recommended, and incorporate vacation, floating holiday, bereavement, and a small portion of sick leave. The remaining sick leave should be placed into an extended sick leave bank eligible for a prorated pay out in to a Health Retirement Savings Account.
- Bilingual Pay policy should be developed within the county. A stipend should be determined based on the amount of translation time required.
- A flex-time policy should be established for all exempt level employees who are not eligible to receive overtime. This allows the employee, when needed to flex the work schedule due the extended hours or late-night meetings. A flex-time allows exempt employees to flex their work schedule due to evening commitments, committee meetings, etc. This is not a one-for-one program – two (2) extra hours does translate to two (2) hours of flex time.
- Hiring Bonus should be considered by the County. It has assisted some recruiting and retaining employees, whereas other organizations have found after the required time to stay with the municipality the employee leaves. Another option is a referral bonus, where employees receive a bonus for referring an employee and that employee making it past a designated period of time. Thus, the County may either one or both programs should only be on a one-year trial period and see if assists in recruitment and retention.

## Compensation Analysis

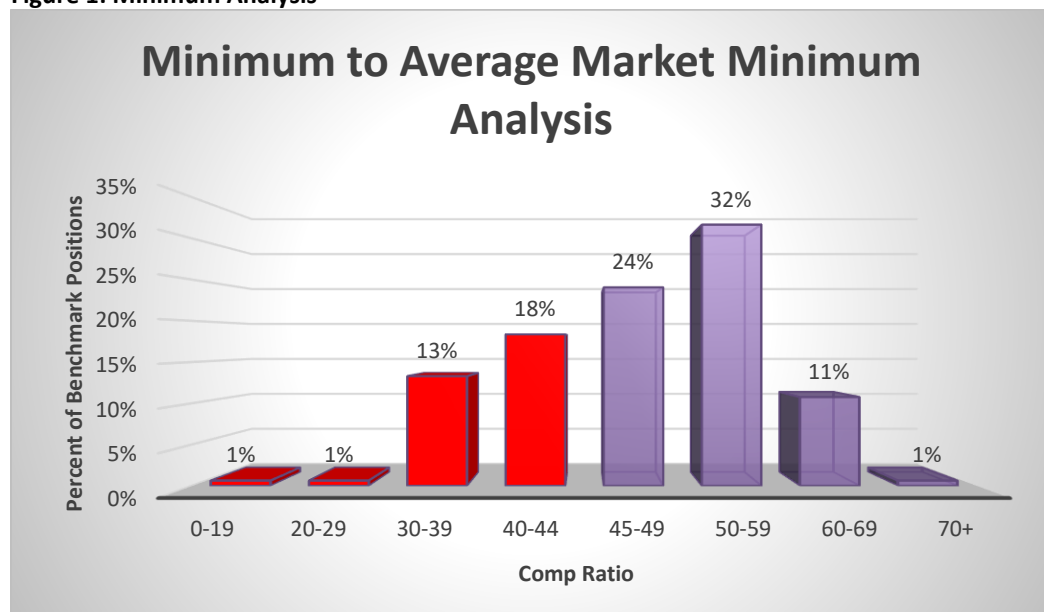
To ascertain if the County's salary schedule has remained within market parameters, several analyses were performed: 1) Review of the 2022 and 2023 salary schedule (Schedule) minimum to the *average* minimum of the external market; 2) Review of the Schedule's identified average market rate (Control Point) to the average external market rate; and 3) Review of the current average incumbent salary to the average market rate.

In this comparison, 50% is the average market rate. Since one cannot arrive at that exact number, a range around the market of 5-10% is utilized. Therefore, if the comp-ratio is at or above 45%, the salary range is within the market.

### ***Minimum Analysis***

In the analysis of the County's minimum salary to the average market minimum salary, 33% of the positions surveyed appear to have slipped below the average market minimum. Thus, 67% of the positions would be considered within an acceptable market range. Thus, the schedule minimum, for the most part, is within range; however, there are positions that will need to be adjusted.

**Figure 1: Minimum Analysis**



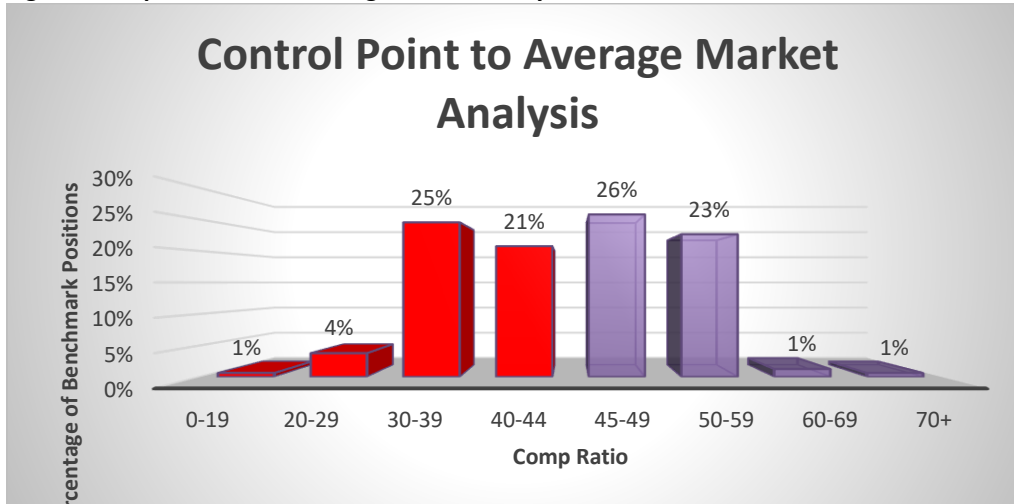
*Total may not equal 100% due to rounding*

The positions that fall below an acceptable market rate and need to be adjusted include:

### ***Control Point to Average Market Analysis***

The original compensation plan was set up so that the Control Point represented the average market rate for a position. Thus, an analysis to see if the Control Point still represents this rate was conducted. Of the benchmark positions 50% no longer have the Control Point as the average market rate, and 50% of the benchmark positions are represented by the Control Point.

**Figure 2: Step 5 Market to Average Market Analysis**

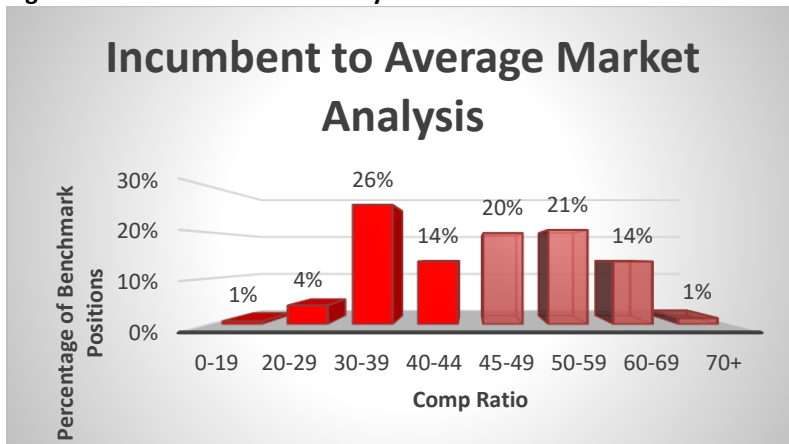


*Total may not equal 100% due to rounding*

### ***Incumbent Analysis***

An analysis of current incumbents' earnings compared to the average incumbent salaries of similar positions, indicates if the compensation system has kept employees close to the average market rate. An employee with three (3) to five (5) years should be at the average market rate. Thus, the Consultants compared the current incumbents' salaries to the average market rate. This analysis indicates there are 45% of the positions that are below the average market rate, some of which can be attributed to the tenure of County employees. Thus, 55% of employees are at or above the average market rate.

**Figure 3: Incumbent Market Analysis**





## **Maximum Analysis**

An analysis of the maximums isn't that significant due to the ways compensation systems are constructed. It is, to some extent, an indicator of the earning capacity of the position. The maximums of the current salary schedule has 61% in line with the average market; with 45% of the benchmark positions showing slightly lower than average maximums.

## **Summary**

Overall, the salary schedule of non-represented positions is still in line with the average market rates. Some positions need adjustment as well as adjustments to the salary schedule.

## **In-Range Compression**

In the 2016 study, the Consultant recommended a salary structure and placement within the schedule to the minimum if the current salary was below. No recommendations were made for employees already within the adjusted pay range. However, identified in the report was the issue of in-range compression – where longer tenured employees are now lower within the salary range.

In range compression causes a couple of issues:

- Longer tenured employees are below the control point – which should be achieved within three (3) to five (5) years of service.
- Causes problems in recruitment as the competitive hiring range is not available as current employees are in this part of the salary range.

The consultant made a recommendation in the last study, that after the schedule implementation, a plan be established for subsequent budget years to move tenured employees further within the salary range. This would get these employees at or higher than the control point, and thus, free up the range for competitive hiring.

The County implemented the initial recommended salary over a couple of years; however, did not implement any plan to minimize in-range compression. In an analysis of current salaries in relation to the 2022 salary schedule, approximately 38% or 381 employees are below the control point with six (6) or more years of service.

The County needs to find the resources to ensure employees move through the salary schedule and develop a plan to move employees with five (5) or more years in the position into the salary schedule between the Control Point and the Top of the Range.

## Current Compensation System

The County has one salary schedule constructed as a range. The County has increased the salary structure by 0.0-3.0% the past three (3) years. At this time, employees do not receive the schedule increase. Rather, in January, employees receive a performance-based increase, which is about 1% over the schedule increase. Thus, the merit increase is both the cost of living and the performance increase. The budget for these two increases has averaged 2.73% from 2020 - 2022 and employees receive an average increase around 2.5%. Thus, the combined merit increase is at or slightly more than the increase to the salary schedule.

Under the current Cost of Living/Performance scenario, and employee will not reach the control point. This illustration the salary structure is adjusted 3% each year and employees receive a 1.0% COLA/Performance increase. The external market is trended up annually at 2.5%. In addition to not moving into the salary schedule, the employee continues to fall below the average market rate.

**Figure 4: Cost of Living/Merit Scenario**

	Employer Salary Range Minimum	Employer Salary Range Control Point		Employee with 1% Increase		Market Minimum (2.5% Trend)	Market Midpoint (2.5% Trend)
Hire	\$34,070.40	\$37,564.80		\$34,070.40		\$34,070.40	\$37,564.80
Yr. 2	\$35,092.51	\$38,691.74		\$34,411.10		\$34,922.16	\$38,503.92
Yr. 3	\$36,145.29	\$39,852.50		\$34,755.22		\$35,795.21	\$39,466.52
Yr. 4	\$37,229.65	\$41,048.07		\$35,102.77		\$36,690.09	\$40,453.18
Yr. 5	\$38,346.54	\$42,279.51		\$35,453.79		\$37,607.35	\$41,464.51
Yr. 6	\$39,496.93	\$43,547.90		\$35,808.33		\$38,547.53	\$42,501.12
Yr. 7	\$40,681.84	\$44,854.34		\$36,166.42		\$39,511.22	\$43,563.65
Yr. 8	\$41,902.29	\$46,199.97		\$36,528.08		\$40,499.00	\$44,652.74
Yr. 9	\$43,159.36	\$47,585.96		\$36,893.36		\$41,511.47	\$45,769.06
Yr. 10	\$44,454.14	\$49,013.54		\$37,262.29		\$42,549.26	\$46,913.29
Yr. 11	\$45,787.77	\$50,483.95		\$37,634.92		\$43,612.99	\$48,086.12
Yr. 12	\$47,161.40	\$51,998.47		\$38,011.27		\$44,703.32	\$49,288.27
Yr. 13	\$48,576.24	\$53,558.42		\$38,391.38		\$45,820.90	\$50,520.48
Yr. 14	\$50,033.53	\$55,165.18		\$38,775.29		\$46,966.42	\$51,783.49
Yr. 15	\$51,534.54	\$56,820.13		\$39,163.05		\$48,140.58	\$53,078.08
Yr. 16	\$53,080.57	\$58,524.73		\$39,554.68		\$49,344.10	\$54,405.03
Yr. 17	\$54,672.99	\$60,280.48		\$39,950.22		\$50,577.70	\$55,765.16
Yr. 18	\$56,313.18	\$62,088.89		\$40,349.73		\$51,842.14	\$57,159.29
Yr. 19	\$58,002.58	\$63,951.56		\$40,753.22		\$53,138.20	\$58,588.27

As a result of the lack of a COLA increase, what tends to happen is there is a move to 're-grade the position. 'New' duties are developed so that the position is pay graded higher, resulting in

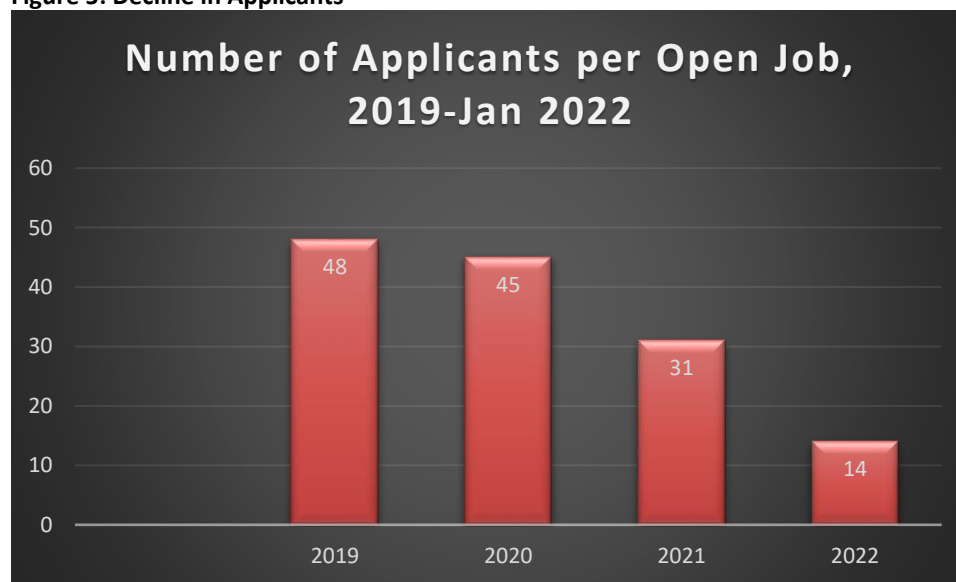
an increase for the employee. In reviewing some of the positions, one questions if there is really a need for this higher position, and concerns over internal equity among positions within the County.

## Other Factors

### ***Public Sector Turnover/Recruitment Challenges***

A report was recently released from NEOGOV titled ‘The Quiet Crisis in the Public Sector.’ In past years, the public sector faced some of the most significant challenges in this labor market. There has been a mass exodus of workers to the private sector, increased competition in the labor market and a rise in job openings due to retirements.

**Figure 5: Decline in Applicants**



Source: 2022 applicants from 67,000 applications on GovernmentJobs.com

NEOGOV reported that since 2021, there has been a 45% increase in public sector job openings and a 56% decrease in applicants per job.

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 – however, this is no longer the case. Public employers are now battling for 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 becomes more competitive;
- There is a growing skills gap. Many government jobs now require specialized education or training, and 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 or substantially reduce efficiencies and automation; and
- There are limited financial resources.

### **Drivers for Increased Job Openings**

NEOGOV surveyed 299 public sector organizations to gain first-hand insight into the hiring situation. Eighty percent of those surveyed responded that the number of job openings is higher than an average year although it took longer to find applicants to fill the positions. Reasons for these increased job openings were:

- 83% Voluntary turnover
- 63% Unable to Fill Previous Openings
- 60% Retirement

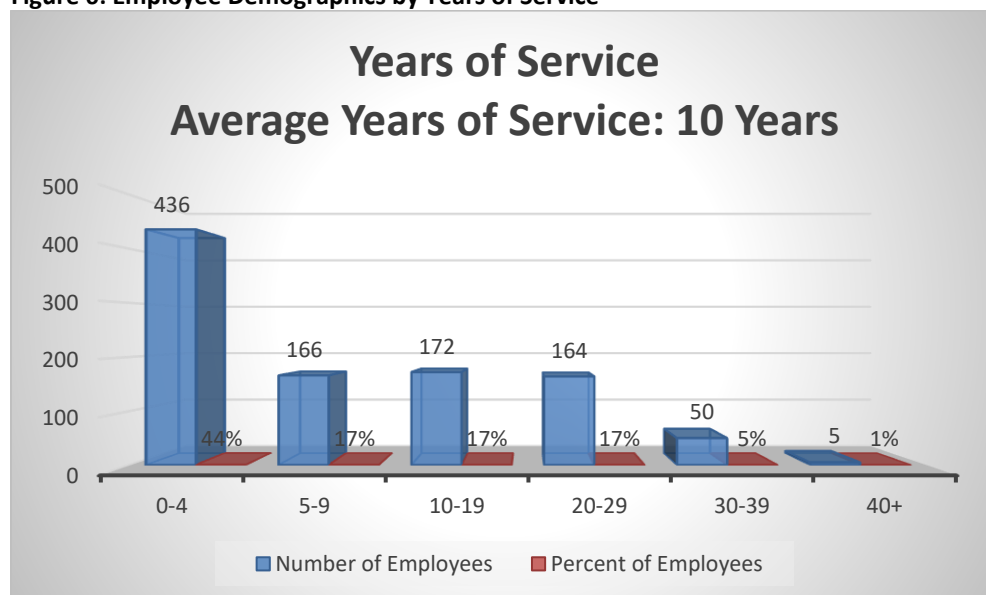
Sixty-six percent of voluntary employee turnover was directly related to pay, with employees citing salary as the main reason for their exit.

So why is this important? If employees are treated differently or perceived to be treated unfairly, there is a large market they can turn to. Therefore, the challenge for the County is to determine how to attract and retain its employees.

### **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 44 years. The overall tenure average of the non-represented employees is 10 years. The national average in the public sector is currently six and one-half (6.5) years (*Local Government-Bureau of Labor Statistics, September 2020*), showing the County is higher than the average in overall tenure.

**Figure 6: Employee Demographics by Years of Service**



Date of birth was not provided, but one can guess that those under the age of 40 make up the majority of employees with less than five (5) years of service. Employees under the age of 40 are seen as more mobile in today's workforce, focus heavily on work/life balance, consider non-compensatory benefits for the purposes of retention, and change jobs quickly because it results in earning higher wages as opposed to remaining with one organization for a longer period of time. Although age 40 and above are considered a more stable workforce, this group is now seeing the monetary potential of moving to other organizations rather than staying in an organization that they perceive does not "value" them. This group is also more likely to retire. The County needs to ensure retention of these individuals in addition to developing a succession plan to replace the retirees.

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 overall picture.

## Top Motivators for Employee Retention

With an increasing unemployment rate and the effects of the pandemic, strategies for recruitment and retention have changed. The usual methods of attracting job seekers and/or retaining employees are no longer applicable in today's market. In addition, job seekers are more likely to leave for better opportunities than in the past.

NeoGov 2022 report, "The Quiet Crisis in the Public Sector" 67% of voluntary employee turnover was directly related to pay, with employees citing salary as the main reason for their exit. Opportunities in the private sector, non-profit, and options for remote work, with greater work flexibility remain the other significant reasons for employees departing the public sector.

According to the NEOGOV 2021 Job Seekers Report, job motivators for the age group 18-34 are job security, meaningful work, advancement opportunities and work/life balance. Forty-eight percent of respondents mentioned higher salary (as the top reason for pursuing a new job) while twenty-eight percent of respondents mentioned the difference in public versus private sector salaries and benefits. In addition, respondents pointed out that the private sector, especially during the past year, responded quicker to the changing needs of the new workforce. Other areas that are critical for recruitment and retention are:

- Job skill improvement
- An organization that shares “my” values
- Job that allows working remotely
- Flexible work hours

The pandemic illustrated that there are a variety of ways to conduct business, and while not all jobs have the ability to work from home, many do. These options need to be pursued to meet the needs of the new workforce. In addition to work at home, the County has the opportunity to provide flexible work schedules for those positions that cannot work from home, e.g., working a four-day, 10-hour schedule.

## **Schedule and Position Changes**

The consultant has utilized a combination of changing the percentage between ranges so that the salary schedule better aligns with the market data. This resulted in ensuring most of the positions that were out of line with the market are now in a suitable pay range. In addition, when this change to the schedule alone was insufficient, some positions are recommended to go to a new pay grade.

In addition, the consultant has provided the County with suggested costing that moves longer tenured employees further in the salary range. The County may need to consider repeating this process one more year to ensure alignment of an employee to the proper quartile within the pay scale.

## **Other Considerations**

### ***Shift Differentials***

Many organizations are adding and/or increasing shift differentials for non-traditional work hours, evenings, weekends, and holidays. One system of stipends should be developed and provided to all employees who are required to work evenings, weekends and holidays.

In addition, the positions within Child Welfare – case managers and supervisors, are beginning to receive a stipend for all work hours due to the nature and high stress of the position. Several of the surrounding counties are providing \$1 - \$2.00 per hour for these positions. This is easier than moving this position into a higher pay grade. The stipend is easier to remove if the employee needs to move to different position in human services.

## ***Tool Allowance***

For mechanic positions, employees are required to provide their own tools. This can be a costly practice when hiring as some may not have financial means to purchase those needed. Consideration should be given to providing a tool loan when hiring entry level mechanics.

The current tool allowance is \$200 per year, in today's market that can barely cover one or two pieces of equipment. The Consultant suggest either a pay as new equipment is purchased, thus the employee provides the receipt and the County reimburses up to \$500 per year; or a tool allowance of \$250 every six months.

## **Benefit Considerations**

### **Health Insurance**

#### **Plan Design Overview**

The County offers one (1) health plan design. The health plan is summarized as follows:

**Table 2: Health Plan Summary**

PLAN DESCRIPTION	DEDUCTIBLE AMOUNTS	EMPLOYEE CONTRIBUTION (S/F)
		\$49.53-\$231.12 S (% of health risk assessment) *
		\$130.20 - \$607.57 F (% of health risk assessment) *
		\$70.16 - \$241.44 S (% of No health risk assessment) *
PPO	\$750/\$1,500	\$184.44 - \$634.69 F (% of No health risk assessment) *

\*Premium varies on percent of participation in either the Health Risk or No Health Risk programs

Multiple plan designs would allow employees the opportunity to select from the coverage that best matches their personal situation, such as a high deductible health plan with a Health Savings Account (HSA) to build a medical account. Most organizations have added higher deductibles and coinsurance limits onto at least one health plan to force better and more active consumerism by those who utilize the health plan with the option of building a portable HSA fund for unreimbursed medical expenses for current or future use. This is something the County should consider in future years.

## 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 Winnebago's 2022 health plan with the comparable organization's 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 are identified for the County.

**Table 3: Single Plan Premium Comparison**

Comparable	Health Plan Description	Single Monthly Premium	Single Annual Premium	In Network Deductible
Waukesha	PPO2	\$0.00	\$0.00	\$1,450.00
Rock	POS (Wellness)	\$0.00	\$0.00	\$500.00
Jefferson	High Deductible 2.1	\$35.32	\$423.84	\$1,500.00
Jefferson	High Deductible 2.0	\$37.78	\$453.36	\$1,500.00
Rock	POS-Dean (no wellness)	\$65.47	\$785.64	\$500.00
Rock	POS-Mercy (no wellness)	\$66.48	\$797.76	\$500.00
Outagamie	High Deductible	\$80.66	\$967.92	\$2,000.00
Washington		\$93.68	\$1,124.16	\$1,500.00
Winnebago	FT Health Risk	\$99.06	\$1,188.72	\$750.00
Janesville		\$115.00	\$1,380.00	Not provided
Janesville		\$115.00	\$1,380.00	Not provided
Walworth	Tier 2	\$116.92	\$1,403.04	\$1,500.00
Walworth	Tier 1	\$127.50	\$1,530.00	\$1,000.00
Winnebago	FT No Health Risk	\$140.32	\$1,683.84	\$750.00
Waukesha	PPO1	\$141.56	\$1,698.72	\$750.00
Outagamie	Low Deductible	\$153.02	\$1,836.24	\$1,000.00
Kenosha	Blue/Bronze	\$167.84	\$2,014.08	\$500.00
Sheboygan	Without Health Assessment	\$221.50	\$2,658.00	\$1,350.00
Jefferson	Low Deductible	\$259.42	\$3,113.04	\$500.00

**Table 4: Family Plan Premium Comparison**

Comparable	Health Plan Description	Family Monthly Premium	Family Annual Premium	In Network Deductible
Waukesha	PPO2	\$0.00	\$0.00	\$2,650.00
Rock	POS (Wellness)	\$0.00	\$0.00	\$1,500.00
Jefferson	High Deductible 2.1	\$88.31	\$1,059.72	\$3,000.00
Jefferson	High Deductible 2.0	\$94.45	\$1,133.40	\$3,000.00
Outagamie	High Deductible	\$196.74	\$2,360.88	\$4,000.00
Outagamie	Low Deductible	\$206.86	\$2,482.32	\$2,000.00



Comparable	Health Plan Description	Family Monthly Premium	Family Annual Premium	In Network Deductible
Rock	POS-Dean (no wellness)	\$215.98	\$2,591.76	\$1,500.00
Rock	POS-Mercy (no wellness)	\$219.38	\$2,632.56	\$1,500.00
Washington		\$233.44	\$2,801.28	\$4,000.00
Janesville		\$246.76	\$2,961.12	Not provided
Janesville		\$246.76	\$2,961.12	Not provided
Winnebago	FT Health Risk	\$260.40	\$3,124.80	\$1,500.00
Walworth	Tier 2	\$282.04	\$3,384.48	\$3,000.00
Walworth	Tier 1	\$314.94	\$3,779.28	\$3,000.00
Winnebago	FT No Health Risk	\$368.88	\$4,426.56	\$1,500.00
Kenosha	Blue/Bronze	\$402.80	\$4,833.60	\$1,000.00
Waukesha	PPO1	\$443.00	\$5,316.00	\$1,250.00
Sheboygan	Without Health Assessment	\$479.91	\$5,758.92	\$2,700.00
Jefferson	Low Deductible	\$674.58	\$8,094.96	\$1,000.00

The above information indicates that Winnebago is in the middle to lower portion of the market in terms of premium only. However, that is not a comprehensive picture because employees have actual claims costs as well.

### **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 5: Single Plan Comparable Review**

Comparable	Health Plan Description	Single Annual Premium	In Network Deductible	Expected Annual Risk to Employee
Rock	POS (Wellness)	\$0.00	\$500.00	\$500.00
Rock	POS-Dean (no wellness)	\$785.64	\$500.00	\$1,285.64
Rock	POS-Mercy (no wellness)	\$797.76	\$500.00	\$1,297.76
Waukesha	PPO2	\$0.00	\$1,450.00	\$1,450.00
Jefferson	High Deductible 2.1	\$423.84	\$1,500.00	\$1,923.84
Winnebago	FT Health Risk	\$1,188.72	\$750.00	\$1,938.72
Jefferson	High Deductible 2.0	\$453.36	\$1,500.00	\$1,953.36
Winnebago	FT No Health Risk	\$1,683.84	\$750.00	\$2,433.84
Waukesha	PPO1	\$1,698.72	\$750.00	\$2,448.72
Kenosha	Blue/Bronze	\$2,014.08	\$500.00	\$2,514.08
Walworth	Tier 1	\$1,530.00	\$1,000.00	\$2,530.00
Washington		\$1,124.16	\$1,500.00	\$2,624.16
Outagamie	Low Deductible	\$1,836.24	\$1,000.00	\$2,836.24
Walworth	Tier 2	\$1,403.04	\$1,500.00	\$2,903.04
Outagamie	High Deductible	\$967.92	\$2,000.00	\$2,967.92

Jefferson	Low Deductible	\$3,113.04	\$500.00	\$3,613.04
Sheboygan	Without Health Assessment	\$2,658.00	\$1,350.00	\$4,008.00

\*Comparables that did not provide deductible and out of pocket amounts excluded

**Table 6: Family Plan Comparable Review**

Comparable	Health Plan Description	Family Annual Premium	In Network Deductible	Expected Annual Risk to Employee
Rock	POS (Wellness)	\$0.00	\$1,500.00	\$1,500.00
Waukesha	PPO2	\$0.00	\$2,650.00	\$2,650.00
Jefferson	High Deductible 2.1	\$1,059.72	\$3,000.00	\$4,059.72
Rock	POS-Dean (no wellness)	\$2,591.76	\$1,500.00	\$4,091.76
Rock	POS-Mercy (no wellness)	\$2,632.56	\$1,500.00	\$4,132.56
Jefferson	High Deductible 2.0	\$1,133.40	\$3,000.00	\$4,133.40
Outagamie	Low Deductible	\$2,482.32	\$2,000.00	\$4,482.32
Winnebago	FT Health Risk	\$3,124.80	\$1,500.00	\$4,524.80
Kenosha	Blue/Bronze	\$4,833.60	\$1,000.00	\$5,833.60
Winnebago	FT No Health Risk	\$4,426.56	\$1,500.00	\$5,926.56
Outagamie	High Deductible	\$2,360.88	\$4,000.00	\$6,360.88
Walworth	Tier 2	\$3,384.48	\$3,000.00	\$6,384.48
Waukesha	PPO1	\$5,316.00	\$1,250.00	\$6,566.00
Walworth	Tier 1	\$3,779.28	\$3,000.00	\$6,779.28
Washington		\$2,801.28	\$4,000.00	\$6,801.28
Sheboygan	Without Health Assessment	\$5,758.92	\$2,700.00	\$8,458.92
Jefferson	Low Deductible	\$8,094.96	\$1,000.00	\$9,094.96

\*Comparables that did not provide deductible and out of pocket amounts excluded

Couple the Expected Annual Risk to an Employee with the County's out of pocket maximum amount of \$2,000 single/\$4,000 family in network, this makes Winnebago's health insurance in the middle of the pack with the surrounding public entities. Thus, the health insurance benefits would not be considered an enticement to work at Winnebago County.

### ***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 benefits were also reviewed.

### **Holidays**

Currently the County offers ten (10) observed holidays; whereas Park View Health employees receive only seven (7) holidays. In addition, the County offers 2 – 4 floating holidays depending on the position classification. The comparables that provided holiday information reported combined totals between 10-12 days, with one County offering 15 days.

The County may want to consider offering a consistent two (2) floating holiday which is beneficial when a County does not observe a federal holiday, or for an individual religious holiday or traditional practices that do not align with the County's holiday schedule. Another consideration is the elimination of floating holidays and add the amount to vacation. See the Vacation section.

### **Vacation**

The County has four (4) vacation schedules: General Schedule, Park View, Bridgetenders, and Managerial/Administrative staff.

Because time off and work/life balance is a major component of today's Total Compensation package due to the shifting values in the workforce, the County should continue the amount of vacation in the first year to a prorated portion of 10 days. In addition, the County should consider eliminating the floating holidays and convert them to vacation days. The County is a bit behind in the accumulation of vacation in relation to its comparable organizations.

### **Sick Leave**

The County offers eight (8) days of sick leave per year, as compared to its comps which offer one day per month – or 12 days per year. There is no maximum for sick leave accrual. The comps provide sick leave accruals from 72-96 hours per year, with most at 96 hours. Payout of sick leave is limited to accrued; unused time earned before applicable "freeze dates" specific to different employee groups. Employees hired after the "freeze date(s)" do not qualify for any type of payout. No recommendations to change sick leave is recommended; however, consideration of a Post-Employment Health Plan and reinstituting a prorated sick leave pay out.

### **Bilingual Pay**

There are some positions in the County that require or would prefer employees with translation skills. The County should consider a stipend for positions that can provide these services.

### **Payout Provisions**

Currently, the County has a payout provision for "pre-freeze date" balances, when eligible for a retirement annuity, through a Post-Employment Health Plan (PEHP) in which the dollars may be used for post-employment insurance premiums. This program was eliminated. This enhanced payout process is a way to 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. This program is tax free for both the employee and employer and is not considered income to the employee. The employee could also, as an alternative, use

a deferred compensation 457(b) program, in which the payouts could be placed into a qualified tax deferred retirement plan for the employee. This last option may be restrictive since the IRS provides for annual contribution limits on individual deferred compensation accounts, and large payouts may exceed annual IRS limits. Both payout options should be retained by the County.

It is not recommended to have a time off payout as a cash disbursement, which has a tax consequence to both the employee and employer. The County could further enhance the payout process for non-retirements by considering a 401(a), which is a nondiscretionary employer driven tax-deferred option, at time of termination. This option allows the former employee to then take a distribution with the funds, maintain the account, or roll the account into other qualified plans they may have.

### **Flex Time**

Exempt employees do not receive overtime. Most organizations provide exempt employees to flex their hours to meet other obligations. This is not a one-for-one trade, i.e., work 5 hours beyond 50 does not mean 5 hours of flex time. Obviously, department coverage needs to be maintained. Recommend a Flex-time policy added to the County's personnel manual.

### **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 floating holidays or 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 end 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.

### ***Hiring Bonus***

Many organizations have begun the use of recruitment/hiring bonuses for very difficult positions. Many have had limited success with such programs and have a specified amount of time the employee must be employed with the organization, or the bonus must be re-paid. The County may wish to consider this type of program on a limited basis, and track to see if it aids in not only the recruitment of employees, but their retention within the County as well.

## **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 Consultants strongly recommend that on a set date each year (January 1 is recommended), the salary schedules be increased by the national Consumer Price Index – Urban (CPI -U) percentage or by a local economic indicator. 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 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. All employees receive either all or a portion of the salary schedule increase. It is recommended the adjustment to the salary schedules be done on a different date than the date of the salary increases, so employees understand there are two (2) separate adjustments per year.

### **Salary Schedule Adjustments**

The salary schedules should be adjusted annually for economic reasons. Without maintaining the salary schedule, it will fall below the market and the County will end up having to pay 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. The Consultant recommends the Performance Increase to become effective in the first pay period in July.

### **Employee Market Adjustments**

The salary schedule has been designed to move employees through the salary range. Benchmarks have been established for Human Resources to evaluate the County's ability to move employees through the system. The County may need to provide a market adjustment annually to employees who are falling short of these compensation targets. This may or may not occur each year, but analysis of movement through the range will work to ensure that employees remain at a competitive salary level.

### **Market Updates**

One of the main concerns in any salary schedule is the ability to keep it current. Organizations often spend 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 even sooner.

## Addendum – Compression Costing

The Consultant, in discussions with County Administration, have developed a costing methodology to bring employees in line with the control point – the average market rate. A comp ratio, the alignment of the current salary to the control point, was developed and correlated with the years of service in the position. Based on this formula, positions were adjusted when the employee's current salary, AND years in the position, were not in line placement in the salary schedule.

For example, an employee who has been in the position 7 years, would be within the target range of the pay grade if their pay rate was at 52.5% or above the comp ratio. Any employees who has been in their position 7 years, but whose rate is less than 52.5% of the comp ratio, would have an adjustment to their pay up to 52.5% of the comp ratio. (In all pay grades, 50% comp ratio is the control point).

The more years of service in the position an employee has would typically have resulted in movement to a higher percentage of the comp ratio. As detailed previously in this report, due to several factors, in range compression occurred. Applying a wage adjustment based on advancing an employee into a more market appropriate section of the pay range will help address this compression. It should be noted that an employee whose wage is already at or above the comp ratio for their years of service will not receive a wage adjustment.

Employees were adjusted to a point within the salary range based upon the following years in position:

**Table 7: Years in Position Table**

Yrs in Pos
0
3
5
7
9
11
13
15
17
19
21
23

In addition to adjusting wages based on placement within the range as described above, any employee whose rate of pay falls below the minimum for the position, will have their rate adjusted to the new minimum of the pay grade.

The County was provided a cost for this placement.

## Appendix A: Recommended Salary Schedule

Pay Grade	Current Title	Dept	Minimum	A	Control Point B	C	Top of Range D
<i>Grade 56</i>			\$15.31	\$16.15	\$16.96	\$18.70	\$21.04
56	Administrative Aide	Park View Health Center					
56	Food Service Assistant	Park View Health Center					
56	Hospitality Aide	Park View Health Center					
<i>Grade 57</i>			\$17.00	\$17.94	\$18.83	\$20.76	\$23.36
57	Administrative Associate I	Clerk of Courts					
57	Administrative Associate I	Facilities					
57	Administrative Associate I	Finance					
57	Administrative Associate I	Human Services - AD					
57	Administrative Associate I	Human Services - ES					
57	Cook	Park View Health Center					
57	Custodian	Park View Health Center					
57	Facilities Assistant	Facilities					
57	Public Health Aide	Public Health					
57	Tax Listing Associate	Planning and Zoning					
57	Transportation Aide	Park View Health Center					
57	Unit Assistant	Park View Health Center					
<i>Grade 58</i>			\$18.02	\$19.01	\$19.96	\$22.01	\$24.76
58	Administrative Associate II	Child Support					
58	Administrative Associate II	Circuit Courts					
58	Administrative Associate II	Clerk of Courts					
58	Administrative Associate II	County Clerk					
58	Administrative Associate II	Human Services - BH					
58	Administrative Associate II	Human Services - AD					
58	C.N.A.	Park View Health Center					
58	Corrections Financial Associate	Sheriff					
58	Facilities Specialist	Facilities					
58	Financial Associate I	Highway					
58	Financial Associate I	Sheriff					
58	Financial Associate I	Treasurer					



Pay Grade	Current Title	Dept	Minimum	A	Control Point B	C	Top of Range D
58	Records Associate	Register of Deeds					
58	Restorative Aide	Park View Health Center					
58	Tax Listing Specialist	Planning and Zoning					
<b>Grade 59</b>			\$18.92	\$19.96	\$20.96	\$23.11	\$24.76
59	Administrative Associate III	Circuit Courts					
59	Administrative Associate III	Clerk of Courts					
59	Administrative Associate III	Corporation Counsel					
59	Administrative Associate III	County Clerk					
59	Administrative Associate III	District Attorney					
59	Administrative Associate III	Human Resources					
59	Administrative Associate III	Human Services - AD					
59	Administrative Associate III	Public Health					
59	Administrative Associate III	UW Extension					
59	Bridgetender	Highway					
59	Financial Associate II	Child Support					
59	Financial Associate II	Clerk of Courts					
59	Financial Associate II	Finance					
59	Financial Associate II	Human Services - AD					
59	Financial Associate II	Park View Health Center					
59	Financial Associate II	Treasurer					
59	Grandparents Raising Grandchildren Coord.	UW Extension					
59	Records & Transcription Associate	Sheriff					
59	Solid Waste Associate	Solid Waste					
59	Traffic and Warrant Associate	Sheriff					
59	Warrant & Electronic Monitoring Associate	Sheriff					
59	Zoning Associate	Planning and Zoning					
<b>Grade 60</b>			\$19.87	\$20.96	\$22.01	\$24.26	\$26.00
60	Crisis Center Specialist	Human Services - BH					
60	Economic Support Specialist I	Human Services - ES					
60	Mental Health Technician	Human Services - BH					
60	Peer Support Specialist	Human Services - BH					
60	Records Specialist	Register of Deeds					
60	Shelter Care Specialist	Human Services - BH					

Pay Grade	Current Title	Dept	Minimum	A	Control Point B	C	Top of Range D
60	Therapeutic Wellness Specialist	Park View Health Center					
60	WIC Breastfeeding Peer Counselor	Public Health					
<b>Grade 61</b>			\$21.46	\$22.64	\$23.77	\$26.20	\$28.08
61	Administrative Associate IV	Land and Water Conservation					
61	Administrative Associate IV	Airport					
61	Administrative Associate IV	Medical Examiner					
61	Administrative Associate IV	Human Services - AD					
61	Administrative Associate IV	Human Services - AD					
61	Administrative Associate IV	Planning and Zoning					
61	Administrative Associate IV	UW Extension					
61	Administrative Associate IV	Administration					
61	Administrative Associate IV	Veterans					
61	Administrative Associate IV	Highway					
61	Booking Security Associate	Sheriff					
61	Case Aide	Human Services - CW					
61	Child Support Specialist	Child Support					
61	Civil Process Associate	Sheriff					
61	Court Record Associate	Clerk of Courts					
61	Deputy County Clerk	County Clerk					
61	Deputy County Treasurer	Treasurer					
61	Economic Support Specialist II	Human Services - ES					
61	Human Resource Associate I	Human Resources					
61	Mental Health Technician - Lead	Human Services - BH					
61	Painter	Park View Health Center					
61	Painter-Facilities	Facilities					
61	Problem Resolution Specialist	Human Services - ES					
61	Public Safety Records Associate	Sheriff					
<b>Grade 62</b>			\$23.17	\$24.45	\$25.67	\$28.30	\$30.32
62	Administrative Assistant V	DA					
62	Care Advocate Specialist	Human Services - CW					
62	Child Support Specialist - Lead	Child Support					
62	Court Assistant	Clerk of Courts					
62	Deputy Register in Probate	Circuit Courts					

Pay Grade	Current Title	Dept		Minimum	A	Control Point B	C	Top of Range D
62	Emergency Management Associate	Emergency Management						
62	Equipment Operator I	Solid Waste						
62	Harm Reduction Program Coordinator	Public Health						
62	Home Consultant	Human Services - CW						
62	Human Resource Associate II	Human Resources						
62	Inmate Classification Associate	Sheriff						
62	Juvenile Restitution Program Coordinator	Human Services - CW						
62	Lead Cook	Park View Health Center						
62	Lead Food Service Assistant	Park View Health Center						
62	Legal Secretary	District Attorney						
62	Maintenance Equipment Operator I	Airport						
62	Medical Records Associate	Park View Health Center						
62	Paralegal	Corporation Counsel						
62	Paralegal	District Attorney						
62	Paralegal	Human Services - AD						
62	Purchasing Associate	Park View Health Center						
62	Veterans Benefits Specialist	Veterans						
62	Victim Witness Specialist	District Attorney						
62	WI Well Woman Program Specialist	Public Health						
	<b>Grade 63</b>			\$24.33	\$25.67	\$26.95	\$29.72	\$31.84
63	Accounting Associate	Facilities						
63	Accounting Associate	Park View Health Center						
63	Accounting Associate	Public Health						
63	C.N.A. Coordinator	Park View Health Center						
63	Disability Benefit Specialist	Human Services - LTS						
63	Economic Support Specialist - Lead	Human Services - ES						
63	Elder Benefit Specialist	Human Services - LTS						
63	Highway Operator I	Highway						
63	Equipment Operator II	Solid Waste						
63	GPS Coordinator	Sheriff						
63	IT Accountant	Information Technology						
63	Judicial Associate - Lead	Clerk of Courts						
63	Maintenance Equipment Operator II	Airport						

Pay Grade	Current Title	Dept	Minimum	A	Control Point B	C	Top of Range D
63	Maintenance Technician	Facilities					
63	Nursing Scheduler	Park View Health Center					
63	Parks Caretaker	Parks					
63	Payroll and Benefits Specialist	Human Resources					
63	Staff Development Specialist	Human Services - ES					
63	User Support Specialist	Information Systems					
Grade 64 - Hourly			\$26.28	\$27.72	\$29.11	\$32.09	\$34.39
Grade 64 - Salaried			\$54,658	\$57,665	\$60,548	\$66,754	\$71,522
64	Administrative Coordinator	Park View Health Center					
64	Communications/Program Development Specialist	Solid Waste					
64	Dispatcher	Sheriff					
64	Environmental Services Supervisor	Park View Health Center					
64	Environmental Technician	Solid Waste					
64	Highway Operator II	Highway					
64	Erosion Control Technician	Planning and Zoning					
64	Human Resource Generalist	Human Resources					
64	LPN	Park View Health Center					
64	LPN - Psychiatric Nurse	Human Services - BH					
64	LPN-Unit Assistant	Park View Health Center					
64	Prevention Services Coordinator	Human Services - BH					
64	Program and Marketing Coordinator	Parks					
64	Register of Deeds Supervisor	Register of Deeds					
64	Risk Assessment Specialist	District Attorney					
64	Solid Waste Mechanical Technician I	Solid Waste					
64	Special Program Coordinator	District Attorney					
64	User Support Specialist - Lead	Information Technology					
64	Victim Witness Program Coordinator	District Attorney					
64	WIC Program Nutritionist	Public Health					
Grade 65 - Hourly			\$27.59	\$29.11	\$30.57	\$33.70	\$36.10
Grade 65 - Salaried			\$57,391	\$60,548	\$63,575	\$70,092	\$75,098
65	Accountant	Finance					
65	Accountant	Human Services - AD					
65	Accountant	Sheriff					

Pay Grade	Current Title	Dept	Minimum	A	Control Point B	C	Top of Range D
65	Agronomist	Land and Water Conservation					
65	Carpenter	Facilities					
65	Case Manager - Justice Programs	Human Services - BH					
65	Clinical Dietitian	Park View Health Center					
65	Community Health Strategist I	Public Health					
65	Conservation Technician	Land and Water Conservation					
65	Crime Data Analyst	District Attorney					
65	Educator - 4H Youth & Science	UW Extension					
65	Environmental Health Specialist I	Public Health					
65	Evidence and Records Supervisor	Sheriff					
65	Foreman - Highway	Highway					
65	Foreman - Parks Maintenance	Parks					
65	GIS Technician	Land and Water Conservation					
65	Mechanic	Airport					
65	Mechanic	Highway					
65	Real Property Listing Supervisor	Planning and Zoning					
65	Records Administrative Supervisor	Sheriff					
65	Solid Waste Mechanical Technician II	Solid Waste					
65	SUD Counselor-In Training	Human Services - BH					
65	Therapeutic Wellness Supervisor	Park View Center					
65	Watershed Specialist	Land and Water Conservation					
65	Work Release Unit Supervisor	Sheriff					
Grade 66 - Hourly			\$29.25	\$30.86	\$32.40	\$35.72	\$38.27
Grade 66- Salaried			\$60,835	\$64,181	\$67,390	\$74,297	\$79,604
66	Accounting Supervisor	Clerk of Courts					
66	ADRC Specialist	Human Services - LTS					
66	APS Specialist	Human Services - LTS					
66	Case Manager	Human Services - BH					
66	Case Manager	Human Services - BH					
66	Code Enforcement Officer	Planning and Zoning					
66	Community Health Strategist II	Public Health					
66	Crisis Center Professional	Human Services - BH					
66	Crisis Center Specialist - Lead	Human Services - BH					
66	Dementia Care Specialist	Human Services - LTS					

Pay Grade	Current Title	Dept	Minimum	A	Control Point B	C	Top of Range D
66	Deputy Director of Emergency Management	Emergency Management					
66	Deputy Medical Examiner	Medical Examiner					
66	Drug Court Coordinator	Human Services - BH					
66	Electrician	Facilities					
66	Environmental Health Specialist II	Public Health					
66	Family Support Crisis Worker	Human Services - BH					
66	GIS Specialist	Land and Water Conservation					
66	GIS Specialist	Planning and Zoning					
66	Health Programs Evaluator	Public Health					
66	Intensive In-Home Case Specialist	Human Services - BH					
66	Investigator	District Attorney					
66	Intake Specialist-Juvenile	Human Services - CW					
66	Maintenance Supervisor	Facilities					
66	Mental Health Crisis Specialist	Human Services - BH					
66	Multi Media/Public Relations Coordinator	Public Health					
66	Multi Media/Public Relations Coordinator	Park View Health Center					
66	Network Technician	Information Technology					
66	Register in Probate	Circuit Courts					
66	Resource Conservationist	Land and Water Conservation					
66	Social Work Specialist	Human Services - CW					
66	Social Work Specialist	Human Services - LTS					
66	Social Worker - Medical	Park View Health Center					
66	Stockroom Coordinator	Highway					
66	Substance Use Disorder Counselor	Human Services - BH					
66	Systems Analyst	Information Technology					
66	Veterans Services Supervisor	Veterans					
66	Youth CCS Case Specialist I	Human Services - BH					
	<i>Grade 67 - Hourly</i>		\$31.00	\$32.71	\$34.34	\$37.86	\$40.57
	<i>Grade 67 - Salaried</i>		\$64,485	\$68,032	\$71,433	\$78,755	\$84,380
67	Assistant Zoning Administrator	Planning and Zoning					
67	Case Manager - Lead	Human Services - BH					
67	Chief Deputy Clerk of Courts	Clerk of Courts					
67	Chief Deputy Medical Examiner	Medical Examiner					

Pay Grade	Current Title	Dept	Minimum	A	Control Point B	C	Top of Range D
67	Diversion Program Coordinator	District Attorney					
67	Family Court Services Mediator	Circuit Courts					
67	Finance Analyst	Finance					
67	Food and Nutrition Services Manager	Park View Health Center					
67	Highway Maintenance Supervisor	Highway					
67	Human Resource Advisor	Human Resources					
67	Land Use Planner	Planning and Zoning					
67	Lead Abatement Project Coordinator	Public Health					
67	Maintenance & Operations Manager	Airport					
67	Mental Health Project Coordinator	Public Health					
67	Office Supervisor	Child Support					
67	Office Supervisor	District Attorney					
67	Office Supervisor	Human Services - AD					
67	Office Supervisor	Solid Waste					
67	Psychiatric Nurse	Human Services - BH					
67	Public Health Nurse	Public Health					
67	Public Health Preparedness Specialist	Public Health					
67	Public Safety Application Administrator	Sheriff					
67	Qualified Therapist - In Training	Human Services - BH					
67	Quality Assurance Specialist	Human Services - BH					
67	Social Work Specialist II	Human Services - LTS					
67	Solid Waste Supervisor	Solid Waste					
67	Special Projects Coordinator	Human Services - AD					
67	GIS Specialist II	Planning and Zoning					
67	Suicide Prevention Project Coordinator	Public Health					
67	Traffic Operations Supervisor	Highway					
67	Youth CCS Lead Specialist	Human Services - BH					
	<i>Grade 68 - Hourly</i>		\$34.10	\$35.98	\$37.78	\$41.65	\$44.62
	<i>Grade 68- Salaried</i>		\$70,933	\$74,835	\$78,577	\$86,631	\$92,819
68	Admissions Coordinator	Park View Health Center					
68	Assistant Child Support Attorney	Child Support					
68	Contract and Procurement Manager	Administration					
68	Deputy Airport Director	Airport					

Pay Grade	Current Title	Dept	Minimum	A	Control Point B	C	Top of Range D
68	Economic Support Supervisor	Human Services - ES					
68	Environmental Health Manager	Public Health					
68	Environmental Manager	Solid Waste					
68	Epidemiologist	Public Health					
68	Expo Manager	Parks					
68	Family Court Services Manager	Circuit Courts					
68	HVAC Specialist	Facilities					
68	Master Electrician	Facilities					
68	Parks and Expo Grounds Manager	Parks					
68	Plumber	Facilities					
68	Psychotherapist	Human Services - BH					
68	Public Health Planner	Public Health					
68	Registered Nurse	Park View Health Center					
68	Risk Manager	Human Resources					
68	Solid Waste Operations Manager	Solid Waste					
68	Special Investigator	District Attorney					
68	System Analyst - Lead	Information Technology					
68	WIC Program Manager	Public Health					
	<i>Grade 69 - Hourly</i>		\$36.15	\$38.14	\$40.04	\$44.15	\$47.30
	<i>Grade 69 - Salaried</i>		\$75,189	\$79,325	\$83,291	\$91,828	\$98,388
69	Bridge and Engineering Supervisor	Highway					
69	Clinical Diversion Programs Supervisor	Human Services - BH					
69	Clinical Supervisor	Human Services - BH					
69	Crisis Center Supervisor	Human Services - BH					
69	CSP/CCS Supervisor	Human Services - BH					
69	Financial Supervisor	Human Services - AD					
69	GIS Administrator	Planning and Zoning					
69	Highway Equipment Superintendent	Highway					
69	Highway Financial Supervisor	Highway					
69	Network Administrator	Information Technology					
69	Payroll and Benefits Manager	Human Resources					
69	Program Supervisor	Human Services - CW					
69	Program Supervisor	Human Services - LTS					



Pay Grade	Current Title	Dept	Minimum	A	Control Point B	C	Top of Range D
69	Social Wellness Manager	Park View Health Center					
69	Staff Development Coordinator	Park View Health Center					
69	Youth Mental Health Supervisor	Human Services - BH					
69	Zoning Administrator	Planning and Zoning					
Grade 70 - Hourly			\$39.76	\$41.95	\$44.05	\$48.56	\$52.03
Grade 70 - Salaried			\$82,708	\$87,257	\$91,620	\$101,011	\$108,226
70	Assistant Corporation Counsel	Corporation Counsel					
70	Assistant Finance Director	Finance					
70	Child Support Attorney	Child Support					
70	Cyber Security Architect	Information Technology					
70	Deputy Division Manager - Behavioral Health	Human Services - BH					
70	Development Supervisor	Information Systems					
70	Director of Emergency Management	Emergency Management					
70	Director of Veterans' Services	Veterans					
70	Facilities Superintendent	Facilities					
70	Facilities Supt II	Facilities					
70	Highway Maintenance Superintendent	Highway					
70	Human Resource Manager	Human Resources					
70	Infection Preventionist Coordinator	Park View Health Center					
70	Lieutenant	Sheriff					
70	Medical Examiner	Medical Examiner					
70	Public Health Supervisor	Public Health					
70	RN Neighborhood Supervisor	Park View Health Center					
70	RN Quality Assurance Supervisor	Park View Health Center					
70	RN Shift Supervisor	Park View Health Center					
70	Technical Support Supervisor	Information Technology					
Grade 71 - Hourly			\$45.73	\$48.24	\$50.66	\$55.85	\$59.84
Grade 71 - Salaried			\$95,115	\$100,346	\$105,363	\$116,163	\$124,460
71	Airport Director	Airport					
71	Assistant to the County Executive	Administration					
71	Captain	Sheriff					
71	Court Commissioner	Circuit Courts					
71	Director of Child Support	Child Support					

Pay Grade	Current Title	Dept	Minimum	A	Control Point B	C	Top of Range D
71	Director of Land and Water Conservation	Land and Water Conservation					
71	Division Manager - Administrative Services	Human Services - AD					
71	Division Manager - Behavioral Health	Human Services - BH					
71	Division Manager - Child Welfare	Human Services - CW					
71	Division Manager - Economic Support	Human Services - ES					
71	Division Manager - Long-Term Support	Human Services - LTS					
71	Family Court Commissioner	Circuit Courts					
71	Financial Services Manager	Park View Health Center					
Grade 72- Hourly			\$51.22	\$54.03	\$56.73	\$62.55	\$67.02
Grade 72- Salaried			\$106,528	\$112,387	\$118,007	\$130,103	\$139,396
72	Chief Deputy Sheriff	Sheriff					
72	Deputy Director of Human Services	Human Services - AD					
72	Director of Facilities	Facilities					
72	Director of Nursing	Park View Health Center					
72	Director of Parks and Expo Center	Parks					
72	Director of Planning and Zoning	Planning and Zoning					
72	Director of Public Health	Public Health					
72	Director of Solid Waste	Solid Waste					
Grade 73 - Hourly			\$57.36	\$60.52	\$63.54	\$70.06	\$75.06
Grade 73 - Salaried			\$119,312	\$125,874	\$132,168	\$145,715	\$156,123
73	Director of Finance	Finance					
73	Director of Human Resources	Human Resources					
73	Director of Information Technology	Information Technology					
73	Highway Commissioner	Highway					
73	Nursing Home Administrator	Park View Health Center					
Grade 74- Hourly			\$64.24	\$67.78	\$71.17	\$78.46	\$84.07
Grade 74 - Salaried			\$133,629	\$140,979	\$148,028	\$163,201	\$174,858
74	Corporation Counsel	Corporation Counsel					
74	Director of Administration	Administration					
74	Director of Human Services	Human Services - AD					