

## **FINANCE AND PERSONNEL COMMITTEE**

July 26 2017

The Finance and Personnel Committee met on Wednesday, July 26, 2017, at 9:00 a.m., in the County Board Room, located on the Third Floor of the Courthouse, 181 West Seminary Street, Richland Center, Wisconsin.

Committee members present included: Jeanetta Kirkpatrick, Fred Clary, Robert Bellman, Linda Gentes, Buford Marshall, Larry Sebranek and Don Seep.

Others present included: Victor Vlasak, County Clerk; Patrick W. Glynn, Senior Consultant, Carlson Dettmann Consulting, LLC; and elected officials, department heads, County employees and citizens.

Committee Chairman Kirkpatrick called the meeting to order.

The Clerk verified that the meeting had been properly noticed. Copies of the agenda were sent by email to all Committee members, WRCO and County department heads, a copy was posted on the Courthouse Bulletin Board and a copy was faxed to The Richland Observer.

Motion by Sebranek, second by Bellman to approve the agenda, as amended. Motion carried.

Motion by Gentes, second by Bellman to approve the printed copies of the minutes for the meeting held on July 11, 2017. Motion carried.

Patrick Glynn, from Carlson Dettmann Consulting, presented information on the classification and compensation study project. The intent of the presentation was:

1. Inform the Committee of the process and the methodology used;
2. Provide a walk through the major policy areas that will require action;
3. Share the initial findings from an organizational perspective;
4. Identify the preliminary overall cost estimates for implementation;
5. Obtain feedback and guidance to bring the process to a close; and
6. Field any questions or concerns that might be barriers to adoption.

The scope of the work included the measuring of job responsibilities, internal relationships and the external marketplace. Wage and hour status and employee benefits were reviewed. The recommendations will include the structure and schedules; titles and levels; and policies regarding maintenance of the schedules and progression through the schedules.

The process of the project was the initial presentation to the Board; department employee orientations; employee job documentation; management interviews; job analysis and evaluation; market data collection; project update and policy guidance; final report presentation and adoption; and the appeals process.

Policy issues include market comparisons and match; market position; pay structure (dual structures) and administration; and implementation of the structure. A separate pay structure is being recommended for Pine Valley. Issues facing counties include a shifting labor market; an aging workforce; a shrinking younger workforce, limitations in funding and shifts in compensation decisions. Younger workers place a greater emphasis on flexible hours and have clearly defined career paths. The number one priority for all age categories is base pay and salary.

The proposed pay structure will be made up of pay grades with each grade in the proposed matrix having point intervals. Each job will be assigned to a grade level based upon its job evaluation score. Tenure will not be used when assigning jobs to a grade level. Almost all pay raises are step progression and will be based upon promotion or across-the-board increases. Annual evaluations and performance will be used in determining progression through the matrix. Authority needs to be granted to a central decision maker to administer the plan. Forms need to be developed for performance measurement and evaluation. Employees would progress through the steps on an annual basis. Management and the governing body need to provide strong, consistent commitment and support to the plan implementation and its maintenance.

Overall the benchmark midpoints are at 90% of the market, although there will be fluctuations for individual positions. Placement is recommended at the 50<sup>th</sup> percentile. The average would be used as the anchor for the pay plan. Half of the market pays more and half of the market pays less. Considerations for implementing the plan include:

- Financial ability to afford the pay structure;
- Ability and willingness to pay above the “market rate”; and
- Creation of implementation steps to mitigate the cost of the implementation of the plan.

The estimated cost to implement the plan is \$300,000.00. \$100,000.00 is the estimated cost to implement the plan for Pine Valley and \$200,000.00 is the estimated cost to implement the plan for the County departments. An issue with the current County structure is the variations of hours worked by departments and the resulting variance in annual salaries between departments. Some departments work 35 hours per week, some work 37.5 hours and some work 40 hours.

Maintaining the structure of the plan will require:

- Continued documentation of all jobs;
- Conducting an annual review of the pay structure;
- Maintaining consistency with the selected market and market comparisons by conducting a periodic measurement of the marketplace;
- Placement of jobs in the structure based upon job evaluation and solid market data; and
- Allowing employees to move through the structure as originally intended.

Mr. Glynn noted that the actual Plan will be presented to the Finance and Personnel Committee at a future meeting.

Motion by Marshall, second by Gentes that the Committee go into closed session under Section 19.85 (1) (c), (f) and (g) of the Wisconsin Statutes to meet with legal counsel concerning potential employment litigation, to discuss employment issues regarding a specific employee that could significantly impact reputation, and to consider employment and that the County Clerk, Health and Human Services Director Patrick Metz and Attorney Jon Anderson be allowed to remain for the closed session. Roll call vote. AYES: Gentes, Bellman, Seep, Sebranek, Marshall, Clary, Kirkpatrick. Ayes 7. Noes 0. Total 7. Motion carried.

Closed session.

Motion by Gentes, second by Marshall to return to open session. Motion carried.

Motion by Gentes, second by Marshall to adjourn. Motion carried.

Victor V. Vlasak  
Richland County Clerk