

Title: Administrative Compensation Policy	Effective Date:
	Adoption/Revision Date:
Custodian: Human Resources Director	Approving Body: Clark County Board of Supervisors

1. Authority

- a. Wis. Stat. 59.02, 59.03, and 59.51
- b. Clark County Code of Ordinances, Section 2-48

2. References

- a. Adopting Resolution/Ordinance/Motion: Resolution 15-4-22
- b. Clark County Employee Handbook and Administrative Manual

3. Purpose

- a. To establish a compensation program that:
 - i. Reflects the competitive market and strives for internal equity.
 - ii. Maintains uniformity across the organization, but allows departmental flexibility to meet recruitment and retention needs.
 - iii. Establishes compensation expectations for county employees and incentive for reasonable longevity in comparison to market trends.

4. Scope

- a. Applies to all Clark County employees except for elected officials and employees covered by the Public Safety Employee collective bargaining agreement.

5. Policy Overview

- a. This policy provides more uniformity and consistency in compensation for Clark County employees. The policy addresses the County's principles of compensation, wage progression, incentive, and reclassification processes.
- b. This policy is administrative with authority vested in the Clark County Personnel Committee by ordinances and the authority for "across the board" changes approved by the Clark County Board of Supervisors.
- c. Administrative procedures regarding compensation are delegated to the Department of Finance and Personnel under guidance of this policy.
- d. The Personnel Committee has the authority to administer the compensation plan under the Clark County Code of Ordinances, Section 2 -48.

6. Definitions

- a. The terms in this policy shall have the following meanings:
 - i. Board means the Clark County Board of Supervisors.
 - ii. Hours worked means all time spent by an employee in physical or mental exertion which is controlled or required by the employer and pursued necessarily and primarily for the benefit of the employer's business.
 - iii. Committee means the Clark County Personnel Committee.
 - iv. Department head means a single individual (employee or elected official) that leads and manages a county department or office.

7. Compensation Principles

- a. Support Clark County's mission and strategic initiatives
- b. Attract and retain a well-qualified workforce.
- c. Compensate at levels that are both competitive with relevant labor markets and equitable across the organization.
- d. Comply with federal code, state statute, and county policy.

- e. Demonstrate fiscal responsibility with citizen tax dollars.
- f. Provides consistent practice of procedures, policies, and templates which will be utilized with an understanding that limited exceptions may arise depending on operational needs.
- g. Clark County will not discriminate in compensation based on race, color, gender, religion, creed, age, disability, national origin, lifestyle, or any other basis prohibited by state or federal law.
- h. The compensation principles and related administration guidelines are regularly reviewed by the Human Resources Director and the Committee.

8. Wage Schedules

- a. The following section describes the structure, purpose, and pay progressions using the Clark County Wage Schedule set forth in Attachment A.
- b. **Pay Grades**
 - i. The Clark County Wage Schedule is composed of a tiered system of pay grades.
 - ii. County positions are assigned to pay grades based on point-factor job evaluation of essential job duties, market wage data, operational needs, and recruiting and retention trends.
- c. **Wage Range**
 - i. Each pay grade has step progressions representing the hourly rate of pay based on the estimated employment market.
 - ii. Wage ranges shall be adjusted for general increases (i.e. cost of living adjustments or wage adjustments based on CPI) as approved by the Board unless otherwise directed by the Board.
- d. **Step Schedule Progression**
 - i. Each pay grade has step progressions.
 - ii. Any starting pay referred to in this policy must start at a step within the position's pay grade.
 - iii. Newly hired employees will normally be hired at Step 1 but may be offered a higher step within the pay grade based on their relevant knowledge, skills, and experience or based on a review of the competitive wage market.
 - 1. After review by the Human Resources Department, the department head may offer a starting rate of Step 2 through Step 5.
 - 2. The department head may offer a starting rate of Step 6 through Step 11 with approval from the Human Resources Director, or designee. Such accepted offers will be reported to the Personnel Committee at the next scheduled Committee meeting.
 - iv. Employees at Step 1 will progress to Step 2 at the first pay period following their 6-month continuous service anniversary date in the position. Step progression will occur annually thereafter. Employees at Step 2 to Step 10 will progress to the next step at the first pay period following their 12-month step progression date. Step progression will occur annually thereafter.
 - v. Employees at Step 11 will no longer be eligible for step progressions.
 - vi. Departments are required to submit Attachment B – General Wage Rate Change Form to the Department of Finance and Personnel for each new hire and for employees scheduled to receive a step progression.
 - vii. Years served in other positions do not transfer for pay progressions.
 - viii. Step progression will be effective at the start of the first full pay period following the scheduled progression.

e. Step Adjustment

- i. An adjustment to an employee's step placement outside of the scheduled pay progression outline above may be necessary in order to retain talent or when the market requires hiring employees at a step higher than those of longer-term high performing employees. Reasons for a step adjustment request include, but are not limited to:
 1. Correcting internal inequities when the market mandates that new hires be paid more than longer-term high performing employees who perform the same job.
 2. Compensating at higher wages when the market is generally paying more to a class of positions resulting in an unusual level of turnover or difficulty recruiting.
 3. Restructuring within a department results in an employee taking on additional responsibilities that do not warrant an upward reclassification of the position but does result in an increased level of responsibility.
 4. The outcome of the collective bargaining process results in pay increases for staff causing compression problems with supervisors/managers.
- ii. The Step Adjustment Application (Attachment C) must be completed to initiate the review and approval process.
 1. The request must include complete detailed justification for the request, budgetary impact, and funding source(s).
- iii. Step adjustments must be approved by the department head, supervisory committee and the Committee.
- iv. Step adjustments will always be effective at the start of the first full pay period following the approval of the Committee.

9. Reclassification

- e. Operational needs and position expectations will evolve and positions may need to be reclassified to a different pay grade.
- f. Position reclassification shall be approved by the department head, supervising committee, and the Committee.
 - ii. The Committee will review/act upon reclassification requests once every quarter or as permitted by the Committee.
- g. The following considerations and process shall be utilized in a position reclassification:
 - ii. Reclassification is warranted by the addition or deletion of significant duties, skill requirements, responsibilities, and/or education or experience requirements of a position. An increase in volume of previously established duties/work does not warrant a reclassification.
 - iii. All reclassification requests shall be initiated using the Attachment D - Reclassification Request.
- h. Once approved by the department head and the supervising committee, the reclassification request shall be presented to the Committee by the department head by addressing the following information:
 - ii. Position's current job description and title;
 - iii. Proposed job description and title;
 - iv. Supporting documentation for reclassification (i.e. job study data);
 - v. Internal equity analysis (i.e. skill level, responsibilities, and working conditions);
 - vi. Estimated financial impact of the reclassification; and

- vii. How the financial impact will be absorbed by the department.
- i. The Committee will review the reclassification request and supplemental materials, and, if acceptable, the reclassification request may be forwarded to an external compensation plan consultant for a final endorsement if determined necessary by the Committee. Approval of the reclassification request may be contingent on final endorsement by the consultant if applicable.
 - ii. Consultation fees will be paid by the requesting department.
 - iii. Upon endorsement, the reclassification will be implemented on the first day of the first full pay period of the next quarter unless otherwise approved by the Committee. Employees at the reclassified position will carry their current hourly rate to the new pay scale and slide right to the next available step of their new pay grade upon the effective date of the reclassification.

10. New Position

- e. Operational needs within a department may require the creation of a new position.
- f. Creation of a new position shall be approved by the department head, supervising committee, and the Committee. New positions shall be included in the department's annual budget.
- g. The following considerations and process shall be utilized in a creation of a new position:
 - ii. A new position must have a position description that contains essential job functions, expectations, and requirements that are not already consolidated under an existing position title on the wage schedule. Re-titling of an existing position does not warrant the creation of a new position.
 - iii. All new position requests shall be initiated using Attachment E - New Position Request.
 - iv. The Office of Finance and Personnel shall be consulted in the creation of a new position and description prior to presentation to the supervising committee.
- h. Once approved by the department head and the supervising committee, the new position request shall be presented to the Committee by the department head by addressing the following information:
 - ii. Proposed position description and title indicating a new consolidation of significant duties, skill requirements, responsibilities, and/or education or experience requirements;
 - iii. Supporting documentation and job study data for schedule placement;
 - iv. Internal equity analysis;
 - v. Estimate financial impact of the new position; and
 - vi. How the financial impact will be absorbed by the department.
- i. The Committee will review the new position request and supplemental materials, and, if acceptable, the new position request will be forwarded to an external compensation plan consultant for a final endorsement. Approval of the new position request is contingent on final endorsement by the consultant.
 - ii. Consultation fees will be paid by the requesting department.
 - iii. Upon endorsement, the new position will be implemented.

11. Additional Hires

- e. Operational needs within a department may require the hiring of an additional employee within an existing position.
- f. Requests to hire an additional employee into an existing position shall be approved by the department head, the supervising committee, and the committee.
- g. All additional hire requests shall be initiated using Attachment F – Additional Hire

Request. The fiscal impact of such hire shall also be completed.

- h. If the additional hire is to take effect prior to the next budget year, the additional hire request shall be submitted to the Office of Finance for review and the determination if further review/action is required by the Finance Committee.
- i. If the additional hire is to take effect in the next budget year, the additional hire request shall be presented to the Finance Committee and the Board for review/action as part of the annual budget process.

12. Employee Movement

- e. Employees may transition from one position to another during their tenure with Clark County. For purposes of this policy, these transitions will be classified as a promotion, a lateral transfer, or transfer to a lower pay grade. Departments are required to submit Attachment B – General Wage Rate Change Form to the Department of Finance and Personnel to initiate employee movement.

- f. **Promotion**

- ii. A promotion is a transition of an employee into a position found in a higher pay grade.
 - iii. An employee will not have a wage reduction as a result of a promotion.
 - iv. The starting pay as the result of a promotion shall commence at a wage higher than the employee's wage before promotion and shall be determined by the department head and be reviewed by the Human Resources Director. In the event the promotion is to a department head position, the department's supervisory committee shall determine the starting pay and be reviewed by the Human Resources Director.
 - v. An employee retains the right to negotiate the starting pay with the department head or department's supervisory committee depending on who is responsible to determine the starting pay.
 - vi. Pay shall progress as set forth above.

- g. **Lateral Transfer**

- ii. A lateral transfer is a transition of an employee into a position found in their current pay grade.
 - iii. An employee will not have a wage reduction as a result of a lateral transfer.
 - iv. The starting pay as the result of a lateral transfer shall be determined by the department head and be reviewed by the Human Resources Director.
 - v. An employee retains the right to negotiate the starting pay with the department head.
 - vi. Pay shall progress as set forth above.

- h. **Transfer to a Lower pay Grade**

- ii. A transfer to a lower pay grade is a transition of an employee into a position found in a lower pay grade. Such transition can be initiated by the employer or employee.
 - iii. An employee shall have a wage reduction as a result of a transfer to a lower pay grade.
 - iv. The starting pay as the result of a transfer to a lower pay grade shall be determined by the department head and be reviewed by the Human Resources Director.
 - v. An employee retains the right to negotiate the starting pay with the department head.
 - vi. Pay shall progress as set forth above.

13. Other Types of Compensation

- e. In addition to wages, employees may be eligible to receive different types of compensation as set forth in this policy.
 - ii. The different types of compensation include: 1) Overtime; 2) Compensatory Time (Comp Time); 3) Shift Differential; 4) On-Call Pay; 5) Call-In Pay; 6) Holiday Work Pay; and 7) other types of Supplemental Pay (i.e. assignment/discipline pay, hazard pay, bonuses, etc.).
 - iii. Unless otherwise stated below, employees are not eligible to receive different types of compensation unless the department establishes details of the compensation in approved department work rules.
- f. **Overtime**
 - ii. Subject to this policy, this type of compensation is mandatory and eligible employees shall receive overtime pay regardless of department work rules.
 - iii. Eligible employees shall be paid for overtime hours, which is pay at a minimum 1 ½ times the employee's regular rate of pay for all hours worked in excess of forty (40) hours per week.
 - 1. Generally, for overtime pay, the employee's regular rate of pay is determined by totaling the employee's compensation for the work week (forty (40) hours per week) and dividing the total pay by the total number of hours actually worked. Certain laws may permit other means for overtime pay calculations (i.e. Wis. Admin. Code DWD 274.04(11) for healthcare employees or 29 C.F.R. 553.201 for certain law enforcement employees).
 - 2. Department work rules may provide for overtime pay above the mandatory overtime rate set above.
 - iv. The following conditions apply to overtime:
 - 1. Only non-exempt positions are eligible for overtime.
 - 2. Employees may be required to work overtime. Employees shall obtain supervisor/department head approval before working beyond the number of hours in an employee's schedule. Supervisor/department heads shall monitor an employee's work beyond the employee's schedule to minimize overtime.
 - 3. The following types of compensation and benefits are not included as part of any overtime payment: 1) expenses incurred on the employer's behalf; 2) discretionary bonuses; and 3) unless the department work rule specifically states otherwise, paid benefit time when hours aren't worked by an employee (i.e. paid time off, compensatory time, holidays).
- g. **Compensatory Time (Comp Time)**
 - ii. This type of compensation is mandatory and eligible employees shall receive comp time subject to this policy and department work rules.
 - iii. Employees shall receive compensatory time as follows:
 - 1. For non-exempt positions, in lieu of overtime pay;
 - 2. For exempt positions, for hours worked in excess of an employee's schedule; and/or
 - 3. For employment assignments to specific duties and tasks (i.e. on-call, call-in) in lieu of monetary compensation.
 - iv. The following conditions apply to all types of comp time accrual:
 - 1. The maximum amount of comp time allowed to be banked at any time is forty (40) hours and such bank of time may be replenished as comp time is used and further accrued.

2. Unless the department work rule specifically states otherwise, paid benefit time when hours aren't worked by an employee (i.e. paid time off, holidays) will not be considered as hours worked for purposes of determining comp time.
3. See the Benefit Leave policy for how compensatory time can be used and paid out.
- v. The following conditions apply to comp time accrual in lieu of overtime pay:
 1. Only applies to non-exempt positions.
 2. Employees shall accrue comp time at a minimum rate of 1 ½ hours for each hour worked in excess of forty (40) hours per week or unless the law permits otherwise, which shall be addressed in a department work rule.
 3. Comp time shall not accrue until the employee has met the requirements to receive overtime pay.
 4. If an employee is entitled to comp time but has the maximum number of hours banked, the employee shall be paid overtime as set forth herein.
 5. Department work rules shall set forth conditions as to when comp time versus overtime will accrue.
- vi. The following conditions apply to comp time accrual for excess hours worked:
 1. Only applies to exempt positions.
 2. For employees working in excess of eighty (80) hours in a pay period, employees may accrue comp time on an hour-for-hour basis only after working a minimum of one (1) hour in excess of eighty (80) hours. Once the minimum of one (1) hour of comp time accrues, employees may accrue comp time at the rate of hours worked (i.e. working 1.25 hours beyond the employee's eighty (80) hours equates to 1.25 hours of comp time; however, employees working only 0.75 hours beyond the employee's eighty (80) hours do not accrue comp time).
 3. If an employee is entitled to comp time but has the maximum number of hours banked, the employee shall not accrue additional compensatory time and shall not be paid additional compensation for hours worked.
- vii. The following conditions apply to comp time accrual for employee assignment:
 1. Applies to non-exempt and exempt positions.
 2. Comp time shall not accrue until the employee is actively carrying out a specific duty or task assigned by the employee's supervisor/department head.
 3. For duty/task assignment, eligible employees shall accrue comp time as set forth in the department work rule.
 4. Department work rules shall set forth conditions as to when comp time will accrue versus overtime.

h. Shift Differential

- ii. A department may provide designated employees compensation for hours worked within specific shifts (i.e. nights, weekends).
- iii. The following conditions apply to shift differential pay:
 1. Employees may receive a shift differential for hours worked within a specific shift subject to the conditions set forth in the department work rules.
 2. Employees may receive multiple types of shift differential pay subject to department work rules.

i. On-Call Pay

ii. A department may provide designated employees compensation for being available to be called in or “on-call” pay, which is compensation for an assigned employee(s) to be available to return to work due to unforeseen circumstances or an emergency after the employee ends their regularly scheduled shift and before the beginning of their next regularly scheduled shift.

iii. The following conditions apply to on-call pay:

1. Applies to non-exempt and exempt positions except department heads.
2. Employees can trade shifts subject to on-call assignment.
3. Employees shall not be required to remain at the employment location while on-call.
4. Employees shall be provided as much as advance notice of on-call schedules as possible.
5. Departments may provide technology to contact the assigned employee (i.e. cell phone, pager). Employees may be requested to provide contact information when on-call.
6. Departments shall not impose overly burdensome geographic restrictions (i.e. cannot leave the employee’s property) and report times (i.e. employee shall report within 10 minutes) on employees assigned to be on-call.
7. Employees shall not consume, use, or be under the influence of illegal drugs or alcohol while on-call.
8. Employees may receive monetary compensation and/or compensatory time for on-call assignments as set forth in the department work rules.

j. Call-In Pay

ii. A department may provide designated employees compensation for being requested to work or “call-in” pay, which is compensation for an unscheduled request to work by an authorized employee for an employee to return to the employment location due to unforeseen circumstances or an emergency after the employee ends their regularly scheduled shift and before the beginning of their next regularly scheduled shift.

iii. The following conditions apply to call-in pay:

1. Applies to non-exempt and exempt positions except department heads.
2. Only hours actually worked will be included in overtime calculations.
3. Call-in pay does not apply to employees that have not been requested to return to the employment location and are receiving phone calls and/or checking emails, which shall be compensated as hours worked.
4. Employees may receive monetary compensation and/or compensatory time for call-in hours worked as set forth in the department work rules.

k. Holiday Work Pay

ii. Employees may be paid holiday work pay for hours worked on a County-observed and/or legal holidays.

iii. The following conditions apply to holiday work pay:

1. Only applies to non-exempt positions.
2. Employee shall be paid 1 ½ times the employee’s regular rate of pay for hours worked on a County-observed holiday. Such compensation is in addition to any holiday benefit time the employee may be eligible for.
3. Department work rules shall specify when holiday work pay will be provided (i.e. work on County-observed holidays, legal holidays, or both).

1. Supplemental Pay

- ii. Departments may have operational needs that require unique types of compensation to attract and retain employees as well as to ensure shifts are covered.
- iii. The following types of compensation may be available to departments and employees as detailed in department work rules:
 - 1. Assignment/Discipline Pay. Compensation provided to an employee for assignment to specific, specialized duties and tasks within the department.
 - 2. Hazard Pay. Compensation provided to an employee for performing hazardous duties or work involving physical hardship that cannot be adequately alleviated by protective devices.
 - 3. Education Assistance. Compensation provided to an employee to cover an employee's education or training expenses.
 - 4. Shift Bonus. Compensation provided to an employee for working a shift beyond their normal work schedule (i.e. working a weekend shift for an employee that would normally not be scheduled to work).
 - 5. Discretionary Bonus. Compensation provided to an employee based on the sole discretion of the employer without any employee expectation of payment (i.e. not based on performance, productivity goals, etc.).
- iv. Depending on the type of pay, supplemental pay may be taxable at the supplemental pay withholding rate and may be considered compensation for purposes of retirement and other types of deductions.

14. Department Work Rules

- e. Refer to the Department Work Rules policy for details on how to create and implement department specific work rules.
- f. When establishing department work rules for employee compensation (i.e. supplemental pay schedules or other types of compensation), the following items shall be addressed in the rules:
 - ii. Type of compensation
 - iii. Specific positions which are eligible and subject to receive the compensation
 - iv. Amount of compensation
 - v. How compensation is paid
 - vi. Conditions for receiving the compensation
- g. Department work rules that address employee compensation shall be reviewed and approved by the Office of Finance and Office of Personnel before presenting the rules to the department's supervisory committee for approval.

15. Review and Maintenance

- e. A review of the County's compensation plan and all positions shall be conducted every one to two years or at the discretion of the Committee.
- f. Any mass change (impacts more than 100 employees) in schedules progressions or correlating wage rates will be considered an "across the board salary adjustment" and shall be subject to approval by the Board.
- g. All Committee action relating to this policy shall be documented in Attachment G - Revision History.

16. Attachments

- e. Attachment A – Clark County Wage Schedule
- f. Attachment B – General Wage Rate Change Form
- g. Attachment C – Step Adjustment Application

- h. Attachment D – Reclassification Request
- i. Attachment E – New Position Request
- j. Attachment F – Additional Hire Request
- k. Attachment G – Revision History

Attachment A
Clark County Wage Schedule

Attachment B
General Wage Rate Change Form

Dept. Name:		Date Completed:
Employee Name:		Employee #:
Job Title (current):	Grade (current):	Step (current):
Job Title (proposed):	Grade (proposed):	Step (proposed):
Type of Change:	New Hire	Effective Date:

Wage Rate Recommended:

(For active law enforcement union employees, please separate by hourly, uniform and differential if applicable.)

Current County Wage: (if applicable)

New Hires and Promotions/Transfers, please complete the following:

Employee Status:	Full-time
How many hours will employee work per week?	
Was position posted per contract:	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
Will employee work at least 1 year and 1200 hours?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Will employee work at least 80 hours per month?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Was the position approved by your Dept.'s Supervising Committee?	<input type="checkbox"/> Yes <input type="checkbox"/> No
Is the new employee entitled to (check all that apply):	<input type="checkbox"/> Health Insurance? <input type="checkbox"/> PTO? <input type="checkbox"/> STD/LTD? (min 80 hrs/mo)
Please explain "No and N/A" responses:	
Are there any special conditions of employment? If so, please explain.	<input type="checkbox"/> Yes <input type="checkbox"/> No
For active law enforcement union employees – Indicate the following:	<input type="checkbox"/> Certified <input type="checkbox"/> Not Certified <input type="checkbox"/> Other
Has employee attended orientation with Payroll Office (if applicable)?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A
Has employee received ID Badge and Entrance Card (if applicable)?	<input type="checkbox"/> Yes <input type="checkbox"/> No <input type="checkbox"/> N/A

Step Adjustments:

If regular full-time employee, how many months has this employee been in this position?

If regular part-time employee, how many hours work in this position since the last approved wage rate change?

Employee's Signature

Date

Department Head's Signature

Date

Date reviewed by Human Resources Director: _____

To be completed by Office of Finance and Office of Personnel

Pay Group:	Job Code:	Union Code:	Work Comp Code:
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Attachment C
Step Adjustment Application

1. Type of Step Adjustment		2. Proposed effective date:	
<input type="checkbox"/> Step Adjustment (Step Increase)			
3. Employee Name:	4. Employee Number:	5. Department:	
6. Current Position Title:		7. Current Pay Grade:	
8. Current Wage Rate:	9. Proposed Wage Rate:	10. Date employee began current position:	
11. Years served in current position:	12. Date materials received by the Office of Finance and Office of Personnel:		

Required Supporting Documentation:

☐ Current job description and title

☐ Estimated county financial impact to remove, retrain and recertify a replacement:
\$_____ supporting documentation and calculations

☐ Estimated operational impact to replace the employee: #service hours lost:
_____ ☐ supporting documentation and calculations

☐ Total financial impact to implement step adjustment:
\$_____ Budget year: _____

☐ Plan of how financial impact will be absorbed.

☐ When was the employees last increase: ____/____/_____,

☐ What was the amount of the increase in dollars and cents: _____

☐ What was the amount of the increase as a percentage of their wage rate at the time:
% _____

☐ When will the employee's next increase come if no action is taken:
____/____/____.

☐ How much will that increase be in dollars and cents: _____.

☐ How long has the employee been in the department? _____ and in current position?

☐ Attach justification for the request and additional supporting documentation

Clark County, Wisconsin
 Title: Administrative Compensation Policy

Department Head Signature:		Date:
Supervisory Committee Action:	<input type="checkbox"/> Approved <input type="checkbox"/> Denied	Date:
Personnel Committee Action:	<input type="checkbox"/> Approved <input type="checkbox"/> Denied	Date:

TO BE COMPLETED BY THE OFFICE OF FINANCE AND OFFICE OF PERSONNEL

New Wage Rate:	Effective Date:
Old Wage Rate:	
Signature of Human Resources Director:	Date:
Incentive Retention executed by:	Date:

1. Department: 2. Number of Employees 3. Full-time/Part-time

4. Current Position Title: 5. Pay Grade:

6. Proposed Position Title: 7. Proposed Pay Grade:

8. Date materials effectively received by the Office of Personnel: 9. Proposed Effective Date:

- ☐ Current job description and title
- ☐ Proposed job description and title, indication of addition or deletion of significant duties, skill requirements, responsibilities, and/or education or experience requirements
- ☐ Describe why there are significant addition of duties, educational needs or experience requirements for the position; or why there are significant reductions in duties, education needs or experience requirements for the position.
- ☐ Supporting documentation (i.e. study data, internal equity)
- ☐ Total financial impact to implement reclassification: \$_____Budget year:_____
- ☐ Plan of how financial impact will be absorbed

Compensation Plan Consultant: ☐ Endorsement ☐ Denied Date: _____

Approved New Position Title:	Effective Date:						
Pay Group:	Pay Class:	<input type="checkbox"/>	hourly;	<input type="checkbox"/>	salary;	<input type="checkbox"/>	other
Job Code:	Union Code:						
Workmen's Comp Code:	EEOC Job/Salary Category:						
New EEOC Function Number:							
Signature of Human Resources Director:						Date:	
Reclassification executed by:						Date:	

**Attachment E
New Position Request**

1. Proposed Position Title:		2. Department:	
3. Position reports to:		4. Date all materials received by Office of Personnel:	
5. <input type="checkbox"/> Full-time; <input type="checkbox"/> Part-Time; <input type="checkbox"/> Other: LTE/Seasonal/Reserve/Intern		6. Estimated hours per week:	
7. Benefits Eligibility: <input type="checkbox"/> yes <input type="checkbox"/> no	8. Is this position covered by grant funding: <input type="checkbox"/> yes % _____ <input type="checkbox"/> no	9. Proposed date to fill position:	
<p align="center"><u>Required Supporting Documentation:</u></p> <p><input type="checkbox"/> Proposed job description and title, indication of addition or deletion of significant duties, skill requirements, responsibilities, and/or education or experience requirements</p> <p><input type="checkbox"/> Proposed pay group</p> <p><input type="checkbox"/> Supporting documentation (i.e. job study data, internal equity)</p> <p><input type="checkbox"/> Total financial impact to implement new position: \$ _____ Budget year: _____</p> <p>*Must attach "Additional Hire-New Position Financial Worksheet" when request is outside the normal budget process.</p> <p><input type="checkbox"/> Plan of how financial impact will be absorbed</p> <p><input type="checkbox"/> Proposed change to department's organizational chart</p>			
Department Head Signature:		Date:	
Supervisory Committee Action: <input type="checkbox"/> Approved <input type="checkbox"/> Denied		Date:	
Date of Supervisory Committee Meeting: <input type="checkbox"/>			
Personnel Committee Action: <input type="checkbox"/> Approved <input type="checkbox"/> Denied		Date:	
Finance Committee Action: <input type="checkbox"/> Approved <input type="checkbox"/> Denied		Date:	
Compensation Plan Consultant: <input type="checkbox"/> Endorsement <input type="checkbox"/> Denied		Date:	

TO BE COMPLETED BY THE OFFICE OF FINANCE AND OFFICE OF PERSONNEL

Approved New Position Title:	Effective Date:
Pay Group:	Pay Class: <input type="checkbox"/> hourly; <input type="checkbox"/> salary; <input type="checkbox"/> other
Job Code:	Union Code:
Workmen's Comp Code:	EEOC Job/Salary Category:
New EEOC Function Number:	
Signature of Human Resources Director:	Date:
New Position Added by:	Date:

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Attachment F
Additional Hire Request

1. Position:		2. Department:	
3. Position reports to:		4. Date all materials received by Office of Personnel:	
5. <input type="checkbox"/> Full-time; <input type="checkbox"/> Part-Time; <input type="checkbox"/> Other: LTE/Seasonal/Reserve/Intern		6. Estimated hours per week:	
7. Benefits Eligibility: <input type="checkbox"/> yes <input type="checkbox"/> no	8. Is this position covered by grant funding: <input type="checkbox"/> yes % _____ <input type="checkbox"/> no End Date of grant: _____		9. Proposed date to fill position:
<p style="text-align: center;"><u>Required Supporting Documentation:</u></p> <p><input type="checkbox"/> Reason for adding additional hire.</p> <p><input type="checkbox"/> Supporting documentation (i.e. job study data, internal equity)</p> <p><input type="checkbox"/> Total financial impact to implement additional position: \$ _____ Budget Year: _____ *Must attach "Additional Hire-New Position Financial Worksheet" when request is outside the normal budget process</p> <p><input type="checkbox"/> Plan of how financial impact will be absorbed</p> <p><input type="checkbox"/> What will be the effect if the position is not filled</p>			
Department Head Signature:			Date:
Supervisory Committee Action: <input type="checkbox"/> Approved <input type="checkbox"/> Denied		Date:	
Date of Supervisory Committee Meeting:		Date:	
Personnel Committee Action: <input type="checkbox"/> Approved <input type="checkbox"/> Denied		Date:	
Finance Committee Action: <input type="checkbox"/> Approved <input type="checkbox"/> Denied		Date:	
County Board Action: <input type="checkbox"/> Approved <input type="checkbox"/> Denied		Date:	

TO BE COMPLETED BY THE OFFICE OF FINANCE AND OFFICE OF PERSONNEL

Approved Additional Position Title:	Effective Date:
Pay Group:	Pay Class: <input type="checkbox"/> hourly; <input type="checkbox"/> salary; <input type="checkbox"/> other
Job Code:	Union Code:
Workmen's Comp Code:	EEOC Job/Salary Category:
New EEOC Function Number:	
Signature of Human Resources Director:	
Date:	
Additional Position Added by:	
Date:	

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Attachment G
Revision History

<u>Action Date:</u>	<u>Change:</u>	<u>Justification:</u>	<u>Authority:</u>	<u>Effective Date</u>
	Reclassifications/ Granted Appeals:			
8/2/2016	ADS- Food Service Manager from J to K	Based on Personnel Committee Vote	Action Personnel Committee	1/8/2017
8/2/2016	Community Services- Emergency Mental Health Crisis Worker from J to I	Based on Personnel Committee Vote	Action Personnel Committee	1/8/2017
8/2/2016	Forestry and Parks- Maintenance Technician from M to L	Based on Personnel Committee Vote	Action Personnel Committee	1/8/2017
8/2/2016	Forestry and Parks- Construction Specialist / Heavy Equipment Operator from K to J	Based on Personnel Committee Vote	Action Personnel Committee	1/8/2017
8/2/2016	Forestry and Parks- Parks Worker from O to M	Based on Personnel Committee Vote	Action Personnel Committee	1/8/2017
8/2/2016	CCRLC- Activity Therapist from P to O	Based on Personnel Committee Vote	Action Personnel Committee	1/8/2017
8/2/2016	CCRLC- Adult Day Care Aide from Q to O	Based on Personnel Committee Vote	Action Personnel Committee	1/8/2017
8/2/2016	CCRLC- Adult Day Care Assistant Coordinator from O to N	Based on Personnel Committee Vote	Action Personnel Committee	1/8/2017
8/2/2016	CCRLC- Day Service Coordinator from K to I	Based on Personnel Committee Vote	Action Personnel Committee	1/8/2017
8/2/2016	CCRLC- Director of Activity Therapy from K to J	Based on Personnel Committee Vote	Action Personnel Committee	1/8/2017
8/2/2016	CCRLC- Food Service Manager from I to J	Based on Personnel Committee Vote	Action Personnel Committee	1/8/2017
8/2/2016	CCRLC- Food Service Worker from S to Q	Based on Personnel Committee Vote	Action Personnel Committee	1/8/2017
8/2/2016	CCRLC- Housekeeper from S to Q	Based on Personnel Committee Vote	Action Personnel Committee	1/8/2017
8/2/2016	CCRLC- Housekeeping Supervisor from L to K	Based on Personnel Committee Vote	Action Personnel Committee	1/8/2017

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8/2/2016	CCRLC- Laundry Worker from S to Q	Based on Personnel Committee Vote	Action Personnel Committee	1/8/2017
8/2/2016	CCRLC - Linen & Clothing Clerk from S to Q	Based on Personnel Committee Vote	Action Personnel Committee	1/8/2017
8/2/2016	CCRLC- Personal Support Worker from P to O	Based on Personnel Committee Vote	Action Personnel Committee	1/8/2017
8/2/2016	CCRLC-Rehab Office Supervisor / Accounting Technician from N to M	Based on Personnel Committee Vote	Action Personnel Committee	1/8/2017
8/2/2016	CCRLC- Resident Assistant from R to O	Based on Personnel Committee Vote	Action Personnel Committee	1/8/2017
8/2/2016	CCRLC- Sewing Room Clerk from R to Q	Based on Personnel Committee Vote	Action Personnel Committee	1/8/2017
<u>Action Date:</u>	<u>Change:</u>	<u>Justification:</u>	<u>Authority:</u>	<u>Effective Date</u>
8/2/2016	Social Services- Access Worker from M to L	Based on Personnel Committee Vote	Action Personnel Committee	1/8/2017
8/2/2016	Sheriff Office- Telecommunicator M to L	Based on Personnel Committee Vote	Action Personnel Committee	1/8/2017
8/2/2016	Public Health- Administrative Assistant hrly rate of 18.02	Based on Personnel Committee Vote	Action Personnel Committee	1/8/2017
12/9/2016	Add revision date to the document cover, and as footer on each page	Ensure referencing most up to date	Action Personnel Committee	1/8/2017
12/9/2016	Substitute wage schedule (8/15/16) to reflect changes resulting from the appeal process	as stated	Action Personnel Committee	1/8/2017
12/9/2016	Modify FLSA status for "Director of Social Services/Program Director-CBRF" on Pay Grade "H" from "ED" to "EM" to reflect traditional practice of the position.	as stated	Action Personnel Committee	1/8/2017
12/9/2016	Rename pay grade "W" to "T"	will not be adding T-W Pay Grades	Action Personnel Committee	1/8/2017

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12/9/2016	Change Pay Grade "W/T" to reflect \$10.00 mid point; ranging from \$8 @ 80% to \$12 @ 120%	Keeps bottom above minimum age and reflects "living wage" for F/T employees	Action Personnel Committee	1/8/2017
12/9/2016	Make a Revision Tracking Log: Tracking all Amendments with date and justification beginning with appeals results:	as stated	Action Personnel Committee	1/8/2017
12/9/2016	Include language on process of policy changing under Section 1: Policy Authority: "Amendments to this policy are governed by the Personnel Committee as granted by County Ordinance. Requests for amendments may be submitted in writing to the Personnel Committee through the Personnel Office. Amendment requests should specify: (1) the desired amendment, (2) the applicable section and language to amend, (3) the reason for the amendment, (4) the recommended language or modification." Add request form as an appendix, comparable to that in the handbook.	better define authority and process	Action Personnel Committee	1/8/2017
<u>Action Date:</u>	<u>Change:</u>	<u>Justification:</u>	<u>Authority:</u>	<u>Effective Date</u>
12/9/2016	Modify Appendix D: Remove Boxes, 1, 2, and 8: We should change our culture of reclassifications being focused on individuals, to focus on the position and essential job functions. Add # of employees impacted. Add if full-time or part-time.	as stated	Action Personnel Committee	1/8/2017
12/9/2016	Add annotation "*" noting deviation for: Highway Commissioner, Personnel Manager, and DSS Lead. Reference to work rules, Committee Action or resolutions	Identify special pay situations	Action Personnel Committee	1/8/2017

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12/9/2016	Clarification on transition: if currently working at a split rate, like sewing room clerk, which number do we use in transitioning to new scale if combined?	Clarify the rate used in issuing a transition	Action Personnel Committee	1/8/2017
3/20/2017	Addition of Director of Information Technology Services to Pay Grade "B."	New position added	Action Personnel Committee	4/2/2017
3/20/2017	Addition of Register of Deeds - Office Assistant to Pay Grad "Q."	Due to oversight, position was not added during comp plan development	Action Personnel Committee	4/2/2017
7/5/2017	Addition of a policy cover, revision history and policy review for the Administrative Compensation Policy	In compliance with policy on policy and states policy goals	Action Personnel Committee	1/7/18
7/5/2017	Addition of a definitions section and defining of the term "emergency" in the Administrative Compensation Policy	as per committee directive	Action Personnel Committee	1/7/18
7/5/2017	Amendments to the compensation principles as presented in the Administrative Compensation Policy	as per Personnel Manger recommendation to add more clarity on intentions	Action Personnel Committee	1/7/18
7/5/2017	Replace the current wage schedule incentive rates with a step seven (7) at the 112% rate and amend necessary policy language in the Administrative Compensation Policy to reflect this change	Removes discretion and misunderstood expectation of entitlement based on longevity	Action Personnel Committee	1/7/18
<u>Action Date:</u>	<u>Change:</u>	<u>Justification:</u>	<u>Authority:</u>	<u>Effective Date</u>

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7/5/2017	Amendment Section 5 to include the language, "Upon endorsement the reclassification will be implemented on the effective day, which will be the first day of the first full pay period of the new budget year unless otherwise approved by the Personnel Committee. Employees will carry their current hourly rate to their new pay scale and slide right to the next available step of their new paygrade upon the effective date of the reclassification.	adds clarity in how and when employees will be impacted by reclassifications	Action Personnel Committee	1/7/18
7/5/2017	Amend Section 8 in the Administrative Compensation Policy as proposed	removes language needed in the 2017 transition	Action Personnel Committee	1/7/18
7/5/2017	Amend Appendix F in the Administrative Compensation Policy as proposed	reflects common questions asked by the committee during incentive adjustment requests	Action Personnel Committee	1/7/18
7/5/2017	Amend Appendix G in the Administrative Compensation Policy as proposed	reflects concerns of displaced work duties in reclassifications	Action Personnel Committee	1/7/18
3/20/2017	Addition of Director of IT Services to Pay Grade B	New position added	Action Personnel Committee	1/7/18
7/26/2017	Addition of IT Services Technician to Pay Grade J	New position added	Action Personnel Committee	1/7/18
9/15/2017	Addition of IT Services Site Manager to Pay Grade D	New position added	Action Personnel Committee	1/7/18
9/15/2017	Addition of IT Services Network/Server Administrators to Pay Grade E	New position added	Action Personnel Committee	1/7/18
8/18/2017	Addition of Nutrition and Prevention Coordinator to Pay Grade J	New position added	Action Personnel Committee	1/7/18
8/18/2017	Addition of Nutritionist/Dietitian to Pay Grade I	New position added	Action Personnel Committee	1/7/18

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7/26/2017	CCRLC Beautician from Q to P	Reclassification	Action Personnel Committee	1/7/18
7/26/2017	CCRLC Director of Financial Services from E to C	Reclassification	Action Personnel Committee	1/7/18
<u>Action Date:</u>	<u>Change:</u>	<u>Justification:</u>	<u>Authority:</u>	<u>Effective Date</u>
7/26/2017	CCRLC Director of Social Services from H to G	Reclassification	Action Personnel Committee	1/7/18
7/26/2017	ADS Director from G to F	Reclassification	Action Personnel Committee	1/7/18
6/28/2017	Forestry & Parks Administrative Assistant from M to L. Changed title to Office Business Manager	Reclassification	Action Personnel Committee	1/7/18
7/5/2017	Social Services Accounting Technician from M to K. Changed title to Financial Manager	Reclassification	Action Personnel Committee	1/7/18
7/26/2017	Community Services Accounting Technician from M to K. Changed title to Financial Manager	Reclassification	Action Personnel Committee	1/7/18
7/26/2017	Community Services Accounting Assistant from O to M. Changed title to Accounting Technician	Reclassification	Action Personnel Committee	1/7/18
9/14/2017	Addition of Land Use Technician to Pay Grade L	New position added	Action Personnel Committee	1/7/18
11/7/2017	Section 11: Revision History. Added appendices to show changes made.	as stated	Action Personnel Committee	1/7/18
11/9/2017	Appendix A: Updated Wage Schedule with reclassifications and to show 1.84% increase	as stated	Action Personnel Committee and County Board	1/7/18
7/1/2017	Appendix B: Updated Mead Dam Operator wage	as stated	Action Forestry and Parks Committee	1/7/18
11/9/2017	Appendix C: Updated Sheriff Office wages to show 1.84% increase	as stated	Action Personnel Committee and County Board	1/7/18

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11/7/2017	Appendix E: Made note the Highway Commissioner agreement is no longer valid as of 12/7/17 due to retirement. Kept appendix in for history reasons.	as stated	Action Personnel Committee	1/7/18
12/6/2017	Personnel Manager- From F to E	as stated	Action Personnel Committee	12/6/2017
9/12/2018	ADS Director- From F to E	Reclassification	Action Personnel Committee	1/6/2019
<u>Action Date:</u>	<u>Change:</u>	<u>Justification:</u>	<u>Authority:</u>	<u>Effective Date</u>
9/12/2018	CCRLC Director of Financial Services- From C to B	Reclassification	Action Personnel Committee	1/6/2019
9/12/2018	Addition of Assistant Comptroller to Pay Grade F	New position added	Action Personnel Committee	1/6/2019
9/12/2018	Addition of Finance Associate to Pay Grade K	New position added	Action Personnel Committee	1/6/2019
9/27/2018	Appendix D: Updated WPPA wages per contract	As stated	Action Personnel Committee	1/6/2019
10/10/2018	Appendix A: Updated Wage Schedule with reclassifications and to show 1.84% increase	As stated	Action Personnel Committee and County Board	1/6/19
10/10/2018	Appendix C: Updated Sheriff Office wages to show 1.84% increase	As stated	Action Personnel Committee and County Board	1/6/2019
12/18/2018	Appendix B: Updated Seasonal Wage Schedule	As stated	Action Personnel Committee	1/6/2019
04/16/2019	-Updated the Table of Contents	2018-2019 Compensation Study with assistance and recommendations	Action by County Board of Supervisors	04/16/2019

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	<p>Simplified authority reference in Section 1</p> <p>-Updated wage schedules in Appendix A with updated wage ranges and position placement</p> <p>-Redefined wage ranges; prohibited updating wage ranges based on general increases</p> <p>-Removed starting range from wage schedule</p> <p>-Defined starting pay is determined by department head</p> <p>-Changed frequency of step progressions (current: 18 month; proposed: 6, 12, or 18 month depending on step)</p> <p>-Refined step adjustment process in Section 4.4</p> <p>*Redefined reclassification process by limiting window for reclassification requests in Section 5</p> <p>-Defined wage impact and process for employee movement in Section 7</p> <p>-Removed Section 9 for 2017 transition</p> <p>-Changed review of compensation plan every 1-2 years vs. every 4 years in Section 9</p> <p>-Removed Appendix E and K</p> <p>-Updated Appendix C and D to reflect CBA and current practice</p>	from CliftonLarsonAllen		
4/11/2019	Title Changes:	As stated	Action by Personnel Committee	5/12/2019

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	<p>Highway Department: Crew Leader – Maintenance Shop <u>TO</u> Foreman – Maintenance Shop</p> <p>Sheriff's Office: Administrative Assistant/Supervisor <u>TO</u> Administrative Supervisor</p> <p>Sheriff's Office: Program Assistant <u>TO</u> Administrative Assistant</p> <p>ADRC: Administrative Assistant <u>TO</u> Financial Manager</p>			
6/17/2019	Sheriff Communications and Detective Captain- From F to D	Reclassification	Action by Personnel Committee	7/7/2019
6/17/2019	Public Health Administrative Assistant- From K to I. Renamed position to Finance Associate.	Reclassification	Action by Personnel Committee	1/5/2020
4/12/2019	Updated Department from CCRLC to Community Services for Case Manager, Support and Service Coordinator and Emergency Management Crisis Worker.	Contract change	Action by Community Services Committee	1/5/2020
11/18/2019	Appendix B: Updated Seasonal Wage Schedule	As stated	Action Personnel Committee	1/5/2020
3/12/20	<p>New Position – Child Support/Corporation Counsel</p> <p>Child Support Specialist 1/Administrative Assistant</p>	New Position	Action Personnel Committee	8/24/20
6/11/2020	Updated Public Health Jail Nurse – From H to G	Reclassification	Action by Personnel Committee	1/3/2021

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4/2/20	New Position in ADS – Workforce Development Specialist – I Land Conservation – Land Con LTE/Inter – LTE and Intern Pay S	New Position	Action by Personnel Committee	8/31/20
7/13/20	New Position in Public Health Department – Contact Tracer - I	New Position	Action by Personnel Committee	8/11/20
7/13/20	Title Change – Highway Dept Program Assistant to Administrative Assistant – K	Reclassification	Action by Personnel Committee	1/3/21
8/13/20	Title Change – ADRC Program Assistant to Administrative Assistant – K	Reclassification	Action by Personnel Committee	1/3/21
8/13/20	New Position – Information Technology Services Intern – IT Intern Pay Schedule	New Position	Action by Personnel Committee	1/3/21
9/16/20	New Position – Emergency Management – Administrative Assistant Sheriff- School Resource Officer	New Position	Action by Personnel Committee	1/3/21
3/11/2021	New Position – Community Services Outpatient Services Program Manager to Office Manager	Reclassification	Action by Personnel Committee	3/17/2021
3/11/2021	Title Change – F&P Department Forestry Manager to Assistant Forest Administrator	Reclassification	Action by Personnel Committee	3/11/2021
5/18/2021	Reserve: Telecommunicators, Corrections Deputies and Patrol Deputies to be placed on the wage scale.	As Stated	Action by Personnel Committee	5/23/2021

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6/25/2021	Reclassification Sheriff Office Administrative Assistant from Salary Grade L to Salary Grade K	Reclassification	Action by Personnel Committee	1/1/2022
5/19/2022	<p>Revised Policy – Resolution 15-4-22</p> <p>Simplified Policy Overview</p> <p>Updated Wage Range to reflect current Wage Schedule</p> <p>Updated Schedule Progression to reflect current Wage Schedule also to transition all Steps after 12 months anniversary in Step</p> <p>Updated Table 1-Pay Progression Hypothetical to reflect change in in date of scheduled Step progressions</p> <p>Step Adjustment – added Supervisory Committee for approval</p> <p>Reclassification – updated to review requests once every quarter Updated to state reclassification request “may be forwarded” from “will be forwarded”</p> <p>Updated approval of reclassification request may be contingent (from will be) on final endorsement by consultant.</p> <p>New Position – added Office of Finance and Personnel to be consulted in creation of new position prior to presentation to supervising committee</p> <p>Additional Hires – New section to policy</p> <p>Other Types of Compensation – Combined information from Employee Handbook Added – Overtime – subject to this policy, this type of compensation is mandatory and eligible employees shall receive overtime pay</p>	<p>Removed Table of Contents</p> <p>Updated Wage Scale Approved</p> <p>As stated</p>	Action by County Board of Supervisors	5/19/2022

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	<p>regardless of department work rules.</p> <p>Added – determining rate of pay for overtime calculation</p> <p>Added reference to Statute</p> <p>Added-Department workrules may provide for overtime pay above mandatory overtime rate set above.</p> <p>Updated approval for working beyond number of hours in schedule.</p> <p>Added what comp and benefits are not included as part of overtime payment.</p> <p>Compensatory Time – updated to state that this is mandatory Added-see Benefit leave policy for how comp time can be used and paid out.</p> <p>Added-conditions which apply to comp time accrual in lieu of overtime pay</p> <p>Clarified on how comp time will be accrued</p> <p>Shift Differential – Added to policy</p> <p>On-Call Pay – simplified the language from the Employee Handbook</p> <p>Call-In Pay – simplified the language from the Employee Handbook</p> <p>Holiday Work – Pay – simplified the language from the Employee Handbook</p> <p>Supplemental Pay – Added this section to the policy</p> <p>Department Work Rules – added reference to Department Work Rules policy and stated items to be addressed in department work rules.</p> <p>Review and Maintenance – defined mass changes.</p> <p>Added committee action relating to</p>			
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	policy to be documented in Attachment G-Revision History			
03/20/2025	<p>Amend the Personnel Manager position title to Human Resources Director.</p> <p>Add “or office” to definitions to include those work units that are titled “office” rather than “department”, i.e. Sheriff’s Office, Office of Finance, and Office of Human Resources.</p> <p>Amend the basis of assignment of positions to pay grades to include point-factor job evaluation of essential job functions and market wage data.</p> <p>Modify the guidelines for determining starting step placement for offers of employment.</p> <p>Hiring department head and Human Resources Department to determine newly hired step placement up to Step 5.</p> <p>Offers for a starting rate of Step 6 through Step 11 approved by the Human Resources Director, or designee, with a report of such accepted offers to the Personnel Committee at the next scheduled meeting.</p> <p>Modify the process for employee step increases.</p> <p>Employees at step 1 progress to step 2 upon 6 months of continuous service.</p> <p>Employees at step 2 through step 10 advance to the next step annually.</p> <p>Adds definition to the reasons a step adjustment may be requested outside of the normal step anniversary date. A requirement of</p>	2024-2025 Compensation Study with recommendations from Cottingham & Butler Total Rewards Consulting.		

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	<p>justification for the request, budgetary impact, and funding source(s) must be included.</p> <p>Remove pay progression hypothetical table.</p> <p>Appendix A Updated Wage Schedule</p>			
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