

**LANGLADE COUNTY
PERSONNEL COMMITTEE REPORT
AMENDED MINUTES**

Meeting Date: 2/04/2016

Time: 9:00 a.m.

CHAIRMAN: Doug Nonnenmacher

MEMBERS PRESENT: Doug Nonnenmacher, Arlene Bonacci, Dave Solin

MEMBERS ABSENT: Richard Hurlbert, Jim Jansen

OTHERS PRESENT: Robin Stowe, RJ Weitz, Pete Pennington, Erik Rantala, Sandy Fischer, Marilyn Baraniak and Becky Rank

The meeting was called to order at 9:00 a.m. by Chairman Nonnenmacher in the Wolf River Room, Resource Center.

Motion by Arlene Bonacci and second by Doug Nonnenmacher to excuse Richard Hurlbert and Jim Jansen. All ayes, two absent, motion carried.

Pledge of Allegiance.

Approve/amend Minutes of January 7, 2016. Motion by Dave Solin, second by Arlene Bonacci, to approve the minutes of the January 7, 2016 Personnel Committee meeting. All ayes, two absent, motion carried.

Public comment on agenda items, and consideration of requests for items to be added to future meeting agendas. None

Review changes to Employee Handbook, including uniform allowances. Erik Rantala, asked that the Forestry Department be added to the Employee Handbook under section (N) Uniform Allowance. Currently the Forestry Department employees are allowed to purchase work clothing at their own expense, if qualified the employee receives \$125 per year for uniform allowance. Erik is asking that the amount be increased from \$125 to \$200 per year. The Personnel Committee asked Erik to take the uniform allowance increase request back to the Forestry Committee for approval then bring it back to the March Personnel Committee meeting.

RJ, Human Resource, discussed the Sheriff Department's Uniform Allowance. The Personnel Committee asked that RJ do more research on who would be eligible to receive such allowances and bring the finding back to the March Personnel Meeting.

Review requests to carry-forward department funds from 2015 budget. Marilyn Baraniak, Clerk of Courts, requests that \$10,291 be carried forward to the 2016 Clerk of Court budget.

Motion by Dave Solin, second by Arlene Bonacci to carry-forward the funds from 2015. All ayes, two absent, motion carried.

Sandy Fischer, Register of Deeds, requests that \$11,000 be carried forward to the 2016 Register of Deeds budget. Motion by Dave Solin, second by Arlene Bonacci to carry-forward the funds from 2015. All ayes, two absent, motion carried.

Robin Stowe, Corporation Counsel, requests that unexpended funds be carried forward to the 2016 Corporation Counsel budget for the purposes of compensation to the Deputy Probate Clerk for additional works worked as back up clerical support on emergency detentions. Motion by Dave Solin, Second by Arlene Bonacci to carry-forward the funds from 2015. All ayes, two absent, motion carried.

Request from Social Service to approve 2016 Casual LTE (Limited Term Employment) Clerk Position and recommend Casual LTE Position be added to 2017 Budget pending available funding. Ron Barger discussed that in 2015 Economic Support had a Casual LTE Clerk that worked 546 hours at \$9.00 per hour. Ron is asking that the Casual LTE be brought back for the 2016 year. Social Service has the funds available for this position and stated it would be put into the budget for the 2017 fiscal year. Motion by Arlene Bonacci, second by Doug Nonnenmacher to approve the 2016 Casual LTE Clerk Position and present it to Finance and Executive Committees. All ayes, two absent, motion carried.

Create a temporary One-Month Casual Employee allocating a maximum of 40 hours, to allow further research on the particulars of this position. Discussion was held on the need of creating a Casual Employee position and the different options the position may carry. Motion by Dave Solin, second by Arlene Bonacci to have RJ do an evaluation with Department Heads on the needs for a Casual Employee and report back to the Personnel Committee in the March meeting. All ayes, two absent, motion carried.

Revise the Rules of the County Board regarding the process to refill vacant employment positions by replacing approval of the Executive Committee with approval of the Personnel Committee. Robin Stowe, Corporation Counsel, discussed the current process to refill vacant employment positions. The vacant position must have budgeting in the current fiscal year. The current process requires the approval of the Department Head, Oversight Committee, and Executive Committee. The request is to replace the Executive Committee with the Personnel Committee. Motion by Arlene Bonacci, second by Doug Nonnenmacher to replace Executive Committee with Personnel Committee in the process to refill vacant employment positions. All ayes, two absent, motion carried.

Review and revise Personnel Policies. Robin Stowe, Corporation Counsel, RJ, Human Resource Director, proposed revisions to the current Personnel Policies.

A handout- entitled “Procedural Options for Reviewing and Adjusting Employee Compensation” was reviewed by the Committee, as follows:

Background

The Langlade County Employee Handbook sets forth the following options to review and adjust employee compensation:

- Five year review of all positions on the Compensation Matrix (non-union positions).

The Compensation Matrix established in 2005 based upon a review of internal and external compensation comparables with the goal that each position subject to the Matrix is reviewed at least once every five years. Prior to 2005, the County Board reviewed compensation requests submitted by employees on an individual basis each year and among other criticisms (including favoritism), the process did not guarantee that all positions were subject a compensation review process as many employees chose not to participate in the process.

The Compensation Matrix Review process completed in 2015 included a review of an additional 100 positions which were previously represented by a union subject to total base wage bargaining. To date, the County has completed compensation studies on its own and given the increased number of employees subject to a compensation review (from approximately 35 to 135 employees), the Matrix Committee may consider contracting out the next compensation review in 2019-2020. During the 2014-2015 study, the Matrix Committee used a review process similar to those used in compensation studies completed by outside consultants.

- Compensation review for individual positions.

During the 2014 compensation review process, the Matrix Committee decided to implement a new process which would allow for the Committee to consider compensation requests on an individual basis under certain limited circumstances (i.e., permanent and substantial increase in job responsibilities, and based upon comparable positions (internal and external), the nature and duration of the additional work assignments represent a higher compensation level in the marketplace. It should be noted that this process involves a review of the compensations for a position after the additional job duties have been assigned to the position on a permanent basis.

- Establishment of a new position through a departmental reorganization.

County Board approval is required to create an employment position. By past practice, the County Board has considered proposals to reorganize a department and when new positions are created from existing positions, then this process also involves establishing the compensation range for the new position. It should be noted that this process involves a review of compensation for a position before the additional job duties are assigned to the position on a permanent basis.

The Matrix Committee is required to recommend compensation ranges for new positions, and once the compensation range is approved by the County Board, then the hiring body has the authority to place the employee on the range (subject to any budget limitations). At times, the County Board has placed limits on the starting wage that the hiring body may offer to new or reorganized positions.

- Compensation for temporary work assignments.

The Employee Handbook includes a process by which an employee (hourly or salaried) can receive a one-time payment for performing temporary work assignments as a result of a “vacancy” in another position and subject to funding available from the vacancy.

- Compensation based upon merit or productivity.

The County currently does not have a system for compensation adjustments based upon merit or productivity. Several years ago, the County tried to implement a merit/productivity system for non-union employees based upon annual performance evaluation ratings; however, this system did not produce the intended distribution curve results and was discontinued.

Foundational Principles of the Compensation Matrix.

The Compensation Matrix is built upon the following foundational factors:

- Compensation is based upon the responsibilities of the employment position, and not the person who holds the position.

- The Compensation Matrix uses “objective” measurements for compensation (comparable wage data for comparable job responsibilities, educational requirements, required professional licenses, knowledge, skills and abilities, position inventory – internal analysis / grading system, etc.).
- The process and review criteria for establishing and adjusting compensation is applied uniformly (on an equivalent, non-discriminatory basis) to all positions on the Matrix.
- Although the Compensation Matrix may be subject to change, the compensation plan must also place reasonable limits on changes in order to protect the integrity of the employer’s compensation system (i.e., establishing compensation grades and ranges).
- The Compensation Matrix should adapt to changes in the economy, the employer’s operational needs (i.e., affordability/sustainability, recruitment and retention of qualified employees, etc.) or compensation comparables in the marketplace.

To the extent that the administration of the Compensation Matrix deviates from these foundation principles, the viability of the Matrix as a legitimate compensation plan is called into question.

Options for Reviewing Compensation for Individual Positions.

1. Discontinue this process. By discontinuing this process, a department head would be required to seek approval of the County Board before substantially changing the job responsibilities of a position to such a degree that a new position will be created. Unless a new position has been created by the substantial change in work, then compensation review is limited to the five year review process.

2. Continue this process but establish additional requirements to ensure a consistent and objective process (foundation factor of the Compensation Matrix).

Determine what objective data is needed in order for the Committees and County Board to make informed decisions (i.e., time study, comparable wage data for new duties, new job title / new job description, list of additional requirements for performing the additional work (education, training, certification, etc.), other options considered for performing the added work, etc.).

Reaffirm the required order of committee review, what specific findings must be made by each committee, and whether the meeting will be in closed session.

Clarify the role of HR - to ensure that the required information has been collected and filed before committee review begins. HR or Corporation Counsel to report committee’s decision.

Note: This process relies on the submission of individual requests and as such this process does not guarantee that a review will take place for positions when circumstances may otherwise merit a compensation review. However, the automatic review process would ensure the review of all positions at least once every five years.

Options for Reviewing Compensation Requests for Temporary Work Assignments.

1. Discontinue this process. Under the Fair Labor Standards Act, the County is required to compensate hourly (FLSA non-exempt) employees for all time worked. If the additional work requires additional work time, then there already exists a process of securing the additional funds necessary for compensating additional work hours, as needed.

2. Continue this process with revisions designed for greater uniformity.

Current policy is limited only to work assignments due to a “vacancy” and policy may be revised to consider other circumstances which also result in additional work assignments (FMLA, vacation, etc.). *Note: This change would require a sustainable funding source.*

Reconsider whether salaried (FLSA exempt) employees should remain eligible for a one-time payment for temporary work assignments. Given past practice, may consider limiting this provision to assignments as an Interim Department Head only and develop a formula to determine the appropriate amount (i.e., percentage of difference in pay, etc.).

Reconsider the amount of the one-time payment to ensure objectivity and consistency (i.e., compensation based upon the duration of the work assignment, etc.).

Note: This process relies on the submission of individual requests and as such this process does not guarantee a review of positions when circumstances may otherwise merit a compensation adjustment. Additionally, the range of compensation that is available for temporary work assignments is not related to any objective measurement. To the extent that this compensation process is not applied uniformly, it has a negative effect on employee morale.

The Committee decided not to take any action on these options until such time as all Committee members are present. Therefore, the moratorium remains in place and the Personnel Committee will address again in the March Personnel Committee Meeting.

Family Medical Leave Act Policy: Substitution of Paid Leave

Employees may use, or may be required to use (to the extent permitted by law or as otherwise permitted under the Collective Bargaining Agreement), accrued paid leave during a period of unpaid FMLA leave. ~~Only after an employee uses 2 weeks of FMLA in a calendar~~

~~year (6 weeks for child rearing) can the employer (County) force substitution of PTO. This paid leave includes vacation, sick, extended leave and/or PTO. Paid leave is only available for substitution for unpaid periods of leave if the employee has accrued a current right to the benefit. To accrue a right to a benefit, the employee must meet all eligibility requirements needed to receive the benefit, as defined under the terms of the benefit policy, and have a present right to the benefit. Contingent or discretionary benefits or paid leave is not accrued leave for purposes of substitution. Paid time used will not be available later for use by the employee. Extensions of leave will not be permitted, except as required by law or an applicable Collective Bargaining Agreement.~~

Motion by Dave Solin, second by Doug Nonnenmacher to approve the revision of the Family Medical Leave Act Policy. All ayes, two absent, motion carried.

Compensation Plan Policy: New Hires and Promotions:

New employees (or employees who were promoted/transferred to another position) will become eligible to advance to the next compensation step after ~~their probationary period.~~ **12 months.** If the initial probationary period is extended, then the employee will advance to the next step only upon the approval of the department head. If the probationary period **or the first 12 months in the position ends** ~~expires~~ **before** November 1st, then the employee will also be eligible to advance to the next compensation step at the beginning of the next year. If the probationary period **or the first 12 months in the position ends** ~~expires~~ **on or after** November 1st, then the employee will not become eligible to advance to the next compensation step until the following year (ex: probationary period expires on 11/01/2015, employee eligible to advance one step on 11/01/2015, but not eligible to advance again until 01/01/2017).

Motion by Dave Solin, second by Doug Nonnenmacher to approve the revision of the Compensation Plan Policy. All ayes, two absent, motion carried.

Alcohol and Drug Free Workplace Policy

An employee is not required to disclose to the employer the lawful use of prescribed medications. However, if an employee is prescribed medication that may impair his/her ability to safely operate equipment in the workplace, or inhibit the employee's ability to fully and safely perform essential job functions, or create a reasonable suspicion that the employee is under the influence of a substance in violation of the County's Alcohol/Drug Free Workplace Policy, or result in a positive drug test result for a banned substance, that at the sole discretion of the employee, the employee may disclose to his or her Department Head, or to the Human Resources Director, that he/she has been prescribed medications that can have certain side effects that affect cognitive or physical functioning such as opiate-based medications). Any information disclosed by the employee regarding prescribed medications will be kept confidential by the employer and not further disclosed. If the employee decides

not to disclose to the employer the use of prescribed medications in the workplace, then the employer is not required to consider these mitigating factors when addressing concerns about employee safety, workplace conduct and job performance.

Motion by Dave Solin, second by Doug Nonnenmacher to revise the Alcohol and Drug Free Workplace Policy. All ayes, two absent, motion carried.

Grievance Procedure Policy – Definitions

Discipline” is defined as any of the following adverse employment actions: disciplinary suspension of employment for a period of greater than ~~three (3)~~ **five (5) days without pay**; or reduction in base pay as a result of disciplinary action.

Discipline” does not include, without limitation, any of the following actions: layoffs or workforce reduction activities; suspensions for a period of ~~three (3)~~ **five (5) days or less without pay**; non-disciplinary wage, benefit or salary adjustments or reductions; plans of correction or performance improvement; performance evaluations or reviews; documentation of employee acts or omissions in an employment file; oral or written reprimands; administrative suspensions with or without pay pending investigation of misconduct or nonperformance **of assigned duties**; change in job assignments or work locations, change in base pay is not reduced; **adverse employment actions based upon a testing process or a result of medical tests (physical, psychological, neurological, etc.) performed by an independent contractor.**

“Termination” is defined as an involuntary separation of employment initiated by the County as a result of disciplinary action.

“Termination” does not include, without limitation, any of the following actions: separation of the employment relationship initiated by the employee; separation of employment initiated by the County for non-disciplinary reasons, such as: by a reduction in workforce, restructuring how government services are provided; **failure to provide satisfy probationary period; failure to satisfy terms of corrective action plan or performance improvement plan; or based upon a testing process or a result of medical tests (physical, psychological, neurological, etc.) performed by an independent contractor.**

Motion by Arlene Bonacci, second by Doug Nonnenmacher to approve the revision of the Grievance and Procedure Policy. All ayes, two absent, motion carried.

Handbook Advisory Committee: Along with the adoption of this Employee Handbook, the County Board has established a Handbook Advisory Committee for the purpose of conducting regular reviews of the Handbook and recommending revisions to the Personnel Committee.

The membership of the Handbook Advisory Committee includes: one member of the Personnel Committee, the County Board Chairman, and one employee representative from the following departments: Highway, Sheriff (Dispatch/Jail), Maintenance/Forestry, Social Services/Health, and Courthouse/Resource Center. The Corporation Counsel and Human Resources Director will be ex-officio (non-voting) members of this committee. The Handbook Advisory Committee shall meet at least annually to report its findings and recommendations to the Personnel Committee.

Motion by Dave Solin, second by Arlene Bonacci to approve the creation of a Handbook Advisory Committee. All ayes, two absent, motion carried.

Review monthly bills for Corporation Counsel, Circuit Court, Clerk of Circuit Court, Probate/Juvenile, Register of Deeds and District Attorney.

Set date for next meeting. Monday, March 7, 2016 at 9:00 a.m.
Resource Center, Wolf River Room

Respectfully Submitted,
Becky Rank, Recording Secretary