

History of salary increases for Kenosha County employees 2010 – 2019.

In response to the request from the Finance and Administration Committee at the meeting of September 12, we have reviewed the history of salary increases for Kenosha County employees. We looked back ten years to 2010. Following is a summary of that information.

In 2010, all Kenosha County employees received a 2% general across the board increase.

In 2011, there was no general across the board increase. Represented employees received step increases if they had not reached the top of the scale. Non-represented employees did not receive any increase this year.

Again in 2012 and 2013, Kenosha County employees did not receive any across the board general increases. Represented employees who were still in the step schedules received their step or salary increase, as did non-represented employees who were not at the top of their range, but no general across the board increases were issued.

On June 30, 2014, all Kenosha County employees received a .25/hour raise in addition to any step increases or salary increases they were eligible for.

In 2015, a Classification & Compensation Study was provided by Segal Waters Consulting. The study was broken down into three phases and results were approved and implemented over a three year span.

As part of this process, employees completed forms identifying their duties and how much of their time was spent on each item. These were reviewed by the employees' manager and the manager's manager. HR was the last level of review before these were sent to Segal Waters for evaluation. These were the basis for new job descriptions which were used by Segal Waters to assign position titles and compare to the market. The County's goal was to be 95% to 105% of the market. Comparisons were made to both public and private sector employers and included a value for insurance benefits.

Segal Waters Consultants recommended a new wage schedule with Pay Grades for both hourly (non-exempt) and salary (exempt) employees. This new wage schedule replaced the step schedules for hourly employees that had been negotiated through contracts that had expired, and the salary schedule that was in place for exempt employees. They then placed the positions into the various pay grades based on comparable information. Recommendations were provided in the spring of 2015.

The recommendations of the Study were presented to the County Board Committee of the Whole in May 2015, and adopted by the Board at the regular meeting on June 16, 2015. The Phase 1 restructuring of the positions and wage adjustments were then made in July 2015. The positions that were not evaluated as part of Phase 1 continued to utilize the step schedules that had been in their Union Contracts until their positions were studied and placed in the new wage schedule.

As a result of the Phase 1 recommendations, 93 employees were determined to be above the maximum rate of the Pay Grade in which their position was placed. These employees were "red-circled" meaning their rate of pay was higher than the maximum rate for that Pay Grade on the wage schedule. They continued to be paid the same rate of pay, no one received a pay cut, and each was issued a \$500 stipend. Red circled employees do not

qualify for wage increases unless the position is reclassified or the Pay Grade is increased to a point that their rate of pay falls under the maximum and frees up room for a pay increase.

Phase 1 included the following positions:

- Exempt employees (Directors, managers, etc.)
- Accountant
- Accounting Associate
- Administrative Assistant and Administrative Assistant, Senior
- Deputy County Clerk and Deputy County Clerk, Senior
- Deputy Court Clerk and Deputy Court Clerk, Senior
- Deputy Register of Deeds and Deputy Register of Deeds, Senior
- Deputy Treasurer and Deputy Treasurer, Senior
- Economic Support Specialist
- Economic Support Specialist, Senior
- Lead Economic Support Specialist
- Child Support Enforcement Specialist
- Information Technology positions
- Judicial Assistants
- Legal Secretaries
- Paralegal
- Payroll Specialist
- Public Health Tech
- Public Works positions – Highway, etc.

Phase 2 recommendations were approved by the County Board in June 2016 and wage adjustments became effective July 2016. Phase 2 included the following groups:

- Correctional Officers
- Direct Supervision Officers
- Admission & Release Specialists

Phase 3 recommendations were approved by the Board in November 2016 and incorporated into the 2017 County Budget. Phase 3 included the following employee classifications:

- Brookside: RN
- LPN
- C.N.A.
- Cooks and other dietary staff
- Billing Specialist
- Environmental Service Workers
- Life Enrichment
- Unit Secretary
- Custodians
- Building Chiefs

Public Health and School Nurses
Cook and relief cooks – Sheriff Dept.
Social Workers

Since the date in which each of these Phases were rolled out, various groups have been re-analyzed and studied as part of follow-up salary surveys based on the last time they were reviewed and as the job market warrants. For example, the Jailers were reviewed in the Summer/Fall of 2018 and adjustments for that employee group were approved as part of the 2019 County Budget. In addition, 18 other positions were analyzed. These encompassed more than 380 employees:

Administrative Assistant Sr.
Admission Release Specialist
Asst. Director of Health/Clinical Services Manager
C.N.A
Custodian
Detention Systems Manager
Director of Nursing
Electrician
Executive Assistant
HVAC
LPN
Master Plumber
Nurse Practitioner
Office Manager
Patrol Worker/Laborer – Highways
Project Engineer – Facilities
Public Health Nurse
RN

At the end of 2019, the number of red circled employees is projected to be 221. This includes many of the original 93 red circled employees and others who have, or will, reach the maximum of their pay grade.

The compensation study in 2019 included 103 job titles encompassing over 440 employees. There were 48 positions that were below market (less than 95% of the market average). Of those positions, 32 positions were far enough below market to warrant recommendation to be reclassified to higher pay grades as you will see in the 2020 proposed budget. Given our overall market position is below 95%, we are also recommending a 2% market adjustment, which will ensure that all employees including those at the top of their grade will see an increase in 2020. The combination of reclassifications and market adjustment will put us back in our target range.

Each year during our budget review process, HR will continue the process of sending positions out for review, evaluating our market position, and make recommendations based on those results.