

*****ATTACHMENTS*****

CITY OF SHEBOYGAN

REQUEST FOR SALARIES AND GRIEVANCES COMMITTEE CONSIDERATION

ITEM DESCRIPTION: 2017 Non-Represented Compensation Plan

REPORT PREPARED BY: Sandy Rohrick, Director of Human Resources and Labor Relations

REPORT DATE: October 7, 2016

MEETING DATE: October 10, 2016

FISCAL SUMMARY:

STATUTORY REFERENCE:

Budget Line Item: N/A
Budget Summary: N/A
Budgeted Expenditure: N/A
Budgeted Revenue: N/A

Wisconsin Statutes: N/A
Municipal Code: N/A

BACKGROUND / ANALYSIS:

On a yearly basis, the City of Sheboygan reviews the Non-Represented Employee Compensation Program. If revisions are necessary, they are documented and reviewed with the Salaries and Grievances Committee. All approved modifications are presented to City Council for consideration and/or approval.

STAFF COMMENTS:

The following modifications are being considered:

- 1) Starting in 2017, a reserve account will be made available to determine an appropriate salary increase amount for 2018 and will be based on a combination of market comparable information and CPI.
- 2) Consistent with Chapter 82 of the Municipal Code, it is possible to hire an employee in a position less than minimum pay if the employee does not possess the minimum qualifications but is either enrolled in a certificate program or has demonstrated the propensity to achieve the appropriate training to achieve the minimum qualifications.
- 3) 2017 Non-Represented Pay Scale adjustment:
 - a.) A 2% lift has been applied to the mid-point for pay grades 1-16.
The range for 1-16 continues to be the midpoint plus or minus 20%.
 - b.) A 2% lift has been applied to MW1-5 paygrades, which modified the midpoint.
 - c.) Labor grade "0" has been added to the scale to account for certain part-time positions.

- 4) Department of Public Works workforce will transition to a combined pay program which includes both step progressions and merit.
 - a. 2017: Skilled seasonal, part-time employees will be eligible for up to \$20 per hour, based on department need.
 - b. 2017: The pay range for MW 1 – 5 positions increased by 2%.
 - c. 2018: Employees under the Control Point for their paygrade who receive a “Pass” merit review will progress to the step that represents an increase in pay effective January 1, 2018 and may be eligible to move ahead to one additional step, based on performance and initiative.
 - d. 2018: Employees at or over the control point who receive a merit increase will have the increase added to their base-pay.
 - e. 2018: Employees at or over the top of the range will not receive additional compensation, either an increase in base or a lump sum.

- 5) Performance reviews will shift from anniversary or promotional dates to January 1 effective dates.
 - a. A shift to the MUNIS electronic evaluations program is *recommended* for the 2017 calendar year and *required* in 2018.
 - b. Employees with anniversaries between January – September, 2016 have already received their performance review for 2016, identifying performance achievements for the previous 12 months. An additional performance review will take place in 2016 to be completed by the end of November, 2016. Any identified merit increase will be effective January 1, 2017 following the 2017 guidelines (no lump sum increases).
 - c. Employees with anniversaries between October 1, 2016 and December 31, 2016 will have one review. Identified merit increases will apply to both 2016 and 2017.
 - The merit increase amount issued for 2016 will follow the 2016 merit increase guideline.
 - The merit increase issued for 2017 will follow the 2017 guideline.

- 6) Merit Adjustment Guide

This guide provides supervisors with the merit increase amounts based on the employee evaluation and supervisor's discretion. Employees at the top of their pay scale are no longer able to receive an increase in pay, either in the form of an increase to base pay or a lump sum.

ACTION REQUESTED:

- 1) Motion to amend the Non-Represented Compensation Program to include the modifications presented and discussed;
- 2) Motion to approve the amended substitution to Resolution Number 114-16-17, recommending the City Council approve the modifications to the 2017 Non-Represented Compensation Program, including modifications to the 2017 and 2017/2018 salary scales.

ATTACHMENTS:

- I. City of Sheboygan 2017 Compensation Program For Non-Represented Employees

III

Other Matters

8.5

Res. No. 114 - 16 - 17. By Alderperson Donohue. October 3, 2016.

A RESOLUTION adopting the 2017 City of Sheboygan Compensation Program for Non-Represented Employees.

RESOLVED: That the Common Council hereby adopts the 2017 City of Sheboygan Compensation Program for Non-Represented Employees, a copy of which is attached hereto and incorporated herein.

Sal & Grace

My Lynne Donohue

I HEREBY CERTIFY that the foregoing Resolution was duly passed by the Common Council of the City of Sheboygan, Wisconsin, on the _____ day of _____, 20_____.

Dated _____ 20_____, _____, City Clerk

Approved _____ 20_____, _____, Mayor



CITY OF SHEBOYGAN

COMPENSATION

PROGRAM

FOR

NON-REPRESENTED

EMPLOYEES

Resolution to Amend to Council: October 3, 2016

Agenda Item Salaries & Grievance Committee: October 10, 2016

Approval by City Council:

(Replaces 2016 Non-Rep Comp Plan adopted by way of Res. 114-16-17)

TABLE OF CONTENTS

	PAGE
I. Executive Summary	3
II. City of Sheboygan General Compensation Philosophy	3
III. General Program Definitions	3
Department Head	3
Department Head Advisory Committee	3
Employee(s)	3
Employer	4
Market Survey	4
Pay Grade	4
Performance Appraisal Review	4
Program	4
Salary Range	4
IV. Role of the Human Resources Department in Compensation Administration.....	4
V. Role of the Individual Departments in Compensation Administration.....	5
VI. Role of the Department Head Advisory Committee in Compensation Administration	5
VII. Role of the Salaries and Grievances Committee in Compensation Administration	6
VIII. Role of the Common Council in Compensation Administration.....	6
IX. Salary Structure	7
Minimum Rate	7
Midpoint Rate	7
Maximum Rate.....	7
X. External Relationships Pay Policy.....	8
A. Policy.....	8
B. Salary Surveys.....	8
C. Composition of the Market	8
D. Market Analysis Process	9
XI. Assignment of Positions to Salary Grades	9
A. Policy	9
B. Process	9
XII. Wage and Salary Guidelines	10
A. Policy	10
B. Guidelines	10
1. Salary Offers to New Employees	10

2. Salary Upon Promotion.....	11
3. Salary Upon Demotion.....	11
4. Salary Upon Transfer.....	11
5. Salary Upon Change in Pay Grade Due to Market Survey Analysis	12
6. Equity Adjustments.....	12
7. Part-Time Employment.....	12
XIII. Compensation Administration	12
A. Policy on Salary Increases	12
B. Performance Evaluations	13
C. Merit Adjustments Based on Performance Evaluations.....	13
1. Establishment of the Merit Increase Budget	13
2. Merit Increases Amount.....	14
3. Merit Adjustment Applied to Current Salary.....	14
4. Frequency of Merit Reviews	14
A. Employees Returning from a Leave of Absence or Rehired	14
5. Performance Appraisal Review Procedures.....	15
6. Delayed or Denied Merit Adjustments	15
7. Merit Increases Effective Date.....	15
8. Performance Appraisal Appeal Process.....	15
9. Retroactivity.....	16
10. Employee and Management Training.....	16
XIV. Compensation Program Reporting.....	16
A. Policy.....	16
B. Process.....	16
XV. Plan Communication and Management Training	16
Exhibits	
1) Performance Evaluation Process.....	18
2) Employee Questionnaire Form	19
3) Performance Evaluation Form	20
4) Goals Template Sample Form	21
5) Merit Incentive Award Guideline	22
6) Notice of Evaluation/Appeal	23
7) 2016 Non-Rep & DPW Wage Scale	24
8) 2017/2018 Department of Public Works Pay Plan	25
9) Revisions Log	26

I. EXECUTIVE SUMMARY

In 2012, the City of Sheboygan's Human Resources Department introduced a performance management system for Non-Represented employees which incorporated a pay for performance (merit based) review system. Employees who perform their job expectations will be eligible to receive a compensation increase provide the budget allows for an increase.

The range in pay for Non-Represented employees is a recommended 2%. In addition, a new pay scale has been developed for the Department of Public Works, introducing a modified step increase for employees under the control point. This will be launch in 2018, but introduced in 2017 in preparation of funding changes for budgeting purposes. This move provides advanced acceleration in pay for those in training and will support the competitive nature of qualified employees.

II. GENERAL COMPENSATION PHILOSOPHY

The salary and benefits provided by the City of Sheboygan to its employees are to attract and retain the most qualified and competent individuals to perform and provide quality public services to the citizens of Sheboygan. For this reason, the City will provide salaries based on internal equity and external competitiveness.

III. GENERAL PROGRAM DEFINITIONS

Department Head: For all purposes defined under this program, department head includes the following officers: City Administrator, Chief of Police, Fire Chief, Director of Public Works, Human Resources Director, Planning Director, and Information Technology Director, Transit Director, and Finance Director.

Department Head Advisory Committee: Depending on the issue needing guidance, this committee will be appointed as needed by the City Administrator and/or the Mayor and may include Department Heads, elected officials or other non-represented departmental leaders.

Employee(s): Any active, permanent full-time or permanent part-time, non-elected, non-represented employee, not including seasonal, temporary, extra help, or permanent employees whose regular work schedules are under 600 hours per year.

Employer: The City of Sheboygan.

Market Survey: The gathering, compilation, and analysis of market pay information by the Human Resources Department, or any agency or service contracted by the Human Resources Department, in order to determine the salary ranges for each pay grade.

Pay Grade: A group of one or more classifications which have been assigned the same pay range for compensation purposes. All jobs in a pay grade have the same range minimum, midpoint, and maximum rates.

Performance Appraisal Review: The procedure used by the employee's supervisor and/or department head to evaluate the employee's performance during the calendar year.

Program: Except where another program is specifically referred to, the compensation program for non-represented employees.

Salary Range: The pay range assigned to a specific pay grade, and which includes either a defined minimum, midpoint and maximum rate of pay, or a progression step and pay range maximum based upon comparable information.

IV. ROLE OF THE HUMAN RESOURCES DEPARTMENT IN COMPENSATION ADMINISTRATION

The Human Resources Department shall be responsible for the following compensation administration activities:

1. Developing, implementing, and monitoring organization-wide compensation policies, procedures and programs, and ensuring adherence to them.
2. Developing and maintaining current job analysis and job description information throughout the organization, continually monitoring changes to the jobs, and revising analyses and job descriptions as appropriate.
3. Providing analysis and recommendations to support the annual compensation policies to be made by the Common Council as described in Section VII.
4. Providing compensation administration reports and data needed for effective program review and control.
5. Developing recommendations for and implementation of approved pay rates, pay structures and pay practices; reviewing market data to determine changes necessary to ensure that the organization is competitive within the relevant municipal and private sector labor markets.
6. Ensuring compliance with wage and hour laws and regulations.
7. Consulting with managers, supervisors, and employees on compensation and performance management problems and issues.
8. Developing, implementing and monitoring performance management policies, procedures and programs. This includes developing and reviewing the effectiveness of performance appraisal activities, and ensuring that employees receive timely and accurate appraisals.
9. Preparing updates to the compensation program document contained herein for council review and approval, and providing this information to all employees covered by the program.
10. Educating employees on the current compensation program.

V. ROLE OF THE INDIVIDUAL DEPARTMENT IN COMPENSATION ADMINISTRATION

The individual departments shall be responsible for the following compensation administration activities:

1. Ensuring that approved compensation administration policies, programs, and procedures are followed in all divisions within the department.
2. Reviewing and approving all job descriptions and ensuring that the Human Resources Department is informed of all new and changed jobs so that jobs can be re-analyzed and new job descriptions can be developed.
3. Reviewing each employee's performance at least once a year and recommending any salary increase deemed appropriate. This task requires discussing the performance review and rating with the individual employee and submitting the required appraisal forms to the Human Resources Department for review and discussion of pay adjustments.
4. Recommending revisions in compensation administration policies, procedures, and practices to the Human Resources Director when deficiencies and problems are identified.

VI. ROLE OF THE DEPARTMENT HEAD ADVISORY COMMITTEE IN COMPENSATION ADMINISTRATION

The role of the Department Head Advisory Committee in compensation is one of providing a broad-based review of, and input into, overall compensation activities. The Department Head Advisory Committee on this issue includes the City Administrator, all Department Heads, the City Attorney, the Mayor, and the City Clerk. The Human Resources Director acts as chairperson.

The Department Head Advisory Committee will perform two (2) specific roles:

1. At the request of the Human Resources Director, provide counsel and assistance with regard to the integrity and effectiveness of the compensation program for non-represented employees;
2. Review and provide input into the annual major pay policy recommendations made by the Human Resources Director, before presentation to the Salaries and Grievances Committee (see Section VII).

All recommendations of the Department Head Advisory Committee shall be non-binding to the Human Resources Director, and for matters which come before them, the Salaries and Grievances Committee.

VII. ROLE OF THE SALARIES AND GRIEVANCES COMMITTEE IN COMPENSATION ADMINISTRATION

The Salaries and Grievances Committee shall be responsible for the overall administration of the compensation plan in coordination with the Human Resources Director, the Department Head Advisory Committee, the Common Council and other appropriate resources.

The Salaries and Grievances Committee performs the following functions:

1. Approves, subject to Common Council approval, annual recommendations made by the Human Resources Director, after input from the Department Head Advisory Committee, regarding major pay policy decisions including:
 - a. range adjustments
 - b. across-the-board increases, (if applicable)
 - c. merit increase annual budget
2. Approves all modifications to the compensation program described herein, for final approval by the Common Council.

VIII. ROLE OF THE COMMON COUNCIL IN COMPENSATION ADMINISTRATION

Each year, the Common Council shall make three (3) major pay policy decisions:

1. How much if any, pay ranges should be adjusted to be externally and internally competitive;
2. How much, if any, should be budgeted for across-the-board adjustments (if necessary to maintain internal equity);
3. How much should be budgeted for merit increases;

These decisions shall be made based on information and recommendations provided by the Human Resources Director, after input from the Department Head Advisory Committee, and approval of the Salaries and Grievances Committee.

In addition, upon recommendation of the Human Resources Director and the Salaries and Grievances Committee, the Common Council shall approve all changes to the overall compensation program described herein.

IX. SALARY STRUCTURE

The City salary structure consists of a specified number of salary ranges for which range minimum, midpoint, and maximum rates of pay are established.

MINIMUM RATE

The salary for any employee shall not be less than the minimum established for their pay grade provided the minimum requirements of knowledge and/or certification of the position are met.

MIDPOINT RATE

The midpoint of a range is typically the comparable market average pay for a position.

MAXIMUM RATE

The maximum rate, the top rate for a pay grade, is the maximum base salary the City will pay a position. The base salary for any incumbent shall not exceed the maximum rate established for his/her pay grade. Upon implementation of this pay plan, an employee

receiving a salary at or in excess of the maximum rate will not be eligible for any pay adjustments until their base rate of pay falls below the maximum for the pay range.

Salary grade 0 was added to account for Library "Pages". In salary grades 1-16, the range is 20% below and above the midpoint. In the DPW job classes 1-5, the maximum pay is 2% above 2016 maximum pay. See attached Exhibit #7, 2017 Non-Rep Pay Scale.

Assignment of classifications to the proper salary range is based on the market analysis results described in Section XI.

The salary structure shall be reviewed once each year, and may be adjusted by the Salaries and Grievances Committee based on recommendation of the Human Resources Director. This recommendation will be based on the following factors:

1. Known or reasonably anticipated range adjustments for the next year reported by comparable employers used in the market analysis;
2. Analysis of economic conditions faced by the City Government (e.g. loss of shared revenues); and
3. Range adjustments occurring in the City's union contracts or reasonably anticipated by the Human Resources Director.
4. The Consumer Price Index (CPI) as determined by WDOR (Wisconsin Department of Revenue)

Achieving consistency with the City's stated pay policy (see Section X. A.) and consideration of the above four (4) factors will be the basis of the recommendation.

X. EXTERNAL RELATIONSHIP

A. POLICY

The City's policy is to place its total salary practice at or near the prevailing market practice for jobs of similar content within the City's chosen market as defined herein. The City's policy includes a desire to provide salary advancement opportunities which recognize changes in the economy, differences in performance, and salary levels which are fair compared to the City's internal market (pay levels in the union groups) and local private sector like positions.

B. SALARY SURVEYS

The City's objective is to maintain a level of pay that is competitive with the level of pay for similar skills in other similar public jurisdictions and private sector for which it competes for employees in the marketplace. The City achieves this competitiveness through a systematic method of determining what other jurisdictions in its market pay.

Specific external relationships shall be determined in general every three (3) years, or for a specific job whenever:

1. A salary range midpoint of a classification is insufficient to attract qualified candidates for employment;
2. A continuing turnover pattern in a classification can be directly linked to established compensation levels; or
3. Management deems that specific external relationships must be examined.

C. COMPOSITION OF THE MARKET

The City of Sheboygan recognizes the importance of correctly surveying the market, in order to:

1. Set pay levels which attract a sufficient quantity of qualified applicants to fill open positions.
2. Retain its high-performing, valuable employees over time, in order to recoup training investments, optimize organizational effectiveness, and minimize unwanted turnover.

Market data shall be gathered directly from other cities through public information requests or as part of a participant or direct consultation of other qualified surveys which include, but are limited to, the following jurisdictions:

Appleton	Beloit	Eau Claire	Fond du Lac	LaCrosse
Janesville	Manitowoc	Oshkosh	Sheboygan County	

These jurisdictions were selected based on one or more of the following criteria: similar populations; similar per capita income; and close proximity to Sheboygan. The City shall periodically re-examine the appropriateness of the market base should circumstances arise which the City believes merit the need for such a re-examination.

D. MARKET ANALYSIS PROCESS

As required, the Human Resources Department will work with the department heads to update position descriptions. At a minimum, the position descriptions will contain the following information:

1. Purpose of position.
2. Description of essential functions of the job.
3. Description of marginal functions of the job.
4. Statement of required education and experience.
5. Description of knowledge, skills, and abilities required for the job.

A survey instrument will be created which includes short descriptions of each job and asks for relevant market data including, but not limited to, range minimums, midpoints, maximums, and actual rates.

The survey will be sent to the market jurisdictions, with follow-up contacts as necessary. Every reasonable attempt will be made to obtain this information.

1. The Human Resources Director will gather pay data from relevant positions within the City's current workforce as a comparable – that is the "internal market".

2. Relevant market data will also be reviewed with both municipal and private industry employers in the area. Wherever possible, the City of Sheboygan will participate in qualified surveys being performed either through other municipalities or will hire an outside agent to perform a survey if necessary. In addition, the Human Resources Department will perform a direct information search, gathering applicable data directly from other municipalities through a public information data request.
3. An adjustment shall be made, if necessary, to the compiled data so that survey information is relevant for the applicable year.

XI. ASSIGNMENT OF POSITIONS TO SALARY GRADES

A. POLICY

It is the intent of the City to provide a compensation program which relates the pay ranges for its classifications to the pay practices in the defined market. Therefore, the assignment of classifications to pay grades within the pay structure shall be based on market data whenever possible.

B. PROCESS

The Human Resources Director shall place positions into the appropriate salary grade where the midpoint of the grade is closest to the "market estimate" pay rate identified through the survey process. The market estimate rate, which could also be referred to as the prevailing rate in the market, is the calculated rate of pay which most closely approximates the worth of that position in the market at the time of the survey.

In an effort to maintain internal equity within the pay structure, the Human Resources Director shall identify the appropriate pay grade for positions for which there are insufficient market data using reasonable comparison of such jobs with other City jobs.

The assignment of classifications to pay grades shall be recommended by the Human Resources Director and approved by the Salaries and Grievances Committee. No employee's salary will exceed the maximum rate in his/her assigned salary range. If assignment to a grade leads to this occurrence, the situation will be resolved as described in Section XII, letter B,7.

At any time, when the applicable criteria indicate the need for a focused market analysis of a specific classification, the relevant market data from the City's market base shall be examined. Should the market data establish the need for a different pay grade assignment, the Human Resources Director make such recommendation to the Salaries and Grievances Committee for their approval.

In some cases, the City may determine that a different market base is warranted, given the specific circumstances of the position and the current market conditions.

XII. WAGE AND SALARY GUIDELINES

A. POLICY

The City recognizes the importance of consistency in determining wages and salaries for its employees. The intent of this policy is to provide guidelines for department heads to follow in the case of a new employee or change in employee status.

B. GUIDELINES

1. Salary Offers to New Employees

Once the best-qualified candidate for the position is identified, the department head and Human Resources Director will determine the starting salary that will be offered to the individual. The Department Head or Human Resources Department shall make a conditional offer of employment to the candidate (conditional offers inasmuch as they are contingent on the City of Sheboygan's verification of reference information, completion of any background check, successful completion of any post-offer medical examination/drug screen, and submission of satisfactory employment eligibility documentation required by law and approval by the Salaries and Grievances Committee).

The Human Resources Director shall have the authority to approve a salary offer up to the midpoint of the salary range. Any recommendation which exceeds this amount must be approved by the Salaries and Grievances Committee. Such recommendations should be based on employment market realities and/or individual qualifications. Because the salary range minimum rate for each grade is linked to the midpoint but does not automatically represent the amount for which individuals can be attracted to public service, some flexibility in setting hiring levels may be necessary to remain competitive.

The following guidelines shall apply to these situations:

- a.) Given the law of supply and demand, once a candidate is chosen, the employee's current rate of pay or most recent rate will be taken into consideration at the time an offer is made.
- b.) Generally speaking, applicants who barely meet or barely exceed the minimum education and experience requirements shall be hired at the range minimum rate for the pay grade in which their position has been placed.
- c.) Applicants who exceed the minimum requirements of the position as specified in the job description by at least two (2) years of experience may be hired at a salary no higher than the upper half of the range between minimum and midpoint (2nd quartile).
- d.) Applicants with five (5) or more years of experience over the minimum requirements may be hired at a salary which is no higher than the lower half of the range between midpoint and maximum (3rd quartile).
- e.) Before an offer is made to an applicant, it must be approved, in consultation with the respective department head, by the Human Resources Director. Any department head desiring to hire an applicant under items a) or b), above, must request special approval from the Human Resources Director who shall, when necessary, forward such request to

the Salaries and Grievances Committee. The maximum of the salary range shall not be exceeded.

Note: Additional years of education that exceed the minimum requirements and are directly related to the position may be used to equate with additional years of experience for determining placement in the range.

2. Salary upon Promotion

A promotion is defined as a change by an employee from one position to another which has a higher salary range. At a minimum, promoted employees shall be placed at either the minimum rate in the new salary range, or their current salary, whichever is greater. Every promotion is unique. A reasonable approach will be taken to provide an appropriate incentive for the chosen candidate. All promotional salary offers must be approved by the Human Resources Director.

3. Salary upon Demotion

When an employee is unable to perform the position they hold, they will either be laid off or demoted. Each situation is unique as it depends on availability of additional positions and/or the employees qualifications. Generally, if an employee is demoted, they will experience a pay reduction. The demoted employee will need to demonstrate the ability to perform the essential functions in a new position and will be paid an appropriate level of pay considering their abilities and the pay scale of the new position.

4. Salary upon Transfer

An employee who transfers or is transferred from one classification to another classification in the same pay grade shall receive no salary adjustment, provided the transferred employee can perform the essential functions of the new position.

5. Salary upon Change in Pay Grade Due to Market Survey Analysis

When, as a result of the market survey analysis periodically undertaken by the City, an employee's classification is placed into a different pay grade, there will be no salary adjustment. If the employee's present salary is at the top pay for the grade or more than the new range maximum, the employee will not be eligible for an increase to his/her base pay while his/her salary equals or exceeds the range maximum. Such employees, however, will be eligible for a lump sum merit bonus (actual amounts are identified on the Merit Adjustment Schedule).

6. Equity Adjustments (This section replaces Compression Adjustments)

The concept of compression will be reviewed based on market data for a position rather than a reporting structure. This allows for increase reporting flexibility while acknowledging that pay is market driven rather than a factor of reporting structure. Equity adjustments are usually a one-time adjustment to realign the employee's salary to market value for the position and takes into consideration the number of direct reports an employee may have, as well as the duties assigned to that position.

7. Part-Time Employment

Part-time employees are those in which the employee is normally scheduled to work less than forty (40) hours in a work week. This includes intermittent positions working up to eight (8) hours per day on an irregular and uncertain schedule which alternately begins, ceases, and

begins again as the needs of the City require. Part-time employees shall be hired at a pay grade which is equivalent to or compatible with the hiring rates established for similar full-time classifications. Permanent part-time employees shall be eligible for salary increases under the same manner as full-time employees (see Section XII, B. 5).

XIII. COMPENSATION ADMINISTRATION

A. POLICY ON SALARY INCREASES

The purpose of the City's pay increase policy is to establish and maintain an appropriate relationship between an employee's performance and pay. The system provides management with a mechanism to recognize individual accomplishments and to relate them to pay increases. The Merit Adjustment Program is intended to reward employee growth in a job as well as to differentiate in levels of performance and contribution.

Generally speaking, temporary and/or seasonal part-time employees may be paid at market rate due to the temporary nature of the position, even with returning employees. The position may or may not qualify for an increase from one year to the next.

The City's pay increase policy is designed to attract and retain high-quality employees, to reward employees in accordance with performance on the job, and to motivate employees to their highest level of performance. Above all else, the City treats its employees as individuals and as members of the team by allowing employees to influence their pay opportunities through performance on the job.

Employees are encouraged at all times to work to the best of their abilities, to find ways to eliminate unnecessary work, and to discuss with their supervisor how tasks can be better performed. The result of employee contribution is a more productive City government -- a City more able to meet its obligations to the citizenry, respond to changes in technology and in the workplace, and a City that understands and satisfies the needs of its customers. The City's success and its ability to support its compensation practices depend on employee efforts and contributions.

B. PERFORMANCE EVALUATION

The City of Sheboygan recognizes the importance of recognizing an employee's efforts and follows a merit increase program where an employee's pay is affected by their performance. Subject to the City Council approved a 2.0% increase to budget for payroll, depending on where an employee falls within their pay scale, an employee has the ability to earn up to a total of 2.0% through exceptional performance in both the completion of their day-to-day activities and in the performance and accomplishments of the goals or special projects they have throughout the year.

Each employee will receive a performance review every 12 months. For 2017, a change is recommended to switch from a review based on one's employment anniversary or their most recent promotional move, to calendar-year based review, effective January 1, 2017. This adjustment is a change from the 2016 Non-Represented Compensation Plan. City Council approval of the 2017 Non-Represented Compensation Plan revises the program and authorizes merit reviews to be performed between October and December, 2016, in preparation for a January 1, 2018 effectivity date.

The review form has 4 categories of performance: Unacceptable, Below, Successfully Achieved and Exceeds. The 2017 paper form is attached (see Exhibit #3), Yearly Performance Evaluation. A mandatory move to an electronic form is anticipated during the 2017 calendar year. The content will remain the same as the paper form. Either electronic or paper evaluation is acceptable for 2017. In addition, the City Administrator may have an evaluation form that is unique to the position, as governed by the Salaries & Grievance committee and the direction and approval of City Council.

Goals are also established during the evaluation process, primarily by the supervisor with input from the employee. Wherever possible, goals are SMART (Specific, Measurable, Attainable, Relevant, and Time-bound). Supervisors and/or Department Heads and the employee need to document the employee's goals for the upcoming evaluation year, and may use one of two goals template listed in Exhibit #4.

C. MERIT ADJUSTMENTS BASED ON PERFORMANCE EVALUATIONS

Merit adjustments are granted to employees to encourage efficiency and to reward performance when the City's economic conditions permit. Merit increases are not automatic; nor does an employee acquire any right to an increase because of length of service or time in a job. Merit adjustments are based upon his/her supervisor's appraisal of the employee's performance in relation to established performance standards and goals. A merit adjustment should reflect a performance level that has been consistently demonstrated over a meaningful period of time, typically 12 months. If merit adjustments are awarded to the employee based on their performance, any pay increase will be issued on January 1, 2017.

1. Establishment of the Merit Increase Budget

The overall funding for the Merit Increase program budget shall be determined by the Common Council on an annual basis, following recommendation by the Human Resources Director with approval of the Salaries and Grievances Committee. The size of the budget will be based primarily on the economic conditions currently experienced by the City and any other factors deemed relevant by the Common Council.

2. Merit Increase Amount

Once the budget has been approved, it is up to each supervisor and/or department head to approve the amount granted to the employee. The City establishes the percentage guidelines in the merit adjustment on an annual basis and the amounts, therefore, are subject to change. A reserve amount will be set aside for merit increases, but the actual amount available as a percent increase will be determined the calendar year.

All merit increase adjustments shall be based on documented performance with higher increase percentages being reserved for performance that has overwhelmingly exceeded performance expectations. The actual size of the merit increase shall follow the percentage guidelines in the Merit Adjustment Schedule found in Exhibit #5. All merit adjustment requests made by department heads for individual employees are subject to appropriate documentation which is reviewed by the Human Resources Director.

The City shall review the merit adjustment amount every year. This review will be conducted by the Human Resources Director with approval with the Salaries and Grievances

Committee. All changes to the schedule shall be subject to the approval of the Common Council.

3. Merit Adjustments Applied to Current Salary

The merit adjustment percentage will be applied directly to the employee's current salary. Salary ranges will be reviewed periodically to insure the City's pay ranges remain competitive while the merit adjustment schedule is reviewed annually. Base wage adjustments provides newer employees and those in the lower part of the wage scale the opportunity to reach the midpoint, or fair market value, at a rate which reflects their job performance. (i.e. the better the performance the faster they reach the midpoint). It also allows above average and outstanding performances to exceed the midpoint which would be expected for employees who constantly perform at those levels, as well as those who either have greater experience levels when starting the position or those who have a greater length of time on the job.

4. Frequency of Merit Reviews

Consideration for merit adjustments shall be once every twelve (12) months. In 2016, the evaluation and merit increase, if any, took place around the employee's work anniversary. This concept is transitioning to a January 1 effectivity date for performance increases. In preparation for this transition, performance reviews will be completed during the last quarter of 2016. Those whose anniversaries are between October and December, 2016 will have a performance review that reflects performance the previous 12 months, and will also be considered the review for calendar year 2016. Identified merit will be considered applicable to their employment or promotional anniversary and a separate merit will be issued on January 1, 2017.

A. Employees Returning from a Leave of Absence or Rehired

If an employee is off work on a qualified Leave Of Absence at the time the performance evaluation and applicable merit or incentive increase is due, upon return from leave to "active duty", the employee will receive any identified increase effective from the first date returned to active duty. Employees not returning to work, that is, employees who do not return to active duty, are not eligible for retroactive pay.

5. Performance Appraisal Review Procedures

All employees shall be evaluated by their department head a minimum of once per year. The employee's supervisor shall evaluate each employee's performance for the period following the employee's last performance appraisal review and recommend a merit adjustment for the employee that is consistent with the established merit adjustment amount, using either a manual performance appraisal process (Exhibit #1) and appropriate form (Exhibit #3), or utilizing the on-line review process in MUNIS. In addition, the employee will be provided a feedback opportunity by completing an Employee Questionnaire Form (Exhibit #2) or completing the on-line questionnaire.

6. Delayed or Denied Merit Adjustments

Department heads may deny or delay merit adjustments if employees are not performing in a fully capable manner. When merit adjustments are delayed or denied, a plan of action for improvement and a target date shall be set by the supervisor. Special performance appraisals are conducted when improvements have been noted or when the target date has been reached. Under no circumstance shall the period of time be shorter than three (3) months or longer

than the employee's next scheduled review date. If the employee is then performing in a fully capable manner, the merit adjustment deemed appropriate by the department head may be granted. No adjustment shall be given on a retroactive basis, however. The decision to grant or deny a delayed merit adjustment must be made within thirty (30) days of the employee's review date. Employees normal review dates are not advanced by this denial/delay.

7. Merit Increases Effective Date

Except in the case of delayed or denied increases, the effective date for application of the merit adjustment increase shall be January 1, 2017.

8. Performance Appraisal Appeal Process

Following a completed Performance Evaluation, the supervisor will notify the employees of the appropriate merit adjustment. If the employee is not in agreement with the merit adjustment identified, the employee may request a meeting with the Department Head. If the employee continues to be dissatisfied, the employee may request a meeting with the Human Resources Director. A final appeal will be allowed in front of the Salaries and Grievances Committee. The employee will need to complete a *Notice of Evaluation Appeal Form* (Exhibit#6) which is then submitted to the Human Resources Director. The Human Resources Director will promptly submit the Notice of Evaluation Appeal Form to the Salaries and Grievances Committee. The Salaries and Grievances Committee will schedule a meeting with the employee and the employee's department head to hear the employee's appeal, after which the Salaries and Grievances Committee will either confirm the recommended merit adjustment or approve a new merit adjustment for the employee based upon additional objective facts. The decision will be confirmed in writing to the employee as indicated on the Salaries and Grievances Committee's Merit Adjustment Form, and this decision shall be final.

The fact that an employee has requested a further review by the Salaries and Grievances Committee shall not, in any way, affect the employee's position within the department or as an employee of the City of Sheboygan.

9. Retroactivity

Employees terminating employment for any reason prior to Common Council adoption of an adjustment to the compensation, employment are not entitled to any retroactive application of that adjustment.

10. Employee and Management Training

The Human Resources Department shall conduct periodic training on the performance appraisal process to all supervisors, managers, and department heads responsible for conducting appraisals. The Human Resources Department will conduct periodic employee training on the performance management program in general, particularly if changes to the program occur.

XIV. COMPENSATION PROGRAM REPORTING

A. POLICY

The interests of the Common Council are best served by management reports which accumulate all costs and related information needed in their role as policy-makers who are ultimately

responsible for the compensation plan. These reports shall be facilitated by the Human Resources Department which will be responsible for compiling, summarizing and presenting the information to the Salaries and Grievances Committee and Common Council.

B. PROCESS

The report shall be done on an as-needed basis, often as part of the budget process for the next year, and will contain the following information:

1. A breakout of requested annual adjustment dollars by component:
 - a. Merit Adjustments
 - b. Equity Adjustments
2. Assurance through Human Resources Department review that all employees have been evaluated.
3. A confidential report on the distribution of performance ratings.
4. Any other information deemed pertinent by Council.

XV. PLAN COMMUNICATION AND MANAGEMENT TRAINING:

The City recognizes the importance of ensuring that all employees are fully knowledgeable about the details of the compensation plan. To that end, the Human Resources Department shall be responsible for the following actions:

1. Preparing and distributing plan information for all new employees as part of the orientation process.
2. As plan changes occur pursuant to Council action, preparing information and holding meetings with employees to review all changes, and preparing and distributing individual notification to employees regarding any changes to their compensation. If minor changes are made, or if the change of the Non-Rep Comp Plan consist primarily to identify differences in the merit adjustment guide and/or pay scale, the Human Resources Department will distribute communication via posting a memo with the changes, either in a department or transmitted through intranet communications.

The City also recognizes the need to provide supervisors, managers, and department heads with details of the compensation plan and their important roles in its administration. To this end, the Human Resources Department shall be responsible for providing new, and updating current supervisors, managers, and department heads thorough training in the areas of:

1. City compensation policies and procedures.
2. Sound pay-for-performance practices and City compensation techniques such as the use of pay increase guidelines.

3. Use of the budgeted merit adjustment and methods for forecasting increases.
4. Use of planning worksheets which include individual employee's past performance rating history, past raises, and timing of these raises, to provide the information to allow increases to be based on long-term performance opposed to short-term changes.

Exhibit #1 Performance Evaluation Process



Performance Evaluation Process

On-going organizational success depends on the intellectual capital within the organization. This program is a critical strategic tool for attracting and retaining qualified employees to sustain our organization and ensure that our employees are achieving their own personal development goals.

- Step 1: Department leaders need to identify current and future needs within their department, as well as needs within other departments they affect. Once that's completed, goals need to filter throughout the department. Employees may utilize either a "Goals Template" or the second page of the Performance Evaluation Form. If MUNIS is utilized, employees may upload their goals in the narrative section of the evaluation process.
- Step 2: Approximately 3 weeks prior to the evaluation, manager should provide employee with an Employee Questionnaire Form. The employee needs to complete the questionnaire and return to the supervisor prior to the performance evaluation.
- Step 3: Performance Evaluation. On a yearly basis, supervisor need to evaluate the performance of the employee. There are 4 general categories to describe the employee's performance:
4. **PERFORMANCE EXCEEDS EXPECTATIONS** - A level of accomplishments that overwhelmingly go beyond reasonable but demanding standards of performance, particularly in the key areas of responsibility. This employee consistently demonstrates an exceptional level of achievement and an demonstrate how this was accomplished.
 3. **PERFORMANCE SUCCESSFULLY ACHIEVED EXPECTATIONS** - A level of performance that clearly achieved all major requirements of the position. It reflects good, solid performance expected of those who possess the necessary education, training, and experience for the job. This rating applies to those employees who consistently perform in an effective and professional manner.
 2. **PERFORMANCE NEEDS DEVELOPMENT / IMPROVEMENT** - Often a rating reflective of a new employee to the organization or the position, this rating reflects the need for development as not all performance fully meets the requirements of the position. The need for further development and improvement is clearly evident.
 1. **UNACCEPTABLE PERFORMANCE** - A level of performance which is clearly below minimum job requirements, even when close supervision has been provided. Performance must significantly improve within a designated period of time if the employee is to remain in the position.
- Step 4: See the Merit Adjustment Schedules to determine what, if any, eligibility the employee has for a pay increase or lump sum payout based on their overall performance for both a merit increase and an incentive bonus. Complete the Merit Adjustment Form, attain appropriate signatures and forward all completed forms to Human Resources.

Throughout the year, implement the formal and informal development opportunities through a combination of mentoring, coaching, job rotation, traditional educational programs, seminars and on-line learning solutions.

Exhibit #2
Employee Questionnaire Form



Performance Evaluation Process
Employee Self Evaluation Questionnaire

Name _____ Date _____
Print


Position _____ Evaluation Period _____

As a part of the evaluation process, use this form to review, describe, and evaluate your job performance over the past evaluation period. Share this form with your supervisor prior to your evaluation meeting for submittal with your annual performance evaluation for your file.

1. What were your most significant work-related accomplishments? (Include projects, assignments, new skills or knowledge gained.)
2. How do these accomplishments relate to your key responsibilities and goals for you and our department?
3. What goals were identified to be accomplished but you were unable to achieve and why?
4. What are your goals for the next evaluation period?
5. How will you accomplish these goals? And when do you anticipate completing them?
6. What do you need to accomplish these goals?
7. How can your immediate supervisor and/or management do to help you to accomplish your goals or work more effectively and support your position?
8. What additional training or development would help you improve and/or enhance your work performance?
9. What feedback or suggestions do you have to improve our department or City employment?

Exhibit #3

Sample Performance Evaluation Form / Competency Ratings (Form or electronic evaluation in MUNIS)



Yearly Performance Evaluation

Name: _____ Clock: _____

Job Title/Grade: _____ Dept: _____

Change Rate from _____ to _____ ER Date _____

	UNACCEPTABLE Not Competent in Position	BELOW Working toward Competency in Position	SUCCESSFULLY ACHIEVED Competent in Position	EXCEEDS OVERWHELMINGLY EXCEEDED EXPECTATIONS	
Quality of Work Measures the ability of the employee to meet quality standards.	<input type="checkbox"/> Many mistakes. Repeated occurrences of careless work and excessive errors/returns of assignments.	<input type="checkbox"/> Needs improvement. Higher than normal amount of rework.	<input type="checkbox"/> Successfully Achieved. Solid performance. Work seldom requires rework.	<input type="checkbox"/> High quality. Consistently produces top-notch quality in all assignments. Able to master almost tasks.	COMMENTS:
Quantity of Work Measures the ability of the employee to meet production standards.	<input type="checkbox"/> Fails to meet standards. Very slow on most job assignments. Fails to meet standards of the position.	<input type="checkbox"/> Below standards. Generally below standards; requires more time to complete assignments than expected.	<input type="checkbox"/> Achieved standards. Successfully Achieved standards and requirements of the position.	<input type="checkbox"/> Production high. Employee consistently exceeds production standards or goals.	
Job Knowledge Measures the employee's knowledge of the job and standard work practices.	<input type="checkbox"/> Unreliable/variable. Has not learned and/or makes little attempt to improve.	<input type="checkbox"/> Is still learning job. Does not fully understand all job requirements or standard work procedures.	<input type="checkbox"/> Knows job requirements. Follows standard work methods and procedures.	<input type="checkbox"/> Good job knowledge. Knowledge of standard work. Keeps up with new developments.	
Work Area Safety Measures employee's commitment to safety and continuous improvement.	<input type="checkbox"/> Does not support. Departmental objectives are ignored and/or has minimal concern for safety.	<input type="checkbox"/> Shows some support. Of continuous improvement objectives and safety; areas for improvement needed.	<input type="checkbox"/> Supports safety objectives. Successfully follows safety rules and procedures.	<input type="checkbox"/> Leads safety. Keeps work area in excellent condition and follows safety rules. Goes above and beyond.	
Adaptability Measures employee's ability to adapt to changing work environment and support team initiatives.	<input type="checkbox"/> Resists change. Slow to adapt to new situations or support cross-functional needs of the department.	<input type="checkbox"/> Slow to adapt. Some resistance to change. Slow to adapt to cross-functional initiatives.	<input type="checkbox"/> Adaptable. Learns job requirements in a normal amount of time. Supports improvement.	<input type="checkbox"/> Adjusts readily. Very adaptable to change. Takes ownership of initiatives.	
Cooperation Measures employee's ability to respond positively to assigned tasks and to work with others.	<input type="checkbox"/> Does not follow instructions. Continual friction with others and is hard to work with.	<input type="checkbox"/> Reluctant to follow instructions or instructions. Periodic friction with others.	<input type="checkbox"/> Follows instructions. Cooperates with supervisor and co-workers.	<input type="checkbox"/> Responds readily. Unusual or difficult assignments. Excellent team work.	
Attitude/Work and Co. Measures employee's ability to work toward City objectives of higher productivity without compromise.	<input type="checkbox"/> Constantly critical. of employer, job assignment, and/or other employees. Has caused dissension among peers.	<input type="checkbox"/> Needs improvement. in overall attitude toward the City and/or fellow employees.	<input type="checkbox"/> Positive Attitude. Has positive attitude toward his/her work and the City. Sets a good example for others.	<input type="checkbox"/> Very positive attitude. Promotes good will. Held in high esteem by co-workers and supervisors and members of the community.	
Dependability Measures the employee's ability to follow job instructions and complete his/her assignment.	<input type="checkbox"/> Unable or unwilling. to follow job instructions and has repeated trouble completing work assignments.	<input type="checkbox"/> Needs guidance. to insure job instructions are followed and work assignments completed.	<input type="checkbox"/> Generally dependable. Can be depended upon to do the job correctly and within timeframe.	<input type="checkbox"/> Completes tasks. Under any conditions to the best of his/her ability.	
Attendance/Punctuality Measures employee's overall attendance and punctuality.	<input type="checkbox"/> Unreliable attendance. High absence and tardiness rate. Leaves early. Doesn't respond to emergencies.	<input type="checkbox"/> Often tardy or absent. Employee is working towards improvement.	<input type="checkbox"/> Acceptable attendance. Tardy very seldom. Responds to emergency calls. Willing to stay late when needed.	<input type="checkbox"/> Very good attendance. All work on time. Willing to help out for emergencies calls.	
OVERALL PERFORMANCE Based on ratings above, indicate the employee's overall performance rating.	<input type="checkbox"/> UNACCEPTABLE. Employee's performance is unacceptable to position. (Not Competent)	<input type="checkbox"/> BELOW MINIMUM. Employee's performance at times fails to meet minimum job requirements. (Working toward Competent)	<input type="checkbox"/> ACHIEVED. Employee's performance meets all position requirements. (Employee is competent in his/her job)	<input type="checkbox"/> EXCEEDED. Employee's performance exceeds position requirements. (Employee is very competent in job)	

Supervisor's Signature

Date

Department Head's Signature

Date

Human Resource Signature

Date

Revised 2013

Review	Recommendation	Evaluation	
Competency	Rating	Score	Comment
QUALITY	EXCEEDS	4.00	(High Quality) Consistently produces top-notch quality
QUANTITY	EXCEEDS	4.00	(Production high) Employee consistently exceeds product
JOB KNOW	EXCEEDS	4.00	(Good job knowledge) Knowledge of standard work. Keep
WORK AREA	EXCEEDS	4.00	(Leads safety) Keeps work area in excellent condition a
ADAPTABLE	EXCEEDS	4.00	(Adjusts readily) Very adaptable to change. Takes own
COOPERATE	EXCEEDS	4.00	(Does not follow instructions) Continual friction with
ATTITUDE	EXCEEDS	4.00	(Constantly critica) of employer, job assignment, and
DEPENDABLE	EXCEEDS	4.00	(Needs guidance) to insure job instructions are followe
ATTENDANCE	EXCEEDS	4.00	(Acceptable attendance) Tardy very seldom. Responds to

Exhibit #5



MERIT / INCENTIVE AWARD GUIDELINE FOR NON-REPRESENTED EMPLOYEES

2017

The City of Sheboygan employees continue to provide quality services for the needs of this community. In an attempt to reward the employees for their service, the City offers employees a merit-based performance program, rewarding employees for successfully achieving or exceeding their performance requirements. Increases in pay are discretionary and based on the evaluation of one's supervisor, both for individual performance on a day-to-day basis, as well as in the accomplishment of goals or additional responsibilities. The following guide is to be utilized for the 2017 discretionary merit program:

Merit Award

Supervisors review employee's performance in the completion of day-to-day tasks throughout the year. This review is completely discretionary on the part of the supervisor, as is the amount of the award. Merit awards are added to an employee's base pay until the employee's pay reaches the maximum pay for the position.

<u>Merit Award Rating</u>	<u>Increase Percent</u>
<u>Overall Performance</u>	<u>Range</u>
Unacceptable	0.00%
Below Minimum	0.00%
Successfully Achieved	Up to 1.25% *
Exceeds	Up to 1.50% *

* An increase to base compensation cannot exceed the pay range.

Incentive Award

Supervisors and employees have the ability to earn additional compensation by either completing goals identified at the beginning of the year and/or being assigned additional duties and/or projects throughout the year. Employees with a salary below the top of the pay grade for their position shall have the increase applied to base wages. Employees at or over the top of their pay scale are not eligible for additional compensation.

<u>Incentive Award</u>	<u>Increase Percent Range</u>
Unacceptable	0.00%
Below Minimum	0.00%
Successfully Achieved	Up to 0.25% *
Exceeds	Up to 0.50% *

To reach the "exceeds" performance level, employees must "overwhelmingly exceed expectations" in the majority of their performance competencies or goal achievement.

* An increase to base compensation cannot exceed the pay range.

Exhibit #6



CONFIDENTIAL

NOTICE OF EVALUATION/APPEAL

TO: Sandy Robrick
Director of Human Resources & Labor Relations

FROM: _____
Employee

Position

I have reviewed my performance evaluation and my merit adjustment recommendation with my Department Head.

I understand that my performance rating is _____ on a three-point scale yielding an increase of _____ percent based on the midpoint of my pay range.

I understand that if I request a merit adjustment review by the Salaries and Grievances Committee, my decision will not, in any way, affect my position within the department or as an employee of the City.

I do / do not request a further merit adjustment review by the Salaries and Grievances Committee.

Signature of Employee

Date

cc: Department Head

P:\Nonrecomp\plan\2016
Notice Of Evaluation Appeal

Exhibit #7
2017 Non-Rep Pay Scale


 2017 City of Sheboygan						
Non-Represented Administrative Salary Ranges						
Grade	Minimum		Midpoint		Maximum	
0	\$	8.00	\$	9.60	\$	11.52
	\$	16,640.00	\$	19,968.00	\$	23,961.60
1	\$	11.92	\$	14.90	\$	17.88
	\$	24,791.15	\$	30,988.94	\$	37,186.73
2	\$	13.65	\$	17.06	\$	20.48
	\$	28,392.10	\$	35,490.12	\$	42,588.15
3	\$	16.20	\$	20.25	\$	24.30
	\$	33,689.65	\$	42,112.06	\$	50,534.48
4	\$	17.61	\$	22.01	\$	26.42
	\$	36,632.73	\$	45,790.92	\$	54,949.10
5	\$	19.08	\$	23.85	\$	28.62
	\$	39,679.69	\$	49,599.61	\$	59,519.54
6	\$	20.53	\$	25.67	\$	30.80
	\$	42,709.34	\$	53,386.67	\$	64,064.00
7	\$	21.99	\$	27.49	\$	32.98
	\$	45,738.98	\$	57,173.73	\$	68,608.47
8	\$	22.88	\$	28.60	\$	34.32
	\$	47,591.39	\$	59,489.24	\$	71,387.09
9	\$	27.43	\$	34.29	\$	41.15
	\$	57,061.20	\$	71,326.49	\$	85,591.79
10	\$	29.60	\$	37.00	\$	44.40
	\$	61,562.38	\$	76,952.98	\$	92,343.57
11	\$	32.93	\$	41.16	\$	49.39
	\$	68,487.28	\$	85,609.11	\$	102,730.93
12	\$	36.26	\$	45.32	\$	54.38
	\$	75,412.19	\$	94,265.23	\$	113,118.28
13	\$	39.59	\$	49.48	\$	59.38
	\$	82,337.09	\$	102,921.36	\$	123,505.63
14	\$	42.97	\$	53.72	\$	64.46
	\$	89,383.18	\$	111,728.97	\$	134,074.77
15	\$	45.54	\$	56.92	\$	68.30
	\$	94,715.35	\$	118,394.19	\$	142,073.03
16	\$	48.14	\$	60.18	\$	72.21
	\$	100,134.09	\$	125,167.61	\$	150,201.13
Non-Represented Department of Public Works Labor Workforce						
MWI	\$	17.34	\$	19.35	\$	21.35
	\$	36,067.20	\$	40,237.60	\$	44,408.00
MWII	\$	19.38	\$	21.63	\$	23.87
	\$	40,310.40	\$	44,980.00	\$	49,649.60
MWIII	\$	21.42	\$	23.90	\$	26.38
	\$	44,553.60	\$	49,712.00	\$	54,870.40
MWIV	\$	23.46	\$	26.18	\$	28.90
	\$	48,796.80	\$	54,454.40	\$	60,112.00
MWV	\$	25.50	\$	28.46	\$	31.42
	\$	53,040.00	\$	59,196.80	\$	65,353.60

Exhibit #8
2018 Department of Public Works Labor Workforce Pay Scale

DEPARTMENT OF PUBLIC WORKS PAY PLAN												
2017 & 2018 Non-Represented Temporary / Part-time / Seasonal Pay Schedule												
Grade	Min	Max	Seasonal Staff: Hire as-needed following budget (Pay: DOQ & Department Need)									
Extra Help	\$8.00	\$13.00	Part-Time / Temporary & Seasonal / Bridge Tenders / Misc.									
Seasonal Labor	\$9.00	\$13.00	General buildings & grounds custodial labor (event park cleaners)									
Seasonal Skilled	\$10.00	\$20.00	Fully-trained, skilled labor, seasonal, non-benefited									
2018 DPW Labor Workforce												
Merit Increase Program for "Permanent / Full-time Employees"												
	Step	Step	Step	Step	Step	Step	Step		2017	2018		
Grade	1	2	3	4	5	6	7		MAX	MAX		
MW I	\$17.69	\$18.44	\$19.19	\$19.94	\$20.69	Merit			\$21.35	\$21.78		
MW II	\$19.77	\$20.52	\$21.27	\$22.02	\$22.77	Merit			\$23.87	\$24.35		
MW III	\$21.85	\$22.60	\$23.35	\$24.10	\$24.85	\$25.60	Merit			\$26.38	\$26.91	
MW IV	\$23.93	\$24.68	\$25.43	\$26.18	\$26.93	\$27.68	Merit			\$28.90	\$29.48	
MW V	\$26.01	\$26.76	\$27.51	\$28.26	\$29.01	\$29.76	\$30.51	Merit			\$31.42	\$32.05
Grade 1: Maintenance Worker I *Control Point = Step 5												
Grade 2: Maintenance Worker II *Control Point = Step 5												
Grade 3: Maintenance Worker III *Control Point = Step 6												
Grade 4: Maintenance Worker IV *Control Point = Step 6												
Grade 5: Maintenance Worker V *Control Point = Step 7												
01/01/2018: 1) Newly hired employees and those in steps below the Control Point will be eligible for a yearly step-increase based on a merit review resulting in a "Pass" rating. Exemplary performance may result in a double-step increase. Merit reviews resulting in a "Marginal or Fail" will not receive an increase and may result in a PIP (Performance Improvement Plan).												
2) In 2018, those in the step-progression will move to the next immediate step or two steps, depending on merit.												
3) Pay increases for employees at or above the Control Point in their pay scale, but below the maximum, will be eligible for the budgeted merit increase amount applied to base wages (based on merit).												
4) Future modifications to the wage scale will be reviewed yearly based on CPI and market trend.												
5) No additional compensation, lump sum or otherwise, will be awarded once an employee reaches the maximum.												
6) Promoted employees will move to the step increase that represents a minimum of \$0.75 per hour increase.												
7) Demoted employees, voluntary or involuntary, will move to the step they previously held in a previous position, may be placed in the step appropriate for the skill the employee possesses, or Step 1 if unskilled.												

DWP 2017_2018 Workforce Wage Scale

REVISIONS LOG

REVISION YEAR	DATE INTRODUCED TO SAL & GRIEV	MODIFICATION TO PRIOR NON-REP COMP PLAN	GENERAL ORDINANCE / RESOLUTION / OR OTHER REF DOCUMENT
2014	01-22-2014	<ol style="list-style-type: none"> 1) Modified the merit and incentive adjustment amounts to accommodate the 2014 budgeted increase amount to payroll of 2.5% overall 2) Updated Exec Summary, listed all department head titles (adding changes from 2013 re: appointed and at-will department heads), loosened the evaluation form statement, allowing for a switch to electronic/MUNIS based evaluation process if needed 3) Updated XIII, C, 4 to state that inactive employees out on leave will receive increase upon return to active status 4) Miscellaneous date and/or title changes, replacing 2013 with 2014 5) Removed 6-month "evaluation" period as it is obsolete 6) 2014 Wage Scale ranges were NOT modified from 2013, just the date of the salary range was revised. 	<p>Resolution 132-13-14 R.C. 310-13-14</p>
2015		<ol style="list-style-type: none"> 1) Modify the merit amount to accommodate the 2015 budget increase to payroll of 2.0% overall. 2) Increase the mid-point of all salary grades by 2%. 3) Referenced the option to use the MUNIS electronic evaluation process. 	
2016		<ol style="list-style-type: none"> 1) Add one level higher Maintenance Worker (5) to the DPW Labor Workforce. 2) Change Chief Admin Officer title to City Administrator and add reference to a separate evaluation form for the position. 3) Modify percent increases for merit to ranges as a guideline to appropriately identify the discretionary element of the merit increase rather than a possible perceived increase amount. 	
2017		<ol style="list-style-type: none"> 1) Starting in 2017, a reserve account will be made available to determine an appropriate salary increase amount and will be based on a combination of market data and Consumer Price Index. 2) Consistent with Chapter 82 of the Municipal Code, it is possible to hire an employee in a position less than minimum pay if the employee does not possess the minimum qualifications but is either enrolled in a certificate program or has demonstrated the propensity to achieve the appropriate training to achieve the minimum qualifications. 3) 2017 Pay Scale Adjustments: 2017 <ol style="list-style-type: none"> a) Pay Grade 0 added. b) 2% increase to mid-point for grades 1-16. Range remains +/- 20%. c) DPW Pay Grades increased by 2% 4) 2017/2018 Pay Scale introduced for DPW Labor Workforce, seasonal and full-time, including a modified step- 	

		<p>increase program.</p> <p>5) Merit Adjustment Guide modified to provide up to 1.5% for merit on regular work assignments and up to .50% for achievement of goals and other duties. Employees at the top of their pay scale are no longer able to receive an increase in pay, either in the form of an increase to base pay or a lump sum.</p>	
--	--	-------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------------	--

CITY OF SHEBOYGAN

REQUEST FOR SALARIES & GRIEVANCE COMMITTEE CONSIDERATION

ITEM DESCRIPTION: Possible resolution identifying a new voluntary term life insurance option for City of Sheboygan employees.

REPORT PREPARED BY: Sandy Rohrick, Director of Human Resources & Labor Relations

REPORT DATE: October 4, 2016

MEETING DATE: October 10, 2016

FISCAL SUMMARY:

STATUTORY REFERENCE:

Budget Line Item: N/A
Budget Summary: N/A
Budgeted Expenditure: N/A
Budgeted Revenue: N/A

Wisconsin Statutes: N/A
Municipal Code: N/A

BACKGROUND / ANALYSIS:

The City of Sheboygan currently offers employees and their families life insurance through Minnesota Life. Employees have requested having additional options available. A study was performed by the benefits brokerage firm, Diversified Benefits, and one program was chosen to move forward.

STAFF COMMENTS:

Active employees currently have the option to purchase up to five times their salary for life insurance for themselves. The voluntary insurance available for their spouse is limited to a maximum of \$20,000. As the City of Sheboygan moves towards a more aggressive and comprehensive wellness program, financial wellness for the employees and their families is an important part of their overall wellness. Other than minimal administrative time, the program has no outright costs to the City of Sheboygan.

Standard Insurance Company provided the most cost-effective, term-life insurance product at this time. The company requires a minimum of 20% participation for the program to move forward. Failure to secure the necessary minimum participation will result in the inability to secure the benefits, and the resolution will be dismissed.

ACTION REQUESTED:

Motion to authorize the City Attorney draft a resolution authorizing the City of Sheboygan to establish and maintain a Voluntary Term Life Insurance Program for active employees.

ATTACHMENTS:

- I. DIRECT REFERRAL Resolution for Voluntary Term Life

DIRECT REFERRAL

Res. No. 115 - 16 - 17. By Alderperson Donohue. October 10, 2016.

A RESOLUTION authorizing the City of Sheboygan to establish and maintain a voluntary term life policy beginning January 1, 2017.

WHEREAS, the City has an opportunity to establish and maintain a voluntary term life policy to assist its employees and spouses in providing for their family's needs in case of death; and

WHEREAS, the City will not contribute funds towards the policy; and

WHEREAS, minimum participation must be met by the employees on a voluntary basis for the plan to begin; and

WHEREAS, employee costs will be deducted direct from employee payroll checks; and

WHEREAS, the vendor may be authorized, where possible, to withdraw the invoice amount on a monthly or bi-weekly basis; and

WHEREAS, this program is available until such time that either the City withdraws from the program based on the City's discretion, with no requirement for approval from any employee group, including bargaining units.

NOW, THEREFORE, BE IT RESOLVED: That the City of Sheboygan hereby authorizes making available a voluntary, term life insurance program available to employees and, as appropriate, their spouses effective January 1, 2017.

I HEREBY CERTIFY that the foregoing Resolution was duly passed by the Common Council of the City of Sheboygan, Wisconsin, on the _____ day of _____, 20____.

Dated _____ 20____. _____, City Clerk

Approved _____ 20____. _____, Mayor

CITY OF SHEBOYGAN

REQUEST FOR SALARIES & GRIEVANCE COMMITTEE CONSIDERATION

ITEM DESCRIPTION: Department of Public Works Table of Organization Change: Assistant City Engineer/Surveyor and Superintendent, Facilities & Traffic

REPORT PREPARED BY: Sandy Rohrick, Director of Human Resources and Labor Relations

REPORT DATE: October 4, 2016

MEETING DATE: October 10, 2016

FISCAL SUMMARY:

Budget Line Item: N/A
Budget Summary: N/A
Budgeted Expenditure: N/A
Budgeted Revenue: N/A

STATUTORY REFERENCE:

Wisconsin Statutes: N/A
Municipal Code: Chapter 82

BACKGROUND / ANALYSIS:

Surveyor:

In January, 2016, the City hired an Engineering Technician who happened to possess a license as a Certified Professional Land Surveyor. Due to turnover in the department, the City was in need of a Certified Surveyor. The Engineering Technician is performing both roles and the responsibility of "Surveyor" should be recognized in the title of the job duties he performs.

Superintendent:

In June, 2015, the Superintendent, Buildings, Grounds, Electrical & Motor Vehicle retired. The City elected to modify the job duties and promote from within. A position of Supervisor, Buildings, Grounds and Electrical was created and an internal candidate was hired. Over the past 14 months, the internal candidate successfully achieved the duties of the supervisor position, as well as additional duties and responsibilities performed by those who hold the superintendent title. A recommendation is being made to restructuring the department and promote the supervisor to a newly created position: Superintendent, Facilities and Traffic.

STAFF COMMENTS:

Surveyor: The salary grade for both positions is Pay Grade 9. This modification simply provides the proper recognition for the work performed.

Superintendent: The internal candidate is performing work at the superintendent level. In addition, by modifying the reporting structure within the department, this move will assist in leveling the load of personnel and/or responsibilities between 3 superintendents. In an effort to simplify the title, the following recommendation is preferred: ***Superintendent, Facilities and Traffic*** (responsible for buildings, grounds, electrical and traffic department). This new

title is a Pay Grade 10. The additional compensation was anticipated in the budgeting process.

ACTION REQUESTED:

Motion to recommend the City Council approve General Ordinance 23-16-17, with the modifications as identified on the Table of Organization.

ATTACHMENTS:

- I. DIRECT REFERRAL G.O. 23-16-17
- II. Draft Job Description Assistant City Engineer/Surveyor
- III. Draft Job Description Superintendent, Facilities & Traffic

DIRECT REFERRAL

Gen. Ord. No. 23 - 16 - 17. By Alderperson Donohue. October 10, 2016.

AN ORDINANCE amending the supplement to Section 82-33 of the Sheboygan Municipal Code so as to amend the positions in the Engineering Division and the Buildings and Grounds Division in the Department of Public Works Table of Organization.

THE COMMON COUNCIL OF THE CITY OF SHEBOYGAN DO ORDAIN AS FOLLOWS:

Section 1. Section 82-33 of the Sheboygan Municipal Code entitled, "List of Classes and Class Specifications," is hereby amended so that Section B.2. and B.6. of the supplement are amended as follows:

Class Title	Class	NO. of Employees
B. DEPARTMENT OF PUBLIC WORKS		
DELETE:		
2. Buildings & Grounds		
Superintendent Buildings/Grounds Electric/MVD	10	0
Supervisor Buildings/Grounds and Electric	09	1
6. Engineering Division		
Engineering Technician	09	2
ADD:		
2. Buildings & Grounds		
Superintendent of Facilities and Traffic (title change)	10	1
6. Engineering Division		
Assistant City Engineer Surveyor	09	1
Engineering Technician	09	1

Section 2. All ordinances or parts thereof in conflict with the provisions of this ordinance are hereby repealed to the extent of such conflict, and this ordinance and attached job descriptions shall be in effect from and after its passage and publication.

I HEREBY CERTIFY that the foregoing Ordinance was duly passed by the Common Council of the City of Sheboygan, Wisconsin, on the _____ day of _____, 20____.

Dated _____ 20____. _____, City Clerk

Approved _____ 20____. _____, Mayor



Job Description

Job Title: Superintendent - Facilities and Traffic **Department:** Public Works
Date Issue: 10/10/16 **Reports To:** Director of Public Works
(Title Change)
Classification: Exempt **Wage:** 10

Position Summary

Under general direction of the Director of Public Works, is responsible for the planning and efficient implementation and supervision of necessary maintenance and upkeep needed for the City of Sheboygan buildings, grounds and electrical work. In addition, the position is responsible to coordinate the work needed in the Traffic Division. Superintendent provides effective supervision of division personnel which may include supervisors, forepersons, lead-persons and work crews engaged in various work activities of the Department of Public Works. Performs related work as required.

Essential Duties & Responsibilities

1. Effectively supervises, schedules, plans, coordinates and inspects the work performed by subordinates.
2. Prepares daily work assignments coordinating work priorities and available personnel and equipment.
3. Directs foreperson, leaders and other personnel in implementing project cost reduction methods and improved departmental efficiency.
4. Assists in developing and giving on-the-job training of forepersons, leaders and other personnel in specifics of work duties and work methods.
5. Recommends, develops, initiates, and implements efficiencies resulting in cost reductions and improvements within the Division.
6. Investigates complaints, initiates corrective action, and reports back orally or in writing when appropriate.
7. Directs and enforces compliance with all applicable City and department policies and regulations and safety laws and regulations and initiates corrective action according to DPW Employee Guidelines.
8. Completes and reviews personnel job performance ratings and effectively recommends hiring, promotion, demotion, disciplinary action, and dismissal.
9. Assists in preparation of applicable division budgets and controlling budget expenditures within authorized limits.
10. Assumes specific duties of foreperson in their absence and performs other duties as assigned.
11. Keeps required departmental records updates and reviews records kept by subordinates.
12. Requests and reviews personnel job performance ratings and effectively recommend hiring, promotion, demotion or dismissal.

Supervisory Responsibilities:

Carry out supervisory responsibilities in accordance with the City's policies and applicable laws. Responsibilities include interviewing employees, planning, assigning, and directing work, appraising performance, and rewarding and disciplining employees; addressing complaints and resolving problems.

Hiring/Promotion Clarification of Process: This individual recommends to the Director of Public Works, the hiring, promotion and termination off all employees that fall under the specified TO areas of responsibility in accordance with the guidelines set forth by the City Human Resources Department.

Evaluations: This individual is responsible for performing employee evaluations of all employees that fall under the specified TO areas of responsibility. These evaluations are to be in accordance with the guidelines set forth by the City Human Resources Department.

Qualification Requirements:

To perform this job successfully, an individual must be able to perform each essential duty and responsibility satisfactorily. The requirements listed below are representative of the knowledge required. Reasonable accommodations may be made to enable qualified individuals with disabilities to perform the essential functions.

Areas of Knowledge:

- Customer service orientation
- Thorough knowledge of management principals, practices and organizational development.
- Considerable knowledge of the laws, operations, practices, economics and record keeping for the area of responsibility and the ability to analyze the effectiveness of the Division.
- Thorough knowledge of occupational hazards, safe work practices and handicapped accessibility requirements.
- Considerable ability to organize, assign and supervise work.
- Ability to exercise good judgment, courtesy, and tact in maintaining effective public and employee relations and interdepartmental cooperation.
- A high sense of responsibility and initiative to work independently without supervision and to work from oral and written instructions.
- Ability to clearly express ideas and plans to subordinates other departments and citizens.
- Strong working knowledge of Microsoft Office suite of products including Word, Excel, PowerPoint.

Education and/or Experience:

Bachelors Degree from an accredited college or university in Management, Facility Management or Mechanical Engineering or the like is preferred. The advanced education requirement may be waived depending on the candidate's level of supervisory training and experience.

Eight years of experience relating to public works projects, construction management, maintenance, scheduling or related work, at least four years of which have involved supervisory responsibilities.

Pre-employment Requirement

Job offers for this position are contingent on the individual passing a pre-employment drug screen.

The City of Sheboygan, Wisconsin Is an Equal Opportunity Employer

In compliance with the Americans with Disabilities Act, the City of Sheboygan will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.



Job Description

Job Title: Assistant City Engineer I, Surveyor **Department:** Public Works
Date Issue: 10/2007 **Reports To:** City Engineer
Classification: Non-Exempt **Wage:** Salary Grade 9

Position Summary

Under direction, but with considerable latitude for the use of independent professional judgment in supervising department personnel, is responsible for all construction, staking, and surveying needs of the City.

Essential Duties & Responsibilities

1. Makes topographic, route, and lot surveys prior to making construction plans.
2. Calculates methods of staking and layout for municipal projects and/or improvements.
3. Consults with contractors to convey Engineering Department methods and requirements; coordinates staking and layout.
4. Effectively supervises subordinates and directs compliance with all City ordinances and regulations.
5. Utilizes computer systems for gathering data and operates CADD and other automated engineering systems.
6. Interprets, adjusts, and revises construction plans to meet existing field conditions.
7. Sets location and elevation for construction of sidewalks, sewers, streets, driveways, buildings, etc., for contractors and City crews.
8. Establishes State plane coordinates of points for mapping areas of the City.
9. Updates City line descriptions and maps for the State of Wisconsin and Federal agencies.
10. Surveys City-owned lots for improvements or sale.
11. Performs other related duties as required.

Qualification Requirements

1. Ability to use engineering field, office, and laboratory test equipment.
2. Must be familiar with City and State subdivision regulations and process.

3. Ability to initiate and complete project assignments when given instructions as to general objective.
4. Must be able to work outside in all terrain and climatic conditions.
5. Ability to communicate and establish and maintain effective working relationships with contractors, members of boards, State officials, staff, and the public.
6. Ability to operate CADD and other automated engineering systems
7. Associate degree in Civil Engineering with 4 years of related work experience or 10 years of experience as a land surveyor.
8. Must be registered in the State of Wisconsin as a land surveyor, or must become registered with the State of Wisconsin within 6 months of date of hire.
9. Must possess a valid Wisconsin Motor Vehicle Operators license and an insured automobile for use on the job.

Education and/or Experience

- Ability to operate CADD and other automated engineering systems.
- Associate degree in Civil Engineering with 4 years of related work experience or 10 years of experience as a land surveyor.
- Associate degree in Civil Engineering with 4 years of related work experience or 10 years of experience as a land surveyor.
- Must be registered in the State of Wisconsin as a land surveyor, or must become registered with the State of Wisconsin within 6 months of date of hire.

Pre-employment Requirement

Job offers for this position are contingent on the individual passing a pre-employment drug screen.

The City of Sheboygan, Wisconsin is an Equal Opportunity Employer

In compliance with the Americans with Disabilities Act, the City of Sheboygan will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.

CITY OF SHEBOYGAN

REQUEST FOR SALARIES & GRIEVANCE COMMITTEE CONSIDERATION

ITEM DESCRIPTION: Possible resolution identifying a new voluntary term life insurance option for City of Sheboygan employees.

REPORT PREPARED BY: Sandy Rohrick, Director of Human Resources & Labor Relations

REPORT DATE: October 4, 2016

MEETING DATE: October 10, 2016

FISCAL SUMMARY:

STATUTORY REFERENCE:

Budget Line Item: N/A
Budget Summary: N/A
Budgeted Expenditure: N/A
Budgeted Revenue: N/A

Wisconsin Statutes: N/A
Municipal Code: N/A

BACKGROUND / ANALYSIS:

The City of Sheboygan currently offers employees and their families life insurance through Minnesota Life. Employees have requested having additional options available. A study was performed by the benefits brokerage firm, Diversified Benefits, and one program was chosen to move forward.

STAFF COMMENTS:

Active employees currently have the option to purchase up to five times their salary for life insurance for themselves. The voluntary insurance available for their spouse is limited to a maximum of \$20,000. As the City of Sheboygan moves towards a more aggressive and comprehensive wellness program, financial wellness for the employees and their families is an important part of their overall wellness. Other than minimal administrative time, the program has no outright costs to the City of Sheboygan.

Standard Insurance Company provided the most cost-effective, term-life insurance product at this time. The company requires a minimum of 20% participation for the program to move forward. Failure to secure the necessary minimum participation will result in the inability to secure the benefits, and the resolution will be dismissed.

ACTION REQUESTED:

Motion to authorize the City Attorney draft a resolution authorizing the City of Sheboygan to establish and maintain a Voluntary Term Life Insurance Program for active employees.

ATTACHMENTS:

- I. DIRECT REFERRAL Resolution for Voluntary Term Life

DIRECT REFERRAL

Res. No. 115 - 16 - 17. By Alderperson Donohue. October 10, 2016.

A RESOLUTION authorizing the City of Sheboygan to establish and maintain a voluntary term life policy beginning January 1, 2017.

WHEREAS, the City has an opportunity to establish and maintain a voluntary term life policy to assist its employees and spouses in providing for their family's needs in case of death; and

WHEREAS, the City will not contribute funds towards the policy; and

WHEREAS, minimum participation must be met by the employees on a voluntary basis for the plan to begin; and

WHEREAS, employee costs will be deducted direct from employee payroll checks; and

WHEREAS, the vendor may be authorized, where possible, to withdraw the invoice amount on a monthly or bi-weekly basis; and

WHEREAS, this program is available until such time that either the City withdraws from the program based on the City's discretion, with no requirement for approval from any employee group, including bargaining units.

NOW, THEREFORE, BE IT RESOLVED: That the City of Sheboygan hereby authorizes making available a voluntary, term life insurance program available to employees and, as appropriate, their spouses effective January 1, 2017.

I HEREBY CERTIFY that the foregoing Resolution was duly passed by the Common Council of the City of Sheboygan, Wisconsin, on the _____ day of _____, 20_____.

Dated _____ 20_____. _____, City Clerk

Approved _____ 20_____. _____, Mayor

CITY OF SHEBOYGAN

REQUEST FOR SALARIES & GRIEVANCE COMMITTEE CONSIDERATION

ITEM DESCRIPTION: Department of Public Works Table of Organization Change: Assistant City Engineer/Surveyor and Superintendent, Facilities & Traffic

REPORT PREPARED BY: Sandy Rohrick, Director of Human Resources and Labor Relations

REPORT DATE: October 4, 2016

MEETING DATE: October 10, 2016

FISCAL SUMMARY:

Budget Line Item: N/A
Budget Summary: N/A
Budgeted Expenditure: N/A
Budgeted Revenue: N/A

STATUTORY REFERENCE:

Wisconsin Statutes: N/A
Municipal Code: Chapter 82

BACKGROUND / ANALYSIS:

Surveyor:

In January, 2016, the City hired an Engineering Technician who happened to possess a license as a Certified Professional Land Surveyor. Due to turnover in the department, the City was in need of a Certified Surveyor. The Engineering Technician is performing both roles and the responsibility of "Surveyor" should be recognized in the title of the job duties he performs.

Superintendent:

In June, 2015, the Superintendent, Buildings, Grounds, Electrical & Motor Vehicle retired. The City elected to modify the job duties and promote from within. A position of Supervisor, Buildings, Grounds and Electrical was created and an internal candidate was hired. Over the past 14 months, the internal candidate successfully achieved the duties of the supervisor position, as well as additional duties and responsibilities performed by those who hold the superintendent title. A recommendation is being made to restructuring the department and promote the supervisor to a newly created position: Superintendent, Facilities and Traffic.

STAFF COMMENTS:

Surveyor: The salary grade for both positions is Pay Grade 9. This modification simply provides the proper recognition for the work performed.

Superintendent: The internal candidate is performing work at the superintendent level. In addition, by modifying the reporting structure within the department, this move will assist in leveling the load of personnel and/or responsibilities between 3 superintendents. In an effort to simplify the title, the following recommendation is preferred: **Superintendent, Facilities and Traffic** (responsible for buildings, grounds, electrical and traffic department). This new

title is a Pay Grade 10. The additional compensation was anticipated in the budgeting process.

ACTION REQUESTED:

Motion to recommend the City Council approve General Ordinance 23-16-17, with the modifications as identified on the Table of Organization.

ATTACHMENTS:

- I. DIRECT REFERRAL G.O. 23-16-17
- II. Draft Job Description Assistant City Engineer/Surveyor
- III. Draft Job Description Superintendent, Facilities & Traffic

DIRECT REFERRAL

Gen. Ord. No. 23 - 16 - 17. By Alderperson Donohue. October 10, 2016.

AN ORDINANCE amending the supplement to Section 82-33 of the Sheboygan Municipal Code so as to amend the positions in the Engineering Division and the Buildings and Grounds Division in the Department of Public Works Table of Organization.

THE COMMON COUNCIL OF THE CITY OF SHEBOYGAN DO ORDAIN AS FOLLOWS:

Section 1. Section 82-33 of the Sheboygan Municipal Code entitled, "List of Classes and Class Specifications," is hereby amended so that Section B.2. and B.6. of the supplement are amended as follows:

Class Title	Class	NO. of Employees
-------------	-------	---------------------

B. DEPARTMENT OF PUBLIC WORKS

DELETE:

2. Buildings & Grounds		
Superintendent Buildings/Grounds Electric/MVD	10	0
Supervisor Buildings/Grounds and Electric	09	1
6. Engineering Division		
Engineering Technician	09	2

ADD:

2. Buildings & Grounds		
Superintendent of Facilities and Traffic (title change)	10	1
6. Engineering Division		
Assistant City Engineer Surveyor	09	1
Engineering Technician	09	1

Section 2. All ordinances or parts thereof in conflict with the provisions of this ordinance are hereby repealed to the extent of such conflict, and this ordinance and attached job descriptions shall be in effect from and after its passage and publication.

I HEREBY CERTIFY that the foregoing Ordinance was duly passed by the Common Council of the City of Sheboygan, Wisconsin, on the _____ day of _____, 20____.

Dated _____ 20____. _____, City Clerk

Approved _____ 20____. _____, Mayor



Job Description

Job Title: **Superintendent - Facilities and Traffic** **Department:** Public Works
Date Issue: 10/10/16 **Reports To:** Director of Public Works
(Title Change)
Classification: Exempt **Wage:** 10

Position Summary

Under general direction of the Director of Public Works, is responsible for the planning and efficient implementation and supervision of necessary maintenance and upkeep needed for the City of Sheboygan buildings, grounds and electrical work. In addition, the position is responsible to coordinate the work needed in the Traffic Division. Superintendent provides effective supervision of division personnel which may include supervisors, forepersons, lead-persons and work crews engaged in various work activities of the Department of Public Works. Performs related work as required.

Essential Duties & Responsibilities

1. Effectively supervises, schedules, plans, coordinates and inspects the work performed by subordinates.
2. Prepares daily work assignments coordinating work priorities and available personnel and equipment.
3. Directs foreperson, leaders and other personnel in implementing project cost reduction methods and improved departmental efficiency.
4. Assists in developing and giving on-the-job training of forepersons, leaders and other personnel in specifics of work duties and work methods.
5. Recommends, develops, initiates, and implements efficiencies resulting in cost reductions and improvements within the Division.
6. Investigates complaints, initiates corrective action, and reports back orally or in writing when appropriate.
7. Directs and enforces compliance with all applicable City and department policies and regulations and safety laws and regulations and initiates corrective action according to DPW Employee Guidelines.
8. Completes and reviews personnel job performance ratings and effectively recommends hiring, promotion, demotion, disciplinary action, and dismissal.
9. Assists in preparation of applicable division budgets and controlling budget expenditures within authorized limits.
10. Assumes specific duties of foreperson in their absence and performs other duties as assigned.
11. Keeps required departmental records updates and reviews records kept by subordinates.
12. Requests and reviews personnel job performance ratings and effectively recommend hiring, promotion, demotion or dismissal.

Supervisory Responsibilities:

Carry out supervisory responsibilities in accordance with the City's policies and applicable laws. Responsibilities include interviewing employees, planning, assigning, and directing work, appraising performance, and rewarding and disciplining employees; addressing complaints and resolving problems.

Hiring/Promotion Clarification of Process: This individual recommends to the Director of Public Works, the hiring, promotion and termination of all employees that fall under the specified TO areas of responsibility in accordance with the guidelines set forth by the City Human Resources Department.

Evaluations: This individual is responsible for performing employee evaluations of all employees that fall under the specified TO areas of responsibility. These evaluations are to be in accordance with the guidelines set forth by the City Human Resources Department.

Qualification Requirements:

To perform this job successfully, an individual must be able to perform each essential duty and responsibility satisfactorily. The requirements listed below are representative of the knowledge required. Reasonable accommodations may be made to enable qualified individuals with disabilities to perform the essential functions.

Areas of Knowledge:

- Customer service orientation
- Thorough knowledge of management principals, practices and organizational development.
- Considerable knowledge of the laws, operations, practices, economics and record keeping for the area of responsibility and the ability to analyze the effectiveness of the Division.
- Thorough knowledge of occupational hazards, safe work practices and handicapped accessibility requirements.
- Considerable ability to organize, assign and supervise work.
- Ability to exercise good judgment, courtesy, and tact in maintaining effective public and employee relations and interdepartmental cooperation.
- A high sense of responsibility and initiative to work independently without supervision and to work from oral and written instructions.
- Ability to clearly express ideas and plans to subordinates other departments and citizens.
- Strong working knowledge of Microsoft Office suite of products including Word, Excel, PowerPoint.

Education and/or Experience

Bachelors Degree from an accredited college or university in Management, Facility Management or Mechanical Engineering or the like is preferred. The advanced education requirement may be waived depending on the candidate's level of supervisory training and experience.

Eight years of experience relating to public works projects, construction management, maintenance, scheduling or related work, at least four years of which have involved supervisory responsibilities.

Pre-employment Requirement

Job offers for this position are contingent on the individual passing a pre-employment drug screen.

The City of Sheboygan, Wisconsin is an Equal Opportunity Employer

In compliance with the Americans with Disabilities Act, the City of Sheboygan will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.



Job Description

Job Title: Assistant City Engineer I, Surveyor **Department:** Public Works
Date Issue: 10/2007 **Reports To:** City Engineer
Classification: Non-Exempt **Wage:** Salary Grade 9

Position Summary

Under direction, but with considerable latitude for the use of independent professional judgment in supervising department personnel, is responsible for all construction, staking, and surveying needs of the City.

Essential Duties & Responsibilities

1. Makes topographic, route, and lot surveys prior to making construction plans.
2. Calculates methods of staking and layout for municipal projects and/or improvements.
3. Consults with contractors to convey Engineering Department methods and requirements; coordinates staking and layout.
4. Effectively supervises subordinates and directs compliance with all City ordinances and regulations.
5. Utilizes computer systems for gathering data and operates CADD and other automated engineering systems.
6. Interprets, adjusts, and revises construction plans to meet existing field conditions.
7. Sets location and elevation for construction of sidewalks, sewers, streets, driveways, buildings, etc., for contractors and City crews.
8. Establishes State plane coordinates of points for mapping areas of the City.
9. Updates City line descriptions and maps for the State of Wisconsin and Federal agencies.
10. Surveys City-owned lots for improvements or sale.
11. Performs other related duties as required.

Qualification Requirements:

1. Ability to use engineering field, office, and laboratory test equipment.
2. Must be familiar with City and State subdivision regulations and process.

3. Ability to initiate and complete project assignments when given instructions as to general objective.
4. Must be able to work outside in all terrain and climatic conditions.
5. Ability to communicate and establish and maintain effective working relationships with contractors, members of boards, State officials, staff, and the public.
6. Ability to operate CADD and other automated engineering systems
7. Associate degree in Civil Engineering with 4 years of related work experience or 10 years of experience as a land surveyor.
8. Must be registered in the State of Wisconsin as a land surveyor, or must become registered with the State of Wisconsin within 6 months of date of hire.
9. Must possess a valid Wisconsin Motor Vehicle Operators license and an insured automobile for use on the job.

Education and/or Experience

- Ability to operate CADD and other automated engineering systems.
- Associate degree in Civil Engineering with 4 years of related work experience or 10 years of experience as a land surveyor.
- Associate degree in Civil Engineering with 4 years of related work experience or 10 years of experience as a land surveyor.
- Must be registered in the State of Wisconsin as a land surveyor, or must become registered with the State of Wisconsin within 6 months of date of hire.

Pre-employment Requirement

Job offers for this position are contingent on the individual passing a pre-employment drug screen.

The City of Sheboygan, Wisconsin Is an Equal Opportunity Employer

In compliance with the Americans with Disabilities Act, the City of Sheboygan will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.