

*****ATTACHMENTS*****

SALARIES AND GRIEVANCES COMMITTEE MINUTES - 4:30 PM (Monday, January 12, 2015)

Generated by Vicki Leonhardt on Monday, January 12, 2015

1. OPENING OF MEETING

1.1 CALL TO ORDER

1.2 COMMITTEE MEMBERS: Chair Mary Lynne Donohue, Vice Chairman Ty Dassler, Jim Bohren, Jodi VanderWeele

EXCUSED: Ald. Don Hammond

1.3 EX-OFFICIO MEMBER: Sandy Rohrick, Director of Human Resources

ALSO ATTENDED: Mayor Vandersteen, Jim Amodeo, Chief Domagalski, Chief Ramos, Steve McLean, Nancy Buss, Sheboygan Press

1.4 PLEDGE OF ALLEGIANCE WAS RECITED BY ALL

1.5 APPROVAL OF THE MINUTES FROM December 8, 2014

Motion to approve by Ald. Bohren, Second by Ald. VanderWeele - All Ayes.

2. ITEMS FOR DISCUSSION AND POSSIBLE ACTION

2.1 Res. No. 88-14-15 by Ald. Donohue approving certain Human Resource Department procedures.

Motion to accept and forward to Council by Ald. Bohren, Second by Ald. VanderWeele - All Ayes.

2.2 R. C. No. 215-14-15 by Com. of the Whole to whom was referred R. O. No. 178-14-15 by the City Clerk submitting a communication from Ald. Bohren suggesting the attached revision of the CAO (Chief Administrative Officer) job description to be considered by Salaries and Grievances.

The job description was reviewed and the following changes were made.

Add with (#1) Develop and present a detailed balanced budget scenarios for consideration by Common Council with input from the Mayor.

Delete (#2) Develop short and long term strategic plan, for the city under the direction of the Common Council with input from the Mayor and replace with:

Replace with: #2 Develop and present an annual strategic plan, which is updated annually, including a budget with a 3 year rolling scenario with a 5 year capital improvement plan.

Insert on 2nd page: CAO Performance Evaluation; The CAO's performance evaluation will be evaluated on an annual basis by the Council President and Vice President with input from the Mayor.

Motion to approve the job description as amended by Ald. VanderWeele, Second by Ald. Dassler - All Ayes

3. CLOSED SESSION

3.1 Motion by Ald. Bohren to convene in closed session under the exemption provided in Sec. 19.85(1)(b) Wis. Stats., for the preliminary consideration of the grievance submitted by a terminated City employee and discussion regarding the conduct of a future hearing on said grievance. No evidentiary hearing or final action shall take place at this meeting. Actual notice of any evidentiary hearing which may be held in the future and of any meeting at which final action is taken shall be provided to the grievant. Second by Ald. VanderWeele - All Ayes.

4. OPEN SESSION - Motion to reconvene in open session by Ald. Bohren, Second by Ald. VanderWeele - All Ayes

5. CLOSED SESSION

5.1 Motion by Ald. Dassler to convene in closed session under the exemption provided in 19.85(1)(g) of the Wis. Stats., for the purpose of conferring with legal counsel for the City who is rendering oral or written advice concerning strategy to be adopted with respect to litigation in which

it is or is likely to become involved. Second by Ald. VanderWeele - All Ayes.

6. OPEN SESSION - Motion to reconvene in open session by Ald. Bohren, Second by Ald. VanderWeele - All Ayes

Motion by Ald. VanderWeele to hire outside council Lindner & Marsack to represent the City in the matter of a class action suit vs the City of Sheboygan. Steve McLean informed this Committee that this item was referred to the Finance Committee. Ald. VanderWeele withdrew the motion.

7. CLOSING OF MEETING

Next meeting date February 9, 2014

Motion to adjourn by Ald. Dassler, Second by Ald. VanderWeele - All Ayes

~~IX~~

7.2

Gen. Ord. No. 42 - 14 - 15. By Alderperson Donohue. January 19, 2015.

AN ORDINANCE amending Section 82-33 of the Sheboygan Municipal Code so as to add the Maywood Environmental Park Director in the Public Works Department for the City of Sheboygan and amend the Maywood Naturalist position on the 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 in Section B. 3 Department of Public Works as follows:

B. DEPARTMENT OF PUBLIC WORKS

DELETE:

| | Class Grade | NO. of Employees |
|--------------------|----------------|---------------------|
| Maywood Naturalist | 5 | 1 |

ADD:

| | Class Grade | NO. of Employees |
|-------------------------------------|----------------|---------------------|
| Maywood Environmental Park Director | 8 | 1 |
| Maywood Naturalist | 5 | 0 |

Section 2. The new job description for the Maywood Environmental Park Director is attached, and copies of which shall be on file in the offices of the City Clerk, City Finance Director/Treasurer and Human Resources Department.

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Section 3. 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 upon hire of the Maywood Environmental Director.

My Lynn Nowlan

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: **Maywood Environmental Park Director** **Department:** Public Works

Date Issue: January 12, 2015 **Reports To:** Parks Forester Superintendent
Collaborates with Maywood Park Board & Directors

Classification: Exempt **Wage:** Salary Grade 8

Position Summary

Under the general direction of the Parks Forester Superintendent, is responsible for the development, management, operation, and programming of the Environmental Park.

Essential Duties & Responsibilities

1. Responsible for the effective and efficient management of Maywood.
2. Develops, coordinates and conducts training programs for volunteers.
3. Plans, coordinates, directs, and promotes information and educational programs and activities such as seminars, workshops, tours, field trips, youth camps, and special events to encourage the use of the park facilities by the public, schools, civic groups and other agencies.
4. Develops and maintains positive working relationships and community educational leaders.
5. Coordinates the work of volunteers.
6. Supervises, trains, schedules, and evaluates employees assigned to the Park.
7. Recommends hiring, discharge, promotion, demotion, and discipline of park employees
8. Updates and develops the Maywood Environmental Park Master Plan of facilities, plantings, trail design and signage.
9. Facilitates strategic and operational planning to set comprehensive goals and to provide a clear path to achieving those goals.
10. Prepares and implements an annual operational budget.
11. Understands the fundamentals of fundraising and oversees comprehensive efforts to secure funding the Park's operation.
12. Develops and maintains positive relationships with current and potential donors.
13. Possesses strong grant research and writing abilities.
14. Insures that all monies and inventories are accounted for.
15. Keeps accurate and complete financial records.
16. Enthusiastically promotes Maywood Park throughout the community.
17. Plans and coordinates the development of promotional materials for the park.

18. Schedules and conducts presentations before service clubs and various community groups.
19. Develops and nurtures various media contracts.
20. Develops and maintains positive working relationships and community educational leaders.
21. Understands social media and is able to utilize it for the benefit of Maywood Park.
22. Enforces all safety standards as set forth by Federal, State, and Municipal laws.
23. Assures compliance with all City human resource policies.

Qualification Requirements:

To perform this job successfully, an individual must be able to perform each essential duty and responsibility satisfactorily. The requirements listed are representative of the knowledge, skill, and/or ability required. Also the ability to work cooperatively with individuals and groups in activities associated with this. Possess a high sense of responsibility and initiative. Willingness to work flexible hours to accomplish the position objectives. Possession of a valid Wisconsin Motor Vehicle Operator's license in good standing and an insured automobile for use on the job.

Education and/or Experience

A Bachelor's Degree from an accredited college or university with a major in environmental science or one of the natural sciences, or a degree in education with specialization in the natural sciences. Three years of professional-level experience in the field of natural sciences or a related field. Some relevant experience managing others. Knowledge of and skill in the application of the recognized theories, practices, nomenclature and techniques associated with environmental education.

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.

III

5.5

Res. No. 140 - 14 - 15. By Alderperson Donohue. January 19, 2015.

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

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

Sal + Greed

Lynne Nowlan

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

20



041



CITY OF SHEBOYGAN

COMPENSATION

PROGRAM

FOR

NON-REPRESENTED

EMPLOYEES

Resolution to Amend to Council: January 19, 2015

Agenda Item Salaries & Grievance Committee: January 26, 2015

Approval by City Council: February 2, 2015

(Replaces 2014 Non-Rep Comp Plan adopted by way of Res. xxx-xx-xx, as amended by Res. 8-13-14)

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I. EXECUTIVE SUMMARY

In November 2011, the City of Sheboygan's Human Resources Department introduced a new performance management system for Non-Represented employees which incorporated a pay for performance, or merit based, review system, as well as an introduction to goal setting for all non-represented city employees. Based on merit, employees at the lower half of their pay scale may be eligible to receive a compensation increase to their base. Some employees were on a tiered system, where years of service automatically qualified the employee for a pay increase. Employees at or over the top of their pay scale may be eligible for additional compensation (whether merit award or incentive award) in the form of a lump-sum only. Increases were issued to the pay schedule and many employees received an automatic increase. The changes that occurred in the State of Wisconsin with Act 10 caused the City of Sheboygan to evaluate their program and develop a new program.

A complete salary review took place in 2013 by the Human Resources Director, which incorporated salary comparisons by job expectations for a variety of comparable employers, both in the City of Sheboygan public and private sector positions, as well as comparable to other municipalities within Wisconsin of like size and geographic comparison. Based on merit, employees at the lower half of their pay scale may receive a compensation increase to their base. Employees above the midpoint of their pay scale are eligible for a combination of increase to base for merit performance, and one-time lump sum for incentive performance (accomplishing goals and/or projects above and beyond their day-to-day requirements). Employees at or over the top of their pay scale are eligible for additional compensation in the form of a lump-sum only.

The 2015 pay scale has changed from 2014. The mid-point of each scale has increased by 2.0%, which adjusted both the minimum and maximum pay. The variation reflects inflation and market trend which has affected pay ranges.

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: Chief Administrative Officer, Chief of Police, Fire Chief, Director of Public Works, Human Resources Director, Planning Director, City Assessor, and Finance Director.

Department Head Advisory Committee: Depending on the issue needing guidance, this committee will be appointed as needed by the Chief Administrative Officer 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 for the period following the employee's last performance appraisal.

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 a defined minimum, midpoint, and maximum rate of pay. The range is based upon a market survey.

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 Chief Administrative Officer, 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. Approval of all inequity and promotional increases provided they are within the salary grade range.
3. 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.

MIDPOINT RATE

The rate which is halfway between the range minimum and maximum in a pay grade. This rate approximates the salary rate that is competitive with the external labor market for both municipal and private industries for a fully qualified employee performing the full range of position responsibilities in a satisfactory manner.

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. Such employees, however, may be eligible to receive a lump sum merit bonus, if warranted, which will not change their rate of pay.

The salaried exempt and non-exempt range spread shall be 20% plus or minus the midpoint as determined by the salary survey. The DPW Labor Workforce salary is a range based on market average (mid-point), with the top of the scale equaling 10% above the market average. See attached Exhibit #7, 2015 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 | Washington County |
| Calumet County | | Central Wisconsin | | |

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. The promoted employee will be eligible for up to a 10% base salary increase upon promotion, at the hiring department head's discretion. 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 payscale 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. The City Council approved a 2.0% increase to budget for payroll (see 2015 Council approved budget). 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, either based on their employment anniversary or their most recent promotional move. The review form has 4 categories of performance: Unacceptable, Below, Successfully Achieved and Exceeds. The 2015 paper form is attached (see Exhibit #3), Yearly Performance Evaluation. A move to an electronic form is anticipated. The content will remain the same as the paper form.

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 the first payroll following their employment anniversary.

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. The amount identified in 2015 is 2.0%.

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, whereas in the past, the merit adjustment was applied to the midpoint of an employee's current grade which resulted in employees often never reaching the fair market rate for the position because the midpoint was adjusted at the same percent as the merit adjustment. Salary ranges will be reviewed periodically to insure the City's pay ranges remain competitive while the merit adjustment schedule is reviewed annually based upon additional factors.

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.

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 the beginning of the next applicable payroll following the employee's anniversary date (all salaries and wages shall be paid biweekly for salaries and wages earned during the biweekly period preceding the most current biweekly period (i.e. two-week holdback)).

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 ~~the 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 Performance Evaluation Form



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 | COMMENTS: |
|---|--|--|--|---|------------------|
| Quality of Work Measures the ability of the employee to meet quality standards. | <u>Many mistakes.</u> Repeated occurrences of careless work and excessive errors on assignments. | <u>Needs improvement.</u> Fewer than normal amount of rework. | <u>Successfully Achieved.</u> Job performance. Work person requires rework. | <u>High quality.</u> Consistently produces top-notch quality in all assignments. Able to handle complex jobs. | |
| Quantity of Work Measures the ability of the employee to meet production standards. | <u>Fails to meet standards.</u> Very slow on most job assignments. Fails to meet standards of the position. | <u>Below standard.</u> Generally below standard, requires more time to complete assignments than expected. | <u>Achieved standards.</u> Successfully Achieved standards and requirements of the position. | <u>Production team.</u> Employee consistently exceeds production standards or goals. | |
| Job Knowledge Measures the employee's knowledge of the job and standard work practices. | <u>Unworkable.</u> Has not learned and/or makes little attempt to improve. | <u>Is still learning job.</u> Does not fully understand all job requirements or standard work procedures. | <u>Knows job requirements.</u> Knows standard work methods and procedures. | <u>Good job knowledge.</u> Knowledge of standard work. Keeps up with new developments. | |
| Work Area/Safety Measures employee's commitment to safety and continuous improvement. | <u>Does not support.</u> Departmental objectives are ignored and/or has minimal regard for safety. | <u>Shows some support.</u> or continuous improvement objectives and safety, areas for improvement needed. | <u>Supports safety objectives.</u> Successfully follows safety rules and procedures. | <u>Leads safety.</u> 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. | <u>Resists change.</u> Slow to adapt to new situations or support cross-functional needs of the department. | <u>Slow to adapt.</u> Some resistance to change. Slow to adapt to cross-functional initiatives. | <u>Adaptable.</u> Meets job requirements in a normal amount of time. Supports improvement. | <u>Adjusts readily.</u> Very adaptable to change. Takes ownership of initiatives. | |
| Cooperation Measures employee's ability to respond positively to assigned tasks and to work with others. | <u>Does not follow</u> instructions. Conflicts often with others and is hard to work with. | <u>Reluctant to follow</u> instructions or instructions. Periods friction with others. | <u>Follows instructions.</u> Cooperates with supervisor and co-workers. | <u>Responds readily</u> to unusual or difficult assignments. Excellent team work. | |
| Attitude/Work and Co. Measures employee's ability to work toward City objectives of higher productivity without disruption. | <u>Continually critical</u> of employer, job assignment, and/or other employees. Has caused dissention among employees. | <u>Needs improvement</u> in overall attitude toward the City and/or fellow employees. | <u>Positive Attitude.</u> Has positive attitude toward his/her work and the City. Sets a good example for others. | <u>Very positive attitude.</u> Promotes good will. Gets 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 assignments. | <u>Unable or unwilling</u> to follow job instructions and has repeated trouble completing work assignments. | <u>Needs guidance</u> to insure job instructions are followed and work assignments completed. | <u>Generally dependable.</u> Can be depended upon to do the job correctly and within stipulated. | <u>Completes jobs</u> under any conditions to the best of his/her ability. | |
| Absence/Punctuality Measures employee's overall attendance and punctuality. | <u>Unreliable attendance.</u> High absence and tardiness rate. Leaves early. Doesn't respond to emergencies. | <u>Often tardy or absent.</u> Employee is working towards improvement. | <u>Acceptable attendance.</u> Tardy very seldom. Responds to emergency calls. Willing to stay late when needed. | <u>Very good attendance.</u> At work on time. Willing to help out for emergencies calls. | |
| OVERALL Performance Based on ratings above, indicate the employee's overall performance rating. | <u>UNACCEPTABLE.</u> Employee's performance is unacceptable to position. (Not Competent) | <u>BELOW MINIMUM.</u> Employee's performance at times fails to meet minimum job requirements. (Working toward Competency) | <u>ACHIEVED.</u> Employee's performance meets all position requirements. (Employee is competent in his/her job) | <u>EXCEEDS.</u> 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 |

PRODUCED BY 2/13

Exhibit #4

Goals Template

Goals can be listed as part of the Evaluation Form or Listed Separately

| Communications Review / Feedback Opportunity <i>(This section must be completed and signed by the employee)</i> | |
|---|------|
| 1 Goals for the next year (supv completes / may use Goals Template) | |
| | |
| | |
| | |
| | |
| | |
| 2 Additional comments | |
| Page 2 | |
| | |
| | |
| 3 I have received an explanation of this evaluation and would like to make the following comments: | |
| | |
| | |
| Next Review Date | Date |
| Employee's Signature | |

| DEPARTMENT (S) | | 2015 | |
|--|-------|------|------------------|
| Measurable Goals, Objectives and Results | | | |
| Goal | Steps | | CAREER |
| Goal | Steps | | CLASS TRAINING |
| Goal | Steps | | SOFTWARE |
| Goal | Steps | | PREMIER DUTY |
| Goal | Steps | | OTHER DEPARTMENT |

| | | | | | | | |
|----------|-----|-----|-----|-----|-----|-----|-----|
| Calendar | NOV | DEC | JAN | FEB | MAR | APR | MAY |
| Ending | AUG | SEP | OCT | NOV | DEC | | |

(shade in the month(s) that corresponds with the GOAL Tracked area)

Exhibit #5



MERIT / INCENTIVE AWARD SCHEDULE 2015

The City of Sheboygan's goal is to continue to provide quality service for the needs of the City and to continuously improve our performance. Accordingly, the City offers employees a merit-based performance program, rewarding employees for successfully achieving or exceeding their performance requirements. Increases in pay depend on performance achievement, both in the day-to-day job requirement and in the accomplishment of goals. The following increase amounts have been identified for 2015:

Merit Award For Performance

Employees who demonstrate solid performance on the completion of their everyday work assignments, showing a dedication to complete the responsibilities of the job have successfully achieved or in some cases, exceeded the performance requirements of their position and are eligible for a merit increase which will be either applied to their base wages or will be issued in the form of a lump sum.

Merit Award Schedule

| <u>Overall Performance Level</u> | <u>Merit Increase Amount*</u> | |
|----------------------------------|-------------------------------|--|
| Unacceptable | 0.00% increase | Salary <u>below top pay</u> : Increase is <u>added to base</u> |
| Below Acceptable | 0.00% increase | |
| Successfully Achieved | 1.25% increase | Salary <u>at or above top pay</u> : Increase is a <u>one-time lump</u> |
| Exceeds | 1.50% increase | |

Incentive Award Guide

Employees who have gone above and beyond in the overall performance of their job are also eligible for an additional incentive award. In this category, a predetermined list of goals needs to be identified between the employee and his/hersupervisor. Completion of additional projects not originally identified may also qualify in this category.

Incentive Award Schedule

| <u>Overall Performance Level</u> | <u>Incentive Increase Amount</u> | |
|----------------------------------|----------------------------------|--|
| Unacceptable | 0.00% increase | Salary <u>below mid-point</u> : Increase is <u>added to base</u> |
| Below Acceptable | 0.00% increase | |
| Successfully Achieved | 0.25% increase | Salary <u>above mid-point</u> : Increase is a <u>one-time lump</u> |
| Exceeds | 0.50% increase | |

* An increase to base compensation cannot exceed the pay range. If a portion of the increase brings the employee's pay to the top of the pay range, the additional merit or incentive amount would be issued in the form of a lump sum.

To reach the "exceeds" performance level, employees must "overwhelmingly exceed expectations" either in the majority of their performance competencies or goal achievement. Although the city budgeted for an overall 2.0% increase to payroll, employees only qualify for what they earn based on job performance.

Exhibit #6



CONFIDENTIAL

NOTICE OF EVALUATION/APEAL

TO: Sandy Robrick
Human Resources Director

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

S:HR NonRepCom Plan
Notice of Evaluation Appeal Jan 2015

Exhibit #7
2015 Non-Rep Pay Scale

| Non-Represented Exempt & Non-Exempt Salary Grade Ranges | | | | | |
|--|----------------|-----------------------|-----------------|-----------------------|----------------|
| 2015 Hourly Pay and Annual Base Salary | | | | | |
| Salary Grade | Q1 | Q2 | Q3 | Q4 | |
| | Minimum | Below Midpt | Midpoint | Above Midpt | Maximum |
| 1 | 11.69 | 13.15 | 14.61 | 16.07 | 17.53 |
| | 24,305.05 | 27,343.18 | 30,381.31 | 33,419.44 | 36,457.57 |
| 2 | 13.38 | 15.06 | 16.73 | 18.40 | 20.07 |
| | 27,835.39 | 31,314.82 | 34,794.24 | 38,273.66 | 41,753.09 |
| 3 | 15.88 | 17.86 | 19.85 | 21.83 | 23.82 |
| | 33,029.07 | 37,157.70 | 41,286.34 | 45,414.97 | 49,543.60 |
| 4 | 17.27 | 19.42 | 21.58 | 23.74 | 25.90 |
| | 35,914.44 | 40,403.75 | 44,893.06 | 49,382.36 | 53,871.67 |
| 5 | 18.70 | 21.04 | 23.38 | 25.72 | 28.05 |
| | 38,901.66 | 43,764.36 | 48,627.07 | 53,489.78 | 58,352.49 |
| 6 | 20.13 | 22.65 | 25.16 | 27.68 | 30.20 |
| | 41,871.90 | 47,105.88 | 52,339.87 | 57,573.86 | 62,807.85 |
| 7 | 21.56 | 24.25 | 26.95 | 29.64 | 32.34 |
| | 44,842.14 | 50,447.40 | 56,052.67 | 61,657.94 | 67,263.21 |
| 8 | 22.43 | 25.24 | 28.04 | 30.84 | 33.65 |
| | 46,658.23 | 52,490.51 | 58,322.78 | 64,155.06 | 69,987.34 |
| 9 | 26.90 | 30.26 | 33.62 | 36.98 | 40.34 |
| | 55,942.35 | 62,935.14 | 69,927.94 | 76,920.73 | 83,913.52 |
| 10 | 29.02 | 32.64 | 36.27 | 39.90 | 43.53 |
| | 60,355.28 | 67,899.69 | 75,444.10 | 82,988.51 | 90,532.92 |
| 11 | 32.28 | 36.32 | 40.35 | 44.39 | 48.42 |
| | 67,144.40 | 75,537.45 | 83,930.50 | 92,323.55 | 100,716.60 |
| 12 | 35.54 | 39.99 | 44.43 | 48.87 | 53.32 |
| | 73,933.52 | 83,175.21 | 92,416.90 | 101,658.59 | 110,900.28 |
| 13 | 38.81 | 43.66 | 48.51 | 53.36 | 58.21 |
| | 80,722.64 | 90,812.97 | 100,903.30 | 110,993.63 | 121,083.96 |
| 14 | 42.13 | 47.40 | 52.66 | 57.93 | 63.20 |
| | 87,630.57 | 98,584.39 | 109,538.21 | 120,492.03 | 131,445.85 |
| 15 | 44.64 | 50.22 | 55.80 | 61.38 | 66.97 |
| | 92,858.19 | 104,465.46 | 116,072.74 | 127,680.01 | 139,287.28 |
| 16 | 47.20 | 53.10 | 59.00 | 64.90 | 70.80 |
| | 98,170.68 | 110,442.01 | 122,713.34 | 134,984.68 | 147,256.01 |
| 2015 DPW Labor Workforce Hourly and Annual Salary | | | | | |
| | Minimum | Below Midpoint | Midpoint | Above Midpoint | Maximum |
| MWI | 17.00 | 18.02 | 19.03 | 19.98 | 20.94 |
| | 35,360.00 | 37,474.53 | 39,589.06 | 41,568.51 | 43,547.96 |
| MWII | 19.00 | 20.14 | 21.28 | 22.34 | 23.40 |
| | 39,520.00 | 41,888.29 | 44,256.58 | 46,469.40 | 48,682.23 |
| MWIII | 21.00 | 22.26 | 23.51 | 24.69 | 25.86 |
| | 43,680.00 | 46,291.44 | 48,902.88 | 51,348.02 | 53,793.17 |
| MWIV | 23.00 | 24.38 | 25.76 | 27.04 | 28.33 |
| | 47,840.00 | 50,705.20 | 53,570.40 | 56,248.92 | 58,927.44 |

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 received 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) | |
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Referenced the option to use MUNIS ~~eval~~ electronic eval.

Changes in 2015

- 1) **Wage scale increases 2.0% to midpoint of all ranges.**