

**PERSONNEL
COMMITTEE**

Monday, May 3, 2021

6:30 PM

McFarland Municipal Center
Community Room

AGENDA

You are invited to this meeting through a Zoom webinar. The Public is strongly encouraged to watch and participate in these meetings remotely through either the webinar or telephone options listed below.

PLEASE CLICK THE LINK BELOW TO JOIN THE ZOOM WEBINAR:

<https://us02web.zoom.us/j/82635672731>

Or by Telephone: +1 (312) 626-6799
Webinar ID: 826 3567 2731

1. CALL TO ORDER, ROLL CALL.
2. PUBLIC APPEARANCES.
 - a. This is an opportunity for members of the public to address the Village Board. Please remember this is a virtual meeting conducted through the Zoom online meeting platform. Zoom meeting attendees wishing to address the board may do so using the Question and Answer feature within the Zoom online meeting platform. You may state your name, address, and provide your comments to the board for their consideration. Members of the public who are present in person and wish to address the board should fill out a public comment form and turn into the meeting chairperson. Members of the public may speak during public appearances or during their selected agenda item as they designate on the public comment form. Please adhere to the 3-minute time limit. Additionally, you may send your public comments to cassandra.suettinger@mcfarland.wi.us to be included as part of the meeting.
3. APPROVAL OF MINUTES.
 - a. Discussion and action regarding the minutes of the meeting held on March 1, 2021.
4. BUSINESS.
 - a. Discussion and action to make a recommendation to the Village Board regarding revisions to the job description and request to fill the vacancy for the Parks Crewperson position within the Public Works Department.
 - b. Discussion and action to make a recommendation to the Village Board regarding a compensation and classification study.
5. SCHEDULE NEXT MEETING DATE.
 - a. Monday, June 7, 2021 at 6:30 pm.

6. ADJOURNMENT.

This meeting notice constitutes an official meeting of the above referenced group and was posted in accordance with all applicable laws related to Open Meetings Law. It is possible that members of and possibly a quorum of members of other governmental bodies of the municipality may be in attendance at the above stated meeting to gather information. No action will be taken by any governmental body at the above stated meeting other than the governmental body specifically referred to above in this notice. Upon reasonable notice, efforts will be made to accommodate the needs of disabled individuals. For additional information or to request this service, contact the McFarland Municipal Center at (608) 838-3153 or cassandra.suettinger@mcfarland.wi.us.

VILLAGE OF MCFARLAND
Personnel Committee Minutes

Monday, March 1, 2021 - 6:30 PM

1. CALL TO ORDER, ROLL CALL.

President Brad Czebotar called the regular meeting of the Personnel Committee to order at 6:30 PM in the Community Room.

Members present: Brad Czebotar, Trish Howen, Steve Kilpatrick, Peter Morehouse, Clair Utter

Members not present: Ken Machtan, Jack Bernfeld, Chris St. Clair

Staff Present: Village Administrator Matt Schuenke, Village Clerk/Treasurer Cassandra Suettinger, and Community & Economic Development Director Andrew Bremer.

2. PUBLIC APPEARANCES.

- a. This is an opportunity for members of the public to address the Village Board. Please remember this is a virtual meeting conducted through the Zoom online meeting platform. Zoom meeting attendees wishing to address the board may do so using the Question and Answer feature within the Zoom online meeting platform. You may state your name, address, and provide your comments to the board for their consideration. Members of the public who are present in person and wish to address the board should fill out a public comment form and turn into the meeting chairperson. Members of the public may speak during public appearances or during their selected agenda item as they designate on the public comment form. Please adhere to the 3-minute time limit. Additionally, you may send your public comments to cassandra.suettinger@mcfarland.wi.us to be included as part of the meeting.*

None.

3. APPROVAL OF MINUTES.

- a. Discussion and action regarding minutes of the meeting held on February 1, 2021.*

The minutes of the February 1, 2021 were approved by unanimous consent.

4. BUSINESS.

- a. Discussion and recommendation to the Village Board regarding revisions to the job description for the Clerk III position within the Community Development Department.*

Community & Economic Development Director Andrew Bremer provided an overview of the proposed revisions to the job description for the Clerk III position within the Community Development Department. He noted the Village previously had a part time property maintenance employee working 4-8 hours a week. That individual resigned last summer and department staff have been picking up those responsibilities since that resignation. The proposed updates to the job description formalize those property maintenance duties within the Clerk III position.

Motion by Village President Brad Czebotar, second by Member Steve Kilpatrick, to recommend approval of the revisions to the job description for the Clerk III position

within the Community Development Department. Motion carries 4 - 1 - 0 by acclamation, with Trustee Clair Utter voting nay.

- b. Discussion and action to make a recommendation to the Village Board regarding the creation of the job description, classification, and request to fill the vacancy for the Planning and Zoning Intern position within the Community Development Department.

Community & Economic Development Director Andrew Bremer provided an overview of the request to create a Planning and Zoning Intern within the Department. He reported the position will assist with a variety of department activities including various projects or research assistance needed by the department. The Committee reviewed the job description and suggested revisions. The Committee discussed whether the position would be most appropriate as a regular part time position, limited term employee or seasonal. Ultimately, the Committee recommended the position title be changed to Planning and Zoning Assistant to provide the flexibility of staff to fill the position and not be limited by the LTE designation.

Motion by President Brad Czebotar, second by Member Steve Kilpatrick, to recommend approval of the creation of the job description and request to fill the vacancy for the Planning and Zoning Assistant position within the Community Development Department with the modifications identified by the committee. Motion carries 5 - 1 - 0 by acclamation with Trustee Clair Utter voting nay.

Motion by President Czebotar, second by member Peter Morehouse, to recommend the position classification of the Planning and Zoning Assistant position be assigned to pay range 7. Motion carries 6 - 0 - 0 by acclamation.

- c. Discussion and presentation regarding the 2020 Employee Performance Evaluations.
Without objection, the Committee discussed item 4c and 4e together.

- d. Discussion regarding a Multi-Community Wage Study prepared by GovHR USA on behalf of the Dane County Cities and Villages Association.

President Brad Czebotar presented the Wage Study prepared by GovHR USA on behalf of the Dane County Cities and Villages Association. He reported the study compiled wage data from Dane County municipalities and comparables outside of Dane County. He also reported that GovHR would be available to assist communities who were interested in doing additional review and update of their individual compensation programs.

- e. Discussion regarding Administration of Compensation Plans for Non-Represented Employees as Chapter 3 of the Compensation and Benefits Manual.

Village Administrator Schuenke provided an overview of the administration of the Compensation Plans for Non-Represented Employees as Chapter 3 of the Compensation and Benefits Manual. Additionally, he reported on the 2020 performance evaluation and compensation program.

5. SCHEDULE NEXT MEETING DATE.

- a. Monday, April 5, 2021 at 6:30 pm.

President Czebotar reported due to the election, unless there were urgent matters, the Personnel Committee for April 5, 2021 would be canceled. The Committee would look to meet again on May 5, 2021.

6. ADJOURNMENT.

Motion by Member Steve Kilpatrick, second by Member Peter Morehouse, to adjourn at 8:27 p.m.

Pursuant to law, written notice of this meeting was given to the public and posted on the public bulletin boards in accordance with Open Meetings Law.

Respectfully submitted,
Cassandra Suettinger
Village Clerk/Treasurer

McFarland
SUMMARY SHEET

MEETING DATE: Monday, May 3, 2021

SECTION: Business

DEPARTMENT: Administration

CONTACT: Sayer Larson, Parks Superintendent

AGENDA ITEM: Discussion and action to make a recommendation to the Village Board regarding revisions to the job description and request to fill the vacancy for the Parks Crewperson position within the Public Works Department.

PREVIOUS ACTION:

The Parks, Recreation, and Natural Resources Committee reviewed and recommended approval of these actions at their meeting on May 22, 2021.

ISSUE SUMMARY:

Spencer Warrenburg will be leaving the Village to pursue a job closer to his home. We thank Spencer for his service to the Community and wish him well in his new job. The Public Works Department is requesting authorization from the Village Board to fill the vacancy as is required by policy. Included within your packets is the Job Description from the position which does include additions for knowledge of cultural competency as has been adopted with other recent position descriptions. The action sought for this meeting will be to approve these changes for the position description as well as authorize the vacancy to be filled. Upon receiving authorization, Village staff will move forward with filling to position as is allowed by the Personnel Policy Manual.

FINANCIAL/BUDGET IMPACT:

The position classification is not presented for changes. The position remains at Grade 11 and will be advertised as such.

VILLAGE PLAN REFERENCE:

McFarland Compensation and Benefits Manual
McFarland Personnel Policy Manual.

ORDINANCE REFERENCE:

None.

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

Recommended action to be taken is as follows:

Motion to recommend to the Village Board, approval of the revisions to the job description as presented and authorize the request to fill the vacancy for the Parks Crewperson position



within the Public Works Department.

ATTACHMENTS:

1. 04.30.2021 Job Description - Parks Crewperson mgs

Parks/~~Public Works~~ Crewperson

POSITION DESCRIPTION

Position Title: Parks/~~Public Works~~ Crewperson **FLSA:** Non-exempt
Department: Public Works/~~Parks~~ **Represented:** No
Reports to: ~~Public Works Director~~ Parks Superintendent, ~~Public Works Director~~
Employment Status: Full Time

POSITION SUMMARY

Distinguishing Characteristics of the Class

This position is responsible for performing a wide variety of unskilled and semi-skilled work associated with the operation and maintenance of parks, conservancies, playgrounds, Park/Village facilities, tree trimming, facility grounds maintenance, streets, and storm sewers. The work includes construction, operation, repair, maintenance, and involves the operation of a variety of different vehicles, machinery and equipment.

Supervision Received

Performs under the general direction and/or supervision of the ~~Public Works Director~~, ~~Assistant Public Works Director~~ Parks Superintendent, and designated officers based on assignment, but is expected to exercise some independent judgment in setting work priorities and determining work procedures.

Supervision Exercised

May occasionally exercise responsibilities related to the coordination, training, and communication of work responsibilities and work schedules for Seasonal Employees under the close direction of Supervisor.

DESCRIPTION OF WORK

Essential Duties and Responsibilities

- Maintains Village owned/leased properties turf and landscapes areas including Mows mowing and ~~trims~~ trimming of grass/weeds; rakes and collects leaves; and trims trees/shrubs.
- Applies herbicides, fertilizers and other turf maintenance products.
- Maintains and cleans Village parks, and recreational facilities, playgrounds/equipment, natural areas, drainage ways, and other related areas: utilizing proper cleaning methods.
- Maintain Village street and park trees as directed by the Village Forestry Program including trimming, planting, and removal, clippings and stumps grinding.

- Maintains Village conservancies, natural areas, drainage ways, and other related areas by means of ecological restoration including prescribed burning.
- Maintains Village owned/leased buildings, grounds, and parking lots including plumbing, lighting, painting, staining and HVAC systems.
- Insures the proper maintenance of equipment/tools by cleaning & checking after use.
- Operates a variety of machinery and equipment, including tractors, loaders, bucket truck~~rollers~~, commercial mowers, trimmers, pumps, ~~compressors, generators~~, and related small engine equipment.
- Drives trucks, light utility vehicles of various sizes in the loading, hauling, trailer~~ing~~, and unloading of various equipment and materials including snow and ice removal ~~and ice control~~ operations.
- From time to time, may be assigned essential duties and responsibilities of the Public Works Crewperson position ~~as assigned by their Supervisor Public Works Director or Assistant Director Public Works Streets/Utilities Superintendent~~ including but not limited to pothole patching, street sign installation, holiday decoration install/take down, utility maintenance, and other related duties.
- Performs other related duties as required.

Equipment Used

A variety of motorized vehicles and equipment, including dump trucks, utility vehicles, and construction equipment, trailers, commercial mowers and trimmers; forestry equipment and chain saws; pumps, compressors, and generators; snow plows and snow blowers; compactor; common hand and power tools; telephone, computer, mobile and portable radio.

Work Environment and Working Conditions

Work is primarily performed Monday through Friday from 7:00 am to 3:30 pm unless otherwise specified by ~~their Supervisor-Director or Assistant Director Parks Superintendent~~; subject to 24-hour emergency call-in. The unpredictable and essential nature of this position may require work at any time of the day or night, on any day of the week, sometimes with little advance notice. Work is typically performed in a normal shop setting and under uncontrolled field conditions.

While performing the duties of this job, the employee frequently works near moving mechanical parts and in a work environment where the noise level is moderately noisy. The employee regularly works in outside weather conditions and may be exposed to extreme heat or cold, wet and/or humid conditions, or snow and/or ice conditions. The employee is occasionally exposed to fumes and toxic/caustic chemicals. The employee is frequently required to walk, sit, climb, balance, stoop, kneel, crouch, crawl, and smell. While performing the duties of this job, the employee is frequently required to talk, hear, use hands and fingers to handle, feel or operate objects, tools, or controls and reach with hands and arms.

As a CDL holder, the employee is subject to pre-employment reasonable suspicion, post-accident, and random drug and alcohol testing under the Omnibus Transportation Employee Testing Act of 1991.

TECHNICAL REQUIREMENTS

Knowledge of

- * Methods, materials, tools, and equipment used in the construction, operation and maintenance of public works and park facilities.
- ~~* Ability to read and follow drawings including building drawings, maintenance manuals, safety and training materials.~~
- * Methods used in the general maintenance of facilities, grounds, parks, recreational facilities, playgrounds, natural areas, and storm water management areas.
- * The operation of commercial turf, forestry and construction equipment and power tools.
- * Occupational hazards and standard safety precautions common to this field of work.
- * The cultural context of interactions with individuals of diverse backgrounds that includes sex, race, religion, creed, color, national origin, age, disability, sexual orientation, ancestry, marital status, arrest or conviction record, military service, or any other legally protected status.

Ability to

- † Operate and care for a variety of vehicles, equipment, hand, and power tools.
- † Perform heavy manual tasks for extended periods of time.
- † Interpret and work from charts, technical manuals, diagrams, and construction plans.
- † Maintain accurate records and complete required reports.
- † Establish and maintain effective working relationships with those contacted in the course of work.
- † Provide good customer service to the general public.
- ~~† Read and follow building drawings, equipment and maintenance manuals, safety, and training materials.~~
- † Maintain a valid Wisconsin driver's license with applicable CDL endorsements.

GENERAL COMPETENCIES

The employee must use power and hand tools, frequently lift and/or move up to 25 pounds, and occasionally lift and/or move up to 75 pounds. Specific vision abilities required by this job include close vision, color vision, and the ability to adjust focus. In addition, the employee must be able to satisfy the following competency requirements.

- ◆ ANALYTICAL SKILLS: Identify problems and opportunities; review possible alternative courses of action before selecting one; utilize information resources available when making decisions.
- ◆ COMMUNICATION SKILLS: Communicate ideas and information effectively in both written and oral form.
- ◆ PROBLEM-SOLVING SKILLS: Develop feasible, realistic solutions to problems; recommend actions designed to prevent problems from occurring; refer problems to supervisor when necessary.
- ◆ PLANNING AND ORGANIZATIONAL SKILLS: Establish systematic methods of accomplishing goals.
- ◆ READING ABILITY: Effectively read and understand information contained in memoranda, reports, technical manuals, bulletins and construction plans.
- ◆ ABILITY TO COMPREHEND AND FOLLOW INSTRUCTIONS: Effectively follow verbal or written instructions from supervisor.
- ◆ MATHEMATICAL ABILITY: Calculate basic arithmetic problems (addition, subtraction, multiplication, division) without aid of a calculator.
- ◆ TIME MANAGEMENT SKILLS: Set priorities in order to meet assignment deadlines.

DESIRED QUALIFICATIONS

Graduation from high school or GED equivalency. Five (5) years of related experience in the maintenance of parks and public works or continued education and training in turf maintenance or urban forestry, operation of vehicles and equipment commonly used in this type of work. Any combination of education and experience which in the sole discretion of the Village would demonstrate the Employee's ability to meet the required knowledge, skills, and abilities for the position may be considered. ~~; or any equivalent combination of training and experience which provides the required knowledge, skills, and abilities.~~ Must possess or be able to obtain within 12 months of employment a valid Wisconsin drivers' license with applicable Commercial Driver's License endorsements and ~~Ability to obtain a~~ Wisconsin Pesticide Applicator License.

NOTES

1. The job duties listed herein are intended only as illustrations of the types of work that may be performed. The omission of specific statements of duties does not exclude them from the position if the work is similar, related, or a logical assignment to the position.
2. The work environment characteristics and physical demands described herein are representative of those that the employee encounters or must meet while performing the essential functions of this job. In compliance with the Americans with Disabilities Act, the Village will provide reasonable accommodations to qualified individuals with disabilities. The Village is an Equal Opportunity Employer.
3. The job description does not constitute an employment agreement between the employer and employee, and is subject to change by the employer as the needs of the employer and requirements of the job change. The Village retains and reserves any and all rights to change, modify, amend, add to, or delete from any section of this position description.

I hereby acknowledge that I have received a copy of and do understand the requirements of this position description with the Village of McFarland.

Dated this ____ day of _____, 20 ____ .

Employee

Supervisor

| Created: December 6, 2016

Amended: May 10, 2021

VILLAGE OF
McFarland
SUMMARY SHEET

MEETING DATE: Monday, May 3, 2021

SECTION: Business

DEPARTMENT: Administration

CONTACT: Cassandra Suettinger, Village Clerk/Treasurer

AGENDA ITEM: Discussion and action to make a recommendation to the Village Board regarding a compensation and classification study.

PREVIOUS ACTION:

None.

ISSUE SUMMARY:

Included within your packet is a memorandum from the Village Clerk/Treasurer regarding a request to proceed with a Compensation and Classification Study. Additionally, a planned scope of services is planned to engage a Consultant to assist the Village in these efforts. Staff will present the contents of this memo and the services requested within the meeting as enclosed.

FINANCIAL/BUDGET IMPACT:

Funds are allocated within the 2022 Capital Improvement Plan for \$25,000. This is the estimated cost to conduct a full study including the comparable wage survey work, which has already been completed. Funding the project in 2021 will require reviewing existing capital spending levels and likely reallocating funds not needed in other places to this expense if ultimately the board is agreeable to the work.

VILLAGE PLAN REFERENCE:

Compensation and Benefits Manual - Chapter 3

Personnel Policy Manual - Chapter 16

ORDINANCE REFERENCE:

None.

BOARD, COMMISSION OR COMMITTEE RECOMMENDATION:

Recommended action to be taken is as follows:

Motion to recommend to the Village Board, authorize Village Staff to contract GovHR to complete the scope of services listed within the enclosed packet as an update to our Compensation and Classification System with the Village Board to approve the final agreement.



ATTACHMENTS:

1. Class and Comp Memo 04302021 cms
2. Appendix A - Chapter 3
3. Appendix B - Chapter 16
4. Appendix C - Wage Grid
5. Scope of Services - Comp Study Update DRAFT 04.28.21

Memorandum

To: Personnel Committee
From: Cassandra Suettinger, Village Clerk/Treasurer
Cc: Matthew G. Schuenke, Village Administrator
Date: April 30, 2021
Re: Background on Compensation and Classification System

Background

The Village last conducted a Compensation and Classification Study in 2015. It was part of this process that the Village created a new compensation system that was merit based. Chapter 3 of the Village's Compensation and Benefits manual is attached which provides a full outline of the program according to policy (Appendix A). Additionally, Chapter 16 of the Personnel Policy Manual regarding Compensation is included (Appendix B). This memo is intended to provide background and a basic contextual overview of how the system works. The plan includes a couple key components as follows:

Wage Grid

- *Grade* – As part of the original study all of the positions within the Village were reviewed, scored, and classified on a wage grid. The scoring graded each position on training and ability, experience, level of work, human relation skills, physical demands, working conditions and hazards, independence of action, impact on end results, and supervision exercised. All the grades and positions can be seen on the attached 2021 Wage Grid (Appendix C). Employees are normally hired between the minimum (87.5%) and midpoint (100%) on the grid depending on their individual qualifications; however, by policy an employee can be hired up to the maximum.
- *Compensation* – There are two main types of wage adjustments for Village employees that can be applied annually following performance evaluations. One is an Across the Board increase and the other is either a grid point or merit based adjustment, cannot be both.
 - *Across the Board Increase* – All employees qualify for an Across the Board increase of their salary as long as they achieve at least a 2 rating which is that they Meet Expectations regarding their performance evaluation. This increase is applied to the entire grid annually to allow the wage grid to grow with the

employees and the market. To illustrate this, let's use the example of a shelver at the 87% making \$7.93/hour who receives a 2-meets expectations on their performance evaluation. Here is the wage grid change for grade 2 from 2020 to 2021 with the 2% across the Board increase:

Village of McFarland Wage Grid Effective 1/1/2020										
Grade	Job Title	Department	87%	90.0%	92.5%	95.0%	97.5%	Market Rate 100%	Above Avg. 106%	Maximum 113%
0.5	Shelver	Library	\$7.93	\$8.21	\$8.43	\$8.66	\$8.89	\$9.12	\$9.66	\$10.30

versus

Village of McFarland Wage Grid Effective 1/1/2021										
Grade	Job Title	Department	87%	90.0%	92.5%	95.0%	97.5%	Market Rate 100%	Above Avg. 106%	Maximum 113%
0.5	Shelver	Library	\$8.09	\$8.37	\$8.60	\$8.84	\$9.07	\$9.30	\$9.86	\$10.51

So if an employee was at 87% in 2020 with an hourly wage of \$7.93, then they would be increased to \$8.09 in 2021 as long as they at least meet expectations following their performance evaluation. Additionally, the Employee would be eligible to qualify for a Grid Point Adjustment or Merit Based Adjustment. These are explained in the next two points.

- *Grid Point Adjustment* – The Village refers to employees who are between the minimum (87%) and the midpoint (100%) as being “on the grid”. These employees’ pay increases are set by the grid and they advance through the pay ranges set within their grade. There are 6 grid points and 5 adjustments available to these employees. As long as employees on the grid achieve at least a 2-meets expectations on their performance evaluation they take move horizontally up the grid towards the market rate. So continuing with the same example as long as the shelver in the previous example receives a 2-meets expectations they will move from \$8.09 per hour to \$8.37 per hour in addition to the Across the Board wage adjustment they were previously provided.

Village of McFarland Wage Grid Effective 1/1/2021										
Grade	Job Title	Department	87%	90.0%	92.5%	95.0%	97.5%	Market Rate 100%	Above Avg. 106%	Maximum 113%
0.5	Shelver	Library	\$8.09	\$8.37	\$8.60	\$8.84	\$9.07	\$9.30	\$9.86	\$10.51

So, in total for this employee's wage increases from 2020 at \$7.93 per hour to \$8.37 per hour in 2021. In total, this example demonstrates a total wage adjustment of 5%.

- *Merit Based Wage Adjustments* – Employees who are at or above the 100% Midpoint are in the Village's Merit Pool or referred to as being "off the grid". Those in this section of the compensation plan are provided undefined wage adjustments based upon their performance. Employees must achieve a rating of 3-Above Average or 4-Exceeds expectations to be eligible for a merit based wage adjustment. The amount of this increase is determined by the number of individuals eligible for a merit increase and the funds authorized by the Village Board through the budgetary process. Additionally, individuals who are at or above the "Above Average 106%" threshold, qualify for a one-time, non-base building award, for a rating of 3-above average, or a base-builder increase if they achieve a 4-exceeds expectations. Historically the Village has tried to administer merit based wage adjustments to be comparable to those increases experienced by those employees "on the grid". Those employees who are off the grid and receive a rating of 2-meets expectations, only receive the across the board increase discussed above. Those who are at the maximum 113% on the wage scale are only eligible for one-time, non-base building, exemplary performance awards.

Comparables

Another important component of the 2015 study, was establishing comparables by which the Village could assess its competitiveness in the market. Based on a variety of demographic factors the following communities were chosen as the Village's comparables: City of Baraboo, City of Delafield, City of Delavan, City of Monona, City of Portage, City of Stoughton, City of Sun Prairie, City of Verona, Village of Deforest, Village of Grafton, Village of Hartland, Village of Oregon, Village of Sussex, and Village of Waunakee. The plan stresses the importance of maintaining validity and integrity of the plan over time to make sure to maintain internal equity and maintain market competitiveness. The manual provides that in order to maintain this, the Village should complete a comprehensive update of its market analysis every three to four years, and more often with market sensitive positions.

Village staff has previously identified the need to go through this process again through consideration for funding in the annual budget process. However, funds to complete a new study have not been allocated and only in 2019/2020 were we able to pursue a market adjustment to review comparable salary data. The results of that analysis showed the majority of positions (14 of the 26 studied) were within 95%-105% of the market rate for their positions. The analysis did however show just under a third, were below 95% of the market rate.

As a result in March of 2020, the Village Board approved moving all of the positions on the grid up one grade. This change moved a position that was previously under grade 11 to now be under 12. Effectively increasing the pay range for each position. For individuals who dropped

below the 87% grid point they were moved up to the 87% grid point immediately. Employees who fell between grid points, were moved up to the next highest grid point effective the last payroll of 2020. No other salary adjustments occurred as part of this process. The primary purpose of the adjustment was a temporary solution to allow employees more room to grow, and allow the Village time to undertake a full compensation and classification study for all positions within the Village. The Village had identified 2022 in the Capital Improvements Plan to undertake this study.

2021 Dane County Cities and Village Association Study

In 2020/2021 the Dane County Cities and Villages Association (DCCVA) hired GovHR USA to conduct a multi-community wage survey of municipal positions. In addition to surveying cities/villages within Dane County, the survey also included wage data for comparable communities outside of Dane County. The results of that study were presented to the Personnel Committee and Village Board in March of 2021. It was also identified as part of that process, GovHR provided they would work with communities that were interested on additional work to address specific compensation work/concerns.

Request to Pursue New Study

Village Staff is requesting to issue a scope of services to GovHR to update/assess our compensation system using the work they have started through the salary study. As reported above, the Village is long overdue on performing a comprehensive update of its compensation and classification system within the organization. While this was initially identified for consideration in 2022, with the work already done by DCCVA the Village has a great opportunity to save money pursuing the update now with a lot of the salary data already available. It makes sense for the Village to contract with GovHR directly to use the data already obtained to help the Village assess its compensation system. Attached in the packet is a proposed scope of services to pursue with GovHR. The scope of services presented is intended to do the update required by policy and also address concerns within areas the Village would like to pursue.

1. Salary and Benefits Plan – Obviously this is the largest part of the scope of services. We would like to work with GOVHR to assess our current compensation and benefits system to assess market competitiveness, internal equity, and effect of administration. We also want all staff, both employees and department heads, to be able to provide feedback on the current system. This would include looking at positions individually to analyze job classifications as it relates to their position descriptions. As part of this the Village would also like to review and update its performance evaluation tool as well as create an employee recognition program.

2. Position Descriptions – This is a topic that has come up frequently in the last year that staff would recommend we address through this process and scope of services. The Personnel Committee had recently identified a desire to review the Village’s current position description template used for update, revision, and potential streamlining. Additionally, the DEI committee and Village Board have expressed a desire to address diversity, equity, and inclusion in position descriptions system wide to make sure these initiatives are interwoven in the work done by staff and prioritized.
3. Organizational Structure – The last piece we are proposing to look at is the Village’s organizational structure. We would be looking to assess the current Village organizational structure with our comparables to determine the appropriateness and size. Additionally, we would be looking for GovHR to assist in forecasting future staffing needs. The goal of this portion of the work would be to create a 5-10 year staffing plan to help the Village plan and forecast future staffing needs.

Going forward we also want to create a partnership with the Consultant to be able to provide implementation support for the updates that come from this work. The piece is for the consultant to be available to provide support for implementing any updates to the compensation plan and performance evaluation process.

Appendices

<u>Appendix A</u>	Chapter 3 – Administration of Compensation Plans for Non-represented Employees (Compensation and Benefits Manual)
<u>Appendix B</u>	Chapter 16 – Compensation (Personnel Policy Manual)
<u>Appendix C</u>	Current Wage Grid – January 1, 2021

CHAPTER 3 - ADMINISTRATION OF COMPENSATION PLANS FOR NON-REPRESENTED EMPLOYEES

3.01 Purpose

This chapter sets forth the policies and practices followed in establishing and administering the compensation plan for non-represented positions. The compensation plans for represented positions are set forth in the respective collective bargaining agreements.

3.02 Compensation Philosophy

- (1) The Village believes that its effectiveness as a service provider is linked to pay levels. How the Village compensates its employees influences the quality of individuals that can be attracted to work within the organization and can affect the quality of employee performance, which in turn determines how well the Village's monetary resources are spent.
- (2) In recognition of the importance of compensation levels to organizational effectiveness, the Village Board has adopted the following compensation philosophy:
 - The Village of McFarland considers employees our most valuable asset. As such, the Village recognizes the importance of the compensation program to developing this asset.
 - The salary and benefits program provided to the employees of the Village is intended to attract, retain, and motivate highly qualified, enthusiastic, productive, and committed employees. The program is designed to assist the Village in providing quality services to the public—the Village's top priority objective. This objective is attained by providing compensation based on internal equity and external competitiveness within its fiscal capabilities and in full compliance with all State and Federal laws and regulations governing pay.
 - The Village's compensation philosophy supports our desire to provide salary advancement opportunities that recognize continued contribution through additional experience, changes in the economy, and changes in the Village's financial conditions.

3.03 Compensation Objectives

- (1) The Village's compensation program is guided by the following objectives:
 - To attract and retain highly qualified, enthusiastic, productive, and committed employees;
 - To maintain and motivate employee performance to help the Village achieve its short-term and long-term goals;
 - To communicate our expectations regarding different rates of pay;
 - To maintain the appropriate level of payroll costs fairly;
 - To recognize the internal worth of jobs and pay accordingly;

- To meet competitive pay levels within our chosen market and within our available resources; and
 - To ensure consistent administration and application of pay policies and ensure that plan administration decisions are not based upon or influenced by an employee's sex, race, color, age, religion, or any other legally protected bases governed by law.
- (2) Accomplishment of these objectives requires a systematic salary management program that ensures the goals of the compensation system are reached in practice and in spirit. The system must provide for internally and externally fair pay and opportunities to be rewarded for performance, contributions, innovation, and creativity. Pay policies and procedures must exist for the fair and consistent application of the tenets of the system.

3.04 Pay Plan

(1) Pay Structure

To facilitate effective administration, a pay structure has been established for all non-represented regular positions.

(2) Pay Ranges

The pay ranges for each position under the compensation plan are designed to reflect the levels of responsibility, training and experience necessary, levels of complexity, working conditions, fiscal and budgeting duties, the impact of end results, and the consequences of error. Each pay range has a 6% differential between levels and a 30% difference between the minimum and maximum of the range. The midpoint of the pay range is intended to be a competitive market rate for similar jobs in similarly sized comparable communities, and it represents 100% proficiency in all the duties required of the position. New hires will be placed within the pay range of the position at a rate equivalent to their current level of proficiency in the required duties, or on other factors including but not limited to level of previous experience, competitive hiring situations, and additional education and knowledge in the field. Please refer to the Pay Ranges matrix for the current approved hourly wage ranges, found in Appendix A of the Compensation and Benefits Manual.

(3) Across the Board Wage Adjustment

Employees who are rated at or above a Level 2 "Meets Expectations" during the annual Performance Appraisal process are eligible for an Across the Board Wage Adjustment as determined by the Village Board in the Annual Budget. The pay ranges for each grade will also be adjusted by the same amount. Employees rated below "Meets Expectations" will be placed on performance improvement plans and are not eligible for an Across the Board Wage Adjustment.

(4) Advancing Through the Pay Ranges

A. *Compensation advances for employees below market rate (midpoint).*

- i. Employees are expected to advance towards the market rate of the pay range by demonstrating increased proficiency in the performance of the duties of the position, primarily based upon the successful achievement of reasonable and attainable goals and objectives established by the Department supervisor and/or Department Head and identified in the annual Performance Appraisal process.
- ii. Employees who successfully achieve these goals and objectives, or who have performed at an acceptable level but did not achieve some or all of these goals and objectives due to documented and justifiable circumstances, may be eligible to receive, subject to budget parameters or other factors, the Level 2 “Meets Expectations” Across the Board Wage Adjustment. Employees who show exemplary performance and achieve a rating at or above a Level 2 “Meets Expectations” may be eligible to receive, subject to budget parameters or other factors, the Across the Board Wage Adjustment plus a proficiency-based Grid Point Adjustment as a wage base-builder based upon documented increased proficiency in the performance of the duties and responsibilities of their position.

B. *Compensation advances for employees at or above market rate (midpoint).*

- i. Employees who successfully achieve the goals and objectives as established by the annual Performance Appraisal process, or who have performed at an acceptable level but did not achieve some or all of these goals and objectives due to documented and justifiable circumstances, may be eligible to receive, subject to budget parameters or other factors, the Level 2 “Meets Expectations” Across the Board Wage Adjustment. Employees who show exemplary performance and achieve a rating in excess of Level 2 “Meets Expectations” may be eligible to receive, subject to budget parameters or other factors, the Across the Board Wage Adjustment plus a Merit Pay Adjustment as a wage base-builder up to the maximum wage appraisal level allowed for the pay range of the position. Employees that have reached their maximum wage appraisal level may be eligible for an Exemplary Performance Award as defined in Section 3.04(6).

(5) Rating Level Definitions.

A. Level 1 – Does Not Meet Expectations.

- i. Overall performance is generally below the minimum requirements and expectations for the position. The output and quality of work is inconsistent and below acceptable levels. Job specific knowledge, skills, and abilities do not consistently meet expectations. Close direction and supervision is required, even in routine situations. Frequent coaching is needed to avoid problems and improve performance. Decision making and judgement is inconsistent and questionable.

B. Level 2 – Meets Expectations.

- i. Overall performance meets expectations and is at a level of a well-qualified, experienced, and motivated employee for the performance dimensions of the position. The output and quality of work is acceptable. Responsibilities of the job are understood and accepted in a positive manner. Job specific knowledge, skills, and abilities are demonstrated at a high level. Employee demonstrates some creativity and initiative to complete their tasks. Some direction or supervision is needed in unexpected situations.

C. Level 3 – Above Average.

- i. Performance at this level meets the criteria in all respects for Level 2 by Meeting Expectations in the performance dimensions for the position. Performance, at times, may exceed expectations for some essential job functions but not all. The output and quality of work is consistently very good meeting the most critical goals/objectives established within their Action Plan. Is self-motivated and able to identify opportunities/challenges and has the vision to pursue them demonstrating creativity and initiative to complete these tasks with minimal supervision.

D. Level 4 – Exceeds Expectations. The following guidelines are to be used to determine the rating of “Exceeds Expectations”:

- i. Employees who have generally and consistently performed at an above average to high level for sustained periods of time;
- ii. Employees who have had a considerable level of positive impact upon the overall operations of the Village or department;

- iii. Employees who routinely plan, participate in, or conduct programs or services to the community that are beyond those required of the position; or
- iv. Employees who are innovative in the development of new programs, services, procedures, or concepts that create efficiencies or increase effectiveness in the delivery of service to the community and their department.

Department Heads are responsible for providing written documentation for the justification of an “Exceeds Expectations” rating for any employee and a copy of the completed annual performance evaluation to the Administrator.

(6) Exemplary Performance Award

Department Heads will have the ability to recognize employees who have performed at an exemplary level by nominating them for a one-time, non-base builder award. The Village Administrator will have the ability to recognize Department Heads that have performed at an exemplary level by nominating them for a one-time, non-base builder award. Typically, these awards would be used for the following but not exclusively limited to reasons:

- To recognize completion of special projects or assignments;
- Significant additional duties for a temporary period;
- Employees earning a Level 3 “Above Average” rating but who are ineligible for a base building merit pay award due to being at the maximum pay for their position’s range; or
- Employees earning an “Exceeds Expectations” rating but who are ineligible for a base-building merit pay award due to being at the maximum pay for their position’s range.

(7) Budget Considerations for Wage Adjustments

- A. The Village Board, as part of approving the annual budget sets Across the Board Wage Adjustment, if any.
- B. The Village Board may allocate a separate amount to be used for Merit Pay Adjustments.
- C. The Village Board may allocate funds for Exemplary Performance Awards. There will be a separate allocation for Department Heads and for non-represented non-department head positions.

- D. The Village Board, based upon budget considerations and on the recommendation of the Village Administrator, will approve a schedule for Across the Board Wage Adjustments, Merit Pay Adjustments, and Exemplary Performance Awards for the next calendar year. This schedule may vary from year to year and may be modified or rescinded by the Board at any time.

3.05 Compensation Plan for Management, Supervisory, and Confidential Positions

(1) Compensation Policies

A. *Compensation Upon Promotion*

An employee promoted from one pay range to another, higher pay range is placed at the new range that provides at least a five percent (5%) increase.

B. *Compensation Upon Transfer*

Employees who transfer to a new position within the same pay range as their old position will typically not receive a compensation adjustment.

C. *Compensation Upon Acting Assignment*

- i. Employees who are given an acting assignment to a position in a higher pay range or are assigned on a temporary basis significant duties and responsibilities typically performed by a higher classification, for a planned period of at least 60 days but less than six months, and may receive an adjustment to their base compensation. The amount of the base compensation adjustment will be determined by the Village Administrator and the Village Board.
- ii. In the event an acting assignment lasts more than six months the circumstances will be reviewed by the Department Head and Village Administrator to determine if changes in classification and compensation are appropriate.
- iii. Upon return to the employee's original classification, the employee's pay will revert to their base compensation prior to receiving the interim assignment adjustment, plus any additional annual pay increases and pay structure increases the employee would have received in the original classification.

D. *Compensation Upon Involuntary Demotion*

An employee who is demoted for involuntary reasons unrelated to performance or disciplinary action retains his/her present pay if the base compensation exceeds the new range maximum. As long as an employee's base compensation exceeds the new range maximum, the employee will not be eligible for further base-accumulating pay increases until his/her pay is again within the range for the new position. If the present base compensation is below the new range maximum, the employee will be placed in the new range closest to their current pay.

E. *Compensation Upon Voluntary Demotion*

An employee who requests and is granted a voluntary demotion will receive a decrease in pay, the amount of which is to be determined given the facts and individual circumstance.

F. *Compensation for Retention*

In infrequent circumstances, the Village Administrator may recommend to the Village Board a special wage adjustment for the purpose of retaining an employee deemed to have significant value to the organization.

G. *Pay Range Assignment for New and Reclassified Positions*

- i. When new positions are created or existing positions undergo substantial change, the Village has established a process to review and assign the new/changed position to the pay structure.
- ii. In these situations, the Village will utilize the New Classification/Reclassification Review process to add the new/changed position to the compensation plan and assign it to a pay range contained in the plan. Considerations for range placement will include internal consistency and market considerations.
- iii. The new salary for an employee whose pay range is adjusted as a result of a job reclassification will follow the guidelines established in this policy for promotions.

H. *Positions Requiring a 'Market Adjustment'*

- i. The Village's compensation program has provided a methodology for determining pay rates for employees that recognize not only the worth of positions in the market, but also the worth of jobs internally within the organization.

- ii. A circumstance could develop where a position in the Village's compensation plan should be considered for temporary placement at a higher range of pay than that which is established from our methodology. These are positions that may command higher pay due to unusual market demands which may fluctuate over time.
- iii. Market adjustments should generally be considered in the future under only one or more of the following circumstances:
 - The Village has documented problems recruiting or selecting employees within the assigned pay range (for example, a position is advertised two or more times resulting in few or no qualified applicants who the Village determines could effectively serve in the position).
 - The Village has an unacceptable rate of turnover in the position, and exit interview information indicates rate of pay as a significant issue.
 - Periodic market surveys conducted by the Village show that the midpoint of the pay range is more than 10% less than the average rate of pay shown for the position in the market analysis.
- iv. In situations where the market demands higher pay rates, at the Village's discretion, one of two actions will be available:
 - 1. Adjust the employee's base compensation upward into the existing pay range.
 - 2. Move the position into a higher pay range and adjust the base compensation according to the Compensation Upon Promotion guidelines established in this policy. However, this is to be done temporarily, only while market conditions are still causing the problem.
- v. The Village will utilize the first option whenever possible. However, when the Village utilizes the second option, the appropriate pay range will be determined by the Village (with consultation from a compensation expert in the discretion of the Board), and the position will be placed in a higher range. Further, all documents and communications will be retained to reflect the temporary assignment of the position to a higher pay range. The market conditions should be checked every year, and if conditions change, the position will move back into its initially assigned salary range.

- vi. The Village recognizes that the allowance of market adjustments does disrupt some of the internal equity in its compensation plan because there are jobs that are of higher internal value that may be paid less than a job of lower internal value. This is why the Village intends to utilize market adjustments sparingly.
- vii. All market adjustments must be recommended by the Village Administrator and receive approval by the Village Board. In the event that a position under a market adjustment is reclassified to the correct pay range established through job evaluation, the policy for Salary Upon Involuntary Demotion will apply in regard to compensation for the affected employee.

I. *Positions Requiring a 'Compression Adjustment'*

- i. Salary compression exists when there is an unacceptable difference in overall compensation between a supervisor and a direct subordinate. Compression could exist under a base salary comparison, under a total gross earnings comparison, or both. In determining whether compression is an issue that should be resolved through a pay increase, the Village will also look at the differences in total compensation (i.e., direct pay and benefits) between the supervisor and subordinate positions.
- ii. Unless the benefit package of the supervisor is determined to compensate for the wage compression, the Village will provide an acceptable base pay differential between an exempt supervisory position and the average gross earnings of the top paid position directly supervised. This differential would generally be a minimum of 7.5% when the supervisor has been in their position for at least one year.
- iii. In determining the average gross earnings of the top paid position directly supervised, the Village recognizes that overtime earnings often fluctuate and can skew an accurate comparison. It may be appropriate, therefore, to factor overtime earnings over a multi-year period or to compensate the supervisor for that overtime earnings component of their subordinate on a periodic lump sum basis rather than through a base compensation adjustment.
- iv. In the event a more highly compensated professional or technical position simply reports to a supervisor for administrative reasons, a compression adjustment may not be warranted.

- v. The compression adjustment should not, in most cases require a pay grade change in order to use a salary within the assigned grade that provides the recommended differential. In situations where the compression analysis requires a higher base salary than would normally be utilized under the compensation plan, at the Village's discretion, one of two actions will be available:
 - 1. Adjust the employee's pay upward in the range, or
 - 2. Adjust the position up one pay grade temporarily and only while compression conditions are still causing the problem.
- vi. The Village will utilize the first option whenever possible, as long as the current pay grade range allows for sufficient earnings growth consistent with the intent and spirit of the compensation plan. However, when the Village utilizes the second option, all documents and communications are retained to reflect the temporary assignment of the position. The earnings differential situation should be analyzed every year, and if conditions change such that the actual pay grade provides an adequate differential and opportunity for sufficient earnings growth, these positions will move back to their correct grade.
- vii. The Village recognizes that the allowance of compression adjustments does disrupt some of the internal equity in the compensation plan. This is why the Village intends to use compression adjustments sparingly.
- viii. All compression adjustments must be recommended by the Village Administrator and receive approval by the Village Board. In the event that a position under a market adjustment is reclassified to the correct pay range established through job evaluation, the policy for Salary Upon Involuntary Demotion would apply to the affected employee.

J. *Determining Pay for New Hires*

Unless unusual conditions exist, employees should normally be hired between the minimum and midpoint of the pay range for the position with actual wage placement to be based on individual qualifications.

(2) Maintenance of Pay Plan Integrity Over Time

A. Maintaining the validity and integrity of the pay plan over time is of critical importance. Although it is anticipated that the pay plan will require periodic updating by thorough and systematic reevaluation, the validity of the plan and its usefulness can be extended by

- Maintaining internal equity; and
- Maintaining market competitiveness

B. *Maintaining Market Competitiveness*

In order to maintain the Village's desired pay philosophy of paying at a level competitive with its chosen market, the Village should complete a comprehensive update of its market analysis every three to four years, and more often with market sensitive positions.

- i. The Village Administrator, or his/her designee, under the direction of the Village Board, should complete the market analysis.
- ii. Market information from similar jobs and comparable positions should be used to determine if the compensation plan needs a general adjustment or if the pay ranges should be re-calculated using the regression analysis model used to develop the original plan.
- iii. A full report of findings and recommendations of the market study should be presented by the Village Administrator or his/her designee to the Village Board for consideration.

(3) Policy Exceptions

Compensation decisions that do not meet the above guidelines require the recommendation of the Village Administrator and the approval of the Village Board.

3.06 Compensation Plan for Part-Time Support Positions

The hourly or daily rate of pay for part-time support positions will be determined by the Village Board on an annual basis.

CHAPTER 16 - COMPENSATION

16.01 Time and Attendance Reporting

The time sheet for hourly employees is the primary record for reporting the hours that each employee works or is absent and for computing the amount of compensation due. It is the joint responsibility of the employee and the employee's supervisor or Department Head to truthfully and accurately report regular hours worked, overtime hours worked, and the number of hours to be charged to various kinds of absences (sick leave, vacation, holiday, etc.) for which an employee is entitled to compensation.

At the end of the last calendar day in a pay period, both the employee and the employee's supervisor or Department Head will sign the time sheet. An employee will not be expected to sign when absent from work during the entire pay period or is unable to sign the sheet because of an unexpected absence such as illness or injury. The completed, signed time sheet is to be turned in to payroll by 10:00 a.m. on the Monday before the payday, unless otherwise specified due to holidays.

16.02 Pay Period

Except as noted below, all Village employees will be paid via direct deposit bi-weekly on every other Friday. If a holiday falls on Friday, payday will be on the preceding work day. Each pay period ends at 12:00 midnight the Saturday preceding each pay day.

16.03 Overtime Pay

(1) Definition

Overtime for Fair Labor Standards Act (FLSA) non-exempt employees is defined as hours worked in excess of forty (40) hours per workweek, except for employees engaging in the performance of fire protection or law enforcement activities, wherein the Village may designate a longer work period of up to 28 calendar days, and overtime due under the law is based on time worked during that designated work period. An established work period may be changed at any time based on the needs of the Village and as permitted by law.

The Village provides certain premium rates of pay for certain hours worked when overtime is not required by law. These premium rates of pay are classified as extra compensation and are not included in the employee's regular rate of pay when determining overtime due under state and federal law. Such premium rates of pay serve as a credit against any FLSA overtime pay requirements.

(2) Eligibility

- (a) Eligibility for overtime compensation for eligible hourly employees will be determined by individual department policy and in accordance with the Fair Labor Standards Act and will be subject to approval by the Village Administrator.

- (b) Department Heads and salaried persons in exempt executive, administrative, or professional positions will be ineligible for any form of additional monetary compensation or compensatory time for additional hours worked but may be allowed to vary their work schedules to accommodate fluctuations in their work load. Exceptions to this general rule may be made by the Village Board, such as when the Village is reimbursed on a pre-arranged basis from outside sources for the overtime worked by the exempt employee.

(3) **Compensation**

- (a) An hourly employee will receive pay at the overtime rate of pay for hours in pay status, except for compensatory time used, which are in excess of eight (8) hours of the scheduled shift, or ten (10) hours of the scheduled shift for employees working ten-hour shifts, or in excess of forty (40) hours per workweek. For eligible hourly employees, overtime worked will be treated by granting one and one-half hours of compensation, either in the form of overtime pay or compensatory time off, for each hour of overtime worked. It will be the employee's option to select, within the limits set by Section 17.04, the form of overtime compensation to be given.

(4) **Minimum Call-in Pay**

- (a) Any non-exempt Employee who is ordered to report to work at any time when he/she is not regularly scheduled to work may be compensated a minimum of two (2) hours at time and one half (1 ½) at their regular hourly rate of pay or for all hours worked at time-and-one-half (1 ½) at their regular hourly rate of pay, whichever is greater. Minimum Call-In Pay will be paid at two (2) times the non-exempt Employee's regular hourly rate of pay on specified holidays.
- (b) Court time.
 - 1. Any non-exempt Employee who is required to report for Circuit Court duty outside of their regularly scheduled hours may be paid time and one-half (1 ½) at their regular hourly rate or accrue compensatory time at time and one-half (1 ½). A minimum of three (3) hours may be paid at a rate of time and one-half (1 ½) if Circuit Court is cancelled less than twenty-four (24) hours before the scheduled court time.
 - 2. Any non-exempt Employee who is required to report for Municipal Court duty outside of their regularly scheduled hours may be paid time and one-half (1 ½) at their regular hourly rate or accrue compensatory time at time and one-half (1 ½). A minimum of two (2) hours may be paid at the rate of time and one-half (1 ½) if Municipal Court is cancelled less than twenty-four (24) hours before the scheduled court time.
 - 3. Between twenty-four (24) hours and thirty-five (35) hours before the scheduled court duty, Employees shall be required to confirm with their immediate Supervisor whether Circuit Court and/or Municipal Court duty, as applicable, has been canceled or rescheduled.

(5) On Call Pay

- (a) Employees may be assigned to serve in an on call capacity to respond to an unforeseen circumstance and/or emergency situation and, if such circumstance/emergency situation arises, to report to work outside of their regularly scheduled shift(s).
- (b) Employees are expected to remain within a reasonable distance of the Village while assigned to on call duty. An Employee who is on call is to respond as quickly as possible to the unforeseen circumstance and/or emergency situation. Unless extraordinary circumstances such as weather prevent otherwise, Employees are expected to respond within 25 minutes upon receiving notification of the unforeseen circumstance and/or emergency situation that requires them to report for work.
- (c) Employees assigned to on call duty by their Supervisor are required to comply with all Village policies including the Village's drug and alcohol policy.
- (d) Any non-exempt Employee that is assigned to be on call shall be paid one (1) additional hour of compensation at time and one-half (1 ½) the Employee's regular rate of pay per 24-hour period they are assigned to be On Call. This payment shall occur regardless of whether the non-exempt Employee is actually required to report to work while assigned in an on call capacity.
- (e) Compensation shall be provided at two (2) times the non-exempt Employee regular hourly rate of pay for the one (1) additional hour of compensation paid when assigned on call if the 24-hour period falls on a holiday.

16.04 Compensatory Time

Eligible employees who receive compensatory time in lieu of cash payment for overtime worked may accumulate and use compensatory time subject to the following restrictions:

- (1) The maximum allowable accumulation of compensatory time will be forty (40) hours. Any overtime hours accumulated in excess of the maximum must be taken in the form of overtime pay unless authorized by the Administrator due to special circumstances. Compensatory time used or paid will not generate additional overtime payment to the employee and will not count as hours worked or hours paid for overtime calculation purposes.
- (2) Compensatory time must be used in the 12-month period it is earned unless authorized by the Administrator due to special circumstances. Any compensatory time that is not used by November 30 will be paid out to the employee at the rate of pay that was in effect for the last pay period of that year. The Village reserves its right to payout compensatory time at any time.
- (3) The taking of compensatory time off requires prior approval of the supervisor or Department Head. A Department Head may deny a request if the employee's absence will clearly impair the department's ability to meet its responsibilities or requires other employees to work overtime as permitted by law.

(4) The employee will show the number of hours of compensatory time earned or taken during each payroll period on the employee's time sheet. The Administration Department will maintain records of the running compensatory time balances of each employee.

16.05 Deferred Compensation

All full-time and part-time employees in regular positions will be eligible to participate in any Deferred Compensation Program sponsored by the Village. Participants in such a program may designate a portion of their income to be deposited into a special investment account for use in retirement years. Deferred Compensation Programs offer certain tax and retirement planning advantages to participants.

16.06 Payroll Deductions

The Village will administer payroll deductions that employees authorize to be made to participating financial institutions or those deductions that are required by law.

Village of McFarland Wage Grid Effective 1/1/2021

Grade	Job Title	Department	87%	90.0%	92.5%	95.0%	97.5%	Market Rate 100%	Above Avg. 106%	Maximum 113%
0.5	Shelver	Library	\$8.09	\$8.37	\$8.60	\$8.84	\$9.07	\$9.30	\$9.86	\$10.51
1			\$12.11	\$12.53	\$12.87	\$13.22	\$13.57	\$13.92	\$14.75	\$15.73
2	Nutrition Site Coordinator Shelver II Camera Operator	Senior Outreach Library Comm & Tech	\$12.83	\$13.28	\$13.65	\$14.01	\$14.38	\$14.75	\$15.64	\$16.67
3	Nutrition Site Manager Youth Services Assistant Summer Help (Seasonal)	Senior Outreach Library Public Works	\$13.60	\$14.07	\$14.46	\$14.86	\$15.25	\$15.64	\$16.58	\$17.67
4			\$14.42	\$14.92	\$15.33	\$15.75	\$16.16	\$16.58	\$17.57	\$18.73
5	Code Inspector Parks Crewperson (Seasonal)	Community Development Public Works	\$15.29	\$15.81	\$16.25	\$16.69	\$17.13	\$17.57	\$18.62	\$19.85
6	Police Clerk I (FT & PT) Utility Clerk I Clerk I AV Technician Library Assistant I	Police Public Works Administration Comm & Tech Library	\$16.20	\$16.76	\$17.23	\$17.69	\$18.16	\$18.62	\$19.74	\$21.04
7	Production Assistant Technology Services Assistant Community Development Clerk II	Comm & Tech Comm & Tech Community Development	\$17.17	\$17.77	\$18.26	\$18.75	\$19.25	\$19.74	\$20.93	\$22.31
8	Clerk II Library Assistant II	Administration Library	\$18.21	\$18.83	\$19.36	\$19.88	\$20.40	\$20.93	\$22.18	\$23.65
9	Communications Specialist Technology Specialist Tech Services Assistant	Comm & Tech Comm & Tech Library	\$19.30	\$19.96	\$20.52	\$21.07	\$21.63	\$22.18	\$23.51	\$25.06
10	Judicial Assistant/Court Clerk III Clerk III Administration Clerk III Community Development Clerk III Case Manager Confidential Administrative Assistant Clerk III	Municipal Court Public Works Administration Community Development Senior Outreach Fire and Rescue Police	\$20.46	\$21.16	\$21.75	\$22.34	\$22.92	\$23.51	\$24.92	\$26.57
11	Public Works Crewperson Confidential Administrative Assistant Deputy Clerk Parks Crewperson	Public Works Police Administration Public Works	\$21.68	\$22.43	\$23.05	\$23.68	\$24.30	\$24.92	\$26.42	\$28.16

Strikethrough notes a vacant position not presently authorized.

Village of McFarland Wage Grid Effective 1/1/2020

Grade	Job Title	Department	87%	90.0%	92.5%	95.0%	97.5%	Market Rate 100%	Above Avg. 106%	Maximum 113%
12	Mechanic Adult Services Librarian Youth Services Librarian	Public Works Library Library	\$22.98	\$23.78	\$24.44	\$25.10	\$25.76	\$26.42	\$28.00	\$29.85
13	Public Works Lead Maintenance Worker Comm & Tech Manager	Public Works Comm & Tech	\$24.36	\$25.20	\$25.90	\$26.60	\$27.30	\$28.00	\$29.68	\$31.64
14			\$25.82	\$26.71	\$27.46	\$28.20	\$28.94	\$29.68	\$31.46	\$33.54
15	Fire Inspector/Public Education Specialist Assistant Director Parks Superintendent	Fire & Rescue Library Public Works	\$27.37	\$28.32	\$29.10	\$29.89	\$30.68	\$31.46	\$33.35	\$35.56
16	Building Inspector Senior Outreach Director Assistant to the PW Director	Community Development Senior Outreach Public Works	\$29.02	\$30.02	\$30.85	\$31.68	\$32.52	\$33.35	\$35.35	\$37.69
17	Deputy Treasurer/Accountant	Administration	\$30.76	\$31.82	\$32.70	\$33.59	\$34.47	\$35.35	\$37.47	\$39.95
18	Administrative Captain Streets/Utilities Superintendent	Fire & Rescue Public Works	\$32.60	\$33.73	\$34.66	\$35.60	\$36.54	\$37.47	\$39.72	\$42.35
19	Budget Manager/Accountant Sergeant	Administration Police	\$34.56	\$35.75	\$36.74	\$37.74	\$38.73	\$39.72	\$42.11	\$44.89
20	Lieutenant Assistant Director of Public Works Library Director Clerk/Treasurer	Police Public Works Library Administration	\$36.63	\$37.90	\$38.95	\$40.00	\$41.05	\$42.11	\$44.63	\$47.58
21	Community and Economic Devel Director	Community Development	\$38.83	\$40.17	\$41.29	\$42.40	\$43.52	\$44.63	\$47.31	\$50.44
22	Finance Director	Administration	\$41.16	\$42.58	\$43.76	\$44.95	\$46.13	\$47.31	\$50.15	\$53.46
23	Fire/EMS Chief Police Chief Director of Public Works/Utilities	Fire & Rescue Police Public Works	\$43.63	\$45.13	\$46.39	\$47.64	\$48.90	\$50.15	\$53.16	\$56.67
24	Village Administrator	Administration	\$46.25	\$47.84	\$49.17	\$50.50	\$51.83	\$53.16	\$56.35	\$60.07
25			\$49.02	\$50.71	\$52.12	\$53.53	\$54.94	\$56.35	\$59.73	\$63.67

Scope of Services

The Village is looking for Gov HR to assist with and perform the following work in the defined areas and prepare a final report for review with Village staff to present to the Village Board. Gov HR has already conducted the necessary comparable market salary survey that would drive any sort of compensation and classification study. Having done all of this work already, the following is what we want to build upon to improve our compensation and classification system:

1. Salary and Benefits Plan - Evaluate the Village's present salary and benefit structure as compared to the job market for comparable positions in the public sector. The consultant shall perform or provide the following:
 - a. Conduct meetings with current employees and appropriate supervisory and Department Head personnel as required to obtain feedback on the current compensation and benefit system utilized by the Village.
 - b. Assist the Village in evaluating and recommending how it provides compensation. Reviewing its current compensation system and new opportunities for improvement in order to make recommendations to ensure the Village has a compensation system that meets the needs of the Village in fairness, internal equity, competitive compensation, and ease of administration.
 - i. Establishing appropriate comparables within the public sector that the Village can use as a benchmark in comparing competitiveness moving forward.
 - c. Review/create, analyze, and document all current job classifications.
 - i. Make recommendations on establishing a compensation philosophy that is competitive within the market while also being transparent to the organization and employees.
 - ii. Evaluate and identify potential pay compression issues and provide alternative solutions.
 - d. Evaluate the Village's current performance evaluation process and tool and make recommendations to ensure the process aligns appropriately with the compensation plan and is easy for employees and supervisors/department heads to administer. The tool should also emphasize creating a meaningful process for evaluation. Recommendation of policy changes that integrates this process into our manuals.
 - e. Comment on the quality and cost of the Village's benefit system. Make recommendations for updates where necessary that integrate into a total compensation system. Review comparability amongst peer communities.
 - f. Assist the Village in creating a meaningful employee recognition program that awards for length of service, exemplary performance, or other significant employee contribution.

2. Position descriptions

- a. Review and assess current position description format, and provide recommendations on updating the template used for position descriptions.
- b. Develop uniform language to be used as a base template for all position descriptions.
- c. Assist the Village in making system wide changes to address diversity, equity and inclusion initiatives within all position descriptions.
- d. Evaluate positions to ensure proper FLSA exemption status.

3. Organizational Structure Evaluation –

- a. Assist Village staff with assessing the Village's current organizational structure for in terms of our comparables.
- b. Provide recommendations that will allow the Village to forecast future staffing needs and growth necessary in the next 10 years.

4. Provide Implementation Support for updates to the compensation program.

Consultant will need to address the prioritization of this work in order to achieve certain milestones established by the Village.