

# Monroe County



**WIPFLI**<sup>LLP</sup>  
CPAs and Consultants

---

Nonprofit and Government  
Consulting Practice

## Wage Comparability Study

January 2013

Prepared by:

Strategic, Organizational, and Human Resources Consulting

# TABLE OF CONTENTS

---

Final Report	<b>A</b>
Internal Equity Analysis	<b>B</b>
Wage Comparability Analysis Worksheets	<b>C</b>
2013 Salary Ranges @ 50 <sup>th</sup> Percentile	<b>D</b>
2012 Comparative Ratio Analysis	<b>E</b>
Sample Compensation Philosophy	<b>F</b>
Performance Management Loop Diagram	<b>G</b>
Impact of Merit Decisions Worksheet	<b>H</b>
Base Compensation Administrative Guide	<b>I</b>

January 28, 2013

Mr. Ken Kittleson, Personnel Director  
Monroe County  
14345 County Hwy B, Room 3  
Sparta, WI 54656

E-mail: ken.kittleson@co.monroe.wi.us

Dear Mr. Kittleson

Thank you for the opportunity to be of support and assistance to Monroe County (the "County"). We have completed the limited wage comparability study to develop a base compensation structure to ensure competitive and equitable base compensation practices.

As outlined in our Engagement Letter, our objectives were to:

- Meet with you and others you select to discuss our process and approach to ensure understanding of the project, establish timelines, and respond to any questions.
- Provide guidance on selecting the Compensation Committee for oversight of this project.
- Use your existing job descriptions as the basis for the review. With your input, determine the 30 positions to be included in the compensation analysis as benchmarks.
- Review the job descriptions for the selected 30 benchmark positions and comment on FLSA exemption status.
- Conduct an internal equity analysis on each of the 30 benchmark positions using the Point Factor Method developed specifically for Wisconsin Counties to determine the relative value of each position.
- Conduct a comparative analysis of market data on the 30 benchmark positions using published wage and salary survey data for the private industry and nonprofits as well as the compensation data acquired from two comparable counties that you will identify.
- Develop preliminary groupings of similarly valued jobs and propose pay ranges based on external market considerations. Review pay ranges with you and modify as appropriate to finalize. Final wage structure will include minimums, midpoints (market rate), and maximums using widely accepted compensation methodologies.
- Conduct a comparative ratio analysis to illustrate relationships between current pay practices and market conditions.
- Meet with you and the Compensation Committee to discuss the results of the full project. Evaluate and discuss positions and/or employees falling outside the newly established ranges.
- Review the compensation philosophy of the County.
- Provide an administrative manual template with guidelines and procedures for administering the base compensation plan.

- Present our findings to your County Board and provide them with a high level overview of our process.
- Conduct two (2) on-site same day training sessions with select board supervisors/managers/staff.

This project was initiated in July 2012 and led by Julia Johnson, Senior Manager, and assisted by other human resources consultants as needed. She worked closely with the project team comprised of Mr. Ken Kittleson, Personnel Director, and Ed Smudde, Personnel Coordinator, in the receipt and exchange of the materials and information. Periodic meetings were held with the project team throughout the project. Two meetings were held with the Compensation Committee. The first meeting was an overview of our approach and a progress report, and the final meeting shared the results of the project.

We approached this project as follows:

## **JOB DESCRIPTIONS AND SPECIFICATIONS**

---

We utilized the job descriptions provided by the County as the basis for our analysis. We understood these job descriptions were recently reviewed to ensure completeness and accuracy for each position.

The job descriptions were well developed and comprehensive. We encourage the County to continue to review the job descriptions on an annual basis during the performance review period to ensure they remain current.

## **INTERNAL EQUITY ANALYSIS**

---

The internal equity analysis determines the relative value of each position to every other position within the County. In order to analyze internal equity, the job descriptions were reviewed and utilized to ensure understanding of the scope of responsibilities associated with each position. The Point Factor Method of evaluation was used. The Point Factor Method breaks down jobs into identifiable compensable factors by assigning levels and points within the evaluation criteria. This method provides uniformity of evaluations, determines relative value of different positions, and addresses comparable worth issues.

After thorough consideration and discussion, the approach taken to complete the internal equity analysis was modified slightly from the original proposal. Rather than having Wipfli LLP conduct an independent review of just 30 positions, the project team conducted the internal equity analysis on all positions within the County. Training was provided to the project team who then completed the analysis. Upon completion, we conducted an independent review of the results. Discussions were held and the analysis was finalized.

The internal equity analysis tool assisted the County in identifying inconsistencies in various factors across positions, i.e., education, experience. The internal equity analysis also enabled the County to begin consolidating job descriptions/titles with similar roles and responsibilities to create job families, i.e., Administrative Assistant II, I; Office Manager II, I; Equipment Operator II, I.

This tool will also assist the County in placing positions within the base compensation structure in the absence of an external analysis for a specific position.

As new positions are created or existing positions are changed, it is recommended that the County conduct an internal equity analysis. The County is encouraged to review internal equity annually to ensure completeness and accuracy. It is recommended the County review the job descriptions to ensure the internal equity and title adjustments discussed are reflected.

Since the County has not conducted an internal equity analysis in the recent past, it may find that adjustments will need to be made over time to properly align positions within the County.

*Tab B contains the Internal Equity Analysis.*

## **WAGE COMPARABILITY ANALYSIS**

---

Using the job descriptions for the identified 30 positions (47 positions were actually benchmarked) and published wage and salary surveys, a wage comparability pay analysis was conducted. We matched the survey job descriptions to each position's role and responsibilities. We do not rely solely on job title since the role and responsibility may vary. Because of the variety of survey results, data for each position was weighted based on the degree of match and how relevant the information was to the County.

The following published wage and salary survey data was used for the analysis:

- 2011 Abbott Langer
- 2011 Bureau Of Labor Statistics
- 2012 CompData
- 2012 LaCrosse SHRM
- 2012 Economic Research Institute All Nonprofits Salary Survey for Small Organizations
- 2012 The NonProfit Times
- 2012 Rural Health Wage Survey
- 2012 Wisconsin Occupational Employment Statistics
- 2012 WSHHRA
- 2012 Clark County Salary Ranges
- 2012 Vernon County Salary Ranges
- 2012 Bayfield County Salary Ranges

The surveys used represented the most current compensation data available at the date of review. Survey data was aged to ensure the data within this report remains relevant through 2013.

*Tab C contains the Wage Comparability Analysis Worksheets.*

## **BASE COMPENSATION PLAN**

---

The competitive pay analysis worksheets for the 47 benchmark positions were used to create the base compensation salary ranges with midpoints established at the 50<sup>th</sup> percentile.

The ranges have a +/- 20% spread reflective of widely accepted best practices in base compensation methodology. The salary structure consists of a series of overlapping ranges. Each salary range contains a minimum, midpoint, and maximum.

The minimum to midpoint area represents the first quintile (80%-87% of midpoint) and the second quintile (88%-95% of midpoint). This area is normally intended for employees who are continuing to learn job responsibilities, are fully trained, but performing less than fully satisfactory, and/or have not acquired sufficient time within the position to warrant pay at the midpoint level.

The midpoint area is represented by the third quintile (96%-104% of midpoint). This area normally represents the salary level for employees who are fully qualified and performing at a fully proficient level over a period of time.

The midpoint to maximum area is represented by the fourth quintile (105%-112% of midpoint) and fifth quintile (113%-120% of midpoint). This area normally represents the salary level for employees whose performance is excellent or outstanding and who consistently exceed performance objectives over a period of time.

Due to the high quality of wage and salary information available, it is common practice to let external market conditions drive, in large part, the placement of positions within the salary structure. In the absence of an external market analysis for a specific position, the County must rely upon the internal equity analysis to assist in range placement decisions. It is important to give consideration to internal and external considerations, particularly if the internal value differs from external market conditions. In some instances where a position has a greater internal value than external market conditions, the position may be placed in a higher range, and where a position has less internal value, it may be placed in a lower range. The two used in combination truly customize the salary structure to the unique needs of the County.

Since an external market analysis was not conducted on each of the 156 positions within the County, the internal equity analysis, current compensation considerations, peer group positions, departmental complexity considerations, and in-depth discussions with the project team allowed for the placement of the County's remaining positions within the base compensation structure.

The internal equity analysis was not able to be used to slot positions into the structure solely on the basis of internal value. Should the County wish to do this in the future, it will need to ensure consistency and accuracy of position descriptions throughout the County.

Since the County is going through a major shift in its approach to compensation, it is strongly recommended that the County budget additional dollars in each subsequent year to allow for a complete external market analysis on all positions. By conducting the external market analysis on all positions, it will bolster the confidence in the program itself and ensure competitive compensation on the basis of market conditions. It was determined through the course of this project that internal equity cannot be the sole determinant for placement into the structure.

*Tab D contains the 2013 Salary Ranges @ 50<sup>th</sup> Percentile.*

## **COMPARATIVE RATIO ANALYSIS**

---

The comparative ratio analysis enables the County to quickly determine where current rates of pay fall in relationship to newly established pay range midpoints. It is a highly effective tool in ensuring that the County is administering its pay practices in accordance with its compensation philosophy and identifies where potential concerns may exist.

Employees falling below 80% are considered below the minimum established for the range, and employees falling above 120% are considered above the maximum established for the range. The midpoint (50<sup>th</sup> percentile) of the range is considered 100%.

The comparative ratio analysis tool also enables the County to calculate the financial impact or market adjustments to bring those individuals paid below market to the minimum established for the range.

Generally, we recommend individuals be paid at least the minimum established for the range unless extenuating circumstance exist. Therefore, if an individual falls below the minimum, we have included a financial impact calculation of bringing those individuals to the minimum of the established range for the County's consideration. Please note: the estimated financial impact of bringing individuals to the minimum of the range is based upon the assumption that all employees work 2,080 hours during the year. We understand that not all employees work 2,080 hours during a year; therefore, the Personnel Director and Personnel Coordinator will need to work closely together to further refine the estimated financial impact for bringing all employees below the minimum established for the range to the minimum.

*Tab E contains the 2012 Comparative Ratio Analysis.*

The average compa-ratio for the County is 101%. This suggests the County's compensation pay practice and philosophy is to meet the market.

Individuals falling outside the newly established pay range are highlighted. Those highlighted in yellow fall below the minimum established for the range. Those highlighted in red fall at or above the maximum established for the range. Those highlighted in orange are at or approaching the maximum established for the range.

Twelve (12) individuals were found to be paid at or above the maximum for the range. The percentage above the maximum varies from 2% to 7%. In speaking with the project team, this may in part be due to a position being a "non-benefited position/individual." A non-benefited position/individual situation occurs when an individual receives additional compensation in lieu of taking County benefits. It is strongly recommended the County evaluate this practice to ensure it is consistently applied and administered and is achieving the desired outcome. We also recommend that this additional compensation not be considered part of the base compensation but rather a benefit. In discussions with the project team, this practice was developed for select positions because the compensation structure established for the positions was not competitive. As a result, the County was having a difficult time recruiting and retaining talent.

The County will want to determine if this is a practice that will continue and, if so, determine if it will need to be consistently applied for all positions. Meaning, will the County be obligated to offer pay in lieu of benefits to all employees who choose not to take County benefits when those employees are covered under a plan outside of the County? If this practice is not desired, we recommend the County consider eliminating it as a benefit offering and more effectively manage compensation ranges with consideration to external market conditions.

If the practice is desired, there should be clear documentation that an individual is receiving additional compensation in lieu of taking benefits (perhaps a separate benefit line on the paycheck as well). Should the occasion arise where an individual needs to take County benefits, there will be no confusion as to a reduction in pay versus a reallocation of benefit dollars.

These types of decisions should be tied to the County's compensation philosophy and should be carefully considered and applied given the financial impact.

Six (6) individuals were found to be approaching the maximum of the established range. It is recommended that the County effectively manage compensation increases as not to cause employees to move or continue to move above the maximum established for the range. In cases of individuals falling at or above the maximum, this may require a pay freeze until such time the structure movement allows for an increase. We do not recommend decreasing pay.

Five (5) individuals were found to be paid below the newly established minimum for the ranges. The percentage below the minimum varies from 1% to 13%. It is recommended the County consider making a market adjustment for each of these five (5) individuals to bring them to the minimum of the range. Should the County choose to make these market adjustments, the financial impact would approximate \$8,150.

In consideration of the comparative ratio analysis for all positions, the County appears to be paying its nonexempt, hourly employees more competitively than its exempt, salaried employees. It is recommended that the County give consideration to those positions and individuals to ensure the compensation philosophy is appropriately reflected across all positions.

It is recommended the County develop a written compensation philosophy to represent its goals and objectives. The philosophy serves as a guidepost for compensation administration and specifies the purpose of each component of employee compensation.

*Tab F contains a Sample Compensation Philosophy.*

These market valuations and our general recommendation to pay individuals at least at the minimum established for the range do not factor in the following determinants of pay, which extend beyond market practices:

- Experience of the incumbent
- Unique skills of the incumbent
- Performance of the incumbent
- Future potential of the incumbent
- Financial performance of the County and ability to provide market adjustments

Any or all of these above factors may suggest an individual be paid at, above, or below current marketplace levels.

As the County considers moving to a pay-for-performance philosophy, it will wish to take into consideration the development of an effective performance management process. This process would need to include updated performance management forms and training for those with supervisory/management responsibility. It will be important to leverage technology to streamline the process and overall program effectiveness.

*Tab G contains a Performance Management Loop Diagram.*

We have also provided within this report an Impact of Merit Decisions Worksheet. This tool can be used to project how merit increases will impact total payroll. The tool gives consideration to where employees fall within their respective pay ranges and to overall performance trends. It is an excellent way to tie performance to compensation and to effectively administer the base compensation plan.

*Tab H contains the Impact of Merit Decisions Worksheet.*

## **MANAGEMENT COMMUNICATIONS**

---

We maintained regular communication with Mr. Kittleson and Mr. Smudde throughout the project to provide status updates, seek clarification, and to review project phases to ensure understanding and alignment with the County's goals and objectives. Periodic project team meetings were also held throughout the course of the project. A meeting was held with the Compensation Committee on November 14, 2012, to provide a status report on the project and to ensure understanding of the Committee's specific concerns and to respond to outstanding questions. A final Compensation Committee meeting was held on January 7, 2013, to discuss project results. Final adjustments were made to the documents contained within this report and approved by the project team. As of the date of this report, no County Board meeting or other team communications meetings were established.

## **DOCUMENTATION**

---

A complete 2013 Base Compensation Administrative Guide documenting the process and procedures used during the course of the project was provided to Mr. Kittleson in both hardcopy and electronic format which will facilitate annual updates and modifications. This information can be utilized for program maintenance. The County may also wish to customize the information for its own use as desired.

*Tab I contains the updated Base Compensation Administrative Guide.*

## **PLAN MAINTENANCE AND UPDATE**

---

Given the base compensation structure was developed on the basis of 47 benchmark positions, we recommend the County consider conducting an external analysis on all remaining positions over the course of the next two years to ensure market competitiveness for as many positions within the County for which data can be found. We suggest the County target selecting 45 to 50 positions each subsequent year (2013 and 2014) until all positions have been evaluated. This approach is sensitive to budgetary constraints and ensures external market consideration is given to all positions. Thereafter, it is recommended the County complete a wage comparability analysis every three years to ensure continued competitiveness.

If the County chooses not to proceed with the above recommendation, it remains important to have the structure updated on an annual basis. Changes in both the internal and external environment make it necessary to regularly update the salary ranges adopted by the County. Pay ranges should be evaluated annually to determine if adjustments for cost of living or inflation are appropriate. We recommend Mr. Kittleson reach out to us or other resources each November to discuss salary structure movement projections and trends. Wipfli LLP would be happy to assist you with gathering salary structure movement information annually. Mr. Kittleson will then be able to appropriately age the structure to ensure it remains competitive until the next full plan update.

We appreciate the opportunity to be of continued support and service to Monroe County and are confident this information will be useful in the administration of competitive and equitable base compensation pay practices. If you have any questions as you administer the base compensation plan, please do not hesitate to contact Julia Johnson directly at 920.662.2876 or e-mail at [jajohnson@wipfli.com](mailto:jajohnson@wipfli.com).

Sincerely,

A handwritten signature in black ink that reads "Wipfli LLP". The signature is written in a cursive, flowing style.

Wipfli LLP

Final Report

A

## Internal Equity Analysis

B

Wage Comparability Analysis Worksheets

C

2013 Salary Ranges @ 50th Percentile

D

2012 Comparative Ratio Analysis

E

Sample Compensation Philosophy

F

Performance Management Loop Diagram

G

Impact of Merit Decisions Worksheet

H

Base Compensation Administrative Guide

I

**MONROE COUNTY**  
**INTERNAL EQUITY ANALYSIS (1.2.2013)**

Job Title	Dept	Dept	Educ	Exp	Super	Admin	Public	Govern	Safety	Complex	Environ	Physical	Total
County Administrator	Admin	Administrator	125	100	100	100	50	100	100	100	25	25	825
Highway Commissioner	HWY	Highway	125	100	75	80	50	100	75	80	25	25	735
Human Services Director	HS	Human Services	125	100	75	80	50	100	75	80	25	25	735
Rolling Hills Administrator	RH	Rolling Hills	100	100	75	80	50	100	75	80	25	25	710
Finance Director	FIN	Finance	125	100	45	80	50	100	25	80	25	25	655
Communications Center Administrator	CCTR	Communications Center	100	100	30	60	37.5	75	100	80	25	25	632.5
Chief Deputy	SHE	Sheriff	100	100	75	60	37.5	75	75	60	25	25	632.5
Information Systems Director	IS	Information Systems	100	100	15	80	50	100	50	80	25	25	625
Personnel Director	PER	Personnel	100	100	15	60	50	100	50	80	25	25	605
Health Director/Health Officer	HD	Health Department	100	75	45	80	37.5	75	75	60	25	25	597.5
Director of Nursing	RH	Rolling Hills	75	100	50	60	37.5	75	75	60	25	25	582.5
Clinical Administrator	HS	Human Services	125	100	20	60	37.5	75	50	60	25	25	577.5
Forestry & Parks Administrator	FP	Forestry & Parks	100	75	15	60	37.5	75	75	60	50	25	572.5
Solid Waste Manager	SW	Solid Waste	100	75	15	60	37.5	75	75	60	50	25	572.5
Property Manager	MNT	Maintenance	75	100	20	60	37.5	75	75	60	25	25	552.5
Economic Support Supervisor	HS	Human Services	100	100	20	60	37.5	75	50	60	25	25	552.5
Sanitation & Zoning Administrator	SPZ	Sanitation, Planning & Zoning	100	75	15	60	37.5	75	50	60	50	25	547.5
Emergency Management Coordinator	EM	Emergency Management	100	75	15	60	37.5	75	75	60	25	25	547.5
Justice Coordinator	JUS	Justice	100	75	15	60	37.5	75	75	60	25	25	547.5
Corporation Counsel	CC	Corporation Counsel	125	75	15	60	37.5	75	25	80	25	25	542.5
Food Service Supervisor	RH	Rolling Hills	75	75	30	60	37.5	75	75	60	25	25	537.5
Social Work Supervisor	HS	Human Services	100	75	30	60	37.5	75	50	60	25	25	537.5
Senior Services Director	SS	Senior Services	100	75	30	60	37.5	75	50	60	25	25	537.5
County Conservationist	LC	Land Conservation	100	75	15	60	37.5	75	50	60	25	25	522.5
Assistant Finance Director/HS Bus. Admin.	FIN	Finance	100	100	15	60	37.5	75	25	60	25	25	522.5
Lieutenant	SHE	Sheriff	100	100	30	40	25	50	75	40	25	25	510
Child Support Director	CS	Child Support	75	75	15	60	37.5	75	50	60	25	25	497.5
Veteran Services Officer	VS	Veteran Services	75	75	15	60	37.5	75	50	60	25	25	497.5
Assistant Director of Health Department	HD	Health Department	100	75	20	40	25	50	75	60	25	25	495
Human Services Administrative Coordinator	HS	Human Services	75	100	20	60	37.5	50	50	40	25	25	482.5
Director of Activity	RH	Rolling Hills	100	75	15	40	37.5	75	50	40	25	25	482.5
District Attorney Office Manager II	DA	District Attorney	75	75	20	60	37.5	50	50	60	25	25	477.5
RH Director of Business & Env. Services	FIN	Finance	100	75	15	60	37.5	50	50	40	25	25	477.5
Director of Social Services	RH	Rolling Hills	100	50	15	40	37.5	75	50	60	25	25	477.5
Director of Active Treatment	RH	Rolling Hills	100	50	15	40	37.5	75	50	60	25	25	477.5
Shop Superintendent	HWY	Highway	75	100	20	40	25	50	50	40	50	25	475
County Historian/Director	HIST	Local History Room	100	50	15	60	37.5	50	50	60	25	25	472.5
Sergeant	SHE	Sheriff	50	100	10	40	25	50	75	40	50	25	465
Investigator	DA	District Attorney	100	75	0	40	37.5	50	50	60	25	25	462.5
Highway Patrol Supervisor	HWY	Highway	75	75	30	40	25	50	50	40	50	25	460
Soil & Water Conservationist	LC	Land Conservation	100	75	0	40	25	50	25	40	50	50	455
Sanitation & Zoning Officer	SPZ	Sanitation, Planning & Zoning	100	75	0	40	25	50	25	40	50	50	455
Social Worker II	HS	Human Services	125	75	0	40	25	50	50	40	25	25	455
RN Supervisor	RH	Rolling Hills	75	50	40	40	25	50	50	40	50	25	445
Resident Care Coordinator	RH	Rolling Hills	75	50	40	40	25	50	50	40	50	25	445
Assistant Justice Coordinator	JUS	Justice	100	75	10	40	25	50	50	40	25	25	440
Social Worker I	HS	Human Services	100	75	0	40	25	50	50	40	25	25	430

**MONROE COUNTY**  
**INTERNAL EQUITY ANALYSIS (1.2.2013)**

Job Title	Dept	Dept	Educ	Exp	Super	Admin	Public	Govern	Safety	Complex	Environ	Physical	Total
Highway Foreman	HWY	Highway	25	100	20	40	25	25	50	40	50	50	425
Registered Nurse	RH	Rolling Hills	75	50	20	40	25	50	50	40	50	25	425
Assistant Director of Nursing/Rehab Svcs. Coord.	RH	Rolling Hills	75	50	40	40	25	50	50	40	25	25	420
WIC Coord/Nutritionist	HD	Health Department	100	50	15	40	25	50	50	40	25	25	420
Highway Office Manager	HWY	Highway	75	75	15	40	25	50	50	40	25	25	420
Sheriff Office Manager	SHE	Sheriff	75	75	15	40	25	50	50	40	25	25	420
Real Property Coordinator	TRE	Treasurer	100	50	0	40	37.5	75	25	40	25	25	417.5
Justice Program Specialist	JUS	Justice	75	50	10	40	25	25	50	40	50	50	415
Humane Officer	SPZ	Sanitation, Planning & Zoning	50	50	10	40	25	50	50	40	50	50	415
Public Health Nurse	HD	Health Department	100	50	0	20	25	50	50	40	50	25	410
Information Systems Analyst	IS	Information Systems	100	100	0	20	25	50	25	40	25	25	410
Administrative Assistant II	CA	County Administrator	75	100	0	40	25	50	25	40	25	25	405
Social Worker I	RH	Rolling Hills	100	50	0	40	25	50	50	40	25	25	405
Personnel Coordinator	PER	Personnel	75	75	0	40	37.5	50	25	40	25	25	392.5
Preventive Maintenance Technician	MNT	Maintenance	50	75	0	20	25	25	50	40	50	50	385
Deputy Register of Deeds	ROD	Register of Deeds	50	75	5	40	25	75	25	40	25	25	385
Deputy Clerk of Court/Accountant II	CLC	Clerk of Court	75	75	5	40	25	50	25	40	25	25	385
Patrol/Investigator	SHE	Sheriff	50	50	0	20	25	50	75	40	50	25	385
Director of Medical Records	RH	Rolling Hills	75	50	15	40	37.5	50	25	40	25	25	382.5
Licensed Practical Nurse	RH	Rolling Hills	50	50	15	20	25	50	50	40	50	25	375
Information Systems Specialist	IS	Information Systems	75	75	0	20	25	50	25	40	25	25	360
Benefit Specialist	SS	Senior Services	75	75	0	20	25	50	25	40	25	25	360
Register in Probate	CIR	Circuit Court	50	75	0	40	25	50	25	40	25	25	355
Judicial Assistant	CIR	Circuit Court	50	75	0	40	25	50	25	40	25	25	355
Deputy County Clerk	COC	County Clerk	50	75	0	40	25	50	25	40	25	25	355
Welder	HWY	Highway	50	75	0	20	12.5	25	25	20	75	50	352.5
Deputy County Treasurer	TRE	Treasurer	50	75	5	20	25	50	25	40	25	25	340
Child Support Specialist	CS	Child Support	75	75	0	20	25	25	25	40	25	25	335
Dispatcher	CCTR	Communications Center	50	25	0	20	25	50	75	40	25	25	335
WIC Nutrition Educator	HD	Health Department	100	50	0	20	25	25	25	40	25	25	335
Economic Support Specialist	HS	Human Services	75	75	0	40	25	25	25	20	25	25	335
Social Services Aide	HS	Human Services	75	75	0	40	25	25	25	20	25	25	335
Transportation Coordinator	SS	Senior Services	25	75	0	20	25	50	50	40	25	25	335
Deputy Veterans Service Officer	VS	Veteran Services	50	75	0	20	25	50	25	40	25	25	335
Resident Service Coordinator	RH	Rolling Hills	50	75	0	20	25	50	25	40	25	25	335
Equipment Operator II	HWY	Highway	25	100	0	20	12.5	25	25	20	50	50	327.5
Mechanic	HWY	Highway	25	100	0	20	12.5	25	25	20	50	50	327.5
Equipment Operator I	HWY	Highway	25	100	0	20	12.5	25	25	20	50	50	327.5
Human Services Accountant II	FIN	Finance	75	75	0	20	25	25	25	20	25	25	315
Accounts Receivable Clerk/Accountant II	FIN	Finance	75	75	0	20	25	25	25	20	25	25	315
Health Department Accountant I	FIN	Finance	75	75	0	20	25	25	25	20	25	25	315
Senior Services Accountant I	FIN	Finance	75	75	0	20	25	25	25	20	25	25	315
Human Services Accountant I	FIN	Finance	75	75	0	20	25	25	25	20	25	25	315
Accounts Payable Clerk/Accountant I	FIN	Finance	75	75	0	20	25	25	25	20	25	25	315
Payroll Clerk/Accountant I	FIN	Finance	75	75	0	20	25	25	25	20	25	25	315
Assistant Activity Director/Volunteer Coordinator	RH	Rolling Hills	75	50	0	20	25	50	25	20	25	25	315

**MONROE COUNTY**  
**INTERNAL EQUITY ANALYSIS (1.2.2013)**

Job Title	Dept	Dept	Educ	Exp	Super	Admin	Public	Govern	Safety	Complex	Environ	Physical	Total
Highway Parts Person	HWY	Highway	25	100	0	20	25	25	25	20	25	50	315
Highway Sign Person	HWY	Highway	25	100	0	20	25	25	25	20	25	50	315
Forestry & Parks Ranger	FP	Forestry & Parks	25	50	0	20	25	25	25	40	50	50	310
Interstate Specialist/Administrative Assistant I	CS	Child Support	50	75	0	20	25	25	25	40	25	25	310
Nutrition Program Coordinator	SS	Senior Services	25	75	0	20	25	50	25	40	25	25	310
Section Leader	HWY	Highway	25	75	5	20	12.5	25	25	20	50	50	307.5
Maintenance Custodian	MNT	Maintenance	25	75	0	20	12.5	25	25	20	50	50	302.5
Dietary/Head Cook	RH	Rolling Hills	25	75	0	20	12.5	25	25	20	50	50	302.5
Assistant Mechanic	HWY	Highway	25	75	0	20	12.5	25	25	20	50	50	302.5
Administrative Assistant I	ME	Medical Examiner	50	50	0	20	25	50	25	20	25	25	290
Administrative Assistant I	SPZ	Sanitation, Planning & Zoning	50	75	0	20	25	25	25	20	25	25	290
Nursing Assistant	RH	Rolling Hills	50	25	0	20	25	25	25	20	50	50	290
Active Treatment Program Assistant	RH	Rolling Hills	75	50	0	20	25	25	25	20	25	25	290
Traffic Office Clerk II	CIR	Circuit Court	50	75	0	20	25	25	25	20	25	25	290
Criminal Office Clerk II	CLC	Clerk of Court	50	75	0	20	25	25	25	20	25	25	290
Victim/Witness Specialist	DA	District Attorney	50	75	0	20	25	25	25	20	25	25	290
Legal Secretary	DA	District Attorney	50	75	0	20	25	25	25	20	25	25	290
Administrative Assistant I	EM	Emergency Management	50	75	0	20	25	25	25	20	25	25	290
Administrative Assistant I	EXT	UW - Extension	50	75	0	20	25	25	25	20	25	25	290
Administrative Assistant I	SHE	Sheriff	50	75	0	20	25	25	25	20	25	25	290
Receptionist/Administrative Assistant I	SHE	Sheriff	50	75	0	20	25	25	25	20	25	25	290
Bailiff	SHE	Sheriff	50	50	0	20	25	25	50	20	25	25	290
Jailer	SHE	Sheriff	50	25	0	20	25	25	50	20	50	25	290
Treasurer Office Clerk II	TRE	Treasurer	50	75	0	20	25	25	25	20	25	25	290
Medical Records Technician	HD	Health Department	75	50	0	20	25	25	25	20	25	25	290
Court Office Clerk II	CLC	Clerk of Court	50	50	0	40	25	25	25	20	25	25	285
Dietary Cook	RH	Rolling Hills	25	50	0	20	12.5	25	25	20	50	50	277.5
Dietary Aide/Housekeeper	RH	Rolling Hills	25	50	0	20	12.5	25	25	20	50	50	277.5
Housekeeper	RH	Rolling Hills	25	50	0	20	12.5	25	25	20	50	50	277.5
Child Support Office Clerk II	CS	Child Support	50	75	0	20	12.5	25	25	20	25	25	277.5
Juvenile Court Office Clerk II	CIR	Circuit Court	50	75	0	20	12.5	25	25	20	25	25	277.5
Legal Secretary	CC	Corporation Counsel	50	75	0	20	12.5	25	25	20	25	25	277.5
Accounts Office Clerk II	HWY	Highway	50	75	0	20	12.5	25	25	20	25	25	277.5
Highway Helper	HWY	Highway	25	50	0	20	12.5	25	25	20	50	50	277.5
Public Works Laborer	HWY	Highway	25	50	0	20	12.5	25	25	20	50	50	277.5
Bond Programing Assistant	JUS	Justice	50	50	0	20	25	25	25	20	25	25	265
Recording Office Clerk II	ROD	Register of Deeds	25	75	0	20	25	25	25	20	25	25	265
Beautician	RH	Rolling Hills	50	50	0	20	25	25	25	20	25	25	265
Transportation Aide	RH	Rolling Hills	50	25	0	20	25	25	25	20	25	50	265
Civil Office Clerk II	CLC	Clerk of Court	50	50	0	20	25	25	25	20	25	25	265
Small Claims Office Clerk II	CLC	Clerk of Court	50	50	0	20	25	25	25	20	25	25	265
Family Office Clerk II	CLC	Clerk of Court	50	50	0	20	25	25	25	20	25	25	265
Jury/Traffic Office Clerk I	CLC	Clerk of Court	25	75	0	20	25	25	25	20	25	25	265
Clerk of Courts Office Clerk II	CLC	Clerk of Court	50	50	0	20	25	25	25	20	25	25	265
Solid Waste Office Clerk I	SW	Solid Waste	50	50	0	20	25	25	25	20	25	25	265
Research Assistant	HIST	Local History Room	50	50	0	20	25	25	25	20	25	25	265

**MONROE COUNTY**  
**INTERNAL EQUITY ANALYSIS (1.2.2013)**

Job Title	Dept	Dept	Educ	Exp	Super	Admin	Public	Govern	Safety	Complex	Environ	Physical	Total
Unit Secretary Office Clerk II	HS	Human Services	50	50	0	20	25	25	25	20	25	25	265
Transcriptionist/Office Clerk I	HS	Human Services	25	75	0	20	25	25	25	20	25	25	265
Receptionist/Office Clerk I	SPZ	Sanitation, Planning & Zoning	50	50	0	20	25	25	25	20	25	25	265
Mini-Bus Driver	SS	Senior Services	25	50	0	20	25	25	50	20	25	25	265
Van Driver	SS	Senior Services	25	50	0	20	25	25	50	20	25	25	265
Senior Services Office Clerk I	SS	Senior Services	25	75	0	20	25	25	25	20	25	25	265
Site Manager/Driver	SS	Senior Services	25	25	0	20	25	25	50	20	50	25	265
District Attorney Office Clerk II	DA	District Attorney	50	50	0	20	25	25	25	20	25	25	265
Medical Transcriptionist/Clerk II	HD	Health Department	50	50	0	20	25	25	25	20	25	25	265
Medical Transcriptionist/Clerk II	RH	Rolling Hills	50	50	0	20	25	25	25	20	25	25	265
Activity Aide	RH	Rolling Hills	50	50	0	20	25	25	25	20	25	25	265
Dietary Aide	RH	Rolling Hills	25	25	0	20	12.5	25	25	20	50	50	252.5
Laundry Aide	RH	Rolling Hills	25	50	0	20	12.5	25	25	20	25	50	252.5
Supply Aide	RH	Rolling Hills	25	50	0	20	12.5	25	25	20	25	50	252.5
Receptionist/Office Clerk I	CLC	Clerk of Court	25	50	0	20	25	25	25	20	25	25	240
Purchasing/License Office Clerk I	COC	County Clerk	25	50	0	20	25	25	25	20	25	25	240
WIC Health Screener/Office Clerk I	HD	Health Department	25	50	0	20	25	25	25	20	25	25	240

**ELECTED OFFICIALS:**

Sheriff  
 Clerk of Court  
 County Clerk  
 County Treasurer  
 Register of Deeds  
 Surveyor

**TITLES NO LONGER IN USE:**

Director of Dietetics	RH	Rolling Hills	100	75	30	60	37.5	75	75	60	25	25	562.5
Medical Examiner	ME	Medical Examiner	75	75	15	60	37.5	75	50	60	25	25	497.5
Billing Clerk	FIN	Finance	50	75	0	20	25	25	25	20	25	25	290
Clerk/Typist	HS	Human Services	25	50	0	20	25	25	25	20	25	25	240
Secretary/Receptionist	HS	Human Services	25	50	0	20	25	25	25	20	25	25	240

Final Report

A

Internal Equity Analysis

B

Wage Comparability Analysis Worksheets

C

2013 Salary Ranges @ 50th Percentile

D

2012 Comparative Ratio Analysis

E

Sample Compensation Philosophy

F

Performance Management Loop Diagram

G

Impact of Merit Decisions Worksheet

H

Base Compensation Administrative Guide

I

**TABLE OF CONTENTS**  
**WAGE COMPARABILITY ANALYSIS WORKSHEETS**

---

Accountant.....	1
Accounting Clerk.....	2
Administrative Assistant.....	3
Administrative Assistant Jr.....	4
Assistant Finance Director/Human Services Business Administrator .....	5
Assistant Mechanic.....	6
Bailiff.....	7
Child Support Specialist.....	8
Clinic Administrator.....	9
County Administrator.....	10
DA Legal Secretary.....	11
Director of Activity.....	12
Director of Dietetics.....	13
Director of Medical Records.....	14
Director of Nursing.....	15
Director of Social Services.....	16
Equipment Operator II.....	17
Finance Director.....	18
Forestry & Parks Administrator.....	19
Health Director/Health Officer.....	20
Highway Commissioner.....	21
Highway Foreman.....	22
Highway Shop Superintendent.....	23
Housekeeper.....	24
Human Services Director.....	25
Information Systems Analyst.....	26
Information Systems Director.....	27
Jailer.....	28
Judicial Assistant.....	29
Lieutenant.....	30
Maintenance Building Manager.....	31
Maintenance Custodian.....	32
Mechanic.....	33
Medical Transcriptionist/Clerk.....	34
Office Clerk.....	35
Park Ranger.....	36
Patrol/Investigator.....	37
Payroll/Accounts Payable Coordinator.....	38
Personnel Coordinator.....	39
Personnel Director.....	40
Property Manger.....	41
Receptionist/Office Assistant.....	42
Registered Nurse.....	43
Sergeant.....	44
Social Worker.....	45
Welder.....	46
WIC Coordinator/Nutritionist.....	47

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

<b>Accountant</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
BLR	Bookkeeping Clerks	LaCrosse Area	N/A	950	15.96	17.08	0.10	1.71	
OES	Bookkeeping Clerks	West Central Wisconsin	N/A	2210	14.65	15.53	0.10	1.55	
ERI	Bookkeeper	Tomah Area & All Industries	N/A	1,643,470	16.20	16.52	0.10	1.65	
LaCrosse SHRM	Bookkeeper	LaCrosse & Winona Area	7	18	15.78	16.10	0.10	1.61	
<b>Non-Profit</b>									
NonProfit Times	Bookkeeper	North Central U.S.	19	2	16.01	16.97	0.10	1.70	
NonProfit Times	Bookkeeper	\$10M to \$24.9M Operating Budget	16	2	16.11	17.08	0.10	1.71	
ERI	Bookkeeper	Tomah & Govt. Support Services	N/A	830	15.48	15.79	0.10	1.58	
<b>County/State</b>									
Bayfield	Bookkeeper	Bayfield County	N/A	N/A	20.03	20.03	0.15	3.00	
Vernon	Bookkeeper	Vernon County	N/A	N/A	14.99	14.99	0.15	2.25	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>16.76</b>
							<b>Annual Weighted</b>		<b>\$35,339</b>

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$27,889	13.41
<b>Mid-Point</b>	\$34,861	16.76
<b>Maximum</b>	\$41,833	20.11

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

<b>Accounting Clerk</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
ERI	Accounting Clerk	Tomah Area & All Industries	N/A	720	16.24	16.56	0.15	2.48	
CompData	Accounting Clerk I	100-249 FTEs	26	47	14.90	15.50	0.15	2.32	
LaCrosse SHRM	AP/AR Clerk	LaCrosse Area	15	56	15.99	16.31	0.20	3.26	
<b>Non-Profit</b>									
Non Profit Times	Accounting Clerk	\$10M - \$24.9M Operating Budget	16	2	15.97	16.93	0.15	2.54	
ERI	Accounting Clerk	Tomah Area & Government Support	N/A	120	15.80	16.12	0.15	2.42	
<b>County/State</b>									
Bayfield	Billing Clerk	Bayfield County	N/A	N/A	17.95	17.95	0.05	0.90	
Clark	Account Clerk	Clark County	N/A	N/A	14.90	14.90	0.15	2.24	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>16.16</b>
							<b>Annual Weighted</b>		<b>\$33,613</b>

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$26,890	12.93
<b>Mid-Point</b>	\$33,613	16.16
<b>Maximum</b>	\$40,335	19.39

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

<b>Administrative Assistant</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
CompData	Administrative Assistant II (Senior)	Wisconsin All	54	70	19.63	20.42	0.10	2.04	
CompData	Administrative Assistant II (Senior)	201-500 FTEs	27	49	19.81	20.60	0.10	2.06	
ERI	Administrative Assistant	Tomah Area & All Industries	N/A	952,030	19.34	19.73	0.10	1.97	
LaCrosse SHRM	Secretary/Administrative Assistant	LaCrosse Area	10	124	15.50	15.81	0.10	1.58	
<b>Non-Profit</b>									
NonProfit Times	Administrative Assistant, Intermediate	\$25M-\$49.9M Operating Budget	10	4	15.40	16.32	0.10	1.63	
ERI	Administrative Assistant	Tomah Area & Government Support	N/A	952,030	18.64	19.01	0.15	2.85	
<b>County/State</b>									
Bayfield	Administrative Assistant	Bayfield County	N/A	N/A	18.50	18.50	0.15	2.78	
Clark	Administrative Office Assistant	Clark County	N/A	N/A	20.76	20.76	0.10	2.08	
Vernon	Financial Administrative Assistant	Vernon County	N/A	N/A	20.66	20.66	0.10	2.07	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>19.06</b>
							<b>Annual Weighted</b>		<b>\$39,645</b>

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$31,716	15.25
<b>Mid-Point</b>	\$39,645	19.06
<b>Maximum</b>	\$47,574	22.87

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

<b>Administrative Assistant Jr.</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
CompData	Administrative Assistant I	Wisconsin All	12	98	14.22	14.79	0.10	1.48	
ERI	Secretary	Tomah Area & All Industries	N/A	830	15.00	15.30	0.10	1.53	
<b>Non-Profit</b>									
ERI	Secretary	Tomah Area & Government Support	N/A	830	14.66	14.95	0.15	2.24	
Non Profit Times	Administrative Assistant, Junior	\$10M to \$24.9M Operating Budget	24	4	13.99	14.83	0.20	2.97	
BLR	Secretary	Federal, State, & Local Government	N/A	356,540	17.10	18.30	0.15	2.74	
<b>County/State</b>									
Bayfield	Administrative Assistant	Bayfield County	N/A	N/A	18.50	18.50	0.10	1.85	
Clark	Admin Secretary	Clark County	N/A	N/A	16.67	16.67	0.10	1.67	
Vernon	Clerk III	Vernon County	N/A	N/A	13.41	13.41	0.10	1.34	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>15.82</b>
							<b>Annual Weighted</b>		<b>\$32,906</b>

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$26,324	12.66
<b>Mid-Point</b>	\$32,906	15.82
<b>Maximum</b>	\$39,487	18.98

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

Assistant Finance Director/Human Services Business Administrator								
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted
<b>Profit</b>								
ERI	Bookkeeping Manager	Tomah Area & All Industries	N/A	430	26.62	27.15	0.20	5.43
<b>Non-Profit</b>								
ERI	Bookkeeping Manager	Tomah & Govt. Support Services	N/A	430	24.07	24.55	0.20	4.91
NonProfit Times	Accounting Manager	\$10M-\$24.9M Operating Budget	29	1	26.27	27.85	0.20	5.57
NonProfit Times	Accounting Manager	North Central US	20	1	25.24	26.75	0.15	4.01
<b>County/State</b>								
State of WI	Financial Manager	Wisconsin	N/A	N/A	47.60	47.60	0.00	0.00
Bayfield	Financial Services Manager	Bayfield County	N/A	N/A	23.61	23.61	0.10	2.36
Clark	Finance Manager	Clark County	N/A	N/A	28.77	28.77	0.15	4.32
<b>Hourly Weighted</b>							<b>1.00</b>	<b>26.60</b>
<b>Annual Weighted</b>								<b>\$55,328</b>

Market Analysis Range:		
	Annual	Hourly
<b>Minimum</b>	\$44,262	21.28
<b>Mid-Point</b>	\$55,328	26.60
<b>Maximum</b>	\$66,394	31.92

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

<b>Assistant Mechanic</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
OES	Automotive Service Techs & Mechanic	West Central WI	N/A	810	16.64	17.64	0.15	2.65	
ERI	Automobile Mechanic	Tomah & All Industries	N/A	260	21.69	22.12	0.05	1.11	
ERI	Heavy Equipment Mechanic	Tomah & All Industries	N/A	100	21.10	21.52	0.05	1.08	
<b>Non-Profit</b>									
ERI	Automobile Mechanic	Tomah & Govt. Support Services	N/A	260	20.72	21.13	0.10	2.11	
ERI	Heavy Equipment Mechanic	Tomah & Govt. Support Services	N/A	100	20.28	20.69	0.10	2.07	
<b>County/State</b>									
Bayfield	Highway Mechanic	Bayfield County	N/A	N/A	18.60	18.60	0.10	1.86	
Clark	Mechanic Welder	Clark County	N/A	N/A	19.95	19.95	0.15	2.99	
Vernon	Assistant Mechanic	Vernon County	N/A	N/A	18.57	18.57	0.15	2.79	
State of WI	Automotive/Equipment Tech - Entry	Wisconsin	N/A	N/A	18.57	18.57	0.15	2.79	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>19.43</b>
							<b>Annual Weighted</b>		<b>\$40,414</b>

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$32,332	15.54
<b>Mid-Point</b>	\$40,414	19.43
<b>Maximum</b>	\$48,497	23.32

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

<b>Bailiff</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
ERI	Security Guard	Tomah & All Industries	N/A	1,032,940	14.21	14.49	0.15	2.17	
BLR	Bailiffs	All Respondents	N/A	17,310	18.84	20.16	0.15	3.02	
<b>Non-Profit</b>									
ERI	Security Guard	Tomah & Govt. Support Services	N/A	1,032,940	13.90	14.18	0.15	2.13	
<b>County/State</b>									
Worknet	Bailiffs	Clark Metro Experienced	N/A	N/A	12.26	12.26	0.15	1.84	
Bayfield	Courthouse Security	Bayfield County	N/A	N/A	22.75	22.75	0.20	4.55	
Vernon	Judicial Assistant/Deputy	Vernon County	N/A	N/A	16.08	16.08	0.20	3.22	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>16.93</b>
							<b>Annual Weighted</b>		<b>\$35,214</b>

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$28,172	13.54
<b>Mid-Point</b>	\$35,214	16.93
<b>Maximum</b>	\$42,257	20.32

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**  
Wage Comparability Analysis Worksheet

Child Support Specialist									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
ERI	Case Aide	Tomah Area & All Industries	N/A	359,860	13.10	13.36	0.10	1.34	
<b>Non-Profit</b>									
Abbott Langer	Case Aide	US National Large Employers	N/A	N/A	11.97	12.69	0.00	0.00	
ERI	Case Aide	Tomah & Govt. Support Services	N/A	359,860	12.91	13.17	0.10	1.32	
NonProfit Times	Program Coordinator	\$10M - \$24.9M Operating Budget	27	6	18.03	19.11	0.20	3.82	
<b>County/State</b>									
Bayfield	Child Support Assistant	Bayfield County	N/A	N/A	18.23	18.23	0.20	3.65	
Clark	Child Support Specialist I	Clark County	N/A	N/A	16.67	16.67	0.20	3.33	
Vernon	Child Support Specialist	Vernon County	N/A	N/A	15.83	15.83	0.20	3.17	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>16.62</b>
							<b>Annual Weighted</b>		<b>\$34,570</b>

\*Average data used in the absence of the median

Market Analysis Range:		
	Annual	Hourly
<b>Minimum</b>	\$27,656	13.30
<b>Mid-Point</b>	\$34,570	16.62
<b>Maximum</b>	\$41,484	19.94

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

<b>Clinic Administrator</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
ERI	Social Services Director	Tomah & All Industries	N/A	115,550	37.83	38.59	0.15	5.79	
WSHHRA	Psychotherapist	All Respondents	12	84	29.42	30.60	0.20	6.12	
<b>Non-Profit</b>									
ERI	Social Services Director	Tomah & Govt. Support Services	N/A	115,550	30.72	31.33	0.20	6.27	
NonProfit Times	Clinic Director	\$25M-\$49.9M Operating Budget	4	9	28.80	30.53	0.20	6.11	
<b>County/State</b>									
State of WI	Clinical Coordinator	Wisconsin	N/A	N/A	42.51	42.51	0.10	4.25	
Clark	Social Worker III	Clark County	N/A	N/A	24.88	24.88	0.15	3.73	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>32.26</b>
							<b>Annual Weighted</b>		<b>\$67,101</b>

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$53,681	25.81
<b>Mid-Point</b>	\$67,101	32.26
<b>Maximum</b>	\$80,521	38.71

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

<b>County Administrator</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
LaCrosse SHRM	General & Operations Managers	LaCrosse Area	8	10	44.47	45.36	0.15	6.80	
OES	General & Operations Managers	West Central WI	N/A	1,410	40.46	42.89	0.15	6.43	
<b>Non-Profit</b>									
NonProfit Times	Chief Administrative Officer	\$25M-\$49.9M Operating Budget	4	1	39.66	42.04	0.25	10.51	
Abbott & Langer	Top Administrative Position	All Respondents	N/A	N/A	54.82	58.11	0.15	8.72	
<b>County/State</b>									
Bayfield	County Administrator	Bayfield County	N/A	N/A	51.27	51.27	0.15	7.69	
Clark	Executive Director	Clark County	N/A	N/A	47.98	47.98	0.15	7.20	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>47.35</b>
							<b>Annual Weighted</b>		<b>\$98,488</b>

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$78,790	37.88
<b>Mid-Point</b>	\$98,488	47.35
<b>Maximum</b>	\$118,186	56.82

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

<b>DA Legal Secretary</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
ERI	Legal Assistant	Tomah Area & All Industries	N/A	252,250	24.81	25.31	0.00	0.00	
CompData (All Industries)	Legal Secretary	101-200 FTEs	8	19	20.34	21.15	0.10	2.12	
BLR	Legal Secretary	LaCrosse Area	N/A	70	16.71	17.88	0.10	1.79	
OES	Paralegals & Legal Assistants	West Central Wisconsin	N/A	40	18.43	19.72	0.10	1.97	
<b>Non-Profit</b>									
ERI	Legal Assistant	Tomah & Govt. Support Services	N/A	252,250	22.40	22.85	0.10	2.28	
NonProfit Times	Legal Assistant	All Organizations	2	1	20.67	21.91	0.10	2.19	
BLR	Legal Secretary	Federal, State, & Local Government	N/A	39,440	18.55	19.85	0.10	1.98	
<b>County/State</b>									
State of WI	Legal Secretary	Wisconsin	N/A	N/A	20.65	20.65	0.10	2.07	
Bayfield	Legal Secretary I	Bayfield County	N/A	N/A	18.50	18.50	0.00	0.00	
Bayfield	Legal Secretary II	Bayfield County	N/A	N/A	20.28	20.28	0.15	3.04	
Clark	Legal Secretary	Clark County	N/A	N/A	16.67	16.67	0.15	2.50	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>19.94</b>
							<b>Annual Weighted</b>		<b>\$41,475</b>

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$33,180	15.95
<b>Mid-Point</b>	\$41,475	19.94
<b>Maximum</b>	\$49,770	23.93

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

Director of Activity									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
CompData (HC)	Activities Therapist	250-499 FTEs	8	30	17.17	17.86	0.25	4.46	
CompData (HC)	Occupational Therapist	Long-Term Care Facilities	7	133	33.27	34.60	0.05	1.73	
OES	Occupational Therapist	West Central Wisconsin	N/A	150	30.56	32.39	0.05	1.62	
WSHHRA	Recreational Therapist	All Respondents	23	84	23.27	24.20	0.25	6.05	
<b>Non-Profit</b>									
NonProfit Times	Occupational Therapist	North Central US	2	6	24.83	26.32	0.10	2.63	
ERI	Occupational Therapist	Tomah Area	N/A	60	23.12	23.58	0.10	2.36	
<b>County/State</b>									
Clark	Director of Activity Therapy	Clark County	N/A	N/A	24.20	24.20	0.15	3.63	
State of WI	Occupational Therapist	Wisconsin	N/A	N/A	32.89	32.89	0.05	1.64	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>24.13</b>
							<b>Annual Weighted</b>		<b>\$50,190</b>

Market Analysis Range:		
	Annual	Hourly
<b>Minimum</b>	\$40,152	19.30
<b>Mid-Point</b>	\$50,190	24.13
<b>Maximum</b>	\$60,228	28.96

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

Director of Dietetics									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
Rural WI Health Coop	Food Service Director/Manager	All Respondents	N/A	14	27.93	28.77	0.15	4.32	
CompData (HC)	Dietary Director	250-499 FTEs	10	10	29.34	30.51	0.15	4.58	
OES	Dietitians & Nutritionists	West Central WI	N/A	100	24.23	25.68	0.15	3.85	
<b>Non-Profit</b>									
ERI	Dietician Head	Tomah Area	N/A	300	19.57	19.96	0.10	2.00	
NonProfit Times	Nutritionist/Dietician	\$25M-\$49.9M Operating Budget	2	2	26.57	28.16	0.15	4.22	
<b>County/State</b>							0.00		
Clark	Dietary Services Director	Clark County	N/A	N/A	27.10	27.10	0.20	5.42	
State of WI	Dietitian - Clinical	Wisconsin	N/A	N/A	30.88	30.88	0.10	3.09	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>27.47</b>
							<b>Annual Weighted</b>		<b>\$57,138</b>

\*Average data used in the absence of the median

Market Analysis Range:		
	Annual	Hourly
<b>Minimum</b>	\$45,710	21.98
<b>Mid-Point</b>	\$57,138	27.47
<b>Maximum</b>	\$68,565	32.96

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

Director of Medical Records									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
ERI	Medical Records Technician	Tomah Area & All Industries	N/A	180,280	18.31	18.68	0.20	3.74	
WSHHRA	Registered Health Information Tech	All Respondents	22	87	19.69	20.48	0.15	3.07	
WSHHRA	Supervisor of Medical Records	All Respondents	37	60	26.73	27.80	0.05	1.39	
OES	Medical Records & HITs	West Central Wisconsin	N/A	200	16.60	17.60	0.25	4.40	
<b>Non-Profit</b>									
NonProfit Times	Medical Records Clerk	\$25M-\$49.9M Operating Budget	1	3	12.56	13.31	0.20	2.66	
<b>County/State</b>									
State of Wisconsin	Health Information Supervisor	Wisconsin	N/A	N/A	27.88	27.88	0.00	0.00	
Clark	Director of Medical Records	Clark County	N/A	N/A	24.20	24.20	0.15	3.63	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>18.89</b>
							<b>Annual Weighted</b>		<b>\$39,291</b>

\*Average data used in the absence of the median

Market Analysis Range:		
	Annual	Hourly
<b>Minimum</b>	\$31,433	15.11
<b>Mid-Point</b>	\$39,291	18.89
<b>Maximum</b>	\$47,149	22.67

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

Director of Nursing									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
Rural WI Health Coop	Nursing Home D.O.N.	All Respondents	N/A	6	37.02	38.13	0.00	0.00	
ERI	Nursing Home Nursing Director	Tomah & All Industries	N/A	N/A	31.60	33.50	0.35	11.72	
CompData (HC)	Home Care Director (RN)	250-499 FTEs	10	10	31.60	32.86	0.30	9.86	
<b>Non-Profit</b>									
NonProfit Times	Director Nursing	\$25M-\$49.9M Operating Budget	2	1	35.79	37.94	0.10	3.79	
<b>County/State</b>									
Clark	Director of Nursing	Clark County	N/A	N/A	34.85	34.85	0.25	8.71	
*Average data used in the absence of the median							<b>Hourly Weighted</b>	<b>1.00</b>	<b>34.09</b>
							<b>Annual Weighted</b>		<b>\$70,907</b>

Market Analysis Range:		
	Annual	Hourly
<b>Minimum</b>	\$56,726	27.27
<b>Mid-Point</b>	\$70,907	34.09
<b>Maximum</b>	\$85,089	40.91

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

<b>Director of Social Services</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
ERI	Social Services Director	Tomah & All Industries	N/A	115,550	37.83	38.59	0.15	5.79	
CompData (HC0)	Social Services Director	Govt./Public Entity	11	13	40.72	42.35	0.10	4.23	
Rural WI Health Co-Op	Social Service Director/Manager	All Respondents	N/A	6	29.08	29.95	0.25	7.49	
<b>Non-Profit</b>									
ERI	Social Services Director	Tomah & Govt Support Services	N/A	115,550	30.72	31.33	0.20	6.27	
<b>County/State</b>									
State of WI	Institution Social Services Director	Wisconsin	N/A	N/A	36.43	36.43	0.15	5.46	
Clark	Director of Social Services	Clark County	N/A	N/A	34.85	34.85	0.15	5.23	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>34.47</b>
							<b>Annual Weighted</b>		<b>\$71,698</b>

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$57,358	27.58
<b>Mid-Point</b>	\$71,698	34.47
<b>Maximum</b>	\$86,037	41.36

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

Equipment Operator II								
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted
<b>Profit</b>								
ERI	Equipment Operator Construction	Tomah Area & All Industries	N/A	335,410	22.37	22.82	0.10	2.28
CompData (M&D)	Equipment Operator Heavy	All Industries	51	1799	19.42	20.20	0.15	3.03
OES	Construction Equipment Operators	West Central WI	N/A	380	22.22	23.55	0.10	2.36
<b>Non-Profit</b>								
ERI	Equipment Operator Construction	Tomah Area & All Industries	N/A	335,410	21.35	21.78	0.15	3.27
<b>County/State</b>								
State of WI	Heavy Equipment Operator	Wisconsin	N/A	N/A	20.34	20.34	0.15	3.05
Bayfield	Highway Equipment Operator	Bayfield County	N/A	N/A	17.45	17.45	0.15	2.62
Clark	Heavy Truck Driver	Clark County	N/A	N/A	19.44	19.44	0.10	1.94
Vernon	Heavy Equipment Operator	Vernon County	N/A	N/A	18.86	18.86	0.10	1.89
<b>Hourly Weighted</b>							<b>1.00</b>	<b>20.43</b>
<b>Annual Weighted</b>								<b>\$42,494</b>

Market Analysis Range:		
	Annual	Hourly
<b>Minimum</b>	\$33,996	16.34
<b>Mid-Point</b>	\$42,494	20.43
<b>Maximum</b>	\$50,993	24.52

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

<b>Finance Director</b>								
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted
<b>Profit</b>								
ERI	Accounting Manager	Tomah & All Industries	N/A	477,690	38.98	39.76	0.15	5.96
BLR	Accounting Manager	WI Medium Employers	N/A	N/A	44.53	47.65	0.10	4.76
LaCrosse SHRM	Assistant Controller	LaCrosse & Winona Area	8	8	33.18	33.84	0.10	3.38
<b>Non-Profit</b>								
NonProfit Times	Director of Finance	North Central US	14	1	33.65	35.67	0.15	5.35
ERI	Accounting Manager	Tomah & Govt. Support Services	N/A	477,690	31.46	32.09	0.15	4.81
BLR	Accounting Manager	Federal, State, & Local Govt	N/A	78,560	47.27	50.58	0.10	5.06
<b>County/State</b>								
Bayfield	Financial Services Manager	Bayfield County	N/A	N/A	24.64	24.64	0.10	2.46
Clark	Director of Financial Services	Clark County	N/A	N/A	34.85	34.85	0.15	5.23
<b>Hourly Weighted</b>							<b>1.00</b>	<b>37.03</b>
<b>Annual Weighted</b>								<b>\$77,022</b>

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$61,618	29.62
<b>Mid-Point</b>	\$77,022	37.03
<b>Maximum</b>	\$92,427	44.44

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

Forestry & Parks Administrator									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
Profit									
OES	First Line Sups of Forestry Workers	West Central Wisconsin	N/A	130	20.36	21.58	0.25	5.40	
County/State									
Bayfield	Forestry Administrator	Bayfield County	N/A	N/A	28.82	28.82	0.25	7.21	
Clark	Forestry & Parks Administrator	Clark County	N/A	N/A	32.63	32.63	0.25	8.16	
Jackson	County Forest	Jackson County	N/A	N/A	27.70	27.70	0.25	6.93	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>27.68</b>
							<b>Annual Weighted</b>		<b>\$57,574</b>

\*Average data used in the absence of the median

Market Analysis Range:		
	Annual	Hourly
Minimum	\$46,060	22.14
Mid-Point	\$57,574	27.68
Maximum	\$69,089	33.22

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

Health Director/Health Officer								
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted
<b>Profit</b>								
ERI	Social Services Director	Tomah Area & All Industries	N/A	115,550	37.78	38.91	0.05	1.95
CompData (HC)	Social Services Director	All FTEs	30	32	44.74	46.53	0.00	0.00
<b>Non-Profit</b>								
NonProfit Times	Program Director	\$25M-\$49.9M Operating Budget	8	5	31.11	32.98	0.20	6.60
Rural Health WI Co-op	Social Services Director/Manager	All Positions	N/A	6	29.08	29.95	0.00	0.00
ERI	Social Services Director	Tomah & Govt. Support Services	N/A	115,550	30.67	31.28	0.20	6.26
<b>County/State</b>								
Bayfield	Director, Human Services	Bayfield County	N/A	N/A	36.85	36.85	0.15	5.53
Clark	Director of Public Health	Clark County	N/A	N/A	32.63	32.63	0.20	6.53
Vernon	Health Services Director	Vernon County	N/A	N/A	29.41	32.39	0.20	6.48
<b>Hourly Weighted</b>							<b>1.00</b>	<b>33.33</b>
<b>Annual Weighted</b>								<b>\$69,326</b>

Market Analysis Range:		
	Annual	Hourly
<b>Minimum</b>	\$55,461	26.66
<b>Mid-Point</b>	\$69,326	33.33
<b>Maximum</b>	\$83,192	40.00

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**  
Wage Comparability Analysis Worksheet

Highway Commissioner									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
ERI	Civil Engineer	Tomah Area & All Industries	N/A	254,130	33.22	33.88	0.15	5.08	
CompData	Civil Engineering Manager	All FTEs	26	81	38.38	39.92	0.15	5.99	
<b>Non-Profit</b>									
ERI	Civil Engineer	Tomah & Govt. Support Services	N/A	254,130	28.05	28.61	0.15	4.29	
<b>County/State</b>									
State of WI	Depy Commissioners of Public Lands	Wisconsin	N/A	N/A	36.43	36.43	0.15	5.46	
Bayfield	Highway Commissioner	Bayfield County	N/A	N/A	32.51	32.51	0.10	3.25	
Clark	Highway Commissioner	Clark County	N/A	N/A	37.29	37.29	0.15	5.59	
Vernon	Highway Commissioner	Vernon County	N/A	N/A	33.15	33.15	0.15	4.97	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>34.64</b>
							<b>Annual Weighted</b>		<b>\$72,058</b>

\*Average data used in the absence of the median

Market Analysis Range:		
	Annual	Hourly
<b>Minimum</b>	\$57,646	27.71
<b>Mid-Point</b>	\$72,058	34.64
<b>Maximum</b>	\$86,469	41.57

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

<b>Highway Foreman</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
ERI	Foreman Construction	Tomah Area & All Industries	N/A	335,410	26.67	27.20	0.10	2.72	
CompData	Construction Supervisor	Midwest Region	20	64	29.96	31.16	0.10	3.12	
BLR	Construction Manager	LaCrosse Area	N/A	50	38.60	41.30	0.00	0.00	
OES	First Line Supervisors of Construction	West Central Wisconsin	N/A	240	27.99	29.67	0.10	2.97	
LaCrosse SHRM	Asst. Plant Mgr/Foreman	LaCrosse & Winona Area	5	25	29.01	29.59	0.10	2.96	
<b>Non-Profit</b>									
ERI	Foreman Construction	Tomah & Govt. Support Services	N/A	335,410	23.90	24.38	0.10	2.44	
BLR	Construction Manager	Federal, State, & Local Government	N/A	16,600	37.20	39.80	0.10	3.98	
<b>County/State</b>									
Bayfield	Highway Road Foreman	Bayfield County	N/A	N/A	19.14	19.14	0.15	2.87	
Vernon	Foreman - Shop, Crew, Bridge	Vernon County	N/A	N/A	19.25	19.25	0.10	1.93	
Clark	Highway Foreman	Clark County	N/A	N/A	24.20	24.20	0.15	3.63	
*Average data used in the absence of the median							<b>Hourly Weighted</b>	<b>1.00</b>	<b>26.61</b>
							<b>Annual Weighted</b>		<b>\$55,349</b>

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$44,279	21.29
<b>Mid-Point</b>	\$55,349	26.61
<b>Maximum</b>	\$66,419	31.93

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

<b>Highway Shop Superintendent</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
ERI	Foreman	Tomah Area & All Industries	N/A	559,350	27.37	27.92	0.15	4.19	
OES	First Line Supervisors of Construction	West Central Wisconsin	N/A	240	27.99	29.67	0.15	4.45	
LaCrosse SHRM	Assist. Plant Mgr/Foreman	LaCrosse & Winona Areas	5	25	29.01	29.59	0.15	4.44	
<b>Non-Profit</b>									
ERI	Foreman	Tomah & Govt. Support Services	N/A	559,350	24.63	25.12	0.25	6.28	
<b>County/State</b>									
Bayfield	Highway Shop Foreman	Bayfield County	N/A	N/A	19.14	19.14	0.30	5.74	
*Average data used in the absence of the median							<b>Hourly Weighted</b>	<b>1.00</b>	<b>25.10</b>
							<b>Annual Weighted</b>		<b>\$52,208</b>

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$41,766	20.08
<b>Mid-Point</b>	\$52,208	25.10
<b>Maximum</b>	\$62,650	30.12

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

<b>Housekeeper</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
LaCrosse SHRM	Housekeeper	LaCrosse Only	2	161	11.70	11.93	0.15	1.79	
CompData (HC)	Housekeeper	250-499 FTEs	56	961	10.06	10.46	0.10	1.05	
Rural WI Health Co-Op	Housekeeper	All Respondents	N/A	22	11.12	11.45	0.10	1.15	
ERI	Housekeeping Aide	Tomah & All Industries	N/A	877,980	11.18	11.40	0.15	1.71	
<b>Non-Profit</b>									
NonProfit Times	Food Service Asst./Worker	\$25M-\$49.9M Operating Budget	4	9	11.06	11.72	0.15	1.76	
ERI	Housekeeping Aide	Tomah & Govt. Support Services	N/A	N/A	11.17	11.39	0.15	1.71	
<b>County/State</b>									
Bayfield	Cleaning Person	Bayfield County	N/A	N/A	15.42	15.42	0.10	1.54	
Clark	Housekeeper	Clark County	N/A	7	13.35	13.35	0.10	1.34	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>12.04</b>
							<b>Annual Weighted</b>		<b>\$25,043</b>

<b>Market Analysis Range:</b>		
	Annual	Hourly
<b>Minimum</b>	\$20,035	9.63
<b>Mid-Point</b>	\$25,043	12.04
<b>Maximum</b>	\$30,052	14.45

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**  
Wage Comparability Analysis Worksheet

<b>Human Services Director</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
ERI	Social Services Director	Tomah Area & All Industries	N/A	115,550	37.78	38.54	0.15	5.78	
CompData (HC)	Social Services Director	All FTEs	30	32	44.74	46.53	0.10	4.65	
<b>Non-Profit</b>									
NonProfit Times	Program Director	\$10M-\$24.9M Operating Budget	40	5	33.85	35.88	0.10	3.59	
Rural Health WI Co-op	Social Services Director/Manager	All Positions	N/A	6	29.08	29.95	0.10	3.00	
ERI	Social Services Director	Tomah & Govt. Support Services	N/A	115,550	30.67	31.28	0.15	4.69	
<b>County/State</b>									
State of WI	Depy Admr Health Services	Wisconsin	N/A	N/A	47.60	47.60	0.10	4.76	
Bayfield	Director, Human Services	Bayfield County	N/A	N/A	36.85	36.85	0.15	5.53	
Clark	Health Department Director	Clark County	N/A	N/A	32.63	32.63	0.15	4.89	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>36.89</b>
							<b>Annual Weighted</b>		<b>\$76,731</b>

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$61,385	29.51
<b>Mid-Point</b>	\$76,731	36.89
<b>Maximum</b>	\$92,077	44.27

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

<b>Information Systems Analyst</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
OES	Computer Operators	West Central Wisconsin	N/A	80	17.34	18.38	0.15	2.76	
BLR	Computer Support Specialist	LaCrosse Area	N/A	270	18.91	20.23	0.15	3.04	
<b>Non-Profit</b>									
BLR	Computer Support Specialist	Federal, State, & Local Government	N/A	66680	23.49	25.13	0.20	5.03	
<b>County/State</b>									
State of WI	IS Support Technician	Wisconsin	N/A	N/A	27.88	27.88	0.10	2.79	
Vernon	Computer Systems Technician	Vernon County	N/A	N/A	20.66	20.66	0.20	4.13	
Bayfield	Computer Technician	Bayfield County	N/A	N/A	23.06	23.06	0.20	4.61	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>22.35</b>
							<b>Annual Weighted</b>		<b>\$46,488</b>

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$37,190	17.88
<b>Mid-Point</b>	\$46,488	22.35
<b>Maximum</b>	\$55,786	26.82

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

Information Systems Director									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
CompData (M&D)	Information Systems Supervisor	Midwest Region	79	86	35.62	37.04	0.10	3.70	
CompData (M&D)	Information Systems Manager	Wisconsin All	10	21	47.69	49.60	0.05	2.48	
BLR	Network & Computer Systems Admin	Lacrosse Area,	N/A	180	26.99	28.88	0.10	2.89	
BLR	Computer & IS Manager	Lacrosse Area,	N/A	140	42.87	45.87	0.10	4.59	
ERI	Information Systems Director	Tomah Area & All Industries	N/A	300,830	33.34	34.01	0.10	3.40	
LaCrosse SHRM	IS/IT Manager	Lacrosse Area,	4	24	41.42	42.25	0.05	2.11	
<b>Non-Profit</b>									
NonProfit Times	Information Technology Manager	North Central U.S.	24	1	26.47	28.05	0.10	2.81	
BLR	Network & Computer Systems Admin	Federal, State, & Local Government	N/A	38840	32.76	35.05	0.10	3.51	
ERI	Information Systems Director	Tomah & Govt. Support Services	N/A	430	39.72	40.51	0.10	4.05	
<b>County/State</b>									
Bayfield	Information Services Director	Bayfield County	N/A	N/A	29.89	29.89	0.10	2.99	
Vernon	Computer Systems Director	Vernon County	N/A	N/A	29.40	29.40	0.10	2.94	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>35.46</b>
							<b>Annual Weighted</b>		<b>\$73,757</b>

\*Average data used in the absence of the median

Market Analysis Range:		
	Annual	Hourly
<b>Minimum</b>	\$59,005	28.37
<b>Mid-Point</b>	\$73,757	35.46
<b>Maximum</b>	\$88,508	42.55

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

<b>Jailer</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
OES	Correctional Officers & Jailers	West Central Wisconsin	N/A	60	20.64	21.88	0.15	3.28	
State of WI Corrections	Correctional Officers & Jailers	Statewide	N/A	N/A	14.89	14.89	0.10	1.49	
<b>County/State</b>									
State of WI	Correctional Officer	Wisconsin	N/A	N/A	20.05	20.05	0.15	3.01	
Bayfield	Jailer	Bayfield County	N/A	N/A	19.33	19.33	0.15	2.90	
Clark	Deputy	Clark County	N/A	N/A	21.63	21.63	0.15	3.24	
Jackson	Correctional Officer	Jackson County	N/A	N/A	20.91	20.91	0.15	3.14	
Vernon	Jailer-Correctional Officer	Vernon County	N/A	N/A	18.16	18.16	0.15	2.72	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>19.78</b>
							<b>Annual Weighted</b>		<b>\$41,142</b>

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$32,914	15.82
<b>Mid-Point</b>	\$41,142	19.78
<b>Maximum</b>	\$49,371	23.74

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

<b>Judicial Assistant</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
ERI	Legal Aide	Tomah & All Industries	N/A	320	17.81	18.17	0.10	1.82	
LaCrosse SHRM	Receptionist/Switchboard Operator	LaCrosse Area	11	24	12.42	12.67	0.10	1.27	
CompData (HC)	Receptionist	All Respondents	6	9	17.62	18.32	0.10	1.83	
<b>Non-Profit</b>									
ERI	Legal Aide	Tomah & Govt. Support Services	N/A	60	17.66	18.01	0.10	1.80	
Abbott & Langer	Receptionist	All Respondents	N/A	N/A	12.90	13.67	0.10	1.37	
NonProfit Times	Legal Assistant	\$25M_ \$49.9M Operating Budget	1	6	20.67	21.91	0.05	1.10	
<b>County/State</b>									
Bayfield	Judicial Assistant	Bayfield County	N/A	N/A	17.95	17.95	0.15	2.69	
Clark	Legal Secretary	Clark County	N/A	N/A	16.67	16.67	0.15	2.50	
Vernon	Judicial Assistant/Deputy	Vernon County	N/A	N/A	16.08	16.08	0.15	2.41	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>16.79</b>
							<b>Annual Weighted</b>		<b>\$34,923</b>

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$27,939	13.43
<b>Mid-Point</b>	\$34,923	16.79
<b>Maximum</b>	\$41,908	20.15

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

<b>Lieutenant</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
County/State									
Bayfield	Lieutenant Investigator	Bayfield County	N/A	N/A	23.87	23.87	0.25	5.97	
Clark	Lieutenant Investigator	Clark County	N/A	N/A	25.58	25.58	0.25	6.40	
Vernon	Lieutenant	Vernon County	N/A	N/A	23.38	23.38	0.25	5.85	
State of Wisconsin	Police Lieutenant	Wisconsin	N/A	N/A	35.79	35.79	0.25	8.95	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>27.16</b>
							<b>Annual Weighted</b>		<b>\$56,493</b>

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$45,194	21.73
<b>Mid-Point</b>	\$56,493	27.16
<b>Maximum</b>	\$67,791	32.59

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

<b>Maintenance Building Manager</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
CompData (M&D)	Maintenance Supervisor I	101-200 FTEs	16	22	30.48	31.70	0.10	3.17	
OES	First-Line Supervisors of Landscaping	West Central Wisconsin	N/A	70	20.36	21.58	0.10	2.16	
ERI	Maintenance Manager	Tomah & All Industries	N/A	418,530	45.72	46.63	0.05	2.33	
LaCrosse SHRM	Maintenance Supervisor	LaCrosse	8	10	33.19	33.85	0.10	3.39	
<b>Non-Profit</b>									
NonProfit Times	Maintenance Supervisor	\$10M-\$24.9M Operating Budget	10	1	17.71	18.77	0.05	0.94	
NonProfit Times	Maintenance Supervisor	North Central US	13	2	19.13	20.28	0.10	2.03	
ERI	Maintenance Manager	Tomah & Govt Support Services	N/A	220	35.95	36.67	0.10	3.67	
<b>County/State</b>									
State of WI	Building/Grounds Supervisor	Wisconsin	N/A	N/A	27.89	27.89	0.10	2.79	
Vernon	Buildings and Grounds Supervisor	Vernon	N/A	N/A	18.75	18.75	0.00	0.00	
Clark	Maintenance Engineer	Clark County	N/A	N/A	28.77	28.77	0.15	4.32	
Bayfield	Building/Grounds	Bayfield County	N/A	N/A	23.12	23.12	0.15	3.47	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>28.25</b>
							<b>Annual Weighted</b>		<b>\$58,760</b>

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$47,008	22.60
<b>Mid-Point</b>	\$58,760	28.25
<b>Maximum</b>	\$70,512	33.90

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

<b>Maintenance Custodian</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
CompData (M&D)	Maintenance Worker	101-200 FTEs	26	59	16.36	17.01	0.10	1.70	
OES	Janitors & Cleaners	West Central Wisconsin	N/A	2220	11.70	12.40	0.10	1.24	
OES	Landscaping Workers	West Central Wisconsin	N/A	850	10.88	11.53	0.10	1.15	
ERI	Maintenance Service Worker	Tomah Area & All Industries	N/A	77,980	17.49	17.84	0.10	1.78	
LaCrosse SHRM	Maintenance & Repair Worker	LaCrosse & Winona Area	11	98	18.03	18.39	0.10	1.84	
<b>Non-Profit</b>									
ERI	Maintenance Service Worker	Tomah & Govt. Support Services	N/A	300	16.65	16.98	0.10	1.70	
NonProfit Times	Janitor or Custodian	\$10M-\$24.9M Operating Budget	17	3	12.02	12.74	0.10	1.27	
<b>County/State</b>									
State of WI	Facilities Repair Worker	Wisconsin	N/A	N/A	14.95	14.95	0.10	1.50	
Vernon	Chief Custodian	Vernon	N/A	N/A	16.10	16.10	0.10	1.61	
Clark	Custodian	Clark County	N/A	N/A	14.01	14.01	0.10	1.40	
*Average data used in the absence of the median							<b>Hourly Weighted</b>	<b>1.00</b>	<b>\$15.20</b>
							<b>Annual Weighted</b>		<b>\$31,616</b>

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$25,293	12.16
<b>Mid-Point</b>	\$31,616	15.20
<b>Maximum</b>	\$37,939	18.24

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

<b>Mechanic</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
CompData (M&D)	Maintenance Mechanic II	Wisconsin All	21	198	24.18	25.15	0.10	2.51	
CompData (M&D)	Maintenance Mechanic II	101-200 FTEs	27	82	22.00	22.88	0.10	2.29	
OES	Auto Service Techs & Mechanics	West Central Wisconsin	N/A	810	16.64	17.64	0.10	1.76	
OES	Diesel Engine Specialists	West Central Wisconsin	N/A	530	18.33	19.43	0.10	1.94	
ERI	Mechanic	Tomah & All Industries	N/A	589,750	21.73	22.16	0.10	2.22	
ERI	Diesel Mechanic	Tomah & All Industries	N/A	222,940	19.66	20.05	0.05	1.00	
<b>Non-Profit</b>									
ERI	Mechanic	Tomah & Govt. Support Services	N/A	260	20.42	20.83	0.10	2.08	
ERI	Diesel Mechanic	Tomah & Govt. Support Services	N/A	220	18.63	19.00	0.05	0.95	
<b>County/State</b>									
Vernon	Mechanic	Vernon County	N/A	N/A	18.94	18.94	0.10	1.89	
Clark	Mechanic Welder	Clark County	N/A	N/A	19.95	19.95	0.10	2.00	
Bayfield	Highway Mechanic	Bayfield County	N/A	N/A	18.60	18.60	0.10	1.86	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>20.51</b>
							<b>Annual Weighted</b>		<b>\$42,661</b>

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$34,129	16.41
<b>Mid-Point</b>	\$42,661	20.51
<b>Maximum</b>	\$51,193	24.61

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

<b>Medical Transcriptionist/Clerk</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
CompData (HC)	Medical Transcriptionist	250-499 FTEs	40	170	14.88	15.48	0.20	3.10	
BLR	Medical Transcriptionist	All Respondents	N/A	78,780	16.07	17.19	0.15	2.58	
ERI	Transcriber Medical	Tomah & All Industries	N/A	75,570	16.13	16.45	0.15	2.47	
WSHRRRA	Medical Transcriptionist	All Respondents	70	1,519	16.84	17.51	0.15	2.63	
WSHRRRA	Medical Transcriptionist	Southwest Region	19	368	17.35	18.04	0.15	2.71	
<b>County/State</b>									
State of WI	Medical Transcriptionist	Wisconsin	N/A	N/A	16.33	16.33	0.20	3.27	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>16.74</b>
							<b>Annual Weighted</b>		<b>\$34,819</b>

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$27,855	13.39
<b>Mid-Point</b>	\$34,819	16.74
<b>Maximum</b>	\$41,783	20.09

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

<b>Office Clerk</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
ERI	Office Helper	Tomah Area & All Industries	N/A	300	12.77	13.03	0.10	1.30	
CompData	Clerk I	250-499 FTEs	24	131	10.86	11.29	0.15	1.69	
<b>Non-Profit</b>									
BLR	Office Clerk	Federal, State, & Local Government	N/A	583,760	15.06	16.11	0.10	1.61	
Non Profit Times	File Clerk	All Organizations	13	3	12.02	12.74	0.15	1.91	
ERI	Office Helper	Tomah Area & Government Support	N/A	300	12.62	12.87	0.10	1.29	
<b>County/State</b>									
Bayfield	Clerk I	Bayfield County	N/A	N/A	16.32	16.32	0.00	0.00	
Clark	Office Assistant	Clark County	N/A	N/A	12.23	12.23	0.15	1.83	
Jackson	Support Staff	Jackson County	N/A	N/A	15.66	15.66	0.10	1.57	
Vernon	Clerk-Typist	Vernon County	N/A	N/A	12.42	12.42	0.15	1.86	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>13.07</b>
							<b>Annual Weighted</b>		<b>\$27,186</b>

\*Average data used in the abs Clerk

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$21,748	10.46
<b>Mid-Point</b>	\$27,186	13.07
<b>Maximum</b>	\$32,623	15.68

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

<b>Park Ranger</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
OES	Maintenance & Repair Workers	West Central Wisconsin	N/A	1,490	17.56	18.61	0.15	2.79	
ERI	Groundskeeper	Tomah & All Industries	N/A	821,750	12.73	12.98	0.15	1.95	
CompData (M&D)	Groundskeeper	201-500 FTEs	8	10	17.02	17.70	0.15	2.66	
<b>Non-Profit</b>									
ERI	Groundskeeper	Tomah & Govt Support Services	N/A	821,750	12.58	12.83	0.15	1.92	
NonProfit Times	Groundskeeper	North Central US	7	5	14.13	14.98	0.15	2.25	
<b>County/State</b>									
Jackson	Park Aid	Jackson County	N/A	N/A	16.84	16.84	0.10	1.68	
State of WI	Groundskeeper	Wisconsin	N/A	N/A	17.27	17.27	0.15	2.59	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>15.84</b>
							<b>Annual Weighted</b>		<b>\$32,947</b>

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$26,358	12.67
<b>Mid-Point</b>	\$32,947	15.84
<b>Maximum</b>	\$39,537	19.01

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

Patrol/Investigator									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
ERI	Investigator	Tomah & All Industries	N/A	26,080	21.97	22.41	0.15	3.36	
OES	Police & Sherriff's Patrol Officers	West Central Wisconsin	N/A	N/A	21.11	22.38	0.15	3.36	
<b>Non-Profit</b>									
ERI	Investigator	Tomah & Govt. Support Services	N/A	26,080	20.81	21.23	0.15	3.18	
<b>County/State</b>									
State of WI	Police Officers	Wisconsin	N/A	N/A	24.45	24.45	0.10	2.45	
Bayfield	Patrol Lieutenant-Sheriff	Bayfield County	N/A	N/A	23.87	23.87	0.15	3.58	
Clark	Deputy	Clark County	N/A	N/A	21.63	21.63	0.15	3.24	
Jackson	Detective	Jackson County	N/A	N/A	22.56	22.56	0.15	3.38	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>22.56</b>
							<b>Annual Weighted</b>		<b>\$46,925</b>

\*Average data used in the absence of the median

Market Analysis Range:		
	Annual	Hourly
<b>Minimum</b>	\$37,540	18.05
<b>Mid-Point</b>	\$46,925	22.56
<b>Maximum</b>	\$56,310	27.07

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

Payroll/Accounts Payable Coordinator									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
ERI	Payroll Specialist	Tomah Area & All Industries	N/A	150	20.55	20.96	0.10	2.10	
ERI	Accounts Payable Clerk	Tomah Area & All Industries	N/A	150	16.21	16.53	0.15	2.48	
LaCrosse SHRM	AP/AR Clerk	LaCrosse Area	15	56	15.99	16.31	0.15	2.45	
<b>Non-Profit</b>									
ERI	Payroll Specialist	Tomah Area & Government Support	N/A	150	19.77	20.17	0.10	2.02	
ERI	Accounts Payable Clerk	Tomah Area & Government Support	N/A	150	15.77	16.09	0.20	3.22	
Non Profit Times	Payroll Clerk	\$10M - \$24.9M Operating Budget	6	1	17.26	17.61	0.10	1.76	
BLR	Payroll Clerk	Federal, State, & Local Government	N/A	30,620	19.00	20.33	0.10	2.03	
<b>County/State</b>									
State of WI	Account/Payroll Clerk	Bayfield County	N/A	N/A	22.15	22.15	0.00	0.00	
Vernon	Payroll Technician	Vernon County	N/A	N/A	18.50	18.50	0.10	1.85	
*Average data used in the absence of the median							<b>Hourly Weighted</b>	<b>1.00</b>	<b>17.90</b>
							<b>Annual Weighted</b>		<b>\$37,232</b>

Market Analysis Range:		
	Annual	Hourly
<b>Minimum</b>	\$29,786	14.32
<b>Mid-Point</b>	\$37,232	17.90
<b>Maximum</b>	\$44,678	21.48

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

<b>Personnel Coordinator</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
CompData (M&D)	Human Resources Assistant II	101 - 200 FTEs	13	16	19.38	20.16	0.10	2.02	
OES	Human Resources Assistant	West Central WI	N/A	270	17.48	18.53	0.10	1.85	
BLR	Human Resources Assistant	LaCrosse Area	N/A	90	17.74	18.98	0.10	1.90	
ERI	Personnel Assistant	Tomah Area & All Industries	N/A	145,780	16.91	17.25	0.10	1.72	
LaCrosse SHRM	Human Resource Assistant	LaCrosse Area	11	12	15.24	15.54	0.05	0.78	
<b>Non-Profit</b>									
Non Profit Times	Human Resources Assistant	North Central US	11	1	14.81	15.70	0.10	1.57	
ERI	Personnel Assistant	Tomah & Govt. Support Services	N/A	145,780	16.41	16.74	0.10	1.67	
BLR	Human Resources Assistant	Federal, State, & Local Government	N/A	54760	19.59	20.96	0.10	2.10	
<b>County/State</b>									
State of WI	Human Resources Assistant	Wisconsin	N/A	N/A	22.15	22.15	0.10	2.22	
Clark	Personnel Assistant	Clark County	N/A	N/A	24.20	24.20	0.05	1.21	
Vernon	Personnel Assistant	Vernon County	N/A	N/A	18.16	18.16	0.10	1.82	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>18.85</b>
							<b>Annual Weighted</b>		<b>\$39,208</b>

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$31,366	15.08
<b>Mid-Point</b>	\$39,208	18.85
<b>Maximum</b>	\$47,050	22.62

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

<b>Personnel Director</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
LaCrosse SHRM	Human Resources Director	LaCrosse Area	9	9	43.84	44.72	0.10	4.47	
CompData (M&D)	Human Resources Manager	Wisconsin All	44	63	39.42	41.00	0.10	4.10	
WI OES	Human Resources Managers	West Central WI	N/A	60	39.31	42.06	0.10	4.21	
BLR	Human Resources Manager	LaCrosse Area	N/A	40	42.28	45.24	0.10	4.52	
ERI	Personnel Director	Tomah& All Industries	N/A	81,750	37.24	37.98	0.10	3.80	
<b>Non-Profit</b>									
ERI	Personnel Director	Tomah & Govt. Support Services	N/A	300	42.37	43.22	0.10	4.32	
Non Profit Times	Human Resources Director/Manager	\$10M - \$24.9M Operating Budget	39	1	32.02	33.94	0.10	3.39	
BLR	Human Resources Manager	Federal, State, & Local Government	N/A	18680	44.88	48.02	0.05	2.40	
<b>County/State</b>									
State of WI	Human Resources Manager	Wisconsin	N/A	N/A	47.60	47.60	0.00	0.00	
Clark	Personnel Manager	Clark County	N/A	N/A	28.87	28.87	0.1	2.89	
Jackson	Personnel	Jackson County	N/A	N/A	30.58	30.58	0.10	3.06	
Vernon	Personnel Coordinator	Vernon County	N/A	N/A	24.52	24.52	0.05	1.23	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>38.39</b>
							<b>Annual Weighted</b>		<b>\$79,851</b>

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$63,881	30.71
<b>Mid-Point</b>	\$79,851	38.39
<b>Maximum</b>	\$95,821	46.07

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

<b>Property Manager</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
ERI	Land Surveyor	Tomah & All Industries	N/A	300	23.34	23.81	0.10	2.38	
OES	Surveyors	West Central Wisconsin	N/A	30	21.55	22.84	0.10	2.28	
<b>Non-Profit</b>									
ERI	Land Surveyor	Tomah & Govt. Support Services	N/A	300	21.61	22.04	0.15	3.31	
<b>County/State</b>									
Bayfield	GIS Technician	Bayfield County	N/A	N/A	18.93	18.93	0.10	1.89	
Clark	Land Info Technician	Clark County	N/A	N/A	21.78	21.78	0.15	3.27	
Jackson	GIS Technician	Jackson County	N/A	N/A	23.36	23.36	0.15	3.50	
Vernon	GIS Technician	Vernon County	N/A	N/A	17.53	17.53	0.15	2.63	
State of WI	Property Assessment Tech	Wisconsin	N/A	N/A	17.37	17.37	0.10	1.74	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>21.00</b>
							<b>Annual Weighted</b>		<b>\$43,680</b>

<b>Market Analysis Range:</b>		
	Annual	Hourly
<b>Minimum</b>	\$34,944	16.80
<b>Mid-Point</b>	\$43,680	21.00
<b>Maximum</b>	\$52,416	25.20

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

<b>Receptionist/Office Assistant</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
CompData (HC)	Receptionist	250-499 FTEs	42	284	11.91	12.39	0.10	1.24	
ERI	Receptionist	Tomah & All Industries	N/A	320	13.91	14.19	0.10	1.42	
BLR	Receptionist	LaCrosse Area	N/A	560	11.20	11.98	0.10	1.20	
OES	Receptionist	Receptionists & Information Clerks	N/A	1,380	12.72	13.48	0.10	1.35	
LaCrosse SHRM	Receptionist/Switchboard Operator	LaCrosse Area	11	24	12.42	12.67	0.10	1.27	
<b>Non-Profit</b>									
ERI	Receptionist	Tomah & Govt. Support Services	N/A	320	13.66	13.93	0.10	1.39	
NonProfit Times	Receptionist	\$25M-\$49.9M Operating Budget	11	2	11.35	12.03	0.05	0.60	
BLR	Receptionist	Federal, State, & Local Government	N/A	55,820	13.22	14.15	0.10	1.41	
<b>County/State</b>									
Clark County	Office Assistant	Clark County	N/A	N/A	12.23	12.23	0.10	1.22	
Vernon	Administrative Clerk	Vernon County	N/A	N/A	15.66	15.66	0.10	1.57	
State of WI	Office Associate	Wisconsin	N/A	N/A	16.33	16.33	0.05	0.82	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>13.49</b>
							<b>Annual Weighted</b>		<b>\$28,059</b>

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$22,447	10.79
<b>Mid-Point</b>	\$28,059	13.49
<b>Maximum</b>	\$33,671	16.19

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

Registered Nurse									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
CompData Healthcare	Nurse - Staff	250-499 FTEs	96	4,521	26.38	27.44	0.05	1.37	
OES	Registered Nurses	West Central Wisconsin	N/A	3,570	30.13	31.94	0.05	1.60	
Rural Health WI Coop	Hospital Registered Nurse (RN)	All Respondents	N/A	22	29.92	30.82	0.10	3.08	
ERI	Registered Nurse	Tomah Area & All Industries	N/A	2,724,570	30.44	31.05	0.10	3.10	
LaCrosse SHRM	Registered Nurse (RN)	LaCrosse Area	4	1,018	28.07	28.63	0.10	2.86	
<b>Non-Profit</b>									
Abbott Langer	Registered Nurse	All Respondents - Large Employers	N/A	N/A	28.26	29.96	0.10	3.00	
NonProfit Times	Registered Nurse	\$25M-\$49.9M Operating Budget	7	7	24.81	26.30	0.10	2.63	
ERI	Registered Nurse	Tomah Area & Government Support	N/A	2,724,570	26.51	27.04	0.10	2.70	
<b>County/State</b>									
State of WI	Public Health Nurse	Wisconsin	N/A	N/A	32.89	32.89	0.00	0.00	
Bayfield	Registered Nurse II	Bayfield County	N/A	N/A	22.94	22.94	0.00	0.00	
Clark	Registered Nurse	Clark County	N/A	N/A	24.44	24.44	0.10	2.44	
Vernon	Public Health Nurse	Vernon County	N/A	N/A	24.09	24.09	0.10	2.41	
Jackson	Public Health Nurse	Jackson County	N/A	N/A	24.84	24.84	0.10	2.48	
*Average data used in the absence of the median							<b>Hourly Weighted</b>	<b>1.00</b>	<b>27.68</b>
							<b>Annual Weighted</b>		<b>\$57,574</b>

Market Analysis Range:		
	Annual	Hourly
<b>Minimum</b>	\$46,060	22.14
<b>Mid-Point</b>	\$57,574	27.68
<b>Maximum</b>	\$69,089	33.22

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

<b>Sergeant</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
County/State									
Bayfield	Jail Sergeant	Bayfield County	N/A	N/A	23.44	23.44	0.20	4.69	
Jackson	Shift Sergeant	Jackson County	N/A	N/A	23.75	23.75	0.20	4.75	
Clark	Sergeant	Clark County	N/A	N/A	25.72	25.72	0.20	5.14	
Vernon	Jail Sergeant	Vernon County	N/A	N/A	23.42	23.42	0.20	4.68	
State of WI	Police Sergeant	Wisconsin	N/A	N/A	35.79	35.79	0.20	7.16	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>26.42</b>
							<b>Annual Weighted</b>		<b>\$54,954</b>

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$43,963	21.14
<b>Mid-Point</b>	\$54,954	26.42
<b>Maximum</b>	\$65,944	31.70

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

<b>Social Worker</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
CompData (HC)	Social Worker - BSW	250-499 FTEs	43	298	20.76	21.59	0.10	2.16	
ERI	Social Worker	Tomah & All Industries	N/A	133,890	23.01	23.47	0.10	2.35	
LaCrosse SHRM	Social Worker	LaCrosse Area	2	44	22.32	22.77	0.10	2.28	
<b>Non-Profit</b>									
NonProfit Times	Social Worker, Mid-Level	\$25M-\$49.9M Operating Budget	6	23	20.16	21.37	0.10	2.14	
NonProfit Times	Social Worker, Mid-Level	North Central US	14	12	18.41	19.51	0.05	0.98	
ERI	Social Worker	Tomah & Govt. Support Services	N/A	50	21.32	21.75	0.10	2.17	
<b>County/State</b>									
State of Wisconsin	Social Worker	Wisconsin	N/A	N/A	23.10	23.10	0.10	2.31	
Bayfield	Social Worker II	Bayfield County	N/A	N/A	24.47	24.47	0.05	1.22	
Clark	Social Worker II	Clark County	N/A	N/A	22.35	22.35	0.10	2.24	
Jackson	Social Worker	Jackson County	N/A	N/A	23.09	23.09	0.10	2.31	
Vernon	Social Worker II	Vernon County	N/A	N/A	21.57	21.57	0.10	2.16	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>22.30</b>
							<b>Annual Weighted</b>		<b>\$46,384</b>

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$37,107	17.84
<b>Mid-Point</b>	\$46,384	22.30
<b>Maximum</b>	\$55,661	26.76

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

<b>Welder</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted	
<b>Profit</b>									
OES	Welders	West Central Wisconsin	N/A	1010	16.79	17.80	0.05	0.89	
OES	Structural Metal Fabricators & Fitters	West Central Wisconsin	N/A	180	19.36	20.52	0.05	1.03	
CompData (M&D)	Welder II	101-200 FTEs	19	103	19.27	20.04	0.10	2.00	
ERI	Welder	Tomah Area & All Industries	N/A	316,290	18.20	18.56	0.10	1.86	
ERI	Fabricator Metal	Tomah Area & All Industries	N/A	76,050	19.79	20.19	0.10	2.02	
LaCrosse SHRM	Welders	LaCrosse Area	2	114	19.83	20.23	0.10	2.02	
<b>Non-Profit</b>									
ERI	Welder	Tomah & Govt. Support Services	N/A	220	18.04	18.40	0.10	1.84	
ERI	Fabricator Metal	Tomah & Govt. Support Services	N/A	40	18.77	19.15	0.10	1.91	
<b>County/State</b>									
Vernon	Welder	Vernon County	N/A	N/A	19.25	19.25	0.10	1.93	
Clark	Mechanic Welder	Clark County	N/A	N/A	19.95	19.95	0.10	2.00	
Bayfield	Highway Mechanic/Welder	Bayfield County	N/A	N/A	18.61	18.61	0.10	1.86	
							<b>Hourly Weighted</b>	<b>1.00</b>	<b>19.35</b>
							<b>Annual Weighted</b>		<b>\$40,248</b>

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$32,198	15.48
<b>Mid-Point</b>	\$40,248	19.35
<b>Maximum</b>	\$48,298	23.22

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

**MONROE COUNTY**

Wage Comparability Analysis Worksheet

<b>WIC Coordinator/Nutritionist</b>								
Survey	Survey Job	Demographic	# ER's	#EE's	Median	Aged	Weight	Weighted
<b>Profit</b>								
CompData (HC)	Dietician	250-499 FTEs	40	60	23.52	24.46	0.15	3.67
Rural WI Health Co-Op	Dietician	All Respondents	N/A	17	24.94	25.69	0.15	3.85
<b>Non-Profit</b>								
NonProfit Times	Nutritionist/Dietician	\$25M-\$49.9M Operating Budget	2	2	26.57	28.16	0.00	0.00
ERI	Dietician	Tomah & All Industries	N/A	56,130	23.14	23.60	0.20	4.72
<b>County/State</b>								
State of WI	Public Health Nutritionist I	Wisconsin	N/A	N/A	30.88	30.88	0.00	0.00
Bayfield	WIC/Public Health Nutritionist	Bayfield County	N/A	N/A	24.63	24.63	0.15	3.69
Clark	Registered Dietician	Clark County	N/A	N/A	25.58	25.58	0.15	3.84
Vernon	WIC Coordinator	Vernon County	N/A	N/A	21.57	21.57	0.20	4.31
<b>Hourly Weighted</b>							<b>1.00</b>	<b>24.09</b>
<b>Annual Weighted</b>								<b>\$50,107</b>

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$40,086	19.27
<b>Mid-Point</b>	\$50,107	24.09
<b>Maximum</b>	\$60,129	28.91

Data is depicted as wages based on 2080 hours worked per year.  
This is base wage information only. No bonus or other perks are included.

Final Report

A

Internal Equity Analysis

B

Wage Comparability Analysis Worksheets

C

2013 Salary Ranges @ 50th Percentile

D

2012 Comparative Ratio Analysis

E

Sample Compensation Philosophy

F

Performance Management Loop Diagram

G

Impact of Merit Decisions Worksheet

H

Base Compensation Administrative Guide

I

**MONROE COUNTY  
2013 SALARY RANGES @ 50th PERCENTILE (1.2.2013)**

Pay Group	Job Title	Dept	Annual			Hourly		
			Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
1	County Administrator	ADM	\$77,440	\$96,800	\$116,160	\$37.23	\$46.54	\$55.85
2	OPEN		\$72,019	\$90,024	\$108,029	\$34.62	\$43.28	\$51.94
3	OPEN		\$66,978	\$83,722	\$100,467	\$32.20	\$40.25	\$48.30
4	Corporation Counsel Finance Director Highway Commissioner Human Services Director Personnel Director Rolling Hills Administrator	CC FIN HWY HS PER RH	\$62,289	\$77,862	\$93,434	\$29.95	\$37.43	\$44.92
5	Information Systems Director	IS	\$57,929	\$72,411	\$86,894	\$27.85	\$34.81	\$41.78
6	Clinical Administrator Director of Nursing Health Director/Health Officer	HS RH HD	\$53,874	\$67,343	\$80,811	\$25.90	\$32.38	\$38.85
7	Chief Deputy	SHE	\$50,103	\$62,629	\$75,154	\$24.09	\$30.11	\$36.13
8	Assistant Director of Health Department Assistant Director of Nursing/Rehab Services Communications Center Administrator Forestry & Parks Administrator Lieutenant Property Manager Public Health Nurse Sanitation & Zoning Administrator Social Work Supervisor Solid Waste Manager	HD RH CCTR FP SHE MNT HD SPZ HS SW	\$46,596	\$58,245	\$69,894	\$22.40	\$28.00	\$33.60
9	Assistant Finance Director/HS Business Services Food Service Supervisor Highway Patrol Supervisor Resident Care Coordinator RN Supervisor Senior Services Director	FIN RH HWY RH RH SS	\$43,334	\$54,168	\$65,001	\$20.83	\$26.04	\$31.25
10	Child Support Director County Conservationist Director of Active Treatment Director of Activity Director of Social Services Economic Support Supervisor Emergency Management Coordinator Information Systems Analyst Justice Coordinator Personnel Coordinator Registered Nurse RH Business & Environmental Services Director Sergeant Shop Superintendent Social Worker II	CS LC RH RH RH HS EM IS JUS PER RH FIN SHE HWY HS	\$40,301	\$50,376	\$60,451	\$19.38	\$24.22	\$29.06
11	Information Systems Specialist Investigator Patrol/Investigator Real Property Coordinator Social Worker I Social Worker I WIC Coordinator/Nutritionist	IS DA SHE TRE RH HS HD	\$37,480	\$46,849	\$56,219	\$18.02	\$22.52	\$27.03

**MONROE COUNTY**  
**2013 SALARY RANGES @ 50th PERCENTILE (1.2.2013)**

Pay Group	Job Title	Dept	Annual			Hourly		
			Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
12	County Historian/Director	HIST	\$34,856	\$43,570	\$52,284	\$16.76	\$20.95	\$25.14
	District Attorney Office Manager II	DA						
	Equipment Operator II	HWY						
	Highway Foreman	HWY						
	Human Services Administrative Coordinator	HS						
	Sanitation & Zoning Officer	SPZ						
	Soil & Water Conservationist	LC						
	Veteran Services Officer	VS						
WIC Nutrition Educator	HD							
13	Administrative Assistant II	CA	\$32,416	\$40,520	\$48,624	\$15.58	\$19.48	\$23.38
	Assistant Justice Coordinator	JUS						
	Equipment Operator I	HWY						
	Highway Sign Person	HWY						
	Jailer	SHE						
	Judicial Assistant	CIR						
	Legal Secretary	CC						
	Legal Secretary	DA						
	Mechanic	HWY						
	Highway Parts Person	HWY						
	Preventative Maintenance Technician	MNT						
Welder	HWY							
14	Assistant Activity Director/Volunteer Coordinator	RH	\$30,147	\$37,684	\$45,220	\$14.49	\$18.12	\$21.74
	Assistant Mechanic	HWY						
	Director of Medical Records	RH						
	Dispatcher	CCTR						
	Highway Office Manager I	HWY						
	Humane Officer	SPZ						
	Justice Program Specialist	JUS						
	Medical Records Technician	HD						
	Section Leader	HWY						
	Sheriff Office Manager I	SHE						
15	Accounts Receivable Clerk/Accountant II	FIN	\$28,037	\$35,046	\$42,055	\$13.48	\$16.85	\$20.22
	Bailiff	SHE						
	Benefit Specialist	SS						
	Child Support Specialist	CS						
	Deputy Clerk of Court/Accountant II	CLC						
	Deputy Register of Deeds	ROD						
	Highway Helper	HWY						
	Human Services Accountant II	FIN						
	Licensed Practical Nurse	RH						
	Medical Transcriptionist/Office Clerk II	HD						
	Medical Transcriptionist/Office Clerk II	RH						
	Public Works Laborer	HWY						
	Register in Probate	CIR						
16	Accounts Payable Clerk/Accountant I	FIN	\$26,074	\$32,593	\$39,111	\$12.54	\$15.67	\$18.80
	Administrative Assistant I	ME						
	Administrative Assistant I	SPZ						
	Administrative Assistant I	EM						
	Administrative Assistant I	EXT						
	Administrative Assistant I	SHE						
	Bond Programming Assistant	JUS						
	Deputy Veteran Services Officer	VS						
	Deputy County Treasurer	TRE						
	Deputy County Clerk	COC						
	Economic Support Specialist	HS						
	Forestry & Parks Park Ranger	FP						
	Health Department Accountant I	FIN						
	Human Services Accountant I	FIN						
	Interstate Specialist/Administrative Assistant I	CS						
	Nutrition Program Coordinator	SS						
	Payroll Clerk/Accountant I	FIN						
Receptionist/Administrative Assistant I	SHE							

**MONROE COUNTY**  
**2013 SALARY RANGES @ 50th PERCENTILE (1.2.2013)**

Pay Group	Job Title	Dept	Annual			Hourly		
			Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
16 (cont)	Resident Service Coordinator	RH						
	Senior Services Accountant I	FIN						
	Social Services Aide	HS						
	Transportation Coordinator	SS						
	Victim/Witness Specialist	DA						
17	Accounts Office Clerk II	HWY	\$24,249	\$30,311	\$36,373	\$11.66	\$14.57	\$17.49
	Beautician	RH						
	Child Support Office Clerk II	CS						
	Civil Office Clerk II	CLC						
	Clerk Of Courts Office Clerk II	CLC						
	Court Office Clerk II	CLC						
	Criminal Office Clerk II	CLC						
	Dietary/Head Cook	RH						
	District Attorney Office Clerk II	DA						
	Family Office Clerk II	CLC						
	Juvenile Court Office Clerk II	CIR						
	Maintenance Custodian	MNT						
	Recording Office Clerk II	ROD						
	Small Claims Office Clerk II	CLC						
	Traffic Office Clerk II	CIR						
	Treasurer Office Clerk II	TRE						
Unit Secretary Office Clerk II	HS							
18	Jury/Traffic Office Clerk I	CLC	\$22,552	\$28,189	\$33,827	\$10.84	\$13.55	\$16.26
	Purchasing/License Office Clerk I	COC						
	Receptionist/Office Clerk I	CLC						
	Receptionist/Office Clerk I	SPZ						
	Senior Services Office Clerk I	SS						
	Solid Waste Office Clerk I	SW						
	Transcriptionist Office Clerk I	HS						
	WIC Health Screener/Office Clerk I	HD						
19	Active Treatment Program Assistant	RH	\$20,973	\$26,216	\$31,459	\$10.08	\$12.60	\$15.12
	Dietary Cook	RH						
	Nursing Assistant	RH						
	Transportation Aide	RH						
20	Activity Aide	RH	\$19,505	\$24,381	\$29,257	\$9.38	\$11.72	\$14.07
	Dietary Aide	RH						
	Dietary Aide/Housekeeper	RH						
	Housekeeper	RH						
	Laundry Aide	RH						
	Mini-Bus Driver	SS						
	Research Assistant	HIS						
	Site Manager/Driver	SS						
	Supply Aide	RH						
Van Driver	SS							
21	OPEN		\$18,139	\$22,674	\$27,209	\$8.72	\$10.90	\$13.08

benchmark positions

Final Report

A

Internal Equity Analysis

B

Wage Comparability Analysis Worksheets

C

2013 Salary Ranges @ 50th Percentile

D

2012 Comparative Ratio Analysis

E

Sample Compensation Philosophy

F

Performance Management Loop Diagram

G

Impact of Merit Decisions Worksheet

H

Base Compensation Administrative Guide

I

**MONROE COUNTY**

**2012 COMPARATIVE RATIO ANALYSIS @ 50th PERCENTILE (1.2.2013)**

Pay Grade	Employee Name	Job Title	Dept	Annual Salary	Hourly Rate	Min	Mid Point	Max	Compa Ratio*	Comment	Impact of Financial Adjustment
1	Catherine Schmit	County Administrator	ADM	\$89,423	\$42.99	\$37.23	\$46.54	\$55.85	92%		
2	OPEN	OPEN				\$34.62	\$43.28	\$51.94			
3	OPEN	OPEN				\$32.20	\$40.25	\$48.30			
4	Andrew Kaftan	Corporation Counsel	CC	\$63,378	\$30.47	\$29.94	\$37.43	\$44.92	81%		
	Tina Osterberg	Finance Director	FN	\$66,061	\$31.76	\$29.94	\$37.43	\$44.92	85%		
	Jack Dittmar	Highway Commissioner	HWY	\$74,027	\$35.59	\$29.94	\$37.43	\$44.92	95%		
	Linda Lazer	Human Services Director	HS	\$70,179	\$33.74	\$29.94	\$37.43	\$44.92	90%		
	Kenneth Kittleson	Personnel Director	PER	\$74,027	\$35.59	\$29.94	\$37.43	\$44.92	95%		
	Linda Anderson	Rolling Hills Administrator	RH	\$65,187	\$31.34	\$29.94	\$37.43	\$44.92	84%		
5	John Mehala	Information Systems Director	IS	\$64,293	\$30.91	\$27.85	\$34.81	\$41.77	89%		
6	Susan Rettler	Clinical Administrator	HS	\$64,293	\$30.91	\$25.90	\$32.38	\$38.86	95%		
	Mary Beth Hanson	Director of Nursing	RH	\$64,085	\$30.81	\$25.90	\$32.38	\$38.86	95%		
	Sharon Nelson	Health Director/Health Officer	HD	\$74,027	\$35.59	\$25.90	\$32.38	\$38.86	110%		
7	Lisa Josvai	Chief Deputy	SHE	\$64,293	\$30.91	\$24.09	\$30.11	\$36.13	103%		
8	Pamela Rainwater	Assistant Director of Health Department	HD	\$64,293	\$30.91	\$22.40	\$28.00	\$33.60	110%		
	VACANT	Assistant Director of Nursing/Rehab Services	RH			\$22.40	\$28.00	\$33.60			
	Randy Williams	Communications Center Administrator	CCTR	\$51,355	\$24.69	\$22.40	\$28.00	\$33.60	88%		
	Charles Ziegler	Forestry & Parks Administrator	FP	\$52,458	\$25.22	\$22.40	\$28.00	\$33.60	90%		
	Robert Conroy	Lieutenant	SHE	\$59,904	\$28.80	\$22.40	\$28.00	\$33.60	103%		
	Stanley Hendrickson Jr.	Lieutenant	SHE	\$51,355	\$24.69	\$22.40	\$28.00	\$33.60	88%		
	Garry Spohn	Property Manager	MNT	\$56,077	\$26.96	\$22.40	\$28.00	\$33.60	96%		
	Ann Anderson	Public Health Nurse	HD	\$52,458	\$25.22	\$22.40	\$28.00	\$33.60	90%		
	Rebecca Campbell	Public Health Nurse	HD	\$52,458	\$25.22	\$22.40	\$28.00	\$33.60	90%		
	Marcia Jandt	Public Health Nurse	HD	\$52,458	\$25.22	\$22.40	\$28.00	\$33.60	90%		
	Joy Krueger	Public Health Nurse	HD	\$53,726	\$25.83	\$22.40	\$28.00	\$33.60	92%		
	Jennifer Pederson	Public Health Nurse	HD	\$48,651	\$23.39	\$22.40	\$28.00	\$33.60	84%		
	Alison Elliott	Sanitation & Zoning Administrator	SPZ	\$52,458	\$25.22	\$22.40	\$28.00	\$33.60	90%		
	Ronald Hamilton	Social Work Supervisor	HS	\$64,293	\$30.91	\$22.40	\$28.00	\$33.60	110%		
	Gail Frie	Solid Waste Manager	SW	\$56,077	\$26.96	\$22.40	\$28.00	\$33.60	96%		
9	Patricia Lembitz	Assistant Finance Director/HS Business Services	FIN	\$51,355	\$24.69	\$20.83	\$26.04	\$31.25	95%		
	Susan Jeffers	Food Service Supervisor	RH	\$46,779	\$22.49	\$20.83	\$26.04	\$31.25	86%		
	Dennis Dickman	Highway Patrol Supervisor	HWY	\$46,779	\$22.49	\$20.83	\$26.04	\$31.25	86%		
	Jon Pauley	Highway Patrol Supervisor	HWY	\$52,000	\$25.00	\$20.83	\$26.04	\$31.25	96%		
	Sara Becker	Resident Care Coordinator	RH	\$52,458	\$25.22	\$20.83	\$26.04	\$31.25	97%		
	Lisa Beran	Resident Care Coordinator	RH	\$63,190	\$30.38	\$20.83	\$26.04	\$31.25	117%	approaching maximum	
	Michelle Vieth	Resident Care Coordinator	RH	\$50,544	\$24.30	\$20.83	\$26.04	\$31.25	93%		
	Lucinda Barth	RN Supervisor	RH	\$51,230	\$24.63	\$20.83	\$26.04	\$31.25	95%		
	Marlene Buros	RN Supervisor	RH	\$50,190	\$24.13	\$20.83	\$26.04	\$31.25	93%		
	Laura Rumpel	Senior Services Director	SS	\$59,904	\$28.80	\$20.83	\$26.04	\$31.25	111%		

**MONROE COUNTY**

**2012 COMPARATIVE RATIO ANALYSIS @ 50th PERCENTILE (1.2.2013)**

Pay Grade	Employee Name	Job Title	Dept	Annual Salary	Hourly Rate	Min	Mid Point	Max	Compa Ratio*	Comment	Impact of Financial Adjustment
10	Pamela Pipkin	Child Support Director	CS	\$46,010	\$22.12	\$19.38	\$24.22	\$29.06	91%		
	Allen Hoff	County Conservationist	LC	\$59,904	\$28.80	\$19.38	\$24.22	\$29.06	119%	approaching maximum	
	Patricia Gibbons	Director of Active Treatment	RH	\$42,973	\$20.66	\$19.38	\$24.22	\$29.06	85%		
	Linda Fabry	Director of Activity	RH	\$52,458	\$25.22	\$19.38	\$24.22	\$29.06	104%		
	Christine Nelson	Director of Social Services	RH	\$52,458	\$25.22	\$19.38	\$24.22	\$29.06	104%		
	VACANT	Economic Support Supervisor	HS			\$19.38	\$24.22	\$29.06			
	Cynthia Struve	Emergency Management Coordinator	EM	\$56,077	\$26.96	\$19.38	\$24.22	\$29.06	111%		
	Denise Sowle	Information Systems Analyst	IS	\$45,552	\$21.90	\$19.38	\$24.22	\$29.06	90%		
	Margaret Erkel-Thorson	Justice Coordinator	JUS	\$50,544	\$24.30	\$19.38	\$24.22	\$29.06	100%		
	Edward Smudde	Personnel Coordinator	PER	\$33,987	\$16.34	\$19.38	\$24.22	\$29.06	67%	below minimum	\$6,315
	Nanette Harris	Registered Nurse	RH	\$47,174	\$22.68	\$19.38	\$24.22	\$29.06	94%		
	Janis Hyatt	Registered Nurse	RH	\$57,512	\$27.65	\$19.38	\$24.22	\$29.06	114%		
	Toni Winsand	Registered Nurse	RH	\$53,331	\$25.64	\$19.38	\$24.22	\$29.06	106%		
	Rebecca Wright	Registered Nurse	RH	\$43,077	\$20.71	\$19.38	\$24.22	\$29.06	86%		
	Maria Wunnecka	Registered Nurse	RH	\$44,866	\$21.57	\$19.38	\$24.22	\$29.06	89%		
	Garlynn Brookshaw	RH Business & Environmental Services Director	FIN	\$50,544	\$24.30	\$19.38	\$24.22	\$29.06	100%		
	Jana Dahmen	Sergeant	SHE	\$45,490	\$21.87	\$19.38	\$24.22	\$29.06	90%		
	Patricia Fish	Sergeant	SHE	\$46,010	\$22.12	\$19.38	\$24.22	\$29.06	91%		
	Ryan Hallman	Sergeant	SHE	\$45,490	\$21.87	\$19.38	\$24.22	\$29.06	90%		
	Jeffrey Leis	Sergeant	SHE	\$46,426	\$22.32	\$19.38	\$24.22	\$29.06	92%		
	Scott Perkins	Sergeant	SHE	\$46,426	\$22.32	\$19.38	\$24.22	\$29.06	92%		
	Ronald Rader	Sergeant	SHE	\$46,426	\$22.32	\$19.38	\$24.22	\$29.06	92%		
	James Shisler	Sergeant	SHE	\$46,426	\$22.32	\$19.38	\$24.22	\$29.06	92%		
	Bill Pieper	Shop Superintendent	HWY	\$46,010	\$22.12	\$19.38	\$24.22	\$29.06	91%		
	VACANT	Social Worker II	HS			\$19.38	\$24.22	\$29.06			
11	Christopher Johnson	Information Systems Specialist	IS	\$41,038	\$19.73	\$18.02	\$22.52	\$27.02	88%		
	Donald Henry	Investigator	DA	\$36,920	\$17.75	\$18.02	\$22.52	\$27.02	79%	below minimum	\$553
	Kirk Bedenbaugh	Patrol/Investigator	SHE	\$44,179	\$21.24	\$18.02	\$22.52	\$27.02	94%		
	John Brose Jr.	Patrol/Investigator	SHE	\$44,179	\$21.24	\$18.02	\$22.52	\$27.02	94%		
	Fritz Degner	Patrol/Investigator	SHE	\$44,179	\$21.24	\$18.02	\$22.52	\$27.02	94%		
	Joshua Jungen	Patrol/Investigator	SHE	\$44,179	\$21.24	\$18.02	\$22.52	\$27.02	94%		
	Michelle Larsen	Patrol/Investigator	SHE	\$44,179	\$21.24	\$18.02	\$22.52	\$27.02	94%		
	Ryan Lee	Patrol/Investigator	SHE	\$44,179	\$21.24	\$18.02	\$22.52	\$27.02	94%		
	Jesse Murphy	Patrol/Investigator	SHE	\$44,179	\$21.24	\$18.02	\$22.52	\$27.02	94%		
	Ryan Oswald	Patrol/Investigator	SHE	\$44,179	\$21.24	\$18.02	\$22.52	\$27.02	94%		
	Jeffrey Spencer	Patrol/Investigator	SHE	\$44,595	\$21.44	\$18.02	\$22.52	\$27.02	95%		
	Jeffrey Sullivan	Patrol/Investigator	SHE	\$45,531	\$21.89	\$18.02	\$22.52	\$27.02	97%		
	David Sundvall	Patrol/Investigator	SHE	\$44,179	\$21.24	\$18.02	\$22.52	\$27.02	94%		
	Clayton Tester	Patrol/Investigator	SHE	\$45,115	\$21.69	\$18.02	\$22.52	\$27.02	96%		
	Frederick Von Ruden	Patrol/Investigator	SHE	\$45,115	\$21.69	\$18.02	\$22.52	\$27.02	96%		
	Ryan Williams	Patrol/Investigator	SHE	\$41,642	\$20.02	\$18.02	\$22.52	\$27.02	89%		
	Jeremiah Erickson	Real Property Coordinator	TRE	\$49,088	\$23.60	\$18.02	\$22.52	\$27.02	105%		
	Jessica Schaitel	Social Worker I	RH	\$49,088	\$23.60	\$18.02	\$22.52	\$27.02	105%		
	Daina Dobbs	Social Worker I	HS	\$50,274	\$24.17	\$18.02	\$22.52	\$27.02	107%		
	Elizabeth Faulkener Baldwin	Social Worker I	HS	\$47,632	\$22.90	\$18.02	\$22.52	\$27.02	102%		
	Erin Hilleshiem	Social Worker I	HS	\$47,632	\$22.90	\$18.02	\$22.52	\$27.02	102%		
	Dia Holseth	Social Worker I	HS	\$50,274	\$24.17	\$18.02	\$22.52	\$27.02	107%		
	Sarah Koenen	Social Worker I	HS	\$50,274	\$24.17	\$18.02	\$22.52	\$27.02	107%		
	Judy Krause	Social Worker I	HS	\$47,632	\$22.90	\$18.02	\$22.52	\$27.02	102%		

**MONROE COUNTY**

**2012 COMPARATIVE RATIO ANALYSIS @ 50th PERCENTILE (1.2.2013)**

Pay Grade	Employee Name	Job Title	Dept	Annual Salary	Hourly Rate	Min	Mid Point	Max	Compa Ratio*	Comment	Impact of Financial Adjustment
11	Anne Lovelace	Social Worker I	HS	\$45,053	\$21.66	\$18.02	\$22.52	\$27.02	96%		
(cont)	Laura Mahan	Social Worker I	HS	\$50,274	\$24.17	\$18.02	\$22.52	\$27.02	107%		
	Scott Mathison	Social Worker I	HS	\$45,053	\$21.66	\$18.02	\$22.52	\$27.02	96%		
	Jamie Nordin	Social Worker I	HS	\$47,632	\$22.90	\$18.02	\$22.52	\$27.02	102%		
	Janet Parent	Social Worker I	HS	\$47,632	\$22.90	\$18.02	\$22.52	\$27.02	102%		
	Gina Phelps	Social Worker I	HS	\$47,632	\$22.90	\$18.02	\$22.52	\$27.02	102%		
	Robin Ryba	Social Worker I	HS	\$50,274	\$24.17	\$18.02	\$22.52	\$27.02	107%		
	Jenny Schultz	Social Worker I	HS	\$47,632	\$22.90	\$18.02	\$22.52	\$27.02	102%		
	Michael Spah	Social Worker I	HS	\$42,702	\$20.53	\$18.02	\$22.52	\$27.02	91%		
	Tammy Stenslien	Social Worker I	HS	\$50,274	\$24.17	\$18.02	\$22.52	\$27.02	107%		
	Lori Svendsen	Social Worker I	HS	\$51,834	\$24.92	\$18.02	\$22.52	\$27.02	111%		
	Kellee Tourdot	Social Worker I	HS	\$47,632	\$22.90	\$18.02	\$22.52	\$27.02	102%		
	Daniel Williams	Social Worker I	HS	\$44,262	\$21.28	\$18.02	\$22.52	\$27.02	94%		
	Patricia Hagen	WIC Coordinator/Nutritionist	HD	\$52,458	\$25.22	\$18.02	\$22.52	\$27.02	112%		
12	Jarrod Roll	County Historian/Director	HIST	\$46,010	\$22.12	\$16.76	\$20.95	\$25.14	106%		
	Lynn Kloety-Jamesson	District Attorney Office Manager II	DA	\$40,602	\$19.52	\$16.76	\$20.95	\$25.14	93%		
	William Brueggen	Equipment Operator II	HWY	\$39,229	\$18.86	\$16.76	\$20.95	\$25.14	90%		
	Paul Geier	Equipment Operator II	HWY	\$39,229	\$18.86	\$16.76	\$20.95	\$25.14	90%		
	Mark Schmitz	Equipment Operator II	HWY	\$39,229	\$18.86	\$16.76	\$20.95	\$25.14	90%		
	Michael Flock	Highway Foreman	HWY	\$40,435	\$19.44	\$16.76	\$20.95	\$25.14	93%		
	Cathy Abbott	Human Services Administrative Coordinator	HS	\$46,010	\$22.12	\$16.76	\$20.95	\$25.14	106%		
	Kenneth Elliott	Sanitation & Zoning Officer	SPZ	\$49,088	\$23.60	\$16.76	\$20.95	\$25.14	113%		
	Robert Micheel	Soil & Water Conservationist	LC	\$49,088	\$23.60	\$16.76	\$20.95	\$25.14	113%		
	Bryce Richardson	Soil & Water Conservationist	LC	\$49,088	\$23.60	\$16.76	\$20.95	\$25.14	113%		
	Kathleen Gausmann	Veteran Services Officer	VS	\$46,010	\$22.12	\$16.76	\$20.95	\$25.14	106%		
	Mary Cheever	WIC Nutrition Educator		\$49,088	\$23.60	\$16.76	\$20.95	\$25.14	113%		
13	VACANT	Administrative Assistant II	CA			\$15.58	\$19.48	\$23.38			
	Eric Weihe	Assistant Justice Coordinator	JUS	\$35,339	\$16.99	\$15.58	\$19.48	\$23.38	87%		
	Scott Erickson	Equipment Operator I	HWY	\$38,418	\$18.47	\$15.58	\$19.48	\$23.38	95%		
	Michael Pierce	Equipment Operator I	HWY	\$38,418	\$18.47	\$15.58	\$19.48	\$23.38	95%		
	Tim Greeno	Highway Sign Person	HWY	\$39,229	\$18.86	\$15.58	\$19.48	\$23.38	97%		
	Clark Anderson	Jailer	SHE	\$38,459	\$18.49	\$15.58	\$19.48	\$23.38	95%		
	Kristine Becker	Jailer	SHE	\$41,517	\$19.96	\$15.58	\$19.48	\$23.38	102%		
	Andrew Berg	Jailer	SHE	\$41,517	\$19.96	\$15.58	\$19.48	\$23.38	102%		
	Sandra Beutin	Jailer	SHE	\$41,517	\$19.96	\$15.58	\$19.48	\$23.38	102%		
	Stephanie Guth	Jailer	SHE	\$38,459	\$18.49	\$15.58	\$19.48	\$23.38	95%		
	Ashley Jakowski	Jailer	SHE	\$41,517	\$19.96	\$15.58	\$19.48	\$23.38	102%		
	Jeremy Likely	Jailer	SHE	\$38,459	\$18.49	\$15.58	\$19.48	\$23.38	95%		
	Kevin Raddatz	Jailer	SHE	\$42,037	\$20.21	\$15.58	\$19.48	\$23.38	104%		
	Neil Schmeling	Jailer	SHE	\$41,517	\$19.96	\$15.58	\$19.48	\$23.38	102%		
	Lauren Whipple	Jailer	SHE	\$41,517	\$19.96	\$15.58	\$19.48	\$23.38	102%		
	Ethan Young	Jailer	SHE	\$38,459	\$18.49	\$15.58	\$19.48	\$23.38	95%		
	Mary Miller	Judicial Assistant	CIR	\$34,757	\$16.71	\$15.58	\$19.48	\$23.38	86%		
	Beatrice Pfaff	Judicial Assistant	CIR	\$34,757	\$16.71	\$15.58	\$19.48	\$23.38	86%		
	Denise Secrist	Judicial Assistant	CIR	\$34,757	\$16.71	\$15.58	\$19.48	\$23.38	86%		
	Samantha Wright	Legal Secretary	CC	\$31,491	\$15.14	\$15.58	\$19.48	\$23.38	78%	below minimum	\$924
	Joyce Davis	Legal Secretary	DA	\$36,816	\$17.70	\$15.58	\$19.48	\$23.38	91%		
	Sara Kast-Clark	Legal Secretary	DA	\$36,816	\$17.70	\$15.58	\$19.48	\$23.38	91%		
	Cynthia Lydon	Legal Secretary	DA	\$35,485	\$17.06	\$15.58	\$19.48	\$23.38	88%		
	Gerald Chaffee	Mechanic	HWY	\$39,229	\$18.86	\$15.58	\$19.48	\$23.38	97%		
	Bryan Grandall	Mechanic	HWY	\$39,229	\$18.86	\$15.58	\$19.48	\$23.38	97%		

**MONROE COUNTY**

**2012 COMPARATIVE RATIO ANALYSIS @ 50th PERCENTILE (1.2.2013)**

Pay Grade	Employee Name	Job Title	Dept	Annual Salary	Hourly Rate	Min	Mid Point	Max	Compa Ratio*	Comment	Impact of Financial Adjustment
13	Robert Speicher	Mechanic	HWY	\$39,229	\$18.86	\$15.58	\$19.48	\$23.38	97%		
(cont)	Kurt Schendel	Highway Parts Person	HWY	\$38,418	\$18.47	\$15.58	\$19.48	\$23.38	95%		
	Garry Marten	Preventative Maintenance Technician	MNT	\$36,816	\$17.70	\$15.58	\$19.48	\$23.38	91%		
	Ryan Smith	Preventative Maintenance Technician	MNT	\$35,485	\$17.06	\$15.58	\$19.48	\$23.38	88%		
	John Paulson	Welder	HWY	\$37,294	\$17.93	\$15.58	\$19.48	\$23.38	92%		
14	Patricia Horstmann	Assistant Activity Director/Volunteer Coordinator	RH	\$36,920	\$17.75	\$14.50	\$18.12	\$21.74	98%		
	VACANT	Assistant Mechanic	HWY			\$14.50	\$18.12	\$21.74			
	Debera Hayes	Director of Medical Records	RH	\$38,126	\$18.33	\$14.50	\$18.12	\$21.74	101%		
	Patrick Deethardt	Dispatcher	CCTR	\$38,542	\$18.53	\$14.50	\$18.12	\$21.74	102%		
	Jason Ehlinger	Dispatcher	CCTR	\$38,542	\$18.53	\$14.50	\$18.12	\$21.74	102%		
	Jessica Hemmerich	Dispatcher	CCTR	\$38,542	\$18.53	\$14.50	\$18.12	\$21.74	102%		
	Richard Laxton	Dispatcher	CCTR	\$38,542	\$18.53	\$14.50	\$18.12	\$21.74	102%		
	Sherri Linenberg	Dispatcher	CCTR	\$39,478	\$18.98	\$14.50	\$18.12	\$21.74	105%		
	Mark Loether	Dispatcher	CCTR	\$38,542	\$18.53	\$14.50	\$18.12	\$21.74	102%		
	Kim Mantzke	Dispatcher	CCTR	\$39,478	\$18.98	\$14.50	\$18.12	\$21.74	105%		
	Kathryn Noel	Dispatcher	CCTR	\$38,542	\$18.53	\$14.50	\$18.12	\$21.74	102%		
	Krista Perkins	Dispatcher	CCTR	\$38,542	\$18.53	\$14.50	\$18.12	\$21.74	102%		
	Darlene Pintarro	Dispatcher	CCTR	\$38,542	\$18.53	\$14.50	\$18.12	\$21.74	102%		
	Amanda Revels	Dispatcher	CCTR	\$38,542	\$18.53	\$14.50	\$18.12	\$21.74	102%		
	Adam Robarge	Dispatcher	CCTR	\$38,542	\$18.53	\$14.50	\$18.12	\$21.74	102%		
	Dawn Smith	Dispatcher	CCTR	\$39,478	\$18.98	\$14.50	\$18.12	\$21.74	105%		
	Rebecca Pitel	Highway Office Manager I	HWY	\$33,280	\$16.00	\$14.50	\$18.12	\$21.74	88%		
	Paulette Hansen	Humane Officer	SPZ	\$39,083	\$18.79	\$14.50	\$18.12	\$21.74	104%		
	VACANT	Justice Program Specialist	JUS			\$14.50	\$18.12	\$21.74			
	Laura Davis	Medical Records Technician	HD	\$32,843	\$15.79	\$14.50	\$18.12	\$21.74	87%		
	Arthur Baldwin	Section Leader	HWY	\$37,981	\$18.26	\$14.50	\$18.12	\$21.74	101%		
	John Berckman	Section Leader	HWY	\$37,981	\$18.26	\$14.50	\$18.12	\$21.74	101%		
	Robert Berendes	Section Leader	HWY	\$37,981	\$18.26	\$14.50	\$18.12	\$21.74	101%		
	Kevin Cook	Section Leader	HWY	\$37,981	\$18.26	\$14.50	\$18.12	\$21.74	101%		
	Randy Kobel	Section Leader	HWY	\$37,981	\$18.26	\$14.50	\$18.12	\$21.74	101%		
	Dwight Kuehl	Section Leader	HWY	\$39,021	\$18.76	\$14.50	\$18.12	\$21.74	104%		
	Scott Nelson	Section Leader	HWY	\$37,981	\$18.26	\$14.50	\$18.12	\$21.74	101%		
	Timothy Nerison	Section Leader	HWY	\$37,981	\$18.26	\$14.50	\$18.12	\$21.74	101%		
	Larry Rhea	Section Leader	HWY	\$39,021	\$18.76	\$14.50	\$18.12	\$21.74	104%		
	Randy Ripp	Section Leader	HWY	\$39,021	\$18.76	\$14.50	\$18.12	\$21.74	104%		
	Randall Rowan	Section Leader	HWY	\$37,981	\$18.26	\$14.50	\$18.12	\$21.74	101%		
	Randy Schmitz	Section Leader	HWY	\$39,021	\$18.76	\$14.50	\$18.12	\$21.74	104%		
	Richard Stargard	Section Leader	HWY	\$37,981	\$18.26	\$14.50	\$18.12	\$21.74	101%		
	James Stoikes	Section Leader	HWY	\$37,981	\$18.26	\$14.50	\$18.12	\$21.74	101%		
	Steven Wiedl	Section Leader	HWY	\$37,981	\$18.26	\$14.50	\$18.12	\$21.74	101%		
	Cindy Culpitt	Sheriff Office Manager I	SHE	\$40,602	\$19.52	\$14.50	\$18.12	\$21.74	108%		
15	Joseph Brown	Bailiff	SHE	\$41,517	\$19.96	\$13.48	\$16.85	\$20.22	118%	approaching maximum	
	John Ruegg	Bailiff	SHE	\$42,827	\$20.59	\$13.48	\$16.85	\$20.22	122%	above maximum	
	Michael Wildes	Bailiff	SHE	\$43,347	\$20.84	\$13.48	\$16.85	\$20.22	124%	above maximum	
	Wendy Kelly	Benefit Specialist	SS	\$33,467	\$16.09	\$13.48	\$16.85	\$20.22	95%		
	Kathryn Brownell	Child Support Specialist	CS	\$39,083	\$18.79	\$13.48	\$16.85	\$20.22	112%		
	Jadell Fasnacht	Child Support Specialist	CS	\$34,840	\$16.75	\$13.48	\$16.85	\$20.22	99%		
	Bonnie Peters	Child Support Specialist	CS	\$39,083	\$18.79	\$13.48	\$16.85	\$20.22	112%		
	Kay Kast	Deputy Clerk of Court/Accountant II	CLC	\$39,083	\$18.79	\$13.48	\$16.85	\$20.22	112%		
	Sue Justin	Deputy Register of Deeds	ROD	\$36,816	\$17.70	\$13.48	\$16.85	\$20.22	105%		
	Mark Drake	Highway Helper	HWY	\$37,211	\$17.89	\$13.48	\$16.85	\$20.22	106%		

**MONROE COUNTY**

**2012 COMPARATIVE RATIO ANALYSIS @ 50th PERCENTILE (1.2.2013)**

Pay Grade	Employee Name	Job Title	Dept	Annual Salary	Hourly Rate	Min	Mid Point	Max	Compa Ratio*	Comment	Impact of Financial Adjustment
15	Timothy O'Brien	Highway Helper	HWY	\$37,211	\$17.89	\$13.48	\$16.85	\$20.22	106%		
(cont)	Robert Oswald	Highway Helper	HWY	\$37,211	\$17.89	\$13.48	\$16.85	\$20.22	106%		
	Ernest Hansen	Highway Helper	HWY	\$37,211	\$17.89	\$13.48	\$16.85	\$20.22	106%		
	Scott Jerome	Highway Helper	HWY	\$37,211	\$17.89	\$13.48	\$16.85	\$20.22	106%		
	Diane Erickson	Human Services Accountant II	FIN	\$39,083	\$18.79	\$13.48	\$16.85	\$20.22	112%		
	Diane Johnson	Accounts Receivable Clerk/Accountant II	FIN	\$36,275	\$17.44	\$13.48	\$16.85	\$20.22	104%		
	David Anderson	Licensed Practical Nurse	RH	\$35,693	\$17.16	\$13.48	\$16.85	\$20.22	102%		
	Todd Botcher	Licensed Practical Nurse	RH	\$42,952	\$20.65	\$13.48	\$16.85	\$20.22	123%	above maximum	
	Candace Brown	Licensed Practical Nurse	RH	\$38,210	\$18.37	\$13.48	\$16.85	\$20.22	109%		
	Tasha Brueggen	Licensed Practical Nurse	RH	\$40,518	\$19.48	\$13.48	\$16.85	\$20.22	116%	approaching maximum	
	David Johnson	Licensed Practical Nurse	RH	\$38,210	\$18.37	\$13.48	\$16.85	\$20.22	109%		
	Dawn Munn	Licensed Practical Nurse	RH	\$42,952	\$20.65	\$13.48	\$16.85	\$20.22	123%	above maximum	
	Bonny Schendel	Licensed Practical Nurse	RH	\$38,210	\$18.37	\$13.48	\$16.85	\$20.22	109%		
	April Schnur	Licensed Practical Nurse	RH	\$38,210	\$18.37	\$13.48	\$16.85	\$20.22	109%		
	Dawn St. Clair	Licensed Practical Nurse	RH	\$37,544	\$18.05	\$13.48	\$16.85	\$20.22	107%		
	Eric Wagner	Licensed Practical Nurse	RH	\$36,421	\$17.51	\$13.48	\$16.85	\$20.22	104%		
	Pennette Young	Licensed Practical Nurse	RH	\$38,938	\$18.72	\$13.48	\$16.85	\$20.22	111%		
	Lois Bloom	Medical Transcriptionist/Office Clerk II	HD	\$31,054	\$14.93	\$13.48	\$16.85	\$20.22	89%		
	Julie Hoekstra	Medical Transcriptionist/Office Clerk II	RH	\$31,054	\$14.93	\$13.48	\$16.85	\$20.22	89%		
	Marlin Julson	Public Works Laborer	HWY	\$35,277	\$16.96	\$13.48	\$16.85	\$20.22	101%		
	Patrick Kobernick	Public Works Laborer	HWY	\$35,277	\$16.96	\$13.48	\$16.85	\$20.22	101%		
	Tyson Langrehr	Public Works Laborer	HWY	\$35,277	\$16.96	\$13.48	\$16.85	\$20.22	101%		
	Scott Peterson	Public Works Laborer	HWY	\$35,277	\$16.96	\$13.48	\$16.85	\$20.22	101%		
	Lucu Rueckheim	Public Works Laborer	HWY	\$35,277	\$16.96	\$13.48	\$16.85	\$20.22	101%		
	Diane Berendes	Register in Probate	CIR	\$39,083	\$18.79	\$13.48	\$16.85	\$20.22	112%		
16	Tina Dearman	Accounts Payable Clerk/Accountant I	FIN	\$36,816	\$17.70	\$12.54	\$15.67	\$18.80	113%		
	Brenda Herrman	Accounts Payable Clerk/Accountant I	FIN	\$36,816	\$17.70	\$12.54	\$15.67	\$18.80	113%		
	Penny Brueggen	Administrative Assistant I	ME	\$34,757	\$16.71	\$12.54	\$15.67	\$18.80	107%		
	April Brady	Administrative Assistant I	SPZ	\$30,181	\$14.51	\$12.54	\$15.67	\$18.80	93%		
	Kathleen Hehn	Administrative Assistant I	EM	\$34,757	\$16.71	\$12.54	\$15.67	\$18.80	107%		
	Joan Kuderer	Administrative Assistant I	EXT	\$34,757	\$16.71	\$12.54	\$15.67	\$18.80	107%		
	Terri Harrison	Administrative Assistant I	SHE	\$34,757	\$16.71	\$12.54	\$15.67	\$18.80	107%		
	Jeremy Campton	Bond Programming Assistant	JUS	\$26,603	\$12.79	\$12.54	\$15.67	\$18.80	82%		
	Kelly Ballard	Deputy Veteran Services Officer	VS	\$32,843	\$15.79	\$12.54	\$15.67	\$18.80	101%		
	Mary McClintock	Deputy County Treasurer	TRE	\$36,816	\$17.70	\$12.54	\$15.67	\$18.80	113%		
	Mary Brieske	Deputy County Clerk	COC	\$34,757	\$16.71	\$12.54	\$15.67	\$18.80	107%		
	Kelley Manske	Economic Support Specialist	HS	\$36,712	\$17.65	\$12.54	\$15.67	\$18.80	113%		
	Mary Jo Michaelsen	Economic Support Specialist	HS	\$36,712	\$17.65	\$12.54	\$15.67	\$18.80	113%		
	Kari Nelson	Economic Support Specialist	HS	\$29,099	\$13.99	\$12.54	\$15.67	\$18.80	89%		
	Rachel Stedman	Economic Support Specialist	HS	\$36,712	\$17.65	\$12.54	\$15.67	\$18.80	113%		
	Kablia Vue	Economic Support Specialist	HS	\$29,099	\$13.99	\$12.54	\$15.67	\$18.80	89%		
	VACANT	Forestry & Parks Park Ranger	FP			\$12.54	\$15.67	\$18.80			
	Candis Bainter	Health Department Accountant I	FIN	\$36,816	\$17.70	\$12.54	\$15.67	\$18.80	113%		

**MONROE COUNTY**

**2012 COMPARATIVE RATIO ANALYSIS @ 50th PERCENTILE (1.2.2013)**

Pay Grade	Employee Name	Job Title	Dept	Annual Salary	Hourly Rate	Min	Mid Point	Max	Compa Ratio*	Comment	Impact of Financial Adjustment
16	Joanne Bernett	Human Services Accountant I	FIN	\$35,485	\$17.06	\$12.54	\$15.67	\$18.80	109%		
(cont)	Amy Haldeman	Human Services Accountant I	FIN	\$35,485	\$17.06	\$12.54	\$15.67	\$18.80	109%		
	Patricia Jenkins	Human Services Accountant I	FIN	\$33,488	\$16.10	\$12.54	\$15.67	\$18.80	103%		
	Darlene Larson	Interstate Specialist/Administrative Assistant I	CS	\$36,816	\$17.70	\$12.54	\$15.67	\$18.80	113%		
	Vicki Vieth	Nutrition Program Coordinator	SS	\$36,816	\$17.70	\$12.54	\$15.67	\$18.80	113%		
	Karren Cronick	Payroll Clerk/Accountant I	FIN	\$36,816	\$17.70	\$12.54	\$15.67	\$18.80	113%		
	Rachelle Witherow	Receptionist/Administrative Assistant I	SHE	\$26,915	\$12.94	\$12.54	\$15.67	\$18.80	83%		
	Kristi Schmitz	Resident Service Coordinator	RH	\$34,757	\$16.71	\$12.54	\$15.67	\$18.80	107%		
	Mary Brownell	Senior Services Accountant I	FIN	\$36,816	\$17.70	\$12.54	\$15.67	\$18.80	113%		
	Kim Mangan	Social Services Aide	HS	\$35,006	\$16.83	\$12.54	\$15.67	\$18.80	107%		
	Melissa Oliver	Social Services Aide	HS	\$35,006	\$16.83	\$12.54	\$15.67	\$18.80	107%		
	Rochelle Davis	Social Services Aide	HS	\$35,006	\$16.83	\$12.54	\$15.67	\$18.80	107%		
	Diane Fennigkoh	Transportation Coordinator	SS	\$35,485	\$17.06	\$12.54	\$15.67	\$18.80	109%		
	Coleen Rapp	Victim/Witness Specialist	DA	\$32,843	\$15.79	\$12.54	\$15.67	\$18.80	101%		
17	Judith Owens	Accounts Office Clerk II	HWY	\$29,723	\$14.29	\$11.66	\$14.57	\$17.48	98%		
	Lorie Dale	Beautician	RH	\$32,406	\$15.58	\$11.66	\$14.57	\$17.48	107%		
	Jennifer Gordee	Child Support Office Clerk II	CS	\$34,757	\$16.71	\$11.66	\$14.57	\$17.48	115%		
	Sara Swiatly	Civil Office Clerk II	CLC	\$30,971	\$14.89	\$11.66	\$14.57	\$17.48	102%		
	Kimberly Meyer	Clerk Of Courts Office Clerk II	CLC	\$26,603	\$12.79	\$11.66	\$14.57	\$17.48	88%		
	Jennifer Noack	Court Office Clerk II	CLC	\$28,517	\$13.71	\$11.66	\$14.57	\$17.48	94%		
	Holly McCaskey	Criminal Office Clerk II	CLC	\$30,971	\$14.89	\$11.66	\$14.57	\$17.48	102%		
	VACANT	Dietary/Head Cook	RH			\$11.66	\$14.57	\$17.48			
	Lisa Beron	District Attorney Office Clerk II	DA	\$32,219	\$15.49	\$11.66	\$14.57	\$17.48	106%		
	Sue Schams	District Attorney Office Clerk II	DA	\$28,517	\$13.71	\$11.66	\$14.57	\$17.48	94%		
	Helyn Savone	Family Office Clerk II	CLC	\$33,488	\$16.10	\$11.66	\$14.57	\$17.48	111%		
	Robin Isensee	Juvenile Court Office Clerk II	CIR	\$29,723	\$14.29	\$11.66	\$14.57	\$17.48	98%		
	William Mantzke	Maintenance Custodian	MNT	\$31,054	\$14.93	\$11.66	\$14.57	\$17.48	102%		
	Dawn Schaller	Maintenance Custodian	MNT	\$31,054	\$14.93	\$11.66	\$14.57	\$17.48	102%		
	Kathryn Thrasher	Maintenance Custodian	MNT	\$31,054	\$14.93	\$11.66	\$14.57	\$17.48	102%		
	Kathleen Howard	Recording Office Clerk II	ROD	\$31,054	\$14.93	\$11.66	\$14.57	\$17.48	102%		
	Joan Sherburn	Recording Office Clerk II	ROD	\$31,054	\$14.93	\$11.66	\$14.57	\$17.48	102%		
	Wendy Evans	Small Claims Office Clerk II	CLC	\$32,219	\$15.49	\$11.66	\$14.57	\$17.48	106%		
	Laura Endres	Traffic Office Clerk II	CIR	\$33,488	\$16.10	\$11.66	\$14.57	\$17.48	111%		
	Debra Carney	Treasurer Office Clerk II	TRE	\$34,757	\$16.71	\$11.66	\$14.57	\$17.48	115%		
	Melanie Adler	Unit Secretary Office Clerk II	HS	\$24,586	\$11.82	\$11.66	\$14.57	\$17.48	81%		
	Laura Bieniek	Unit Secretary Office Clerk II	HS	\$31,949	\$15.36	\$11.66	\$14.57	\$17.48	105%		
	Susan Flock	Unit Secretary Office Clerk II	HS	\$31,949	\$15.36	\$11.66	\$14.57	\$17.48	105%		
	Gidget Gade	Unit Secretary Office Clerk II	HS	\$31,949	\$15.36	\$11.66	\$14.57	\$17.48	105%		
	Lisa Jutton	Unit Secretary Office Clerk II	HS	\$31,949	\$15.36	\$11.66	\$14.57	\$17.48	105%		
18	VACANT	Jury/Traffic Office Clerk I	CLC			\$10.84	\$13.55	\$16.26			
	Susan Aney	Purchasing/License Office Clerk I	COC	\$27,768	\$13.35	\$10.84	\$13.55	\$16.26	99%		
	Charlotte Schmitz	Receptionist/Office Clerk I	CLC	\$27,310	\$13.13	\$10.84	\$13.55	\$16.26	97%		
	Sharlee Fox	Receptionist/Office Clerk I	SPZ	\$26,250	\$12.62	\$10.84	\$13.55	\$16.26	93%		
	Lucille Allen	Senior Services Office Clerk I	SS	\$24,170	\$11.62	\$10.84	\$13.55	\$16.26	86%		
	Susan Van Geertruy	Solid Waste Office Clerk I	SW	\$34,757	\$16.71	\$10.84	\$13.55	\$16.26	123%	above maximum	
	Becky Schricker	Transcriptionist Office Clerk I	HS	\$31,949	\$15.36	\$10.84	\$13.55	\$16.26	113%		
	Gretchen Jilek	WIC Health Screener/Office Clerk I	HD	\$29,474	\$14.17	\$10.84	\$13.55	\$16.26	105%		

**MONROE COUNTY**

**2012 COMPARATIVE RATIO ANALYSIS @ 50th PERCENTILE (1.2.2013)**

Pay Grade	Employee Name	Job Title	Dept	Annual Salary	Hourly Rate	Min	Mid Point	Max	Compa Ratio*	Comment	Impact of Financial Adjustment
19	Dawn McGinnis	Active Treatment Program Assistant	RH	\$31,533	\$15.16	\$10.08	\$12.60	\$15.12	120%	at maximum	
	Noreen Becker	Dietary Cook	RH	\$26,229	\$12.61	\$10.08	\$12.60	\$15.12	100%		
	Elizabeth Berckman	Dietary Cook	RH	\$25,979	\$12.49	\$10.08	\$12.60	\$15.12	99%		
	Clarice Donskey	Dietary Cook	RH	\$25,979	\$12.49	\$10.08	\$12.60	\$15.12	99%		
	Linda Murphy	Dietary Cook	RH	\$26,229	\$12.61	\$10.08	\$12.60	\$15.12	100%		
	Majorie Nauman	Dietary Cook	RH	\$26,229	\$12.61	\$10.08	\$12.60	\$15.12	100%		
	Christopher Amundson	Nursing Assistant	RH	\$27,394	\$13.17	\$10.08	\$12.60	\$15.12	105%		
	Gregory Amundson	Nursing Assistant	RH	\$24,939	\$11.99	\$10.08	\$12.60	\$15.12	95%		
	Tara Anderson	Nursing Assistant	RH	\$24,939	\$11.99	\$10.08	\$12.60	\$15.12	95%		
	Amber Antony	Nursing Assistant	RH	\$27,394	\$13.17	\$10.08	\$12.60	\$15.12	105%		
	Jessica Austin	Nursing Assistant	RH	\$25,730	\$12.37	\$10.08	\$12.60	\$15.12	98%		
	Faye Baldwin	Nursing Assistant	RH	\$27,186	\$13.07	\$10.08	\$12.60	\$15.12	104%		
	Diana Bellaire	Nursing Assistant	RH	\$26,770	\$12.87	\$10.08	\$12.60	\$15.12	102%		
	Laura Bolden	Nursing Assistant	RH	\$28,434	\$13.67	\$10.08	\$12.60	\$15.12	108%		
	Beth Burnam	Nursing Assistant	RH	\$27,144	\$13.05	\$10.08	\$12.60	\$15.12	104%		
	Lesley Casper	Nursing Assistant	RH	\$26,770	\$12.87	\$10.08	\$12.60	\$15.12	102%		
	Jennifer Cornell	Nursing Assistant	RH	\$24,086	\$11.58	\$10.08	\$12.60	\$15.12	92%		
	Lori Crocker	Nursing Assistant	RH	\$27,186	\$13.07	\$10.08	\$12.60	\$15.12	104%		
	Katyna Curry	Nursing Assistant	RH	\$27,394	\$13.17	\$10.08	\$12.60	\$15.12	105%		
	Tiffanie Daley	Nursing Assistant	RH	\$26,104	\$12.55	\$10.08	\$12.60	\$15.12	100%		
	Tana Dewitt	Nursing Assistant	RH	\$26,520	\$12.75	\$10.08	\$12.60	\$15.12	101%		
	Lori Einer	Nursing Assistant	RH	\$27,186	\$13.07	\$10.08	\$12.60	\$15.12	104%		
	Jenna Eno	Nursing Assistant	RH	\$26,354	\$12.67	\$10.08	\$12.60	\$15.12	101%		
	Abigail Euller	Nursing Assistant	RH	\$27,394	\$13.17	\$10.08	\$12.60	\$15.12	105%		
	Amanda Franke	Nursing Assistant	RH	\$25,667	\$12.34	\$10.08	\$12.60	\$15.12	98%		
	Teresa Gilbertson	Nursing Assistant	RH	\$26,770	\$12.87	\$10.08	\$12.60	\$15.12	102%		
	Teresa Gramling	Nursing Assistant	RH	\$27,186	\$13.07	\$10.08	\$12.60	\$15.12	104%		
	Cassandra Habhegger	Nursing Assistant	RH	\$26,104	\$12.55	\$10.08	\$12.60	\$15.12	100%		
	Jennifer Hammon	Nursing Assistant	RH	\$25,314	\$12.17	\$10.08	\$12.60	\$15.12	97%		
	Tori Hansen	Nursing Assistant	RH	\$27,394	\$13.17	\$10.08	\$12.60	\$15.12	105%		
	James Hanson	Nursing Assistant	RH	\$26,770	\$12.87	\$10.08	\$12.60	\$15.12	102%		
	Karen Hanson	Nursing Assistant	RH	\$24,939	\$11.99	\$10.08	\$12.60	\$15.12	95%		
	Wanda Harmon	Nursing Assistant	RH	\$27,186	\$13.07	\$10.08	\$12.60	\$15.12	104%		
	Heather Huber	Nursing Assistant	RH	\$23,046	\$11.08	\$10.08	\$12.60	\$15.12	88%		
	Emma Johnson	Nursing Assistant	RH	\$23,899	\$11.49	\$10.08	\$12.60	\$15.12	91%		
	Christina Jutton	Nursing Assistant	RH	\$27,394	\$13.17	\$10.08	\$12.60	\$15.12	105%		
	Michelle Kelly	Nursing Assistant	RH	\$27,394	\$13.17	\$10.08	\$12.60	\$15.12	105%		
	Gini Koger	Nursing Assistant	RH	\$25,667	\$12.34	\$10.08	\$12.60	\$15.12	98%		
	Jennifer Koopman	Nursing Assistant	RH	\$26,104	\$12.55	\$10.08	\$12.60	\$15.12	100%		
	Kristen Kostohryz	Nursing Assistant	RH	\$26,770	\$12.87	\$10.08	\$12.60	\$15.12	102%		
	Meghan Kotten	Nursing Assistant	RH	\$27,394	\$13.17	\$10.08	\$12.60	\$15.12	105%		
	Jennifer Kvistad	Nursing Assistant	RH	\$25,043	\$12.04	\$10.08	\$12.60	\$15.12	96%		
	Bernard Larry	Nursing Assistant	RH	\$26,104	\$12.55	\$10.08	\$12.60	\$15.12	100%		
	Danielle Lindquist	Nursing Assistant	RH	\$27,394	\$13.17	\$10.08	\$12.60	\$15.12	105%		
	Amanda McCready	Nursing Assistant	RH	\$23,899	\$11.49	\$10.08	\$12.60	\$15.12	91%		
	Brittany McGinnis	Nursing Assistant	RH	\$26,104	\$12.55	\$10.08	\$12.60	\$15.12	100%		
	Charla McGinnis	Nursing Assistant	RH	\$26,770	\$12.87	\$10.08	\$12.60	\$15.12	102%		
	Shayla Olson	Nursing Assistant	RH	\$28,434	\$13.67	\$10.08	\$12.60	\$15.12	108%		
	Dana Parlow	Nursing Assistant	RH	\$24,627	\$11.84	\$10.08	\$12.60	\$15.12	94%		
	Lucia Pogany	Nursing Assistant	RH	\$26,104	\$12.55	\$10.08	\$12.60	\$15.12	100%		

**MONROE COUNTY**

**2012 COMPARATIVE RATIO ANALYSIS @ 50th PERCENTILE (1.2.2013)**

Pay Grade	Employee Name	Job Title	Dept	Annual Salary	Hourly Rate	Min	Mid Point	Max	Compa Ratio*	Comment	Impact of Financial Adjustment
19	Barbara Riley	Nursing Assistant	RH	\$27,186	\$13.07	\$10.08	\$12.60	\$15.12	104%		
(cont)	Kayla Ryba	Nursing Assistant	RH	\$25,314	\$12.17	\$10.08	\$12.60	\$15.12	97%		
	Bonnie Scholze	Nursing Assistant	RH	\$27,186	\$13.07	\$10.08	\$12.60	\$15.12	104%		
	Judy Shaw	Nursing Assistant	RH	\$27,186	\$13.07	\$10.08	\$12.60	\$15.12	104%		
	Trulee Silver	Nursing Assistant	RH	\$24,939	\$11.99	\$10.08	\$12.60	\$15.12	95%		
	Mary Smith	Nursing Assistant	RH	\$26,770	\$12.87	\$10.08	\$12.60	\$15.12	102%		
	Sarah Smith	Nursing Assistant	RH	\$27,810	\$13.37	\$10.08	\$12.60	\$15.12	106%		
	Monica Soat	Nursing Assistant	RH	\$26,770	\$12.87	\$10.08	\$12.60	\$15.12	102%		
	Megan Spohn	Nursing Assistant	RH	\$27,394	\$13.17	\$10.08	\$12.60	\$15.12	105%		
	Viola Stalsberg	Nursing Assistant	RH	\$25,043	\$12.04	\$10.08	\$12.60	\$15.12	96%		
	Lindsey Stowell	Nursing Assistant	RH	\$28,434	\$13.67	\$10.08	\$12.60	\$15.12	108%		
	Bobbi Swenson	Nursing Assistant	RH	\$27,394	\$13.17	\$10.08	\$12.60	\$15.12	105%		
	Susan Titter	Nursing Assistant	RH	\$27,186	\$13.07	\$10.08	\$12.60	\$15.12	104%		
	Leatha Van Cleave	Nursing Assistant	RH	\$24,627	\$11.84	\$10.08	\$12.60	\$15.12	94%		
	Karla Wagner	Nursing Assistant	RH	\$27,186	\$13.07	\$10.08	\$12.60	\$15.12	104%		
	Laurie Warthan	Nursing Assistant	RH	\$26,770	\$12.87	\$10.08	\$12.60	\$15.12	102%		
	Wendy Jo Wegner	Nursing Assistant	RH	\$26,770	\$12.87	\$10.08	\$12.60	\$15.12	102%		
	Kimberly Whipple	Nursing Assistant	RH	\$27,144	\$13.05	\$10.08	\$12.60	\$15.12	104%		
	Jade Wikkerink	Nursing Assistant	RH	\$23,899	\$11.49	\$10.08	\$12.60	\$15.12	91%		
	Gina Wilson	Nursing Assistant	RH	\$27,144	\$13.05	\$10.08	\$12.60	\$15.12	104%		
	Nou Yang	Nursing Assistant	RH	\$26,354	\$12.67	\$10.08	\$12.60	\$15.12	101%		
	Lavonda Zebell	Nursing Assistant	RH	\$26,770	\$12.87	\$10.08	\$12.60	\$15.12	102%		
	Douglas Sullivan	Transportation Aide	RH	\$26,770	\$12.87	\$10.08	\$12.60	\$15.12	102%		
20	Sharon Brueggen	Activity Aide	RH	\$25,667	\$12.34	\$9.38	\$11.72	\$14.06	105%		
	Jessica Byom	Activity Aide	RH	\$24,648	\$11.85	\$9.38	\$11.72	\$14.06	101%		
	Elaine Kobernick	Activity Aide	RH	\$25,667	\$12.34	\$9.38	\$11.72	\$14.06	105%		
	Frances Schmidt	Activity Aide	RH	\$25,667	\$12.34	\$9.38	\$11.72	\$14.06	105%		
	Victoria Bollig	Dietary Aide	RH	\$21,944	\$10.55	\$9.38	\$11.72	\$14.06	90%		
	Allene Evenson	Dietary Aide	RH	\$24,149	\$11.61	\$9.38	\$11.72	\$14.06	99%		
	Kerri Lamon	Dietary Aide	RH	\$25,563	\$12.29	\$9.38	\$11.72	\$14.06	105%		
	Joanne Matson	Dietary Aide	RH	\$25,189	\$12.11	\$9.38	\$11.72	\$14.06	103%		
	Deborah Moskonas	Dietary Aide	RH	\$19,323	\$9.29	\$9.38	\$11.72	\$14.06	79%	below minimum	\$179
	Jeanine Odegard	Dietary Aide	RH	\$25,501	\$12.26	\$9.38	\$11.72	\$14.06	105%		
	Katrina Parlow	Dietary Aide	RH	\$23,130	\$11.12	\$9.38	\$11.72	\$14.06	95%		
	Bernadette Rynes	Dietary Aide	RH	\$22,818	\$10.97	\$9.38	\$11.72	\$14.06	94%		
	Brittney Tucker	Dietary Aide	RH	\$19,323	\$9.29	\$9.38	\$11.72	\$14.06	79%	below minimum	\$179
	Melissa Wendorf	Dietary Aide	RH	\$25,501	\$12.26	\$9.38	\$11.72	\$14.06	105%		
	Raiven Wright	Dietary Aide	RH	\$24,149	\$11.61	\$9.38	\$11.72	\$14.06	99%		
	Robin Brown	Dietary Aide/Housekeeper	RH	\$24,149	\$11.61	\$9.38	\$11.72	\$14.06	99%		
	James Wendorf	Dietary Aide/Housekeeper	RH	\$25,979	\$12.49	\$9.38	\$11.72	\$14.06	107%		
	Katelyn Hanson	Housekeeper	RH	\$26,083	\$12.54	\$9.38	\$11.72	\$14.06	107%		
	Connie Hatfield	Housekeeper	RH	\$25,667	\$12.34	\$9.38	\$11.72	\$14.06	105%		
	Carol Leis	Housekeeper	RH	\$25,667	\$12.34	\$9.38	\$11.72	\$14.06	105%		
	Kelly Loe	Housekeeper	RH	\$25,667	\$12.34	\$9.38	\$11.72	\$14.06	105%		
	Gloria Mantzke	Housekeeper	RH	\$25,667	\$12.34	\$9.38	\$11.72	\$14.06	105%		
	Katherine Thomas	Housekeeper	RH	\$25,667	\$12.34	\$9.38	\$11.72	\$14.06	105%		
	Cathy Wendland	Housekeeper	RH	\$25,667	\$12.34	\$9.38	\$11.72	\$14.06	105%		

**MONROE COUNTY**

**2012 COMPARATIVE RATIO ANALYSIS @ 50th PERCENTILE (1.2.2013)**

Pay Grade	Employee Name	Job Title	Dept	Annual Salary	Hourly Rate	Min	Mid Point	Max	Compa Ratio*	Comment	Impact of Financial Adjustment
20	Beverly Treu	Laundry Aide	RH	\$25,189	\$12.11	\$9.38	\$11.72	\$14.06	103%		
(cont)	Michael Rengert	Mini-Bus Driver	SS	\$31,054	\$14.93	\$9.38	\$11.72	\$14.06	127%	above maximum	
	Paul Kuester	Research Assistant	HIS	\$26,250	\$12.62	\$9.38	\$11.72	\$14.06	108%	approaching maximum	
	Paulette Bolton	Site Manager/Driver	SS	\$29,474	\$14.17	\$9.38	\$11.72	\$14.06	121%	above maximum	
	Shirley Degenhardt	Site Manager/Driver	SS	\$29,474	\$14.17	\$9.38	\$11.72	\$14.06	121%	above maximum	
	Carol Hultberg	Site Manager/Driver	SS	\$29,474	\$14.17	\$9.38	\$11.72	\$14.06	121%	above maximum	
	Rene Pratt	Site Manager/Driver	SS	\$24,170	\$11.62	\$9.38	\$11.72	\$14.06	99%		
	Theresa Rice	Site Manager/Driver	SS	\$29,474	\$14.17	\$9.38	\$11.72	\$14.06	121%	above maximum	
	Joyce Thonesen	Site Manager/Driver	SS	\$28,413	\$13.66	\$9.38	\$11.72	\$14.06	117%	approaching maximum	
	Theresa Nichols	Supply Aide	RH	\$26,770	\$12.87	\$9.38	\$11.72	\$14.06	110%		
	Carolyn Hansen	Van Driver	SS	\$29,474	\$14.17	\$9.38	\$11.72	\$14.06	121%	above maximum	
21	OPEN	OPEN				\$8.72	\$10.90	\$13.08			
<b>CR AVERAGE</b>									<b>101%</b>		

- below minimum (<80%)
- approaching maximum (116%-119%)
- at or above maximum (120% and over)

**Estimated Impact of Bringing Employees  
To Minimum of Range Assuming All  
Employees Work 2080 hours\***      \$8,149.44

Final Report

A

Internal Equity Analysis

B

Wage Comparability Analysis Worksheets

C

2013 Salary Ranges @ 50th Percentile

D

2012 Comparative Ratio Analysis

E

Sample Compensation Philosophy

F

Performance Management Loop Diagram

G

Impact of Merit Decisions Worksheet

H

Base Compensation Administrative Guide

I

## SAMPLE COMPENSATION PHILOSOPHY

We believe that it is in the best interest of the Monroe County, our employees, and the communities in which we serve, to competitively and fairly compensate employees for the value of the work provided.

We have developed our compensation system to align with the following objectives:

- To recognize the value each employee brings to the Monroe County
- To pay salaries that are equitable for work being performed
- To be equitable in pay across departmental lines
- To attract and retain fully qualified employees
- To reward and motivate employees for goal achievement
- To increase employees' understanding of pay administration
- To increase manager accountability for administering pay

Our compensation system is comprised of three key components: 1) Base Compensation; 2) Incentive Compensation; and 3) Benefits. Our compensation system will be objective and non-discriminatory in theory, application, and practice. Monroe County has determined that this will be best accomplished by using external professional consultants as recommended by executive management and approved by the Board of Directors.

Base compensation is designed to provide competitive and fair compensation to employees for fulfilling the full scope of responsibilities and accountabilities as outlined in our job descriptions. Base compensation ranges for each position are established by researching industry and local salary survey data. Base compensation levels within the established range for the position are determined on the basis of an employee's ability to execute the full responsibilities of the position at acceptable standards of performance. Generally, Monroe County will administer base compensation to reflect our pay-for-performance culture.

To support our pay-for-performance culture, an employee may be eligible for incentive compensation. Incentive compensation is designed to reward employees for supporting Monroe County's strategic business objectives by achieving specific levels of individual, departmental and/or Monroe County performance as pre-determined by management. Participation in incentive compensation opportunities will be individually determined by the County Administrator and Personnel Director as appropriate. Not all individuals are eligible to participate. Targeted levels for incentive will be determined by reviewing industry and local salary survey data and will be administered at the market median.

Monroe County believes in discretionary bonuses as individual situations warrant and budgets allow.

Our benefits will be reviewed on an annual basis to ensure they remain competitive within the marketplace and reflect those benefits valued by our employees. Targeted levels for benefits will be positioned at the market median as derived by review of industry and local survey data and discussion with Monroe County's insurance representatives and other advisors.

Monroe County will also provide flexibility in scheduling to assist our employees to allow them to fully engage in personal, family, and community activities.

Final Report

A

Internal Equity Analysis

B

Wage Comparability Analysis Worksheets

C

2013 Salary Ranges @ 50th Percentile

D

2012 Comparative Ratio Analysis

E

Sample Compensation Philosophy

F

Performance Management Loop Diagram

G

Impact of Merit Decisions Worksheet

H

Base Compensation Administrative Guide

I

# PERFORMANCE MANAGEMENT LOOP



 NON-INCUMBENT SPECIFIC

 INCUMBENT SPECIFIC

Final Report

A

Internal Equity Analysis

B

Wage Comparability Analysis Worksheets

C

2013 Salary Ranges @ 50th Percentile

D

2012 Comparative Ratio Analysis

E

Sample Compensation Philosophy

F

Performance Management Loop Diagram

G

Impact of Merit Decisions Worksheet

H

Base Compensation Administrative Guide

I

# MONROE COUNTY IMPACT OF MERIT DECISIONS WORKSHEET (1.2.2013)

## Cell Contribution Payout = P x C x G

P = Proportion in performance rating category

C = Proportion in position-in-range category as a result of the comparative ratio analysis

G = Guideline percent increase

Performance Matrix  
Calculation Model

		Position-in-Range (Quintiles)				
		1st (80-87%)	2nd (88-95%)	3rd (96-104%)	4th (105-112%)	5th (113-120%)
Performance Rating		0.06	0.24	0.36	0.25	0.09
Exceeds Expectations	0.15	4.0	3.5	3.0	2.5	2.0
		0.036	0.126	0.162	0.094	0.027
Meets Expectations	0.80	3.5	3.0	2.5	2.0	1.5
		0.168	0.576	0.720	0.400	0.108
Below Expectations	0.05	0.0	0.0	0.0	0.0	0.0
		0.000	0.000	0.000	0.000	0.000
		1.0				

1.00 Blue = P  
Red = C  
Green = G  
Black = cell payout (P x C x G)

Cell totals:                      0.204      0.702      0.882      0.494      0.135

Total percentage impact to payroll:  
2.417

\*By adjusting the numbers printed in color to reflect various scenarios, this tool can be used for projections.

\*\*The numbers in the worksheet are for illustrative purposes and will need to be adjusted.

Final Report

A

Internal Equity Analysis

B

Wage Comparability Analysis Worksheets

C

2013 Salary Ranges @ 50th Percentile

D

2012 Comparative Ratio Analysis

E

Sample Compensation Philosophy

F

Performance Management Loop Diagram

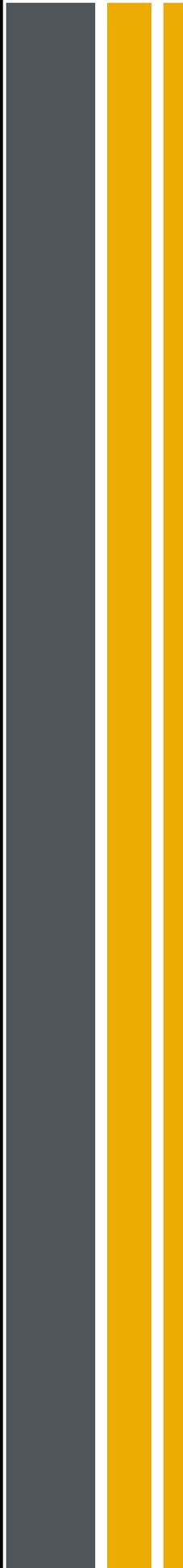
G

Impact of Merit Decisions Worksheet

H

Base Compensation Administrative Guide

I



# Monroe County

## Base Compensation Administrative Guide

January 2013

Prepared by

**WIPFLI**<sup>LLP</sup>  
CPAs and Consultants

**Nonprofit and Governmental  
Consulting Practice**

# Monroe County

## Base Compensation Plan Administrative Guide

### Table of Contents

<b>Topic</b>	<b>Page</b>
PHILOSOPHY.....	1
JOB DOCUMENTATION.....	2
Definition .....	2
Purpose .....	2
Responsibilities.....	2
Process .....	3
JOB PRICING AND SALARY RANGE STRUCTURE .....	4
Definition .....	4
Purpose .....	4
Responsibilities.....	4
Process .....	4
Salary Range Structure .....	5
PAY ADJUSTMENTS.....	6
Definition .....	6
Purpose .....	6
Responsibilities.....	6
General Guidelines.....	7
Types of Pay Adjustments.....	7
New Hires .....	7
Merit Increases .....	7
Annual Merit Increase Considerations for 2013.....	7
Promotion .....	8
Equity and Administrative Adjustments .....	8
Job Reclassification.....	8
Lateral Transfer .....	8
Demotion .....	8
Exceptions.....	8
CONFIDENTIALITY .....	9
INTERNAL EQUITY ANALYSIS.....	10
Points Assigned to Factors and Levels.....	11
Point Factor Descriptions .....	12
Point Factor Evaluation Form .....	20
POSITION DESCRIPTION QUESTIONNAIRE .....	21

# PHILOSOPHY

The purpose of the Monroe County Base Compensation Plan is to ensure that pay is established and administered according to fair and equitable principles. This administrative guide is intended to provide Monroe County with guidelines for the day-to-day administration of employees' compensation.

It is the County Administrator's and Personnel Director's dual responsibility to administer the compensation plan consistently and impartially for each employee or candidate.

Monroe County is an equal opportunity employer. All employment decisions are based on merit, qualifications, and competence. Our employment practices are not influenced or affected by an applicant's or employee's race, color, religion, sex, sexual orientation, national origin, age, mental or physical disability unrelated to ability to do a job, or any other characteristic protected by law. This policy governs all aspects of employment (including compensation), promotion, assignment, discharge, and other terms and conditions of employment.

The objectives below serve as the framework for the Base Compensation Plan:

- Recognize the value each employee brings to Monroe County.
- Pay salaries that are equitable for work being performed.
- Be equitable in pay across departmental lines.
- Attract and retain fully qualified employees.
- Increase employees' understanding of pay administration.
- Increase manager accountability for administering pay.

These objectives are regularly reviewed and evaluated by the County Administrator and Personnel Director. Modifications will be made as necessary.

Questions concerning the policies and procedures contained in this plan should be directed to the Personnel Director.

# JOB DOCUMENTATION

## DEFINITION

---

Job documentation refers to the collection and maintenance of job content information. Formal job descriptions are used to describe duties and responsibilities required for each job at Monroe County.

The description focuses on the job, not the employee assigned to the job. Appraisal of the employee's performance is treated as a separate issue.

Monroe County's job descriptions generally contain the following information: job title; reporting relationships; exemption status; general summary; essential duties and responsibilities; required knowledge, skills, and abilities; education and experience requirements; physical requirements; and working conditions.

## PURPOSE

---

A job description is used to describe every job. It is intended to document the **minimum** requirements of the job as it exists at the present time.

The formal job description is used as the basis for assigning a pay range. Accurate and complete job descriptions must be prepared and maintained. The importance of job descriptions is stressed to all managers and employees.

Salary adjustments for current employees or hiring rates for new employees are authorized only with a current description.

As a job changes, the job description will be updated to reflect such changes.

## RESPONSIBILITIES

---

Current job documentation is the responsibility of the Personnel Director in coordination with department managers. The Personnel Director is responsible for ensuring the consistency and accuracy of the information and keeping formal copies and background information on file for all jobs. The Personnel Director is also responsible for writing new and revised job descriptions and determining the salary range for new or changed jobs.

A copy of the approved formal job description is available for each employee through his or her manager or the Personnel Director.

## PROCESS

---

Job descriptions are to be kept current and up to date through periodic reviews by managers and employees.

- **New jobs** - If a manager wants to hire for a new job, a position description questionnaire must be completed listing the minimum requirements and responsibilities for the job. A job description will then be developed and a salary range assigned to the job.
- **Revised jobs** - As a job changes, a revised job description may be needed. Managers should review job descriptions with their employees on an annual basis in conjunction with the performance appraisal process.

If changes are minor, the manager and employee should note the changes on the current job description and forward it to the Personnel Director. The Personnel Director will make the changes and prepare and distribute an official revised description.

If there are major changes in the duties and responsibilities of a job, the manager and employee must complete a new position description questionnaire. The questionnaire must be forwarded to the Personnel Director who will develop a new job description. The Personnel Director will determine if the new job should be placed in a different salary range. The manager and employee will be notified regarding the new job description and salary range change, if any.

- **Vacant jobs** - If a job becomes vacant, the manager should review the current job description to determine if there should be any changes prior to an individual being hired to fill the position. Revisions should be made before any action is taken to fill the position.

# JOB PRICING AND SALARY RANGE STRUCTURE

## DEFINITION

---

Job pricing is the process of matching our jobs at Monroe County to that of the external market. Job groups are determined through a process of evaluating jobs based upon internal and external conditions and grouping similarly valued jobs together. The market value for jobs within a job group is used as a factor when computing the pay for the salary range structure.

The salary range structure consists of a series of overlapping salary ranges. Each salary range has a minimum, midpoint, and maximum salary amount. It is important to annually review the CPI-U data as well as to review data from local and national compensation surveys in order to age your pay ranges appropriately. Wipfli would be happy to assist you with gathering that information.

## PURPOSE

---

Monroe County is committed to providing a salary range structure responsive to the external market and that is internally equitable. Data will be collected and analyzed on a regular basis to determine market movement of jobs and current salary trends.

## RESPONSIBILITIES

---

The Personnel Director is responsible for gathering, analyzing, and recommending changes to the salary range structure based on market data and salary trend information. Final approval of these suggestions will be made by the County Administrator.

## PROCESS

---

On an annual basis, the Personnel Director gathers information regarding trends in general pay movement. The Personnel Director presents this information to the County Administrator and recommends and discusses possible changes to the salary range structure.

A full review of market data for Monroe County's jobs will be conducted at least once every three (3) years. The Personnel Director will review market data and develop a comparison of market data to current midpoints and current pay practices. This information will be shared with the County Administrator.

The Personnel Director will also conduct a comparative ratio analysis on an annual basis to determine where each employee's pay falls relative to his or her current salary range.

## **SALARY RANGE STRUCTURE**

---

The salary range structure consists of a series of overlapping salary ranges. Each salary range is identified through a minimum, midpoint, and maximum salary amount.

- **Minimum** – Normally, the lowest amount Monroe County will pay an individual for a job assigned to the salary range.
- **Minimum to midpoint area (the first and second quintiles)** – Normally intended for employees who:
  - Are continuing to learn job responsibilities while meeting performance standards.
  - Are fully trained but perform at a level that is less than fully satisfactory.
  - Have not acquired sufficient time in the job to warrant pay at the midpoint level.
- **Midpoint area (the third quintile)** – Normally represents the salary level for employees who are fully qualified and performing at a fully proficient level over a period of time (market rate).
- **Midpoint area to maximum (the fourth and fifth quintiles)** – Intended for employees whose performance is excellent or outstanding and consistently exceeds performance objectives over a period of time.

# PAY ADJUSTMENTS

## DEFINITION

---

A pay adjustment occurs when Monroe County adjusts an employee's rate of pay to fall within the parameters of established pay ranges. These adjustments may occur for various reasons.

## PURPOSE

---

To ensure credibility and achievement of Monroe County's objectives, an effective pay adjustment system must be developed and maintained with guidelines and procedures communicated to users on a timely basis. The guidelines and procedures of the base compensation plan are intended to ensure that each employee will be rewarded on the basis of demonstrated performance.

## RESPONSIBILITIES

---

Department managers are responsible for initiating appropriate pay adjustments for their employees through the review of performance and communication with the Personnel Director. The County Administrator approves all pay adjustments. Managers will communicate all approved pay adjustments to employees.

The Personnel Director is responsible for:

- Monitoring the day-to-day administration of salaries and compensation decisions for consistency with the plan's objectives.
- Maintaining the base compensation plan administrative guide and communicating all changes to department managers and employees.
- Training each department manager to administer the plan within approved guidelines.
- Resolving and coordinating pay adjustment recommendations not consistent with Monroe County's guidelines.
- Preparing timely recommendations for merit increase guidelines.
- Ensuring that a formal performance appraisal precedes all merit increases.

The County Administrator is ultimately responsible for approving all pay adjustments and ensuring overall plan objectives are being met.

## GENERAL GUIDELINES

---

The following are general guidelines for all types of adjustments:

- All pay adjustment recommendations must be submitted in writing to the Personnel Director or attached to the performance appraisal form as appropriate.
- Pay adjustment recommendations should take into account the internal equity of the proposed salary compared to that of other employees assigned to that same job and in the same salary range.
- Employees not at work at the time of a pay adjustment (i.e., due to leave of absence) will receive their pay adjustment effective on the day they return to work.
- Pay adjustments of any kind cannot be communicated to an employee prior to the manager receiving approval of that action.

## TYPES OF PAY ADJUSTMENTS

---

**New Hires:** The hiring rate is normally the minimum of the salary range for entry-level individuals. If an individual with prior experience is hired, the hiring rate should reflect the level of experience the individual brings to Monroe County. The proposed rate should not create inequities within Monroe County. It is not advisable to place a new hire at the top of the pay range. It is important to maintain a careful balance between the needs of Monroe County and the desires and expectations of the job applicant. The proposed hiring rate will be presented and discussed with the Personnel Director. Exceptions will be brought to the County Administrator.

**Merit Increases:** Merit increases are intended to ensure that performance is recognized and that equity is achieved and maintained. The Personnel Director will review market conditions and trends to determine merit increases on an annual basis. Recommendations for merit increases should be on the basis of performance and should not move the compensation of an employee past the maximum established for the salary range.

### Annual Merit Increase Considerations for 2013

LEVEL OF PERFORMANCE	QUINTILES				
	1 <sup>st</sup> (80-87%)	2 <sup>nd</sup> (88-95%)	3 <sup>rd</sup> (96-104%)	4 <sup>th</sup> (105-112%)	5 <sup>th</sup> (113-120%)
Exceeds Expectations	4.0%	3.5%	3.0%	2.5%	2.0%
Meets Expectations	3.5%	3.0%	2.5%	2.0%	1.5%
Below Expectations	0.0%	0.0%	0.0%	0.0%	0.0%

## **PROMOTION**

---

A promotion is the reassignment of an employee from one job to another job that is at least one range higher than the former job. A promotion is generally accompanied by an increase in pay.

Promotional increases are provided to recognize an increase in the scope and responsibility and should be given at the time the new responsibilities are assumed. The amount of the increase should be consistent with the objectives of the base compensation plan, take into consideration the employee's pay level prior to the promotion, and consider internal equity issues.

## **EQUITY AND ADMINISTRATIVE ADJUSTMENTS**

---

An equity adjustment is made to correct inequities due to internal or external conditions and may also be used to bring compensation to the minimum of the range or up to the level of other employees with the same experience, job, and performance.

## **JOB RECLASSIFICATION**

---

As the organization continues to grow, jobs and responsibilities will evolve and change over time. Therefore, as job descriptions change, they will be evaluated to determine if the job needs to be reclassified into a different salary range.

## **LATERAL TRANSFER**

---

A lateral transfer is the reassignment of an employee from one job to another job in the same salary range and normally does not involve a change in pay. Lateral transfers provide employees with the opportunity to acquire new work experience and generally will be exposed to a different work environment.

## **DEMOTION**

---

Demotion is the reassignment of an employee from one job to another job in a lower salary range with a resulting decrease in the scope and responsibility of an individual employee's job. Demotions may occur for unsatisfactory job performance, in response to an employee request, and for various organizational reasons. It will need to be determined if the compensation of the employee is reduced. This will largely be determined by the current pay level of the employee relative to the salary range as well as internal equity considerations.

## **EXCEPTIONS**

---

In order to make the base compensation plan a more valuable management tool, exceptions which are variances from normal limits and guidelines may be considered when there is justifiable cause. Exceptions to policy should be discussed with the Personnel Director prior to the preparation of any recommendation. Exceptions must be reviewed with the County Administrator.

## **CONFIDENTIALITY**

Monroe County will treat all pay and salary range information confidentially. As a general rule, Monroe County will not discuss individual compensation information with other employees unless extenuating circumstances exist. When discussing compensation with an employee, we will remain focused on that employee's specific pay situation. Employees will be provided their individual pay and salary range only. If an employee is considering a job change to a vacant position, the salary range information will be discussed at that time.

Monroe County compensation data is public record. Therefore, any party wishing to acquire specific compensation information may be entitled to receive it provided they make the request in the appropriate manner.

# **INTERNAL EQUITY ANALYSIS**

## **The Point Factor Evaluation Method**

An internal equity analysis determines the relative value of each position to every other position within Monroe County. In order to analyze internal equity, job descriptions are utilized to ensure understanding of the scope of responsibilities associated with each position. The Point Factor Method of evaluation is the process used by Monroe County to determine internal equity.

The Point Factor Method breaks down jobs into identifiable “compensable factors” by assigning weights, levels, and points to specific evaluation criteria. These criteria are then used to evaluate positions throughout the organization. The Point Factor Method provides uniformity of evaluations, determines relative value of different jobs, and addresses comparable worth issues.

### **STEPS**

---

1. Thoroughly review the job description of the position to be evaluated. Ensure completeness and accuracy.
2. Using the Point Factor Descriptions, determine the appropriate level of each factor for each position. Work your way through all positions for each individual factor before moving on to the next factor.
3. Record the level and associated points for each factor on the Point Factor Evaluation Form or within the internal equity analysis spreadsheet.
4. Total the number of points assigned to that position and record in the bottom right corner on the Point Factor Evaluation Form. If using the internal equity analysis spreadsheet, the points will automatically calculate once the factor points are entered.
5. If Point Factor Evaluation Forms are used for the analysis, enter the resulting levels into the internal equity analysis spreadsheet for automatic calculations.
6. The resulting internal equity analysis spreadsheet will identify the relative value of each job to every other job within the organization.

**POINTS ASSIGNED TO FACTORS AND LEVELS**

FACTORS	WEIGHT	LEVELS						
		1	2	3	4	5	6	Maximum
<b>1. SKILL</b>	<b>30%</b>							
a. Education	15	25	50	75	100	125	150	150
b. Experience/Job Knowledge	15	25	50	75	100	125	150	150
<b>2. RESPONSIBILITY</b>	<b>55%</b>							
a. Supervisory	10	0	v*	v*	v*	v*	100	100
b. Administrative	10	20	40	60	80	100		100
c. Public/Customer Relations	5	12.5	25	37.5	50			50
d. Government Relations	10	25	50	75	100			100
e. Safety of Others	10	25	50	75	100			100
f. Complexity/Impact	10	20	40	60	80	100		100
<b>3. WORKING CONDITIONS</b>	<b>15%</b>							
a. Environmental	7.5	25	50	75				75
b. Physical Demands/Hazards	7.5	25	50	75				75
	<b><u>100.0%</u></b>				<b><u>Total Points:</u></b>			<b><u>1,000</u></b>

\*varies on the basis of the supervisory factor, outlined within the supervisory factor description

## POINT FACTOR DESCRIPTIONS

### 1A. KNOWLEDGE: Education

---

This factor considers the basic knowledge requirements in terms of formal education, information, and mental development necessary to perform a job satisfactorily. It includes knowledge of: steps, procedures, practices, rules, policies, theories, and concepts, as well as the ability to communicate, reason, and problem solve. This knowledge can be acquired through formal schooling, independent study, short courses or on-the-job training, or it may be innate. Specialized technical training for licensing or certification is included. It is assumed that all jobs require basic skills in reading, writing, and arithmetic (add, subtract, multiply and divide, decimals and fractions).

Consider only the job requirement knowledge and not the education the employee may have acquired, or organization hiring policies relative to educational level or that "educational requirements must reflect advancement potential." To assist in determining the requirements, the degrees are expressed in relation to formal education steps.

**Level 1:** Requires the ability to understand and follow standard practices and instructions, keep routine records, operate an adding machine and office copier, use a computer terminal to enter and/or obtain information; possess the ability to check, proof, post, and file; have knowledge of standard practices and procedures including clerical routines. Equivalent to a high school diploma.

**Level 2:** Requires the ability to read and understand written instructions, standard practices, and procedures; some knowledge of a specialized field or process; intermediate skill in typing, transcribing, word processing, bookkeeping/accounting or office routines, and data entry; ability to compose and/or edit standard business correspondence. Also includes basic knowledge of mechanical or technical equipment. Equivalent to a high school diploma plus additional training in a specialized or technical field.

**Level 3:** Requires knowledge of a general or technical field such as accounting, computer operations, general laboratory procedures, advanced word processing or data base applications, administrative support, mechanics, maintenance, etc. Equivalent to two years of college or an associate degree.

**Level 4:** Requires thorough knowledge or training in a profession, or in a specialized or technical field such as financial accounting, business administration or management, clinical (nursing/specialized health care), social services, agriculture, computer science/programming/MIS, marketing, engineering, physical plant management, chemical or biological sciences, etc. Equivalent to a bachelor's degree.

**Level 5:** Requires a broad knowledge of an advanced and technically specialized field, formal research, and schooling beyond the bachelor's level. Equivalent to a master's degree, special licensure, or certification (CPA, JD, etc.).

**Level 6:** Requires a significant level of knowledge, typically equivalent to a doctorate degree.

## **1B. KNOWLEDGE: Experience or Job Knowledge**

---

This factor considers the amount of previous similar or related work experience necessary to do the job under normal supervision. This factor appraises the length of experience to enable an average employee, with the necessary education, to perform the work proficiently. The level should include all essential preparatory training in subordinate occupations and be based on continuous progress rather than elapsed time.

**Level 1:** No previous experience required

**Level 2:** Up to one year

**Level 3:** Two to three years

**Level 4:** Four to five years

**Level 5:** Six to nine years

**Level 6:** 10 years or more

## 2A. RESPONSIBILITY: Supervisory

This factor considers the extent and level of supervisory responsibility as evaluated by the level and extent (number) of employees supervised, both directly and indirectly. (Numbers subject to change based on the size of each county). Considers the types of supervision involved, and the responsibility that goes with the job for planning, instructing, directing, appraising, organizing, coordinating, and interpreting. It measures the authority exercised, including the degree of responsibility for functions, costs, methods, personnel, and policies.

Level of Supervisory Responsibility	Number of Employees Supervised				
	1-5	6-10	11-20	21-30	Over 30
1 – Individual Contributor - Responsible primarily for own work assignments. May provide training or assistance to others.	-	-	-	-	-
2 – Lead worker – assigns, monitors, plans, schedules work activities of others, and performs similar work. Accountable for results, does not determine work processes or evaluate employees.	5	10	15	20	25
3 – Technical expert – has staff authority as technical expert in their field. Others are required to seek their advice, approval, and/or direction before acting. Their technical expertise is provided and used by managers and officials in decision making.	5	10	15	20	25
4 – Full Supervisory role – has line supervisory responsibility over work assignments and department or function results. Delegates work, controls process and methods, evaluates employee performance, conducts reviews, and initiates personnel actions (hire, train, correct, terminate) according to procedures.	15	20	30	40	50
5 – Manager role – manages line supervisors and is responsible for overall planning, operations, and results of a major functional area.	25	35	45	55	75
6 – Executive role – Highest level management responsible and accountable for multiple major functions in the county. Collaborates on policy development and interpretation, sets direction, and provides oversight to managers and others.	35	55	65	75	100

## **2B. RESPONSIBILITY: Administrative**

---

This factor evaluates the requirement for organizing, budgeting, guiding, planning, coordinating, and controlling a variety of the administrative activities for a unit, department, or division.

**Level 1:** Administrative responsibilities are uncomplicated and routine. Position involves some functional responsibility, generally limited to providing occasional functional advice and guidance to a limited group.

**Level 2:** Administrative responsibilities are moderately complex and involve the same or similar moderately complex functions which may occasionally be difficult and may include submitting budget recommendations. Position involves frequent rendering of functional advice and guidance, but generally without responsibility for control or follow-up.

**Level 3:** Administrative responsibilities are generally complex and involve varied and moderately complex operations. Responsibilities include developing and administering a department or division budget. Position involves frequent rendering of functional advice and counsel to widely diversified groups and may involve some functional control responsibilities.

**Level 4:** Administrative responsibilities are very complex, highly diversified and involve several major aspect of an operation. Responsibilities include total budget control including reallocation of resources as necessary. Position involves very complex functional control responsibilities relating to several major aspects of a function.

**Level 5:** Complete administrative responsibilities for all operating aspects of major company functions. Position involves ultimate functional control responsibilities relating to all aspect of major operations.

## **2C. RESPONSIBILITY: Public/Customer Relations**

---

This factor considers the degree and impact of required interactions with the public and internal customers at the County.

**Level 1:** The position involves minimal contact with the public or with others outside of their assigned work group. Interactions are generally limited to routine departmental issues, and the focus is mainly on tasks (vs. customer service).

**Level 2:** Customer/public relations is a required element of the job, with internal customers at the county and/or the public served. Interacts with others, screens for needs or issues, provides/gathers information, handles common requests, or directs them to the appropriate resources.

**Level 3:** Customer/public relations involves the explanation of complex program or organizational requirements, rules, guidelines, etc., where conflicting interpretations may exist. Interactions are usually within a defined program responsibility. Typically does not entail authority to negotiate changes or agreements.

**Level 4:** Highest level customer/public relations responsibility is a critical and continuous part of the job. Requires frequent interaction on collaborative efforts to develop understanding, interpret complex policy and its impact on others, solve problems, mediate conflicts, and negotiate agreements. Involves strategic approach to policy formulation and initiatives, and skillful practice of collaboration and persuasion, at an organization-wide level.

## 2D. RESPONSIBILITY: Government Relations

---

This factor considers job responsibilities related to interacting with other non-county governmental agencies/officials. Includes assessing and responding to their influence on county policy, rules/regulations, and laws/legal developments.

**Level 1:** Minimally involved with government relations. Applies understanding of governmental rules, regulations, and guidelines in performance of their job duties.

**Level 2:** Works with other governmental agencies/officials in carrying out their prescribed activities or requirements. May be primary resource/contact person for outside agencies/entities for clarifying and interpreting rules and the impact of law changes. Provides specific instructions on what and how duties should be performed, may also recommend these actions.

**Level 3:** Responsible for assessing law/rule/regulatory changes from other governmental agencies/entities and determining the appropriate county response in their area(s) of responsibility. Interacts extensively with others (internal and external to the county) to interpret and influence the change process and communicate accordingly.

**Level 4:** Highest level of authority and responsibility for interpreting legal/legislative changes and their impact on the county. There is generally no clear precedence for assessing or responding to changes, so requires a high level of understanding and influence in regard to the political process.

## 2E. RESPONSIBILITY: Safety of Others

---

This factor accounts for the responsibility for safety of others, both the public served and safety of staff.

**Level 1:** Responsible for own personal safety at work and common sense application of safety standards. Covers most office-based positions.

**Level 2:** Responsible for the safety of others on the job. Requires oversight of work groups and/or public served where there is a moderate exposure to physical hazards or threats. Implements and enforces safety standards. Requires routine training for common workplace or public safety concerns.

**Level 3:** Responsible for the physical safety of the public served. Requires extensive training and involves front-line response to public safety and/or health threats.

**Level 4:** Responsible for setting and interpreting policy for public safety. Responds to media for high profile incidents.

## **2F. RESPONSIBILITY: Complexity of Duties & Impact of Decisions**

---

This factor evaluates the complexity of the work in terms of independent action, the extent to which duties are standardized, the exercise of sound or independent judgment, the types of decisions made, the exercise of discretion, the closeness of supervision required or received, and the resourcefulness or creative effort and planning required by the job.

**Level 1:** Duties are routine. Requires the ability to understand and follow instructions. Assignments are largely repetitive or standardized work; practices and procedures are specified. Exercises ordinary judgment, limited authority to select alternative work methods, work is closely supervised. Limited analytical or independent decision-making.

**Level 2:** Duties are semi-routine. Requires the ability to perform repetitive or generally standardized duties, works from instructions given or follows standard, general procedures. Makes decisions involving good judgment, and requires ordinary analysis of standard data. Work is checked, but not continuously.

**Level 3:** Duties are of a somewhat diversified nature involving a variety of applications where the employee is responsible for choice of action within prescribed limits or precedents. Works towards assigned objectives. Acts independently and uses good judgment to plan work, set priorities, assemble information, analyze facts or conditions regarding individual problems and situations, and to determine what action to take within limits of standard organization practice. Seeks advice on nonstandard situations. Moderate responsibility for decisions which usually affect daily operations of a single process. Work is reviewed for application of sound judgment.

**Level 4:** Diversified work of a technical and involved nature requiring the use of analytical ability and independent thinking to complete assignments where only general practice, precedents, and functional principles are applicable. Major responsibility for decisions and final recommendations usually affect more than one department.

**Level 5:** Requires the ability to plan and perform a wide variety of duties with general knowledge of organization policies, practices, methods, and procedures. Performs both difficult and/or unusual work that requires considerable independent judgment to solve problems, devise methods, modify, and adapt procedures to meet different or changing circumstances. Uses considerable initiative and ingenuity. Has general authority to make decisions which affect departmental, administrative, or technical operations. Decisions impact the entire organization in a demonstrable way. Complete responsibility for decisions and final recommendations. Work is reviewed primarily through results obtained.

### **3A. WORKING CONDITIONS: Environmental**

---

This factor considers the environmental surroundings and conditions under which the job must be performed and the extent to which those conditions impact physical comfort. Consider exposure to weather, dust, dirt, heat, fumes, cold, wet, odors, noise or other conditions, including ventilation, and long or unusual working hours.

**Level 1:** Usual office working conditions – comfortable work environment.

**Level 2:** Moderate environmental conditions that frequently impact physical comfort. May require specialized clothing or use of common personal protective equipment.

**Level 3:** Significant and frequent exposure to uncomfortable physical conditions. Requires use of extensive or specialized clothing and/or personal protective equipment.

### **3B. WORKING CONDITIONS: Physical Demands/Hazards**

---

This factor considers the physically demanding nature of the work performed.

**Level 1:** The job entails minimal physical demands, typically found in an office environment, with very limited exposure to workplace hazards. Some lifting, moving, bending, twisting, etc.

**Level 2:** The job entails moderate physical demands typically found in trades work, with some exposure to workplace hazards. Requires regular lifting, moving, bending, twisting, etc.

**Level 3:** The job entails significant physical demands typically found in heavy industry or construction work, and with significant exposure to workplace hazards. Very frequent lifting, moving, bending, twisting, etc.

## Point Factor Evaluation Form

**Position Title:** \_\_\_\_\_ **Total Points:** \_\_\_\_\_

Factor	Description/Comments	Level	Points
Education			
Experience			
Supervisory			
Administrative			
Public/Customer Relations			
Government Relations			
Safety of Others			
Complexity/Impact			
Environmental			
Physical Demand/ Hazards			

Evaluated by: \_\_\_\_\_ Date: \_\_\_\_\_

**MONROE COUNTY  
POSITION DESCRIPTION QUESTIONNAIRE**

**1. GENERAL INFORMATION**

YOUR NAME \_\_\_\_\_ TITLE: \_\_\_\_\_

DEPARTMENT: \_\_\_\_\_

REPORT TO (NAME): \_\_\_\_\_ (TITLE): \_\_\_\_\_

**2. PURPOSE:** In a few sentences, briefly describe the overall purpose of your position.

**3. SPECIFIC DUTIES**

List below the duties you perform. Emphasize those that you consider essential or fundamental to your job (the reasons your job exists). Please carefully describe what the task is, not the procedure used to perform the task. Each job duty should begin with an action verb (e.g., answers customer questions, sorts incoming mail, operates forklift, etc., verifies credit information, etc. - Examples of action verbs attached at end of form). Where applicable, please indicate a standard (answers incoming calls by the third ring, greets visitors in a friendly and helpful manner, checks in daily freight received according to established procedures, etc.).

In the last column provide a general percentage estimate of the time you spend performing each duty. This should total 100% and does not have to be exact – multiples of 5% are fine. Attach additional pages if necessary. All activities are to be included: daily, weekly, monthly, quarterly, annually, or some other appropriate time frame.

<b>JOB DUTY</b>	<b>% Work Time</b>
	<hr/> <b>100 %</b>

<b>4. OTHER DUTIES AND RESPONSIBILITIES</b>		<b>% Work Time</b>																				
Include any additional duties that are not essential to your job including serving on committees, community involvement activities, occasional work in other areas, etc.																						
<b>5. SUPERVISORY RESPONSIBILITY:</b> Write the names and job titles of all employees who report directly to you. Also, indicate the number of employees who in turn report to them. Write "none" if this is not applicable.																						
<b>EMPLOYEE NAME</b>	<b>JOB TITLE</b>	<b># EE's</b>																				
<p>Check below those supervisory responsibilities that are a part of your job:</p> <table style="width: 100%; border: none;"> <tr> <td style="width: 50%;"><input type="checkbox"/> Instruct/train</td> <td style="width: 50%;"><input type="checkbox"/> Assign work</td> </tr> <tr> <td><input type="checkbox"/> Review work</td> <td><input type="checkbox"/> Plan work of others</td> </tr> <tr> <td><input type="checkbox"/> Maintain standards</td> <td><input type="checkbox"/> Coordinate activities</td> </tr> <tr> <td><input type="checkbox"/> Schedule/allocate personnel</td> <td><input type="checkbox"/> Act on employee problems</td> </tr> <tr> <td><input type="checkbox"/> Select new employees</td> <td><input type="checkbox"/> Schedule work of others</td> </tr> <tr> <td><input type="checkbox"/> Transfer/promote</td> <td>(Recommend? <input type="checkbox"/> Approve? <input type="checkbox"/>)</td> </tr> <tr> <td><input type="checkbox"/> Performance appraisal</td> <td>(Recommend? <input type="checkbox"/> Conduct? <input type="checkbox"/> Approve? <input type="checkbox"/>)</td> </tr> <tr> <td><input type="checkbox"/> Discipline</td> <td>(Recommend? <input type="checkbox"/> Conduct? <input type="checkbox"/> Approve? <input type="checkbox"/>)</td> </tr> <tr> <td><input type="checkbox"/> Discharge</td> <td>(Recommend? <input type="checkbox"/> Conduct? <input type="checkbox"/> Approve? <input type="checkbox"/>)</td> </tr> <tr> <td><input type="checkbox"/> Salary increases</td> <td>(Recommend? <input type="checkbox"/> Conduct? <input type="checkbox"/> Approve? <input type="checkbox"/>)</td> </tr> </table>			<input type="checkbox"/> Instruct/train	<input type="checkbox"/> Assign work	<input type="checkbox"/> Review work	<input type="checkbox"/> Plan work of others	<input type="checkbox"/> Maintain standards	<input type="checkbox"/> Coordinate activities	<input type="checkbox"/> Schedule/allocate personnel	<input type="checkbox"/> Act on employee problems	<input type="checkbox"/> Select new employees	<input type="checkbox"/> Schedule work of others	<input type="checkbox"/> Transfer/promote	(Recommend? <input type="checkbox"/> Approve? <input type="checkbox"/> )	<input type="checkbox"/> Performance appraisal	(Recommend? <input type="checkbox"/> Conduct? <input type="checkbox"/> Approve? <input type="checkbox"/> )	<input type="checkbox"/> Discipline	(Recommend? <input type="checkbox"/> Conduct? <input type="checkbox"/> Approve? <input type="checkbox"/> )	<input type="checkbox"/> Discharge	(Recommend? <input type="checkbox"/> Conduct? <input type="checkbox"/> Approve? <input type="checkbox"/> )	<input type="checkbox"/> Salary increases	(Recommend? <input type="checkbox"/> Conduct? <input type="checkbox"/> Approve? <input type="checkbox"/> )
<input type="checkbox"/> Instruct/train	<input type="checkbox"/> Assign work																					
<input type="checkbox"/> Review work	<input type="checkbox"/> Plan work of others																					
<input type="checkbox"/> Maintain standards	<input type="checkbox"/> Coordinate activities																					
<input type="checkbox"/> Schedule/allocate personnel	<input type="checkbox"/> Act on employee problems																					
<input type="checkbox"/> Select new employees	<input type="checkbox"/> Schedule work of others																					
<input type="checkbox"/> Transfer/promote	(Recommend? <input type="checkbox"/> Approve? <input type="checkbox"/> )																					
<input type="checkbox"/> Performance appraisal	(Recommend? <input type="checkbox"/> Conduct? <input type="checkbox"/> Approve? <input type="checkbox"/> )																					
<input type="checkbox"/> Discipline	(Recommend? <input type="checkbox"/> Conduct? <input type="checkbox"/> Approve? <input type="checkbox"/> )																					
<input type="checkbox"/> Discharge	(Recommend? <input type="checkbox"/> Conduct? <input type="checkbox"/> Approve? <input type="checkbox"/> )																					
<input type="checkbox"/> Salary increases	(Recommend? <input type="checkbox"/> Conduct? <input type="checkbox"/> Approve? <input type="checkbox"/> )																					

**6. WORK RELATIONSHIPS:** For any of the contacts listed below that you have regarding company business that are listed below, indicate the frequency (e.g. daily, weekly, monthly, etc.) and nature or purpose (e.g. obtain/provide information, negotiate contracts, etc.) of the contact.

CONTACT	PURPOSE OF CONTACT	FREQUENCY
Employees in same department/function		
Employees in other departments/functions (list other departments & individual titles)		
Customers		
Suppliers/Vendors		
General Public		
Community/Trade/Professional		
Federal/State Gov't/Regulatory		
Other (specify):		

## 7. EDUCATION

Length of time you have occupied this position:    Years\_\_\_\_\_ Months\_\_\_\_\_

Length of time you have been with the company:    Years\_\_\_\_\_ Months\_\_\_\_\_

How much formal education do you think is **necessary** to do your job (*check one*):

- |  |  |
|--|--|
| <input type="checkbox"/> Less Than High School                 | <input type="checkbox"/> Associate Degree (2 Years)          |
| <input type="checkbox"/> High School                           | Major: _____   |
| <input type="checkbox"/> High School +1 Yr Other Schooling     | <input type="checkbox"/> College Degree (4 Years)            |
| Type of Coursework: _____                                      | Major: _____   |
| <input type="checkbox"/> High School, +2-3 Yrs Other Schooling | <input type="checkbox"/> College Degree Plus Other Schooling |
| Type of Coursework: _____                                      | Type of Coursework: _____                                    |

Please indicate the education **you had** before you began work in your current job:

Please indicate your **current** education level:

List licenses/certifications required for your job and/or other additional specialized courses, subjects, or training that are necessary but not available through high school or college:

## 8. EXPERIENCE

How much similar or related work experience do you think is **necessary** for a person starting this job (*check one*):

- |   |  |
|---|--|
| <input type="checkbox"/> 1 month or less              | <input type="checkbox"/> Over 3 years, up to 5 years |
| <input type="checkbox"/> Over 1 month, up to 6 months | <input type="checkbox"/> Over 5 years                |
| <input type="checkbox"/> Over 6 months, up to 1 year  | <input type="checkbox"/> Other (specify):            |
| <input type="checkbox"/> Over 1 year, up to 3 years   |  |

Years or relevant experience **you had** prior to working in your current job:

Total years of experience to date:

How long do you think it should take an employee with the necessary education and experience (as shown above) to become familiar with details to do this job reasonably well (*check one*)?

Two weeks or less       Six months       Two years  
 Three months       One year       Other (*Specify*): \_\_\_\_\_

How long did it take **you** to feel comfortable with the job you are now performing?

**9. MENTAL EFFORT**

✓ CHECK	ACTIVITY	HOURS/ DAY	FOR WHAT PURPOSE?
------------	----------	---------------	-------------------

**REASONING:** Indicate the level of mental reasoning **necessary** to perform your job (*check all that apply*)

	Follow one- or two-step instructions; routine, repetitive task		
	Carry out detailed but uncomplicated written or verbal instructions		
	Follow written, verbal, or diagrammatic instructions		
	Solve practical problems; variety of variables with limited standardization; interpret instructions; conduct general information research		
	Logical or scientific thinking to solve problems; several abstract and concrete variables; conduct and interpret statistical or technical research		
	Address wide range or intellectual and practical problems; interpret nonverbal symbolism; comprehend most complex concepts		

**MATHEMATICAL:** Indicate the level of mathematical skills **necessary** to perform your job (*check all that apply*):

	Addition		
	Subtraction		
	Multiplication		
	Division		
	Algebra		
	Arithmetic calculations involving fractions, decimals, and percentages		

✓ CHECK	ACTIVITY	HOURS/ DAY	FOR WHAT PURPOSE?
	Arithmetic, algebraic, and geometric calculations		
	Advanced mathematics/statistics e.g. calculus, factor analysis and probability determination		
<b>LANGUAGE:</b> Indicate the level of language skills <b>necessary</b> to perform your job ( <i>check all that apply</i> ):			
	Follow verbal instructions		
	Transcribe from dictation		
	Exchange basic informational data (to complete transactions, fill out forms/ checklists, make appointments, etc.)		
	Interview to gather information (basic screening interviews)		
	Advise others on alternatives/options (determine needs, what to communicate)		
	Coach and counsel (identify problems/concerns, develop solutions)		
	Speak in front of groups/public speaking/make presentations		
	Explain technical data/information		
	Read and follow written directions		
	Complete simple checklists		
	Fill out forms		
	Copy data from one record to another		
	Compose routine business correspondence (confirmations, requests, etc.)		
	Compose business reports		
	Compose complex business correspondence (requiring research, explanation, etc.)		
	Proofread written communication for spelling, grammar, syntax errors		
	Creative writing used in promotion or selling activities		
	Read and understand technical data/information		
	Take minutes for meetings		
	Other (specify:)		

**10. JOB LOCATION:** Where are the major activities of your job carried out? (*check all that apply*)

✓ CHECK	LOCATION	AVERAGE HOURS/DAY
	Indoors	
	Outdoors	
	At a desk/bench	
	At a machine	
	In a car	
	Out of town	
	Other (specify)	

Your regular hours of work: \_\_\_\_\_

How do you get to your work area:

By stairs? \_\_\_ By elevator? \_\_\_ What floor is it on? \_\_\_

Indicate the overnight, out-of-town travel required by the job:

\_\_\_ Avg number of days/month    \_\_\_ Avg number of trips/year

\_\_\_ Avg number of days/trip

Reason for travel:

**11. WORKING CONDITIONS:** Indicate any job conditions that you are exposed to and the frequency of this exposure (daily, constantly, once a month, etc.). For each condition or environmental factor, indicate the nature or reason for the exposure. Write "not applicable" if your job does not require exposure to the factors indicated.

WORKING CONDITION/ ENVIRONMENTAL FACTOR	NATURE OF OR REASON FOR EXPOSURE	FREQUENCY
Dirt		
Noise		
Temperature Extremes		
Dampness		
Vibrations		
Equipment Movement Hazard		
Chemicals/Solvents		
Electrical Shock		
Significant Work Pace/Pressure		
Other (specify):		

## 12. PHYSICAL REQUIREMENTS

Check all the following that apply to the major activities of your job:

✓ CHECK	ACTIVITY	HOURS/ DAY	FOR WHAT PURPOSE?
	Sitting		
	Standing While standing, must you support any weight (e.g., a heavy tool?) If so, what is it you support, how much does it weigh, and for how long do you support it?		
	Walking: How far?		
	Stooping		
	Climbing: How high? ___ Ladder? ___ Incline? ___ Stairs? ___ (#: ___)		
	Kneeling		
	Bending at waist		
	Turning/twisting		
	Lifting: How much weight? ___ lb. How often? ___ How high? ___ Waist high ___ Shoulder high ___ Above head ___		
	Carrying: How much weight? ___ lb. How often? ___ Alone? ___ With another person(s)? ___ How many people? ___		
	Pushing: How much weight: ___ lb. How often? ___		
	Pulling: How much weight: ___ lb.		
	Using keyboard		
	Using telephone		
	Use tools Generally describe the tools used:		
	Using fingers (instead of hand or arm)		
	Grasping: loose grasp ___ tight grasp ___		
	Repetitive motions What type?		
	Hearing: Ability to receive detailed information through verbal communication.		

Indicate the <b>visual</b> requirements necessary to perform your job ( <i>check all that apply</i> ):			
	Far vision: See things clearly 20 feet away or more		
	Near vision: See things clearly 20 inches away or less		
	Mid-range: See things clearly at distances of more than 20 inches and less than 20 feet		
	Depth perception: Ability to judge distance and space relationships, so as to see objects where and as they actually are		
	Color vision: Ability to identify and distinguish colors		
	Field of vision: Ability to observe an area up or down or to the right or left while eyes are fixed on a given point		

<b>13. EQUIPMENT USED:</b> List the equipment, machines, tools, electronic devices, and computer hardware/software that you are required to use in performing your job. Indicate the frequency of their use. For computers, indicate what they are used for (i.e., word processing, A/R, inventory, list management, etc.)	
<b>EQUIPMENT, MACHINE, TOOL, ELECTRONIC DEVICE, COMPUTER HARDWARE, &amp; SOFTWARE</b>	<b>FREQUENCY</b>

**14. EMPLOYEE COMMENTS:** Please give any additional information you believe is important to thoroughly describe your job. Also, are there personal traits or abilities you feel would be helpful for a person to have to do this job?

**Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**15. SUPERVISOR COMMENTS:** Your signature below indicates that you have reviewed this questionnaire. Please do not erase or change any of the employee's answers. If you want to make revisions, please enter them in the **margins** in the appropriate spaces. Use extra paper if you need to, numbering your comments to match the items in question. These items will be reviewed with you before a final position description is prepared.

How many employees under your supervision perform the same job described above by this employee? \_\_\_\_\_

Comments of supervisor:

**Reviewed by:** \_\_\_\_\_ **Title:** \_\_\_\_\_