

**Minutes of the Joint Meeting of the Finance Committee  
and Human Resources Committee**

**Wednesday, July 18, 2018**

County Board Chair Decker called the joint meeting to order at 8:15 a.m.

**Finance Committee Members Present:** Supervisors Jim Heinrich (Chair), Tim Dondlinger, Tyler Foti, Richard Morris, and Ted Wysocki. Tom Michalski arrived at 8:51 a.m. **Absent:** Duane Paulson.

**Human Resources Committee Members Present:** Supervisors Larry Nelson (Chair), Mike Crowley, Joel Gaughan, Bill Mitchell, Jeremy Walz, and Ted Wysocki. Tom Michalski arrived at 8:51 a.m.

**Also Present:** Chief of Staff Mark Mader, Legislative Policy Advisor Sarah Spaeth, County Board Chair Paul Decker, Administration Director Norm Cummings, Vice President Heather Kazemi of Segal Waters Consulting, Human Resources Manager Jim Richter, Senior Human Resources Analyst Renee Gage, Reporter Cara Spoto of *The Freeman*, Victim Witness Program Coordinator Jen Dunn, Support Staff Supervisor Julie Delain, and County Board Supervisor Darlene Johnson. Recorded by Mary Pedersen, County Board Office.

**Presentation and Overview of the 2018 Total Compensation Study Results**

Cummings, Richter, Gage, and Kazemi were present to discuss the 2018 total compensation study results by Segal Waters Consulting. Richter said we need to stay current and competitive with the market and we have needed to hire individuals at higher salary ranges. The County strives to offer total compensation that facilitates successful recruitment and retention of high quality staff while considering the fiscal policies of the County. It is important that pay ranges be within plus or minus 5% of pay levels for jobs of similar content in applicable labor markets, in both the public and private sectors. Nelson noted an ordinance will be submitted to the County Board in August.

Kazemi discussed compensation philosophy and history, study goals and methodology, findings, and conclusion and recommendations. After including the cost of benefits, the County's total compensation lags the market by 5% to 8%. The County's total compensation package is 7% below the public sector, primarily because of lower benefits costs.

Michalski arrived at 8:51 a.m.

Kazemi indicated private industry offers higher performance recognition than Waukesha County. The County's health benefits costs are about \$1,500 per person per year lower than the public sector average but about \$1,500 higher than the private sector average; the County is right in the middle between public sector cost and private sector cost. In conclusion, the County's health plan costs are 10% lower than the public sector average and 13% higher than the private sector average. The County's retirement plan contribution rates are somewhat lower than public sector entities not in the Wisconsin Retirement System but somewhat higher than the private sector. The County's base pay is consistent with the public sector average but 5% below the private sector average. The County's variable pay rates (non-base performance awards) are higher than the public sector but significantly lower than the private sector. The County's performance-based pay policies are consistent with the private sector model although with a significantly lower reward potential.

Kazemi said to successfully recruit, retain and reward qualified and higher performing employees, they suggest the County align selected jobs to market competitive pay ranges, consider expanding variable pay rates by one percentage point (maximum award of 4%), have a consistent 15-step range for all classes in the step pay plan (expand 14-step ranges to 15 steps for four jobs), and allow five days of vacation accrual for non-exempt staff in the first year of service.

Richter went on to discuss the County's turnover rates and "regrettable" turnover rates. He said they are recommending that pay ranges for 21 of the County's 240 job classifications be refined which Gage discussed as outlined in their handout. The increases equal one or two pay ranges, depending on the position, while two of the 21 will decrease one pay range. Five job classifications in the medical area will increase \$10,000 (maximum salary ranges). Gage discussed the current and proposed Step-to-Step Promotion policies and said pay range increases that were typically about 2% will be closer to 5%. Richter advised a companion ordinance will come forward pertaining to certain corrections and telecommunication classifications that have high turnover rates.

Decker declared the joint meeting adjourned at 10:21 a.m.

Respectfully submitted,

*Michael A. Crowley*

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Human Resources Committee Secretary