

# Jackson County



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

---

Nonprofit and Government  
Consulting Practice

## Wage Comparability Study

May 2013

Prepared by:

Strategic, Organizational, and Human Resources Consulting

# TABLE OF CONTENTS

---

Final Report	<b>A</b>
Internal Equity Analysis Overall	<b>B</b>
Wage Comparability Analysis Worksheets	<b>C</b>
2013 Salary Ranges @ 50 <sup>th</sup> Percentile	<b>D</b>
2013 Comparative Ratio Analysis @ 50% Percentile Benchmark Positions	<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>

# Final Report

A

Internal Equity Analysis Overall

B

Wage Comparability Analysis Worksheets

C

2013 Salary Ranges @ 50<sup>th</sup> Percentile

D

2013 Comparative Ratio Analysis  
@ 50<sup>th</sup> Percentile Benchmark Positions

E

Sample Compensation Philosophy

F

Performance Management Loop Diagram

G

Impact of Merit Decisions Worksheet

H

Base Compensation Administrative Guide

I

May 17, 2013

Ms. Christie Peters  
Ms. Kyle Deno  
Jackson County  
307 Main Street, 2<sup>nd</sup> Floor  
Black River Falls, WI 54615

E-mail: [christie.peters@co.jackson.wi.us](mailto:christie.peters@co.jackson.wi.us); [kyle.deno@co.jackson.wi.us](mailto:kyle.deno@co.jackson.wi.us)

Dear Ms. Peters and Ms. Deno:

Thank you for the opportunity to be of support and assistance to Jackson 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.
- 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 initially comprised of Tam Burgau, Personnel Director and Kyle Deno, County Clerk/Administrative Coordinator. Ms. Burgau then left the County and Ms. Deno remained as the project lead. During the transition, the project continued forward. Christie Peters joined the County in November 2012 and assumed responsibility for the project.

Periodic meetings were held with the project team throughout the project. When Ms. Peters joined, we held discussions with her to ensure her understanding of the project and its status. A meeting was held with Ms. Peters and Ms. Deno on December 6, 2012 to review the draft compensation structure and to make decisions regarding the placement of positions not included in the external analysis. Subsequent to this meeting, Ms. Peters felt uncomfortable moving forward with finalizing the project as she discovered the job descriptions had not gone through the appropriate updating and approval process with the various committees and the internal equity analysis may not have been an accurate reflection of actual role and responsibility. As a result, the department managers felt they were not properly prepared when first asked to assist in the job evaluation process. Therefore, Ms. Peters put the project on hold until such time she could review and update the job descriptions with department managers to ensure their input was obtained and to reconcile changes within the internal equity analysis.

We touched base with Ms. Peters periodically to determine if any assistance was needed. The project resumed on April 15, 2013.

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 and periodic meetings were held to respond to questions. Upon completion, we conducted an independent review of the results on the basis of the job descriptions provided. Discussions were held with Ms. Burgau and subsequently with Ms. Peters until 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., Account Clerk II, I, and Social Worker II, I, and Patrol Superintendent 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 on the position. 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 Overall.*

## **WAGE COMPARABILITY ANALYSIS**

---

Using the job descriptions for the identified 30 positions (36 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 Manufacturing and Distribution and Health Care
- 2012 Economic Research Institute All Nonprofits Salary Survey for Small Organizations
- 2012 LaCrosse SHRM
- 2012 The NonProfit Times
- 2012 Wisconsin Occupational Employment Statistics
- 2012 Bayfield County Salary Ranges
- 2012 Clark County Salary Ranges
- 2012 Monroe 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 wage comparability analysis worksheets for the 36 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 a wage comparability 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 customizes the salary structure to the unique needs of the County.

Since a wage comparability 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 used to slot positions into the structure solely on the basis of internal value as it was determined the County was not completely comfortable in doing so based on the current condition of the job descriptions. 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 wage comparability analysis on all positions. By conducting the wage comparability 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 circumstances 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 may need 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 2013 Comparative Ratio Analysis @ 50<sup>th</sup> Percentile Benchmark Positions.*

The average compa-ratio for the County is 98%. 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.

Three (3) individuals with the same job title were found to be paid 25% above the maximum established for the range. A fourth position was found to be paid 1% above the maximum. The County may wish to consider freezing the compensation of these individuals until such time the market value for the position catches up to current rates of pay. We do not recommend decreasing pay.

Five (5) 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 above the maximum established for the range. We do not recommend decreasing pay.

Four (4) individuals were found to be paid below the newly established minimum for the ranges. The percentage below the minimum varies from 2% to 9%. 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 \$9,855.

It is recommended the County give careful review and consideration of the comparative ratio analysis to ensure the individuals are appropriately compensated across all positions and that pay practices align with the County's compensation philosophy.

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 Ms. Peters and Ms. Deno 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 project team on December 6, 2012 to review the project deliverables. During the project hold, we touched base with Ms. Peters to offer aid as needed. The project resumed on April 15, 2013. The final project is scheduled to be presented and discussed with the County Board on May 21, 2013.

## **DOCUMENTATION**

---

A complete 2013 Base Compensation Administrative Guide documenting the process and procedures used during the course of the project was provided to Ms. Peters 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.*

Ms. Christie Peters  
Ms. Kyle Deno  
Page 8  
May 17, 2013

## PLAN MAINTENANCE AND UPDATE

---

Given the base compensation structure was developed on the basis of 36 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 (2014 and 2015) 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 Ms. Peters reach out to us or other resources each November to discuss salary structure movement projections and trends. Ms. Peters will then be able to appropriately age the structure to ensure it remains competitive until the next full plan update. Wipfli LLP would be happy to assist you with gathering salary structure movement information annually.

We appreciate the opportunity to be of continued support and service to Jackson 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 [jjohnson@wipfli.com](mailto:jjohnson@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 Overall

B

Wage Comparability Analysis Worksheets

C

2013 Salary Ranges @ 50th Percentile

D

2013 Comparative Ratio Analysis  
@ 50<sup>th</sup> Percentile Benchmark Positions

E

Sample Compensation Philosophy

F

Performance Management Loop Diagram

G

Impact of Merit Decisions Worksheet

H

Base Compensation Administrative Guide

I

# JACKSON COUNTY

## INTERNAL EQUITY ANALYSIS OVERALL (5.10.2013)

Job Title	Dept	Educ	Exp	Sup	Admin	Public	Govern	Safety	Complex	Environ	Phys/Hz	Total
Department of Health and Human Services Director	DHHS	80	150	150	150	40	40	80	150	10	10	860
Chief Deputy Sheriff	LE	60	150	150	120	40	30	80	150	40	30	850
Highway Commissioner	HWY	80	150	150	150	40	40	80	120	20	20	850
Administrator (F&P)	F&P	80	90	120	120	40	30	80	150	30	30	770
Administrator (ZON)	ZON	80	90	120	90	40	30	40	150	40	30	710
Personnel Director	HR	80	120	120	120	40	40	20	150	10	10	710
IT Director	IT	60	120	120	90	50	30	40	150	20	20	700
Jail Administrator	LE	60	120	120	90	30	20	60	120	20	20	660
Surveyor	LI	20	150	120	90	40	30	40	120	30	20	660
Patrol/Investigations Captain	LE	60	120	90	90	30	20	60	120	40	20	650
Children and Family Services Manager	DHHS	80	120	120	60	20	20	80	120	10	10	640
Maintenance Supervisor	MNT	20	120	120	90	30	10	60	120	30	40	640
Operations Manager/Patrol Superintendent	HWY	20	150	90	90	30	20	60	120	30	30	640
Assistant Administrator (F&P)	F&P	80	60	90	120	30	30	40	120	30	30	630
County Conservationist	LC	60	120	120	90	30	30	20	120	20	20	630
Emergency Management Coordinator	LE	60	90	90	90	40	30	80	120	20	10	630
Public Health Manager - Health Officer	DHHS	80	120	120	60	30	30	80	90	10	10	630
Financial Services Manager	DHHS	80	90	120	120	10	20	20	120	10	10	600
Adult Services Manager	DHHS	100	120	120	60	30	20	20	90	10	10	580
Patrol Superintendent	HWY	20	120	90	90	30	20	60	90	30	30	580
Land Conservation Engineering Specialist	LC	60	90	30	90	40	20	40	120	30	30	550
Patrol Sergeant	LE	60	90	90	60	30	20	60	90	30	20	550
Register in Probate/Circuit Court Office Manager	JD	60	90	90	90	30	30	20	120	10	10	550
Shop Foreman	HWY	20	90	90	60	30	10	80	90	40	40	550
Park Manager	F&P	40	90	90	60	40	20	80	60	30	30	540
Aging Unit, WHEAP Energy, and ADRC - WW Manager	DHHS	80	90	120	60	20	20	20	90	10	10	520
Child Support Manager	DHHS	40	120	120	60	30	20	20	90	10	10	520
Accountant/Office Manager (HWY)	HWY	60	90	90	90	30	20	20	90	10	10	510
Network Analyst	IT	60	90	60	60	40	20	40	90	20	20	500
Birth to 3 Teacher/Service Coordinator	DHHS	80	60	30	60	30	20	60	120	20	10	490
Maintenance and Construction Foreman	HWY	20	90	60	60	30	20	40	90	30	30	470
Corrections Sergeant	LE	20	90	90	60	30	20	40	60	30	20	460
Zoning Technician	ZON	80	60	30	60	30	20	20	120	20	20	460
Animal Control & Humane Officer	AC	20	60	90	60	30	20	40	90	20	20	450
Children and Family Social Worker II	DHHS	80	60	30	30	30	10	60	120	20	10	450
Environmental Health Sanitarian II	DHHS	80	60	30	60	30	20	60	60	20	20	440
IT Technician	IT	60	60	30	60	40	10	20	120	20	20	440
Bridge and Sign Inspector	HWY	20	90	60	60	10	20	40	60	40	30	430
GIS Specialist/E911 Coordinator/Property Lister	LI	80	60	30	60	30	30	20	90	20	10	430
Public Health Nurse II	DHHS	80	60	30	60	30	20	60	60	20	10	430
Children and Family Social Worker I	DHHS	80	60	30	30	30	10	60	90	20	10	420
County Bookkeeper	CC	60	90	30	60	20	20	20	90	10	10	410
Environmental Health Sanitarian I	DHHS	80	30	30	60	30	20	60	60	20	20	410

# JACKSON COUNTY

## INTERNAL EQUITY ANALYSIS OVERALL (5.10.2013)

Job Title	Dept	Educ	Exp	Sup	Admin	Public	Govern	Safety	Complex	Environ	Phys/Hz	Total
Public Health Nurse I	DHHS	80	30	30	60	30	20	60	60	20	10	400
Forester Technician	F&P	20	90	30	30	20	10	20	90	40	40	390
Administrative Coordinator	CC	60	90	30	60	30	10	20	60	10	10	380
Adult Services Social Worker II	DHHS	80	60	30	30	30	20	20	90	10	10	380
Aging & Disability Resource Center (ADRC) Social Worker II	DHHS	80	60	30	30	30	20	20	90	10	10	380
Forester	F&P	80	30	30	30	20	10	20	90	40	30	380
Heavy Equipment Operator	HWY	20	90	30	30	10	10	60	60	30	40	380
Veterans Service Officer	VO	20	30	90	60	30	20	20	90	10	10	380
Victim Witness Coordinator	DA	20	60	30	90	30	20	20	90	10	10	380
Equipment Operator	HWY	20	90	30	30	10	10	60	60	30	30	370
Mechanic	HWY	20	90	30	30	10	10	60	60	30	30	370
Welder/Fabricator/Mechanic	HWY	20	90	30	30	10	10	60	60	30	30	370
Administrative Assistant - Confidential (DHHS)	DHHS	20	60	60	90	20	10	20	60	10	10	360
Timekeeper/Stock Clerk	HWY	20	90	30	60	20	10	40	60	10	10	350
Adult Services Social Worker I	DHHS	80	60	30	30	30	10	20	60	10	10	340
Aging & Disability Resource Center (ADRC) Social Worker I	DHHS	80	60	30	30	30	10	20	60	10	10	340
Secretary I (Legal Assistant)	DA	20	60	30	60	20	20	20	90	10	10	340
Parks and Trails Laborer	F&P	20	60	30	30	20	10	40	60	30	40	340
Child Support Specialist	DHHS	40	60	30	60	30	10	20	60	10	10	330
Corrections Corporal	LE	20	60	60	30	30	10	40	60	10	10	330
Deputy County Clerk	CC	40	90	30	30	20	20	20	60	10	10	330
Elder Benefit Specialist	DHHS	80	60	30	30	20	10	20	60	10	10	330
Personnel Assistant	HR	20	90	30	60	20	10	20	60	10	10	330
Communication Officer	LE	20	30	30	30	30	10	60	90	10	10	320
Deputy Register in Probate - Clerk of Juvenile Court	JD	60	60	30	30	20	20	20	60	10	10	320
Deputy Clerk of Court	COC	20	60	60	30	20	20	20	60	10	10	310
Deputy County Treasurer	TR	20	60	30	60	20	20	20	60	10	10	310
Deputy Register in Probate - Judicial Assistant	JD	60	60	30	30	20	10	20	60	10	10	310
Secretary(ZON)/Deputy County Surveyor	ZON	20	60	30	60	30	10	20	60	10	10	310
Bookkeeper (COC)	COC	20	60	30	60	20	10	20	60	10	10	300
Family/Paternity Clerk/Receptionist	COC	20	60	30	30	20	20	40	60	10	10	300
Maintenance Worker	MNT	20	30	30	30	20	10	40	60	30	30	300
Citation Clerk	COC	20	60	30	30	20	20	20	60	10	10	280
Civil/Small Claims Clerk	COC	20	60	30	30	20	20	20	60	10	10	280
Program Specialist - Aging/Energy	DHHS	20	60	30	30	30	10	20	60	10	10	280
Account Clerk (HWY)	HWY	20	60	30	30	20	10	20	60	10	10	270
Child Support Clerk	DHHS	20	60	30	60	20	10	20	30	10	10	270
Deputy Register of Deeds	ROD	20	60	30	30	20	10	20	60	10	10	270
Receptionist (DA)	DA	20	60	30	30	20	10	20	60	10	10	270
Receptionist (DHHS)	DHHS	20	60	30	30	20	10	20	60	10	10	270
Secretary - Confidential/Receptionist (LE)	LE	20	60	30	30	20	10	20	60	10	10	270
Secretary - Confidential/Receptionist (LE/EMC)	LE	20	60	30	30	20	10	20	60	10	10	270
Secretary (F&P)	F&P	20	60	30	30	20	10	20	60	10	10	270

# JACKSON COUNTY INTERNAL EQUITY ANALYSIS OVERALL (5.10.2013)

Job Title	Dept	Educ	Exp	Sup	Admin	Public	Govern	Safety	Complx	Envirn	Phys/Hz	Total
Support Staff	HR	20	60	30	30	20	10	20	60	10	10	270
Financial Services Assistant - Adult, Children and Fiscal	DHHS	20	60	30	30	10	10	20	60	10	10	260
Corrections Officer	LE	20	30	30	30	30	10	40	30	20	10	250
Public Health Program Assistant	DHHS	20	30	30	30	20	10	40	30	20	10	240
Public Health Screener	DHHS	20	30	30	30	20	10	40	30	20	10	240
Economic Support Specialist	DHHS	20	30	30	30	20	10	20	30	10	10	210

### ABBREVIATIONS KEY

Animal Control	AC
Clerk of Courts	COC
County Clerk	CC
District Attorney	DA
Forestry and Parks	F&P
Health and Human Services	DHHS
Highway	HWY
Human Resources	HR
Information Technology	IT
Judge	JD
Land Conservation	LC
Land Information	LI
Law Enforcement	LE
Maintenance	MNT
Register of Deeds	ROD
Treasurer	TR
Veterans Office	VO
Zoning	ZON

### EXCLUDED POSITIONS

LTE Communication Officer
LTE Corrections Officer
Congregate Meal Site Manager
Home Delivered Meal Driver
Mini Bus Driver - Casual
LTE Forester Technician
Seasonal Park Employee
Animal Control - Casual
Mental Health Crisis Mobile Responder - On Call
Administrative Coordinator

Final Report

A

Internal Equity Analysis Overall

B

Wage Comparability Analysis Worksheets

C

2013 Salary Ranges @ 50th Percentile

D

2013 Comparative Ratio Analysis  
@ 50<sup>th</sup> Percentile Benchmark Positions

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/Office Manager (HWY).....	1
Administrative Assistant - Confidential (DHHS) .....	2
Administrator (F&P) .....	3
ADRC Social Worker II .....	4
Bookkeeper (COC) .....	5
Child Support Manager .....	6
Child Support Specialist.....	7
Communication Officer .....	8
Corrections Officer .....	9
Department of Health & Human Services Director.....	10
Equipment Operator.....	11
Family/Paternity Clerk/Receptionist .....	12
Financial Services Assistant - Adult, Children and Fiscal .....	13
Financial Services Manager.....	14
Forester .....	15
Forester Technician .....	16
Heavy Equipment Operator .....	17
Highway Commissioner .....	18
IT Director .....	19
IT Technician .....	20
Legal Assistant .....	21
Maintenance Supervisor .....	22
Maintenance Worker.....	23
Mechanic .....	24
Operations Manager/Patrol Superintendent.....	25
Park Manager .....	26
Parks & Trails Laborer .....	27
Personnel Assistant .....	28
Personnel Director .....	29
PH Program Assistant.....	30
Program Specialist - Aging/Energy .....	31
Public Health Nurse I .....	32
Receptionist (LE) .....	33
Secretary (F&P) .....	34
Shop Foreman .....	35
Welder/Fabricator/Mechanic .....	36

**JACKSON COUNTY**

Wage Comparability Analysis Worksheet

<b>Accountant/Office Manager (HWY)</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median*	Aged	Weight	Weighted	
<b>Profit</b>									
CompData (M&D)	Office Manager I	101-200 FTEs	7	10	24.04	25.00	0.10	2.50	
CompData (M&D)	Accountant I	101-200 FTEs	34	44	21.63	22.50	0.10	2.25	
BLR	Accountant	LaCrosse	N/A	600	25.83	27.64	0.10	2.76	
ERI	Office Manager I	Tomah Area & All Industries	N/A	N/A	23.25	23.72	0.10	2.37	
ERI	Accountant	Tomah Area & All Industries	N/A	N/A	23.33	23.80	0.10	2.38	
<b>Non-Profit</b>									
NonProfit Times	Office Manager	\$10M-\$24.9M Operating Budget	26	2	19.71	20.89	0.00	0.00	
NonProfit Times	Staff Accountant	\$10M-\$24.9M Operating Budget	22	2	19.48	20.65	0.10	2.06	
BLR	Accountant	Federal, State, & Local Government	N/A	203,180	29.32	31.37	0.00	0.00	
ERI	Accountant	Tomah & Govt. Support Services	N/A	N/A	21.17	21.59	0.10	2.16	
<b>County/State</b>									
State of WI	Accountant	Wisconsin	N/A	N/A	27.88	27.88	0.10	2.79	
Bayfield	Accountant	Bayfield County	N/A	N/A	23.06	23.06	0.10	2.31	
Clark	Accountant	Clark County	N/A	N/A	25.58	25.58	0.10	2.56	
							<b>Hourly Weighted</b>	1.00	24.14
							<b>Annual Weighted</b>		\$50,211

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$40,169	\$19.31
<b>Mid-Point</b>	\$50,211	\$24.14
<b>Maximum</b>	\$60,253	\$28.97

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.

**JACKSON COUNTY**

Wage Comparability Analysis Worksheet

Administrative Assistant - Confidential (DHHS)									
Survey	Survey Job	Demographic	# ER's	#EE's	Median*	Aged	Weight	Weighted	
<b>Profit</b>									
CompData (M&D)	Administrative Assistant II	Wisconsin All	54	70	19.63	20.42	0.05	1.02	
CompData (M&D)	Administrative Assistant II	101-200 FTEs	13	26	20.97	21.81	0.10	2.18	
BLR	Executive Secretary & Admin Assist	LaCrosse Area	N/A	470	16.70	17.87	0.05	0.89	
ERI	Administrative Assistant	Tomah Area & All Industries	N/A	N/A	19.32	19.71	0.05	0.99	
LaCrosse SHRM	Secretary/Administrative Assistant	LaCrosse Area	10	124	15.50	15.81	0.05	0.79	
<b>Non-Profit</b>									
ERI	Administrative Assistant	Tomah & Govt. Support Services	N/A	N/A	18.32	18.69	0.10	1.87	
BLR	Executive Secretary & Admin Assist	Federal, State, & Local Government	N/A	268,160	21.36	22.86	0.00	0.00	
NonProfit Times	Administrative Assistant, Junior Level	North Central US	17	3	13.46	14.27	0.10	1.43	
NonProfit Times	Administrative Assistant, Junior Level	\$10M-\$24.9M Operating Budget	24	4	13.99	14.83	0.00	0.00	
<b>County/State</b>									
State of WI	Exec. Staff Secretary	Wisconsin	N/A	N/A	22.15	22.15	0.00	0.00	
Bayfield	Administrative Assistant	Bayfield County	N/A	N/A	18.50	18.50	0.10	1.85	
Clark	Administrative Assistant	Clark County	N/A	N/A	16.95	16.95	0.20	3.39	
Monroe	Child Support Admin Assist	Monroe County	N/A	N/A	16.11	16.11	0.20	3.22	
*Average data used in the absence of the median							<b>Hourly Weighted</b>	1.00	17.63
							<b>Annual Weighted</b>		\$36,670

Market Analysis Range:		
	Annual	Hourly
<b>Minimum</b>	\$29,336	\$14.10
<b>Mid-Point</b>	\$36,670	\$17.63
<b>Maximum</b>	\$44,004	\$21.16

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.

**JACKSON COUNTY**

Wage Comparability Analysis Worksheet

<b>Administrator (F&amp;P)</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median*	Aged	Weight	Weighted	
<b>Profit</b>									
ERI	Program Manager	Tomah Area & All Industries	N/A	N/A	34.29	34.98	0.20	7.00	
<b>County/State</b>									
Monroe	Forestry & Parks Administrator	Monroe County	N/A	N/A	22.94	22.94	0.20	4.59	
Bayfield	Forestry Administrator	Bayfield County	N/A	N/A	28.82	28.82	0.20	5.76	
Clark	Forestry & Parks Administrator	Clark County	N/A	N/A	32.63	32.63	0.20	6.53	
Wisconsin Worknet	First Line Supervisors of Agricultural Crop & Horticultural Workers	Jackson County	N/A	N/A	23.31	23.31	0.20	4.66	
*Average data used in the absence of the median							<b>Hourly Weighted</b>	1.00	28.54
							<b>Annual Weighted</b>		\$59,363

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$47,491	\$22.83
<b>Mid-Point</b>	\$59,363	\$28.54
<b>Maximum</b>	\$71,236	\$34.25

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.

**JACKSON COUNTY**

Wage Comparability Analysis Worksheet

<b>ADRC Social Worker II</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median*	Aged	Weight	Weighted	
<b>Profit</b>									
CompData (Healthcare)	Social Worker - BSW	Wisconsin All	8	91	22.98	23.90	0.00	0.00	
CompData (Healthcare)	Social Worker - BSW	100-249 FTEs	40	95	21.58	22.44	0.10	2.24	
WSHHRA	Social Worker - BSW	Southwest Region	14	91	22.66	23.57	0.10	2.36	
ERI	Social Worker	Tomah & All Industries	N/A	N/A	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	\$10M-\$24.9M Operating Budget	14	10	19.54	20.71	0.10	2.07	
NonProfit Times	Social Worker, Mid-Level	North Central US	14	12	18.41	19.51	0.00	0.00	
ERI	Social Worker	Tomah & Govt. Support Services	N/A	N/A	21.32	21.75	0.10	2.17	
<b>County/State</b>									
State of WI	Social Worker	Wisconsin	N/A	N/A	23.09	23.09	0.10	2.31	
Bayfield Data	Social Worker II	Bayfield County	N/A	N/A	23.49	23.49	0.10	2.35	
Clark	Social Worker II	Clark County	N/A	N/A	22.35	22.35	0.10	2.24	
Monroe	Social Worker	Monroe County	N/A	N/A	21.18	21.18	0.10	2.12	
*Average data used in the absence of the median							<b>Hourly Weighted</b>	1.00	22.48
							<b>Annual Weighted</b>		\$46,758

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$37,407	\$17.98
<b>Mid-Point</b>	\$46,758	\$22.48
<b>Maximum</b>	\$56,110	\$26.98

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.

**JACKSON COUNTY**

Wage Comparability Analysis Worksheet

<b>Bookkeeper (COC)</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	2,210	14.65	15.53	0.10	1.55	
ERI	Bookkeeper	Tomah Area & All Industries	N/A	N/A	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	N/A	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	
Monroe	Bookkeeper	Monroe County	N/A	N/A	16.50	16.50	0.15	2.48	

\*Average data used in the absence of the median

<b>Hourly Weighted</b>	1.00	16.99
<b>Annual Weighted</b>		\$35,339

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$28,271	\$13.59
<b>Mid-Point</b>	\$35,339	\$16.99
<b>Maximum</b>	\$42,407	\$20.39

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.

**JACKSON COUNTY**

Wage Comparability Analysis Worksheet

<b>Child Support Manager</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median*	Aged	Weight	Weighted	
<b>Profit</b>									
ERI	Office Manager	Tomah Area & All Industries	N/A	N/A	23.25	23.72	0.15	3.56	
CompData (M&D)	Office Manager II	101-200 FTEs	7	11	29.57	30.75	0.10	3.08	
<b>Non-Profit</b>									
NonProfit Times	Office Manager	\$10M-\$24.9M Operating Budget	26	2	19.71	20.89	0.15	3.13	
ERI	Office Manager	Tomah & Govt. Support Services	N/A	N/A	21.78	22.22	0.15	3.33	
<b>County/State</b>									
State of WI	Child Support Program Spc. 1	Wisconsin	N/A	N/A	27.88	27.88	0.10	2.79	
Monroe	Child Support Director	Monroe County	N/A	N/A	20.12	20.12	0.10	2.01	
Bayfield	Economic Support Service Manager	Bayfield County	N/A	N/A	24.64	24.64	0.10	2.46	
Clark	Child Support Services Director	Clark County	N/A	N/A	25.58	25.58	0.15	3.84	
							<b>Hourly Weighted</b>	1.00	24.20
							<b>Annual Weighted</b>		\$50,336

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$40,269	\$19.36
<b>Mid-Point</b>	\$50,336	\$24.20
<b>Maximum</b>	\$60,403	\$29.04

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.

**JACKSON 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	N/A	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	N/A	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	
Monroe	Child Support Clerk	Monroe County	N/A	N/A	15.20	15.20	0.20	3.04	
*Average data used in the absence of the median							<b>Hourly Weighted</b>	1.00	16.50
							<b>Annual Weighted</b>		\$34,320

Market Analysis Range:		
	Annual	Hourly
<b>Minimum</b>	\$27,456	\$13.20
<b>Mid-Point</b>	\$34,320	\$16.50
<b>Maximum</b>	\$41,184	\$19.80

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.

**JACKSON COUNTY**

Wage Comparability Analysis Worksheet

<b>Communication Officer</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median*	Aged	Weight	Weighted	
<b>Profit</b>									
OES	Police, Fire, & Ambulance Dispatchers	West Central Wisconsin	N/A	90	19.83	21.02	0.15	3.15	
CompData (M&D)	Dispatcher	101-200 FTEs	10	32	18.80	19.55	0.15	2.93	
BLR	Dispatcher	National	N/A	97,740	17.27	18.48	0.15	2.77	
<b>Non-Profit</b>									
ERI	Dispatcher	Tomah & Govt. Support Services	N/A	N/A	16.11	16.43	0.15	2.46	
<b>County/State</b>									
Monroe	Dispatcher	Monroe County	N/A	12	18.53	18.53	0.20	3.71	
Bayfield	Civilian Communications Operator	Bayfield County	N/A	N/A	18.13	18.13	0.20	3.63	
							<b>Hourly Weighted</b>	1.00	18.65
							<b>Annual Weighted</b>		\$38,792

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$31,034	\$14.92
<b>Mid-Point</b>	\$38,792	\$18.65
<b>Maximum</b>	\$46,550	\$22.38

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.

**JACKSON COUNTY**

Wage Comparability Analysis Worksheet

<b>Corrections Officer</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	0.25	5.47	
State of WI Corrections	Correctional Officers	Statewide	N/A	N/A	14.89	14.89	0.25	3.72	
<b>County/State</b>									
Bayfield	Jailer	Bayfield County	N/A	N/A	18.14	18.14	0.25	4.54	
State of WI	Correctional Officer	Wisconsin	N/A	N/A	20.02	20.02	0.25	5.01	
*Average data used in the absence of the median							<b>Hourly Weighted</b>	1.00	18.73
							<b>Annual Weighted</b>		\$38,958

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$31,167	\$14.98
<b>Mid-Point</b>	\$38,958	\$18.73
<b>Maximum</b>	\$46,750	\$22.48

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.

**JACKSON COUNTY**

Wage Comparability Analysis Worksheet

Department of Health & Human Services Director								
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	N/A	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	N/A	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	0.10	3.69
Clark	Director of Public Health	Clark County	N/A	N/A	32.63	32.63	0.10	3.26
Monroe	Health Department Director	Monroe County	N/A	N/A	32.39	32.39	0.10	3.24

\*Average data used in the absence of the median

<b>Hourly Weighted</b>	1.00	36.66
<b>Annual Weighted</b>		\$76,253

Market Analysis Range:		
	Annual	Hourly
<b>Minimum</b>	\$61,002	\$29.33
<b>Mid-Point</b>	\$76,253	\$36.66
<b>Maximum</b>	\$91,503	\$43.99

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.

**JACKSON COUNTY**

Wage Comparability Analysis Worksheet

Equipment Operator									
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	N/A	22.37	22.82	0.15	3.42	
CompData (M&D)	Equipment Operator Heavy	All Industries	51	1,799	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	N/A	21.35	21.78	0.10	2.18	
<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	
Monroe	Equipment Operator I	Monroe County	N/A	N/A	17.51	17.51	0.20	3.50	
*Average data used in the absence of the median							<b>Hourly Weighted</b>	1.00	20.16
							<b>Annual Weighted</b>		\$41,933

Market Analysis Range:		
	Annual	Hourly
<b>Minimum</b>	\$33,546	\$16.13
<b>Mid-Point</b>	\$41,933	\$20.16
<b>Maximum</b>	\$50,319	\$24.19

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.

**JACKSON COUNTY**

Wage Comparability Analysis Worksheet

<b>Family/Paternity Clerk/Receptionist</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median*	Aged	Weight	Weighted	
<b>Profit</b>									
OES	Court, Municipal, & License Clerks	West Central Wisconsin	N/A	450	9.72	9.78	0.10	0.98	
CompData (HC)	Clerk II	Not For Profit	19	102	14.09	14.65	0.15	2.20	
<b>Non-Profit</b>									
NonProfit Times	Receptionist	\$10M-\$24.9M Operating Budget	43	2	12.74	13.50	0.15	2.03	
ERI	Receptionist	Tomah & Govt. Support Services	N/A	N/A	13.53	13.80	0.15	2.07	
<b>County/State</b>									
Bayfield	Clerk I	Bayfield County	N/A	N/A	16.32	16.32	0.15	2.45	
Clark	Account Clerk	Clark County	N/A	N/A	14.90	14.90	0.15	2.24	
Monroe	Clerk of Court Office Assistant	Monroe County	N/A	N/A	13.60	13.60	0.15	2.04	
							<b>Hourly Weighted</b>	1.00	13.99
							<b>Annual Weighted</b>		\$29,099

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	Annual	Hourly
<b>Minimum</b>	\$23,279	\$11.19
<b>Mid-Point</b>	\$29,099	\$13.99
<b>Maximum</b>	\$34,919	\$16.79

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.

**JACKSON COUNTY**

Wage Comparability Analysis Worksheet

Financial Services Assistant - Adult, Children and Fiscal									
Survey	Survey Job	Demographic	# ER's	#EE's	Median*	Aged	Weight	Weighted	
<b>Profit</b>									
ERI	Accounting Clerk	Tomah Area & All Industries	N/A	N/A	16.11	16.43	0.10	1.64	
CompData	Accounting Clerk I	101-200 FTEs	26	47	14.90	15.50	0.10	1.55	
LaCrosse SHRM	AP/AR Clerk	LaCrosse Area	15	56	15.99	16.31	0.10	1.63	
<b>Non-Profit</b>									
ERI	Financial Transactions General Clerk	Tomah & Govt. Support Services	N/A	N/A	14.68	14.97	0.15	2.25	
NonProfit Times	Accounting Clerk	\$10M-\$24.9M Operating Budget	45	2	15.97	15.97	0.10	1.60	
<b>County/State</b>									
Monroe	Accounting Clerk	Monroe County	N/A	N/A	14.37	14.37	0.15	2.16	
Clark	Finance/Payroll Assistant	Clark County	N/A	N/A	18.31	18.31	0.15	2.75	
Bayfield	Billing Clerk/Program Assistant	Bayfield County	N/A	N/A	17.95	17.95	0.15	2.69	
							<b>Hourly Weighted</b>	1.00	16.26
							<b>Annual Weighted</b>		\$33,821

\*Average data used in the absence of the median

Market Analysis Range:		
	Annual	Hourly
<b>Minimum</b>	\$27,057	\$13.01
<b>Mid-Point</b>	\$33,821	\$16.26
<b>Maximum</b>	\$40,585	\$19.51

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.

**JACKSON COUNTY**

Wage Comparability Analysis Worksheet

Financial Services Manager									
Survey	Survey Job	Demographic	# ER's	#EE's	Median*	Aged	Weight	Weighted	
<b>Profit</b>									
ERI	Bookkeeping Manager	Tomah Area & All Industries	N/A	N/A	26.62	27.15	0.20	5.43	
<b>Non-Profit</b>									
ERI	Bookkeeping Manager	Tomah & Govt. Support Services	N/A	N/A	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	0.00	0.00	
Clark	Finance Manager	Clark County	N/A	N/A	28.77	28.77	0.10	2.88	
Monroe	Assistant Finance Director	Monroe County	N/A	N/A	26.24	26.24	0.15	3.94	
							<b>Hourly Weighted</b>	1.00	26.74
							<b>Annual Weighted</b>		\$55,619

\*Average data used in the absence of the median

Market Analysis Range:		
	Annual	Hourly
<b>Minimum</b>	\$44,495	\$21.39
<b>Mid-Point</b>	\$55,619	\$26.74
<b>Maximum</b>	\$66,743	\$32.09

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.

**JACKSON COUNTY**  
Wage Comparability Analysis Worksheet

<b>Forester</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median*	Aged	Weight	Weighted	
<b>Profit</b>									
OES	Foresters	West Central Wisconsin	N/A	70	25.26	26.78	0.15	4.02	
ERI	Forester	Tomah Area & All Industries	N/A	N/A	25.44	25.95	0.15	3.89	
<b>Non-Profit</b>									
ERI	Forester	Tomah & Govt. Support Services	N/A	N/A	23.08	23.54	0.15	3.53	
<b>County/State</b>									
Bayfield	Forester - BS Degree	Bayfield County	N/A	N/A	23.06	23.06	0.20	4.61	
Clark	Forester	Clark County	N/A	N/A	21.78	21.78	0.20	4.36	
Wisconsin Worknet	Forest & Conservation Technician	Monroe County	N/A	N/A	18.22	18.22	0.15	2.73	
							<b>Hourly Weighted</b>	1.00	23.14
							<b>Annual Weighted</b>		\$48,131

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	Annual	Hourly
<b>Minimum</b>	\$38,505	\$18.51
<b>Mid-Point</b>	\$48,131	\$23.14
<b>Maximum</b>	\$57,757	\$27.77

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.

**JACKSON COUNTY**

Wage Comparability Analysis Worksheet

<b>Forester Technician</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median*	Aged	Weight	Weighted	
<b>Profit</b>									
OES	Foresters	West Central Wisconsin	N/A	70	25.26	26.78	0.10	2.68	
ERI	Forester	Tomah Area & All Industries	N/A	N/A	25.44	25.95	0.10	2.59	
ERI	Forest Worker	Tomah Area & All Industries	N/A	N/A	13.14	13.40	0.10	1.34	
<b>Non-Profit</b>									
ERI	Forester	Tomah & Govt. Support Services	N/A	N/A	23.08	23.54	0.10	2.35	
ERI	Forest Worker	Tomah & Govt. Support Services	N/A	N/A	12.93	13.19	0.10	1.32	
<b>County/State</b>									
Bayfield	Forester - BS Degree	Bayfield County	N/A	N/A	23.06	23.06	0.15	3.46	
Clark	Forester	Clark County	N/A	N/A	21.78	21.78	0.10	2.18	
Wisconsin Worknet	Forest & Conservation Technician	Monroe County	N/A	N/A	18.22	18.22	0.10	1.82	
Clark	Forestry Technician	Clark County	N/A	N/A	20.01	20.01	0.15	3.00	
Wisconsin Worknet	Forest & Conservation Workers	Bayfield County	N/A	N/A	13.12	13.12	0.00	0.00	
*Average data used in the absence of the median							<b>Hourly Weighted</b>	1.00	20.75
							<b>Annual Weighted</b>		\$43,160

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$34,528	\$16.60
<b>Mid-Point</b>	\$43,160	\$20.75
<b>Maximum</b>	\$51,792	\$24.90

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.

**JACKSON COUNTY**

Wage Comparability Analysis Worksheet

Heavy Equipment Operator									
Survey	Survey Job	Demographic	# ER's	#EE's	Median*	Aged	Weight	Weighted	
<b>Profit</b>									
CompData (M&D)	Equipment Operator - Heavy	All Industries	51	1,799	19.42	20.20	0.15	3.03	
ERI	Equipment Operator Heavy	Tomah Area & All Industries	N/A	N/A	22.64	23.09	0.15	3.46	
<b>Non-Profit</b>									
ERI	Equipment Operator Heavy	Tomah & Govt. Support Services	N/A	N/A	21.17	21.59	0.15	3.24	
<b>County/State</b>									
State of WI	Heavy Equipment Operator	Wisconsin	N/A	N/A	20.34	20.34	0.15	3.05	
Monroe	Equipment Operator II	Monroe County	N/A	N/A	17.93	17.93	0.10	1.79	
Clark	Heavy Truck Driver	Clark County	N/A	N/A	19.44	19.44	0.15	2.92	
Bayfield	Highway Equipment Operator	Bayfield County	N/A	N/A	18.42	18.42	0.15	2.76	
							<b>Hourly Weighted</b>	1.00	20.26
							<b>Annual Weighted</b>		\$42,141

\*Average data used in the absence of the median

Market Analysis Range:		
	Annual	Hourly
<b>Minimum</b>	\$33,713	\$16.21
<b>Mid-Point</b>	\$42,141	\$20.26
<b>Maximum</b>	\$50,569	\$24.31

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.

**JACKSON COUNTY**  
Wage Comparability Analysis Worksheet

<b>Highway Commissioner</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median*	Aged	Weight	Weighted	
<b>Profit</b>									
ERI	Civil Engineer	Tomah Area & All Industries	N/A	N/A	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	N/A	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	0.10	3.64	
Bayfield	Highway Commissioner	Bayfield County	N/A	N/A	32.51	32.51	0.15	4.88	
Clark	Highway Commissioner	Clark County	N/A	N/A	37.29	37.29	0.15	5.59	
Monroe	Highway Commissioner	Monroe County	N/A	N/A	32.39	32.39	0.15	4.86	
							<b>Hourly Weighted</b>	1.00	34.33
							<b>Annual Weighted</b>		\$71,406

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$57,125	\$27.46
<b>Mid-Point</b>	\$71,406	\$34.33
<b>Maximum</b>	\$85,688	\$41.20

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.

**JACKSON COUNTY**

Wage Comparability Analysis Worksheet

IT 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	
BLR	Network & Computer Systems Admin	Lacrosse Area,	N/A	180	26.99	28.88	0.10	2.89	
ERI	Information Systems Director	Tomah Area & All Industries	N/A	N/A	33.34	34.01	0.10	3.40	
LaCrosse SHRM	IS/IT Manager	Lacrosse Area,	4	24	41.42	42.25	0.10	4.22	
<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	38,840	32.76	35.05	0.10	3.51	
ERI	Information Systems Director	Tomah & Govt. Support Services	N/A	N/A	34.82	35.52	0.10	3.55	
<b>County/State</b>									
State of WI	Info Technology Manager	Wisconsin	N/A	N/A	42.51	42.51	0.10	4.25	
Bayfield Data	Information Services Director	Bayfield County	N/A	N/A	29.89	29.89	0.10	2.99	
Monroe Data	Information Systems Director	Monroe County	N/A	N/A	28.12	28.12	0.10	2.81	
*Average data used in the absence of the median							<b>Hourly Weighted</b>	1.00	34.13
							<b>Annual Weighted</b>		\$70,990

Market Analysis Range:		
	Annual	Hourly
<b>Minimum</b>	\$56,792	\$27.30
<b>Mid-Point</b>	\$70,990	\$34.13
<b>Maximum</b>	\$85,188	\$40.96

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.

**JACKSON COUNTY**

Wage Comparability Analysis Worksheet

<b>IT Technician</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median*	Aged	Weight	Weighted	
<b>Profit</b>									
CompData (M&D)	Help Desk Coordinator	101-200 FTEs	20	27	21.36	22.21	0.10	2.22	
ERI	Help Desk Representative	Tomah Area & All Industries	N/A	N/A	20.79	21.21	0.10	2.12	
OES	Computer Operators	West Central Wisconsin	N/A	80	17.34	18.38	0.10	1.84	
BLR	Computer Support Specialist	LaCrosse Area	N/A	270	18.91	20.23	0.10	2.02	
<b>Non-Profit</b>									
ERI	Help Desk Representative	Tomah & Govt. Support Services	N/A	N/A	19.45	19.84	0.10	1.98	
NonProfit Times	Desktop Support Specialist	\$10M-\$24.9M Operating Budget	18	1	19.92	21.12	0.10	2.11	
BLR	Computer Support Specialist	Federal, State, & Local Government	N/A	66,680	23.49	25.13	0.10	2.51	
<b>County/State</b>									
State of WI	IS Support Technician	Wisconsin	N/A	N/A	27.88	27.88	0.10	2.79	
Monroe	Information Systems Specialist	Monroe County	N/A	N/A	19.35	19.35	0.10	1.94	
Bayfield	Computer Technician	Bayfield County	N/A	N/A	23.06	23.06	0.10	2.31	
*Average data used in the absence of the median							<b>Hourly Weighted</b>	1.00	21.84
							<b>Annual Weighted</b>		\$45,427

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$36,342	\$17.47
<b>Mid-Point</b>	\$45,427	\$21.84
<b>Maximum</b>	\$54,513	\$26.21

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.

**JACKSON COUNTY**  
Wage Comparability Analysis Worksheet

Legal Assistant									
Survey	Survey Job	Demographic	# ER's	#EE's	Median*	Aged	Weight	Weighted	
<b>Profit</b>									
ERI	Legal Assistant	Tomah Area & All Industries	N/A	N/A	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	N/A	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	0.10	1.85	
Bayfield	Legal Secretary II	Bayfield County	N/A	N/A	20.28	20.28	0.10	2.03	
Clark	Legal Secretary	Clark County	N/A	N/A	16.67	16.67	0.00	0.00	
Monroe	DA Administrative Assistant	Monroe County	N/A	N/A	17.75	17.75	0.10	1.78	
*Average data used in the absence of the median							<b>Hourly Weighted</b>	1.00	20.05
							<b>Annual Weighted</b>		\$41,704

Market Analysis Range:		
	Annual	Hourly
<b>Minimum</b>	\$33,363	\$16.04
<b>Mid-Point</b>	\$41,704	\$20.05
<b>Maximum</b>	\$50,045	\$24.06

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.

**JACKSON COUNTY**

Wage Comparability Analysis Worksheet

Maintenance Supervisor									
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, Lawn Service, & Grounds keeping Workers	West Central Wisconsin	N/A	70	20.36	21.58	0.10	2.16	
ERI	Maintenance Manager	Tomah & All Industries	N/A	N/A	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	N/A	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	
Monroe	Maintenance Buildings Manager	Monroe County	N/A	N/A	24.52	24.52	0.10	2.45	
Clark	Maintenance Engineer	Clark County	N/A	N/A	28.77	28.77	0.10	2.88	
Bayfield	Building/Grounds	Bayfield County	N/A	N/A	23.12	23.12	0.10	2.31	
*Average data used in the absence of the median							<b>Hourly Weighted</b>	1.00	28.11
							<b>Annual Weighted</b>		\$58,469

Market Analysis Range:		
	Annual	Hourly
<b>Minimum</b>	\$46,775	\$22.49
<b>Mid-Point</b>	\$58,469	\$28.11
<b>Maximum</b>	\$70,163	\$33.73

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.

**JACKSON COUNTY**

Wage Comparability Analysis Worksheet

<b>Maintenance Worker</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	2,220	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	N/A	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	N/A	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	
Monroe	Maintenance Custodian	Monroe County	N/A	N/A	13.60	13.60	0.10	1.36	
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>	1.00	14.95
							<b>Annual Weighted</b>		\$31,096

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$24,877	\$11.96
<b>Mid-Point</b>	\$31,096	\$14.95
<b>Maximum</b>	\$37,315	\$17.94

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.

**JACKSON 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	N/A	21.73	22.16	0.10	2.22	
ERI	Diesel Mechanic	Tomah & All Industries	N/A	N/A	19.66	20.05	0.05	1.00	
<b>Non-Profit</b>									
ERI	Mechanic	Tomah & Govt. Support Services	N/A	N/A	20.42	20.83	0.10	2.08	
ERI	Diesel Mechanic	Tomah & Govt. Support Services	N/A	N/A	18.63	19.00	0.05	0.95	
<b>County/State</b>									
Monroe	Mechanic	Monroe County	N/A	N/A	17.93	17.93	0.10	1.79	
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>	1.00	20.41
							<b>Annual Weighted</b>		\$42,453

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$33,962	\$16.33
<b>Mid-Point</b>	\$42,453	\$20.41
<b>Maximum</b>	\$50,943	\$24.49

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.

**JACKSON COUNTY**

Wage Comparability Analysis Worksheet

Operations Manager/Patrol Superintendent									
Survey	Survey Job	Demographic	# ER's	#EE's	Median*	Aged	Weight	Weighted	
<b>Profit</b>									
ERI	Foreman Construction	Tomah Area & All Industries	N/A	N/A	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	0.10	4.13	
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 Areas	5	25	29.01	29.59	0.10	2.96	
<b>Non-Profit</b>									
ERI	Foreman Construction	Tomah & Govt. Support Services	N/A	N/A	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>									
Clark	Highway Foreman	Clark County	N/A	N/A	24.24	24.24	0.15	3.64	
Monroe	Foreman	Monroe County	N/A	N/A	18.51	18.51	0.15	2.78	
*Average data used in the absence of the median							<b>Hourly Weighted</b>	1.00	28.72
							<b>Annual Weighted</b>		\$59,738

Market Analysis Range:		
	Annual	Hourly
<b>Minimum</b>	\$47,790	\$22.98
<b>Mid-Point</b>	\$59,738	\$28.72
<b>Maximum</b>	\$71,685	\$34.46

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.

**JACKSON COUNTY**

Wage Comparability Analysis Worksheet

<b>Park Manager</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median*	Aged	Weight	Weighted	
<b>Profit</b>									
OES	First Line Sups of Forestry Workers	West Central Wisconsin	N/A	130	20.36	21.58	0.25	5.40	
<b>Non-Profit</b>									
NonProfit Times	Conservation/Environmental PM	All Operating Budgets	12	5	25.84	27.39	0.10	2.74	
ERI	Program Manager	Tomah & Govt. Support Services	N/A	N/A	28.44	29.01	0.10	2.90	
<b>County/State</b>									
State of WI	Park Manager	Wisconsin	N/A	N/A	27.88	27.88	0.10	2.79	
Clark	Parks & Program Manager	Clark County	N/A	N/A	28.77	28.77	0.10	2.88	
Wisconsin Worknet	First Line Supervisors of Agricultural Crop & Horticultural Workers	Jackson County	N/A	N/A	23.31	23.31	0.20	4.66	
Monroe	Forestry & Parks Administrator	Monroe County	N/A	N/A	22.94	22.94	0.15	3.44	
							<b>Hourly Weighted</b>	1.00	24.80
							<b>Annual Weighted</b>		\$51,584

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$41,267	\$19.84
<b>Mid-Point</b>	\$51,584	\$24.80
<b>Maximum</b>	\$61,901	\$29.76

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.

**JACKSON COUNTY**

Wage Comparability Analysis Worksheet

<b>Parks &amp; Trails Laborer</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median*	Aged	Weight	Weighted	
<b>Profit</b>									
WI DNR	Conservation Warden	Wisconsin All	N/A	N/A	21.61	21.61	0.15	3.24	
ERI	Building Maintenance Worker	Tomah Area & All Industries	N/A	N/A	19.58	19.97	0.15	3.00	
<b>Non-Profit</b>									
ERI	Building Maintenance Worker	Tomah & Govt. Support Services	N/A	N/A	18.86	19.24	0.15	2.89	
<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	
Monroe	Equipment Operator I	Monroe County	N/A	N/A	17.51	17.51	0.10	1.75	
State of WI	Laborer	Wisconsin	N/A	N/A	13.24	13.24	0.15	1.99	
							<b>Hourly Weighted</b>	1.00	18.53
							<b>Annual Weighted</b>		\$38,542

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$30,834	\$14.82
<b>Mid-Point</b>	\$38,542	\$18.53
<b>Maximum</b>	\$46,251	\$22.24

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.

**JACKSON COUNTY**

Wage Comparability Analysis Worksheet

<b>Personnel Assistant</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	N/A	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	N/A	16.41	16.74	0.10	1.67	
BLR	Human Resources Assistant	Federal, State, & Local Government	N/A	54,760	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	
Monroe	Personnel Coordinator	Monroe County	N/A	N/A	16.68	16.68	0.10	1.67	
							<b>Hourly Weighted</b>	1.00	18.70
							<b>Annual Weighted</b>		\$38,896

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$31,117	\$14.96
<b>Mid-Point</b>	\$38,896	\$18.70
<b>Maximum</b>	\$46,675	\$22.44

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.

## JACKSON COUNTY

### Wage Comparability Analysis Worksheet

Personnel Director									
Survey	Survey Job	Demographic	# ER's	#EE's	Median*	Aged	Weight	Weighted	
<b>Profit</b>									
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	Human Resources Generalist	Tomah& All Industries	N/A	N/A	25.02	25.52	0.10	2.55	
LaCrosse SHRM	Human Resources Manager	LaCrosse & Winona Area	8	8	33.15	33.15	0.10	3.32	
<b>Non-Profit</b>									
ERI	Human Resources Generalist	Tomah & Govt. Support Services	N/A	N/A	22.67	23.12	0.10	2.31	
Non Profit Times	Human Resources Generalist	\$10M - \$24.9M Operating Budget	28	1	21.39	22.67	0.10	2.27	
BLR	Human Resources Manager	Federal, State, & Local Government	N/A	18,680	44.88	48.02	0.10	4.80	
<b>County/State</b>									
State of WI	Human Resource Specialist - Senior	Wisconsin All	N/A	N/A	36.34	36.34	0.05	1.82	
Clark	Personnel Manager	Clark County	N/A	N/A	28.87	28.87	0.05	1.44	
Monroe	Personnel Director	Monroe County	N/A	N/A	32.39	32.39	0.10	3.24	
*Average data used in the absence of the median							<b>Hourly Weighted</b>	1.00	34.58
							<b>Annual Weighted</b>		\$71,926

Market Analysis Range:		
	Annual	Hourly
<b>Minimum</b>	\$57,541	\$27.66
<b>Mid-Point</b>	\$71,926	\$34.58
<b>Maximum</b>	\$86,312	\$41.50

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.

**JACKSON COUNTY**

Wage Comparability Analysis Worksheet

<b>PH Program Assistant</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median*	Aged	Weight	Weighted	
<b>Profit</b>									
ERI	Case Aide	Tomah Area & All Industries	N/A	N/A	13.09	13.35	0.15	2.00	
CompData (HC)	Social & Human Services Assistants	West Central Wisconsin	N/A	530	14.23	15.08	0.15	2.26	
<b>Non-Profit</b>									
ERI	Case Aide	Tomah & Govt. Support Services	N/A	N/A	12.89	13.15	0.15	1.97	
NonProfit Times	Program Assistant	\$10M-\$24.9M Operating Budget	15	3	16.20	17.17	0.15	2.58	
<b>County/State</b>									
Monroe	Health Dept WIC Clerical Assistant	Monroe County	N/A	N/A	12.89	12.89	0.10	1.29	
Clark	Program Assistant II	Clark County	N/A	N/A	14.01	14.01	0.15	2.10	
Bayfield	Program Assistant	Bayfield County	N/A	N/A	16.32	16.32	0.15	2.45	
							<b>Hourly Weighted</b>	1.00	14.65
							<b>Annual Weighted</b>		\$30,472

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$24,378	\$11.72
<b>Mid-Point</b>	\$30,472	\$14.65
<b>Maximum</b>	\$36,566	\$17.58

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.

**JACKSON COUNTY**

Wage Comparability Analysis Worksheet

Program Specialist - Aging/Energy									
Survey	Survey Job	Demographic	# ER's	#EE's	Median*	Aged	Weight	Weighted	
<b>Profit</b>									
ERI	Transporter Patients	Tomah Area - All Industries	N/A	N/A	11.72	11.95	0.10	1.20	
ERI	Data Entry Operator	Tomah Area - All Industries	N/A	N/A	12.65	12.90	0.10	1.29	
LaCrosse SHRM	Driver	LaCrosse Area	3	34	16.35	16.68	0.10	1.67	
<b>Non-Profit</b>									
NonProfit Times	Driver	\$10M-\$24.9M Operating Budget	9	5	11.29	11.97	0.15	1.80	
NonProfit Times	Data Entry Operator	\$10M-\$24.9M Operating Budget	19	2	12.98	13.76	0.10	1.38	
ERI	Data Entry Operator	Tomah & Govt. Support Services	N/A	N/A	12.49	12.74	0.15	1.91	
<b>County/State</b>									
Bayfield	Van Driver	Bayfield County	N/A	N/A	10.46	10.46	0.15	1.57	
Clark	Bus Driver	Clark County	N/A	N/A	13.12	13.12	0.15	1.97	
							<b>Hourly Weighted</b>	1.00	12.77
							<b>Annual Weighted</b>		\$26,562

\*Average data used in the absence of the median

Market Analysis Range:		
	Annual	Hourly
<b>Minimum</b>	\$21,249	\$10.22
<b>Mid-Point</b>	\$26,562	\$12.77
<b>Maximum</b>	\$31,874	\$15.32

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.

**JACKSON COUNTY**

Wage Comparability Analysis Worksheet

Public Health Nurse I									
Survey	Survey Job	Demographic	# ER's	#EE's	Median*	Aged	Weight	Weighted	
<b>Profit</b>									
ERI	Public Health Nurse	Tomah Area	N/A	N/A	28.26	28.83	0.10	2.88	
CompData (HealthCare)	Nurse - Staff (RN)	Wisconsin All	30	2,862	28.24	29.37	0.10	2.94	
<b>Non-Profit</b>									
Non Profit Times	Registered Nurse	\$10M - \$24.9M Operating Budget	17	7	26.44	28.03	0.10	2.80	
BLR	Registered Nurse	Federal, State, & Local Govt.	N/A	304,300	33.18	35.50	0.10	3.55	
<b>County/State</b>									
Bayfield	Public Health Staff Nurse	Bayfield County	N/A	N/A	24.47	24.47	0.10	2.45	
Clark	Public Health Nurse	Clark County	N/A	N/A	24.89	24.89	0.10	2.49	
Monroe	Health Dept Public Health Nurse	Monroe County	N/A	N/A	22.94	22.94	0.05	1.15	
Vernon	Public Health Nurse	Vernon County	N/A	N/A	24.09	24.09	0.10	2.41	
State of Wisconsin	Public Health Nurse I	State of WI	N/A	N/A	30.88	30.88	0.10	3.09	
State of Wisconsin	Public Health Nurse II	State of WI	N/A	N/A	32.89	32.89	0.10	3.29	
State of Wisconsin	Public Health Nurse III	State of WI	N/A	N/A	35.02	35.02	0.05	1.75	
							<b>Hourly Weighted</b>	1.00	28.79
							<b>Annual Weighted</b>		\$59,883

\*Average data used in the absence of the median

Market Analysis Range:		
	Annual	Hourly
<b>Minimum</b>	\$47,907	\$23.03
<b>Mid-Point</b>	\$59,883	\$28.79
<b>Maximum</b>	\$71,860	\$34.55

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.

**JACKSON COUNTY**  
Wage Comparability Analysis Worksheet

<b>Receptionist (LE)</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median*	Aged	Weight	Weighted	
<b>Profit</b>									
BLR	Receptionist	LaCrosse Area	N/A	560	11.20	11.98	0.10	1.20	
CompData (M&D)	Receptionist	101-200 FTEs	48	51	13.43	13.97	0.10	1.40	
CompData (M&D)	Receptionist	Wisconsin All	27	38	13.20	13.73	0.10	1.37	
ERI	Receptionist	Tomah Area & All Industries	N/A	N/A	13.77	14.05	0.10	1.40	
LaCrosse SHRM	Receptionist/Switchboard Operator	LaCrosse Area	11	24	12.42	12.67	0.10	1.27	
<b>Non-Profit</b>									
BLR	Receptionist	Federal, State, & Local Government	N/A	55,820	13.22	14.15	0.10	1.41	
ERI	Receptionist PBX Operator	Tomah & Govt. Support Services	N/A	N/A	13.63	13.90	0.10	1.39	
NonProfit Times	Receptionist	\$10M-\$24.9M Operating Budget	43	2	12.74	13.50	0.10	1.35	
<b>County/State</b>									
Clark	Program Assist II/Receptionist	Clark County	N/A	N/A	14.01	14.01	0.10	1.40	
Monroe	Sheriff Admin Secretary/Receptionist	Monroe County	N/A	N/A	14.36	14.36	0.10	1.44	
*Average data used in the absence of the median							<b>Hourly Weighted</b>	1.00	13.63
							<b>Annual Weighted</b>		\$28,350

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$22,680	\$10.90
<b>Mid-Point</b>	\$28,350	\$13.63
<b>Maximum</b>	\$34,020	\$16.36

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.

**JACKSON COUNTY**

Wage Comparability Analysis Worksheet

Secretary (F&P)									
Survey	Survey Job	Demographic	# ER's	#EE's	Median*	Aged	Weight	Weighted	
<b>Profit</b>									
ERI	Secretary	Tomah Area & All Industries	N/A	N/A	15.03	15.33	0.10	1.53	
CompData (M&D)	Secretary	101-200 FTEs	6	7	18.05	18.77	0.05	0.94	
BLR	Secretary	LaCrosse Area	N/A	480	14.70	15.73	0.10	1.57	
OES	Secretaries & Admin Assistants	West Central Wisconsin	N/A	1,290	15.31	16.23	0.10	1.62	
LaCrosse SHRM	Secretary/Administrative Assistant	LaCrosse Area	10	124	15.50	15.81	0.10	1.58	
<b>Non-Profit</b>									
ERI	Secretary	Tomah & Govt. Support Services	N/A	N/A	14.67	14.96	0.10	1.50	
NonProfit Times	Admin Assistant, Intermediate Level	\$10M-\$24.9M Operating Budget	34	4	15.35	16.42	0.10	1.64	
BLR	Secretary	Federal, State, & Local Government	N/A	356,540	17.10	18.30	0.10	1.83	
<b>County/State</b>									
Bayfield	Confidential Secretary I	Bayfield County	N/A	N/A	18.07	18.07	0.10	1.81	
Clark	Confidential Secretary	Clark County	N/A	N/A	16.95	16.95	0.10	1.70	
Monroe	Unit Secretary	Monroe County	N/A	N/A	13.74	13.74	0.05	0.69	
*Average data used in the absence of the median							<b>Hourly Weighted</b>	1.00	16.41
							<b>Annual Weighted</b>		\$34,133

Market Analysis Range:		
	Annual	Hourly
<b>Minimum</b>	\$27,306	\$13.13
<b>Mid-Point</b>	\$34,133	\$16.41
<b>Maximum</b>	\$40,959	\$19.69

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.

**JACKSON COUNTY**

Wage Comparability Analysis Worksheet

<b>Shop Foreman</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median*	Aged	Weight	Weighted	
<b>Profit</b>									
ERI	Foreman	Tomah Area & All Industries	N/A	N/A	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	N/A	24.63	25.12	0.20	5.02	
<b>County/State</b>									
Bayfield	Highway Shop Foreman	Bayfield County	N/A	N/A	19.14	19.14	0.15	2.87	
Monroe	Highway Shop Superintendent	Monroe County	N/A	N/A	20.12	20.12	0.20	4.02	
							<b>Hourly Weighted</b>	1.00	25.00
							<b>Annual Weighted</b>		\$52,000

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	Annual	Hourly
<b>Minimum</b>	\$41,600	\$20.00
<b>Mid-Point</b>	\$52,000	\$25.00
<b>Maximum</b>	\$62,400	\$30.00

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.

**JACKSON COUNTY**

Wage Comparability Analysis Worksheet

<b>Welder/Fabricator/Mechanic</b>									
Survey	Survey Job	Demographic	# ER's	#EE's	Median*	Aged	Weight	Weighted	
<b>Profit</b>									
OES	Welders	West Central Wisconsin	N/A	1,010	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	N/A	18.20	18.56	0.10	1.86	
ERI	Fabricator Metal	Tomah Area & All Industries	N/A	N/A	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	N/A	18.04	18.40	0.10	1.84	
ERI	Fabricator Metal	Tomah & Govt. Support Services	N/A	N/A	18.77	19.15	0.10	1.91	
<b>County/State</b>									
Monroe	Welder	Monroe County	N/A	N/A	17.93	17.93	0.10	1.79	
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	18.60	18.60	0.10	1.86	
							<b>Hourly Weighted</b>	1.00	19.22
							<b>Annual Weighted</b>		\$39,978

\*Average data used in the absence of the median

<b>Market Analysis Range:</b>		
	<b>Annual</b>	<b>Hourly</b>
<b>Minimum</b>	\$31,982	\$15.38
<b>Mid-Point</b>	\$39,978	\$19.22
<b>Maximum</b>	\$47,973	\$23.06

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 Overall

B

Wage Comparability Analysis Worksheets

C

2013 Salary Ranges @ 50th Percentile

D

2013 Comparative Ratio Analysis  
@ 50<sup>th</sup> Percentile Benchmark Positions

E

Sample Compensation Philosophy

F

Performance Management Loop Diagram

G

Impact of Merit Decisions Worksheet

H

Base Compensation Administrative Guide

I

**JACKSON COUNTY**  
**2013 SALARY RANGES @ 50th PERCENTILE (5.10.2013)**

Pay Group	Job Title	Dept	Annual			Hourly		
			Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
1	OPEN		\$72,000	\$90,000	\$108,000	\$34.62	\$43.27	\$51.92
2	OPEN		\$66,960	\$83,700	\$100,440	\$32.19	\$40.24	\$48.29
3	Chief Deputy Sheriff Department of Health and Human Services Director	LE DHHS	\$62,273	\$77,841	\$93,409	\$29.94	\$37.42	\$44.91
4	Highway Commissioner IT Director Personnel Director	HWY IT HR	\$57,914	\$72,392	\$86,871	\$27.84	\$34.80	\$41.76
5	OPEN		\$53,860	\$67,325	\$80,790	\$25.89	\$32.37	\$38.84
6	Adult Services Manager Children and Family Services Manager Jail Administrator Patrol/Investigation Captain Public Health Manager - Health Officer	DHHS DHHS LE LE DHHS	\$50,090	\$62,612	\$75,134	\$24.08	\$30.10	\$36.12
7	Administrator (F&P) Administrator (ZON) Maintenance Supervisor Operations Manager/Patrol Superintendent Surveyor	F&P ZON MNT HWY LI	\$46,583	\$58,229	\$69,875	\$22.40	\$27.99	\$33.59
8	Assistant Administrator (F&P) County Conservationist Emergency Management Coordinator Financial Services Manager Patrol Superintendent Public Health Nurse II	F&P LC LE DHHS HWY DHHS	\$43,322	\$54,153	\$64,984	\$20.83	\$26.04	\$31.24
9	Accountant/Office Manager (HWY) Aging Unity, WHEAP Energy, & ADRC - WW Manager Child Support Manager Land Conservation Engineering Specialist Maintenance & Construction Foreman Network Analyst Park Manager Patrol Sergeant Public Health Nurse I Register in Probate/Circuit Court Office Manager Shop Foreman	HWY DHHS DHHS LC HWY IT F&P LE DHHS JD HWY	\$40,290	\$50,362	\$60,435	\$19.37	\$24.21	\$29.06
10	Adult Services Social Worker II Aging and Disability Resource Center (ADRC) Social Worker II Birth to 3 Teacher/Service Coordinator Bridge and Sign Inspector Children and Family Social Worker II Corrections Sergeant County Bookkeeper Environmental Health Sanitarian II Forester GIS Specialist/E911 Coordinator/Property Lister IT Technician Mechanic Veterans Services Officer Zoning Technician	DHHS DHHS DHHS HWY DHHS LE CC DHHS F&P LI IT HWY VO ZON	\$37,470	\$46,837	\$56,204	\$18.01	\$22.52	\$27.02

**JACKSON COUNTY**

**2013 SALARY RANGES @ 50th PERCENTILE (5.10.2013)**

Pay Group	Job Title	Dept	Annual			Hourly		
			Minimum	Midpoint	Maximum	Minimum	Midpoint	Maximum
11	Aging and Disability Resource Center (ADRC) Social Worker I	DHHS	\$34,847	\$43,558	\$52,270	\$16.75	\$20.94	\$25.13
	Adult Services Social Worker I	DHHS						
	Animal Control & Humane Officer	AC						
	Children and Family Social Worker I	DHHS						
	Corrections Corporal	LE						
	Environmental Health Sanitarian I	DHHS						
	Forester Technician	F&P						
Heavy Equipment Operator	HWY							
12	Corrections Officer	LE	\$32,407	\$40,509	\$48,611	\$15.58	\$19.48	\$23.37
	Equipment Operator	HWY						
	Parks and Trail Laborer	F&P						
	Secretary I (Legal Assistant)	DA						
	Timekeeper/Stock Clerk	HWY						
	Victim Witness Coordinator	DA						
	Welder//Fabricator/Mechanic	HWY						
13	Communication Officer	LE	\$30,139	\$37,674	\$45,208	\$14.49	\$18.11	\$21.73
	Deputy Clerk of Court	COC						
	Deputy County Clerk	CC						
	Deputy County Treasurer	TR						
	Deputy Register in Probate - Clerk of Juvenile Court	JD						
	Deputy Register in Probate - Judicial Assistant	JD						
	Personnel Assistant	HR						
14	Account Clerk (HWY)	HWY	\$28,029	\$35,037	\$42,044	\$13.48	\$16.84	\$20.21
	Administrative Assistant - Confidential (DHHS)	DHHS						
	Bookkeeper (COC)	COC						
	Child Support Specialist	DHHS						
	Elder Benefit Specialist	DHHS						
	Secretary - Confidential/Receptionist (LE)	LE						
	Secretary - Confidential/Receptionist (LE/EMC)	LE						
	Secretary (F&P)	F&P						
	Secretary (ZON)/Deputy County Surveyor	ZON						
15	Deputy Register of Deeds	ROD	\$26,067	\$32,584	\$39,101	\$12.53	\$15.67	\$18.80
	Economic Support Specialist	DHHS						
	Financial Services Assistant - Adult, Children and Fiscal	DHHS						
16	Citation Clerk	COC	\$24,242	\$30,303	\$36,364	\$11.66	\$14.57	\$17.48
	Civil/Small Claim Clerk	COC						
	Family/Paternity Clerk/Receptionist	COC						
	Maintenance Worker	MNT						
	Public Health Program Assistant	DHHS						
17	Child Support Clerk	DHHS	\$22,545	\$28,182	\$33,818	\$10.84	\$13.55	\$16.26
	Receptionist (DHHS)	DHHS						
	Receptionist (DA)	DA						
	Support Staff	HR						
18	Program Specialist - Aging/Energy	DHHS	\$20,967	\$26,209	\$31,451	\$10.08	\$12.60	\$15.12
19	Public Health Screener	DHHS	\$19,500	\$24,374	\$29,249	\$9.37	\$11.72	\$14.06
20	OPEN		\$18,135	\$22,668	\$27,202	\$8.72	\$10.90	\$13.08
21	OPEN		\$16,865	\$21,081	\$25,298	\$8.11	\$10.14	\$12.16

Minimum and maximum values are calculated +/- 20% of midpoint  
 Progression between midpoints is 7%

**Benchmark Positions**

Final Report

A

Internal Equity Analysis Overall

B

Wage Comparability Analysis Worksheets

C

2013 Salary Ranges @ 50th Percentile

D

2013 Comparative Ratio Analysis  
@ 50th Percentile Benchmark Positions

E

Sample Compensation Philosophy

F

Performance Management Loop Diagram

G

Impact of Merit Decisions Worksheet

H

Base Compensation Administrative Guide

I

**JACKSON COUNTY  
2013 COMPARATIVE RATIO ANALYSIS @ 50th PERCENTILE BENCHMARK POSTIONS (5.10.2013)**

Pay Grade	Employee Name	Job Title	Dept	Annual Salary	Hourly Rate	Min	Mid Point	Max	Compa Ratio*	Comment	Impact of Financial Adjustment
1		OPEN				\$34.62	\$43.27	\$51.92			
2		OPEN				\$32.19	\$40.24	\$48.29			
3	Mark Moan	Chief Deputy Sheriff	LE	\$62,046	\$29.83	\$29.94	\$37.42	\$44.90	80%		
	Beth Smetana	Department of Health and Human Services Director	DHHS	\$69,826	\$33.57	\$29.94	\$37.42	\$44.90	90%		
4	Vacant	Highway Commissioner	HWY			\$27.84	\$34.80	\$41.76			
	Ken Lechner	IT Director	IT	\$63,523	\$30.54	\$27.84	\$34.80	\$41.76	88%		
	Christie Peters	Personnel Director	HR	\$57,782	\$27.78	\$27.84	\$34.80	\$41.76	80%		
5		OPEN				\$25.90	\$32.37	\$38.84			
6	Rebecca Venneri	Adult Services Manager	DHHS	\$53,664	\$25.80	\$24.08	\$30.10	\$36.12	86%		
	Dan Williams	Children and Family Services Manager	DHHS	\$53,664	\$25.80	\$24.08	\$30.10	\$36.12	86%		
	Michael Ring	Jail Administrator	LE	\$57,450	\$27.62	\$24.08	\$30.10	\$36.12	92%		
	Tim Nichols	Patrol/Investigation Captain	LE	\$57,450	\$27.62	\$24.08	\$30.10	\$36.12	92%		
	Christine Hovell	Public Health Manager-Health Officer	DHHS	\$64,376	\$30.95	\$24.08	\$30.10	\$36.12	103%		
7	Jim Zahasky	Administrator (F&P)	F&P	\$58,198	\$27.98	\$22.39	\$27.99	\$33.59	100%		
	Terry Schmidt	Administrator (ZON)	ZON	\$57,470	\$27.63	\$22.39	\$27.99	\$33.59	99%		
	Michael Kutcher	Maintenance Supervisor	MNT	\$53,352	\$25.65	\$22.39	\$27.99	\$33.59	92%		
	Don Olsen	Operations Manager/Patrol Superintendent	HWY	\$54,059	\$25.99	\$22.39	\$27.99	\$33.59	93%		
	Timothy Jeatran	Surveyor	LI	\$64,397	\$30.96	\$22.39	\$27.99	\$33.59	111%		
8	Jon Schweitzer	Assistant Administrator (F&P)	F&P	\$51,314	\$24.67	\$20.83	\$26.04	\$31.25	95%		
	Gaylord Olson	County Conservationist	LC	\$56,597	\$27.21	\$20.83	\$26.04	\$31.25	104%		
	Kristina Page	Emergency Management Coordinator	LE	\$40,498	\$19.47	\$20.83	\$26.04	\$31.25	75%	below minimum	\$2,833
	Heather Holcomb	Financial Services Manager	DHHS	\$46,904	\$22.55	\$20.83	\$26.04	\$31.25	87%		
	J. Jay Borek	Patrol Superintendent	HWY	\$48,381	\$23.26	\$20.83	\$26.04	\$31.25	89%		
	Tammy Danielson	Public Health Nurse II	DHHS	\$52,187	\$25.09	\$20.83	\$26.04	\$31.25	96%		
	Kathleen Rumsey	Public Health Nurse II	DHHS	\$44,262	\$21.28	\$20.83	\$26.04	\$31.25	82%		
	Kristi Hanson (.4LTE)	Public Health Nurse II	DHHS	\$52,187	\$25.09	\$20.83	\$26.04	\$31.25	96%		
9	Dean Ginther	Accountant/Office Manager (HWY)	HWY	\$46,446	\$22.33	\$19.37	\$24.21	\$29.05	92%		
	Erica Larsen	Aging Unity, WHEAP Energy, & ADRC - WW Manager	DHHS	\$49,005	\$23.56	\$19.37	\$24.21	\$29.05	97%		
	Laura Goetzka	Child Support Manager	DHHS	\$45,406	\$21.83	\$19.37	\$24.21	\$29.05	90%		
	Michael Goehring	Land Conservation Engineering Specialist	LC	\$58,594	\$28.17	\$19.37	\$24.21	\$29.05	116%	approaching maximum	
	Kirk Goetzka	Maintenance & Construction Foreman	HWY	\$41,101	\$19.76	\$19.37	\$24.21	\$29.05	82%		
	Vacant	Network Analyst	IT			\$19.37	\$24.21	\$29.05			
	Jeremiah Breheim	Park Manager	F&P	\$39,395	\$18.94	\$19.37	\$24.21	\$29.05	78%		\$890
	Travis Brown	Patrol Sergeant	LE	\$48,173	\$23.16	\$19.37	\$24.21	\$29.05	96%		
	Doug Utter	Patrol Sergeant	LE	\$49,899	\$23.99	\$19.37	\$24.21	\$29.05	99%		
	Vacant	Public Health Nurse I	DHHS			\$19.37	\$24.21	\$29.05			
	Kathy Powell	Register in Probate/Circuit Court Office Manager	JD	\$46,509	\$22.36	\$19.37	\$24.21	\$29.05	92%		
	Roger Heinz	Shop Foreman	HWY	\$41,101	\$19.76	\$19.37	\$24.21	\$29.05	82%		

**JACKSON COUNTY  
2013 COMPARATIVE RATIO ANALYSIS @ 50th PERCENTILE BENCHMARK POSTIONS (5.10.2013)**

Pay Grade	Employee Name	Job Title	Dept	Annual Salary	Hourly Rate	Min	Mid Point	Max	Compa Ratio*	Comment	Impact of Financial Adjustment
10	Michelle Schoolcraft	Adult Services Social Worker II	DHHS	\$52,187	\$25.09	\$18.02	\$22.52	\$27.02	111%		
	Yolanda Garber	Adult Services Social Worker II	DHHS	\$52,187	\$25.09	\$18.02	\$22.52	\$27.02	111%		
	Karla Gearing	Adult Services Social Worker II	DHHS	\$52,187	\$25.09	\$18.02	\$22.52	\$27.02	111%		
	Jacqueline Williams	Aging and Disability Resource Center (ADRC) Social Worker II	DHHS	\$52,187	\$25.09	\$18.02	\$22.52	\$27.02	111%		
	Abbi Goldsmith	Aging and Disability Resource Center (ADRC) Social Worker II	DHHS	\$52,187	\$25.09	\$18.02	\$22.52	\$27.02	111%		
	Anita Leis	Birth to 3 Teacher/Service Coordinator	DHHS	\$52,187	\$25.09	\$18.02	\$22.52	\$27.02	111%		
	Paul Olson	Bridge and Sign Inspector	HWY	\$40,186	\$19.32	\$18.02	\$22.52	\$27.02	86%		
	James Drangstveit	Bridge and Sign Inspector	HWY	\$40,186	\$19.32	\$18.02	\$22.52	\$27.02	86%		
	Jenny Dormady	Children and Family Social Worker II	DHHS	\$52,187	\$25.09	\$18.02	\$22.52	\$27.02	111%		
	Adrienne Hartwell	Children and Family Social Worker II	DHHS	\$49,504	\$23.80	\$18.02	\$22.52	\$27.02	106%		
	Erin Herber	Children and Family Social Worker II	DHHS	\$52,187	\$25.09	\$18.02	\$22.52	\$27.02	111%		
	Jennifer Kukuk	Children and Family Social Worker II	DHHS	\$52,187	\$25.09	\$18.02	\$22.52	\$27.02	111%		
	Katie Ann Penkert	Children and Family Social Worker II	DHHS	\$45,656	\$21.95	\$18.02	\$22.52	\$27.02	97%		
	Brittany Shellenberger	Children and Family Social Worker II	DHHS	\$43,618	\$20.97	\$18.02	\$22.52	\$27.02	93%		
	Vacant	Corrections Sergeant	LE			\$18.02	\$22.52	\$27.02			
	Diane Peterson	County Bookkeeper	CC	\$42,494	\$20.43	\$18.02	\$22.52	\$27.02	91%		
	Susan West	Environmental Health Sanitarian II	DHHS	\$45,656	\$21.95	\$18.02	\$22.52	\$27.02	97%		
	David Spaude	Forester	F&P	\$49,067	\$23.59	\$18.02	\$22.52	\$27.02	105%		
	Jason Wood	Forester	F&P	\$49,067	\$23.59	\$18.02	\$22.52	\$27.02	105%		
	Lauree Kratcha	GIS Specialist/E911 Coordinator/Real Property Lister	LI	\$49,067	\$23.59	\$18.02	\$22.52	\$27.02	105%		
	Anna Gile	IT Technician	IT	\$40,893	\$19.66	\$18.02	\$22.52	\$27.02	87%		
	Terri Goettl	IT Technician	IT	\$49,067	\$23.59	\$18.02	\$22.52	\$27.02	105%		
	Scott Chamberlain	Mechanic	HWY	\$37,690	\$18.12	\$18.02	\$22.52	\$27.02	80%		
	Randy Bjerke	Veterans Services Officer	VO	\$47,216	\$22.70	\$18.02	\$22.52	\$27.02	101%		
	Dustin McCune	Zoning Technician	ZON	\$49,067	\$23.59	\$18.02	\$22.52	\$27.02	105%		
11	Vacant	ADRC Social Worker I	DHHS			\$16.75	\$20.94	\$25.13			
	Vacant	Adult Services Social Worker I	DHHS			\$16.75	\$20.94	\$25.13			
	Barbara Pfaff (.75 LTE)	Animal Control & Humane Officer	AC	\$30,888	\$14.85	\$16.75	\$20.94	\$25.13	71%	below minimum	\$3,956
	Amanda D'Jock	Children and Family Social Worker I	DHHS	\$44,262	\$21.28	\$16.75	\$20.94	\$25.13	102%		
	Robin Hoffman	Children and Family Social Worker I	DHHS	\$44,262	\$21.28	\$16.75	\$20.94	\$25.13	102%		
	Brian Beutin	Corrections Corporal	LE	\$40,206	\$19.33	\$16.75	\$20.94	\$25.13	92%		
	Tod Dunlavy	Corrections Corporal	LE	\$41,059	\$19.74	\$16.75	\$20.94	\$25.13	94%		
	Jeremy Isensee	Corrections Corporal	LE	\$39,333	\$18.91	\$16.75	\$20.94	\$25.13	90%		
	Vacant	Environmental Health Sanitarian I	DHHS			\$16.75	\$20.94	\$25.13			
	John Grutzik	Forester Technician	F&P	\$41,746	\$20.07	\$16.75	\$20.94	\$25.13	96%		
	Michael Labar	Forester Technician	F&P	\$41,746	\$20.07	\$16.75	\$20.94	\$25.13	96%		
	Steven Danzinger	Heavy Equipment Operator	HWY	\$40,186	\$19.32	\$16.75	\$20.94	\$25.13	92%		
	Timothy Sacia	Heavy Equipment Operator	HWY	\$40,186	\$19.32	\$16.75	\$20.94	\$25.13	92%		
	John Smetana	Heavy Equipment Operator	HWY	\$40,186	\$19.32	\$16.75	\$20.94	\$25.13	92%		
12	Jacob Brown	Corrections Officer	LE	\$37,627	\$18.09	\$15.58	\$19.48	\$23.38	93%		
	Keisha De Fliger	Corrections Officer	LE	\$38,293	\$18.41	\$15.58	\$19.48	\$23.38	95%		
	Amanda Fehlen	Corrections Officer	LE	\$37,627	\$18.09	\$15.58	\$19.48	\$23.38	93%		
	Travis Gregerson	Corrections Officer	LE	\$38,293	\$18.41	\$15.58	\$19.48	\$23.38	95%		
	Hannah Larkin	Corrections Officer	LE	\$37,627	\$18.09	\$15.58	\$19.48	\$23.38	93%		
	Colleen McRae	Corrections Officer	LE	\$40,019	\$19.24	\$15.58	\$19.48	\$23.38	99%		
	Wanda Ottow	Corrections Officer	LE	\$40,622	\$19.53	\$15.58	\$19.48	\$23.38	100%		
	David Peterson	Corrections Officer	LE	\$37,627	\$18.09	\$15.58	\$19.48	\$23.38	93%		
	Pamela Weiss	Corrections Officer	LE	\$40,019	\$19.24	\$15.58	\$19.48	\$23.38	99%		
	Joel Anderson	Equipment Operator	HWY	\$38,813	\$18.66	\$15.58	\$19.48	\$23.38	96%		
	John Arneson	Equipment Operator	HWY	\$38,813	\$18.66	\$15.58	\$19.48	\$23.38	96%		
	Bryan Dux	Equipment Operator	HWY	\$38,813	\$18.66	\$15.58	\$19.48	\$23.38	96%		
	Michael Gjerseth	Equipment Operator	HWY	\$38,813	\$18.66	\$15.58	\$19.48	\$23.38	96%		

**JACKSON COUNTY  
2013 COMPARATIVE RATIO ANALYSIS @ 50th PERCENTILE BENCHMARK POSTIONS (5.10.2013)**

Pay Grade	Employee Name	Job Title	Dept	Annual Salary	Hourly Rate	Min	Mid Point	Max	Compa Ratio*	Comment	Impact of Financial Adjustment
12	Randy Hanson	Equipment Operator	HWY	\$38,813	\$18.66	\$15.58	\$19.48	\$23.38	96%		
(cont.)	Adam Heuer	Equipment Operator	HWY	\$38,813	\$18.66	\$15.58	\$19.48	\$23.38	96%		
	James Hizer	Equipment Operator	HWY	\$38,813	\$18.66	\$15.58	\$19.48	\$23.38	96%		
	William Johnson	Equipment Operator	HWY	\$36,629	\$17.61	\$15.58	\$19.48	\$23.38	90%		
	Neil Kampen	Equipment Operator	HWY	\$38,813	\$18.66	\$15.58	\$19.48	\$23.38	96%		
	Nick Kampen	Equipment Operator	HWY	\$38,813	\$18.66	\$15.58	\$19.48	\$23.38	96%		
	Troy Lindberg	Equipment Operator	HWY	\$36,629	\$17.61	\$15.58	\$19.48	\$23.38	90%		
	Randolph Marsh	Equipment Operator	HWY	\$38,813	\$18.66	\$15.58	\$19.48	\$23.38	96%		
	Antone Matalas	Equipment Operator	HWY	\$38,813	\$18.66	\$15.58	\$19.48	\$23.38	96%		
	Shane Peterson	Equipment Operator	HWY	\$38,813	\$18.66	\$15.58	\$19.48	\$23.38	96%		
	Thomas Peterson	Equipment Operator	HWY	\$38,813	\$18.66	\$15.58	\$19.48	\$23.38	96%		
	Chris Repking	Equipment Operator	HWY	\$36,629	\$17.61	\$15.58	\$19.48	\$23.38	90%		
	Joe Rowekamp	Equipment Operator	HWY	\$36,629	\$17.61	\$15.58	\$19.48	\$23.38	90%		
	James Smetana	Equipment Operator	HWY	\$38,813	\$18.66	\$15.58	\$19.48	\$23.38	96%		
	Michael Van Kirk	Equipment Operator	HWY	\$38,813	\$18.66	\$15.58	\$19.48	\$23.38	96%		
	Lyle Dobson	Parks and Trail Laborer	F&P	\$37,294	\$17.93	\$15.58	\$19.48	\$23.38	92%		
	Mark Hanson	Parks and Trail Laborer	F&P	\$33,467	\$16.09	\$15.58	\$19.48	\$23.38	83%		
	Michelle Ericksmoen	Secretary I (Legal Assistant)	DA	\$34,611	\$16.64	\$15.58	\$19.48	\$23.38	85%		
	Genell Severson	Secretary I (Legal Assistant)	DA	\$34,611	\$16.64	\$15.58	\$19.48	\$23.38	85%		
	Dennis Farnsworth	Timekeeper/Stock Clerk	HWY	\$40,186	\$19.32	\$15.58	\$19.48	\$23.38	99%		
	Tanya Deerpalsing	Victim Witness Coordinator	DA	\$36,670	\$17.63	\$15.58	\$19.48	\$23.38	91%		
	Marlin Huber	Welder/Fabricator/Mechanic	HWY	\$37,690	\$18.12	\$15.58	\$19.48	\$23.38	93%		
13	Teresa Andersen	Communication Officer	LE	\$40,019	\$19.24	\$14.49	\$18.11	\$21.73	106%		
	Shelly Dalbec	Communication Officer	LE	\$40,019	\$19.24	\$14.49	\$18.11	\$21.73	106%		
	Ryann Dobson	Communication Officer	LE	\$40,622	\$19.53	\$14.49	\$18.11	\$21.73	108%		
	Renee Haas	Communication Officer	LE	\$39,166	\$18.83	\$14.49	\$18.11	\$21.73	104%		
	Doug Haas	Communication Officer	LE	\$40,622	\$19.53	\$14.49	\$18.11	\$21.73	108%		
	Rhonda Jean Haas	Communication Officer	LE	\$40,622	\$19.53	\$14.49	\$18.11	\$21.73	108%		
	Tim Hovell	Communication Officer	LE	\$39,166	\$18.83	\$14.49	\$18.11	\$21.73	104%		
	Luke Adam Kass	Communication Officer	LE	\$38,293	\$18.41	\$14.49	\$18.11	\$21.73	102%		
	Tammy Kunbul	Communication Officer	LE	\$38,293	\$18.41	\$14.49	\$18.11	\$21.73	102%		
	Alissa Labarbera	Communication Officer	LE	\$37,627	\$18.09	\$14.49	\$18.11	\$21.73	100%		
	Sue Peterson	Communication Officer	LE	\$40,622	\$19.53	\$14.49	\$18.11	\$21.73	108%		
	Debbie Jahn	Deputy Clerk of Court	COC	\$37,294	\$17.93	\$14.49	\$18.11	\$21.73	99%		
	Mary Johnson	Deputy County Clerk	CC	\$37,294	\$17.93	\$14.49	\$18.11	\$21.73	99%		
	Mindy Chandler	Deputy County Treasurer	TR	\$32,323	\$15.54	\$14.49	\$18.11	\$21.73	86%		
	Judith Luttio	Deputy Register in Probate - Clerk of Juvenile Court	JD	\$34,861	\$16.76	\$14.49	\$18.11	\$21.73	93%		
	Jennifer Clark	Deputy Register in Probate - Judicial Assistant	JD	\$32,323	\$15.54	\$14.49	\$18.11	\$21.73	86%		
	Gerri Allen	Personnel Assistant	HR	\$39,187	\$18.84	\$14.49	\$18.11	\$21.73	104%		
14	Jo Chrest	Account Clerk (HWY)	HWY	\$32,323	\$15.54	\$13.47	\$16.84	\$20.21	92%		
	Carly Keller	Administrative Assistant - Confidential (DHHS)	DHHS	\$33,946	\$16.32	\$13.47	\$16.84	\$20.21	97%		
	Tyler McNeely	Bookkeeper (COC)	COC	\$28,850	\$13.87	\$13.47	\$16.84	\$20.21	82%		
	Lynn Buhl	Child Support Specialist	DHHS	\$33,821	\$16.26	\$13.47	\$16.84	\$20.21	97%		
	Jessica Welti	Child Support Specialist	DHHS	\$40,581	\$19.51	\$13.47	\$16.84	\$20.21	116%	approaching maximum	
	Pamela Johnson	Elder Benefit Specialist	DHHS	\$38,397	\$18.46	\$13.47	\$16.84	\$20.21	110%		
	Amy Mercer	Secretary - Confidential/Receptionist (LE)	LE	\$33,467	\$16.09	\$13.47	\$16.84	\$20.21	96%		
	Mary Nelson	Secretary - Confidential/Receptionist (LE/EMC)	LE	\$34,611	\$16.64	\$13.47	\$16.84	\$20.21	99%		
	Ashley Stetzer	Secretary (F&P)	F&P	\$33,467	\$16.09	\$13.47	\$16.84	\$20.21	96%		
	Elizabeth Storlie	Secretary (ZON)/Deputy County Surveyor	ZON	\$34,611	\$16.64	\$13.47	\$16.84	\$20.21	99%		

**JACKSON COUNTY  
2013 COMPARATIVE RATIO ANALYSIS @ 50th PERCENTILE BENCHMARK POSTIONS (5.10.2013)**

Pay Grade	Employee Name	Job Title	Dept	Annual Salary	Hourly Rate	Min	Mid Point	Max	Compa Ratio*	Comment	Impact of Financial Adjustment
15	Bonnie Comstock	Deputy Register of Deeds	ROD	\$37,294	\$17.93	\$12.54	\$15.67	\$18.80	114%		
	Lori Domenosky	Economic Support Specialist	DHHS	\$40,581	\$19.51	\$12.54	\$15.67	\$18.80	125%	above maximum	
	Mary Valentino	Economic Support Specialist	DHHS	\$40,581	\$19.51	\$12.54	\$15.67	\$18.80	125%	above maximum	
	Kristine Vieth	Economic Support Specialist	DHHS	\$40,581	\$19.51	\$12.54	\$15.67	\$18.80	125%	above maximum	
	Rowena Nelson	Financial Services Assistant - Adult, Children and Fiscal	DHHS	\$31,990	\$15.38	\$12.54	\$15.67	\$18.80	98%		
	Julie Olson	Financial Services Assistant - Adult, Children and Fiscal	DHHS	\$38,397	\$18.46	\$12.54	\$15.67	\$18.80	118%	approaching maximum	
	Rosemarie Olson	Financial Services Assistant - Adult, Children and Fiscal	DHHS	\$38,397	\$18.46	\$12.54	\$15.67	\$18.80	118%	approaching maximum	
16	Arin Patterson	Citation Clerk	COC	\$28,850	\$13.87	\$11.66	\$14.57	\$17.48	95%		
	Jean Marie Sahr	Civil/Small Claim Clerk	COC	\$31,158	\$14.98	\$11.66	\$14.57	\$17.48	103%		
	Virginia Ann Johnson	Family/Paternity Clerk/Receptionist	COC	\$34,611	\$16.64	\$11.66	\$14.57	\$17.48	114%		
	Jason Cernik	Maintenance Worker	MNT	\$31,075	\$14.94	\$11.66	\$14.57	\$17.48	103%		
	Betty Johnson	Maintenance Worker	MNT	\$32,178	\$15.47	\$11.66	\$14.57	\$17.48	106%		
	Julie Johns	Maintenance Worker	MNT	\$32,178	\$15.47	\$11.66	\$14.57	\$17.48	106%		
	Joyce Wampole	Maintenance Worker	MNT	\$27,019	\$12.99	\$11.66	\$14.57	\$17.48	89%		
	Chelsey Yeskie	Public Health Program Assistant	DHHS	\$22,069	\$10.61	\$11.66	\$14.57	\$17.48	73%	below minimum	\$2,176
17	Vacant	Child Support Clerk	DHHS			\$10.84	\$13.55	\$16.26			
	Penny Nicolai	Receptionist (DHHS)	DHHS	\$28,413	\$13.66	\$10.84	\$13.55	\$16.26	101%		
	Diane Sproul	Receptionist (DHHS)	DHHS	\$34,050	\$16.37	\$10.84	\$13.55	\$16.26	121%	above maximum	
	Vacant	Receptionist (DA)	DA			\$10.84	\$13.55	\$16.26			
	Lori Chown	Support Staff	HR	\$28,850	\$13.87	\$10.84	\$13.55	\$16.26	102%		
	Kathryn Nachreiner	Support Staff	HR	\$32,323	\$15.54	\$10.84	\$13.55	\$16.26	115%		
18	Lynette Gates	Program Specialist - Aging/Energy	DHHS	\$31,221	\$15.01	\$10.08	\$12.60	\$15.12	119%	approaching maximum	
19	Barbara Schmidt (.5 LTE)	Public Health Screener	DHHS	\$23,525	\$11.31	\$9.38	\$11.72	\$14.06	97%		
20		OPEN				\$9.06	\$11.32	\$13.58			
21		OPEN				\$8.72	\$10.90	\$13.08			

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

**CR AVERAGE 98%** Estimated Impact of Bringing Employees To Minimum of Range Assuming All Employees Work 2080 hours\* \$9,855.04

Final Report

A

Internal Equity Analysis Overall

B

Wage Comparability Analysis Worksheets

C

2013 Salary Ranges @ 50th Percentile

D

2013 Comparative Ratio Analysis  
@ 50<sup>th</sup> Percentile Benchmark Positions

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 Sample 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 position and employee brings to the Sample 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. Sample 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, Sample 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 Sample County's strategic business objectives by achieving specific levels of individual, departmental and/or Sample 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.

Sample 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 Sample County's insurance representatives and other advisors.

Sample 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 Overall

B

Wage Comparability Analysis Worksheets

C

2013 Salary Ranges @ 50th Percentile

D

2013 Comparative Ratio Analysis  
@ 50<sup>th</sup> Percentile Benchmark Positions

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 Overall

B

Wage Comparability Analysis Worksheets

C

2013 Salary Ranges @ 50th Percentile

D

2013 Comparative Ratio Analysis  
@ 50<sup>th</sup> Percentile Benchmark Positions

E

Sample Compensation Philosophy

F

Performance Management Loop Diagram

G

Impact of Merit Decisions Worksheet

H

Base Compensation Administrative Guide

I

# JACKSON COUNTY IMPACT OF MERIT INCREASE DECISIONS WORKSHEET (5.10.2013)

## Cell Contribution Payout = P x C x G

P = Proportion in performance rating category as provided by the County  
C = Proportion in position-in-range category as a result of the comparative ratio analysis  
G = Guideline percent increase in cell as identified in discussion with County

Performance Matrix  
Calculation Model

		Position-in-Range (Quintiles)				
		1st (80-87%)	2nd (88-95%)	3rd (96-104%)	4th (105-112%)	5th (113-120%)
<b>Performance Rating</b>		<b>0.15</b>	<b>0.29</b>	<b>0.25</b>	<b>0.23</b>	<b>0.08</b>
Exceptional	0.10	4.50	4.00	3.50	3.00	2.00
		0.068	0.116	0.088	0.069	0.016
Exceeds Standards	0.10	4.00	3.50	3.00	2.00	1.50
		0.060	0.102	0.075	0.046	0.012
Acceptable	0.70	3.50	3.00	2.50	1.50	1.00
		0.368	0.609	0.438	0.242	0.056
Marginal	0.05	1.00	1.00	0.00	0.00	0.00
		0.008	0.015	0.000	0.000	0.000
Not Acceptable	0.05	0.00	0.00	0.00	0.00	0.00
	1.00	0.000	0.000	0.000	0.000	0.000

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

Cell totals:

0.503    0.841    0.600    0.357    0.084

Total percentage impact to payroll:

2.384

\*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 may need to be adjusted.

Final Report

A

Internal Equity Analysis Overall

B

Wage Comparability Analysis Worksheets

C

2013 Salary Ranges @ 50th Percentile

D

2013 Comparative Ratio Analysis  
@ 50<sup>th</sup> Percentile Benchmark Positions

E

Sample Compensation Philosophy

F

Performance Management Loop Diagram

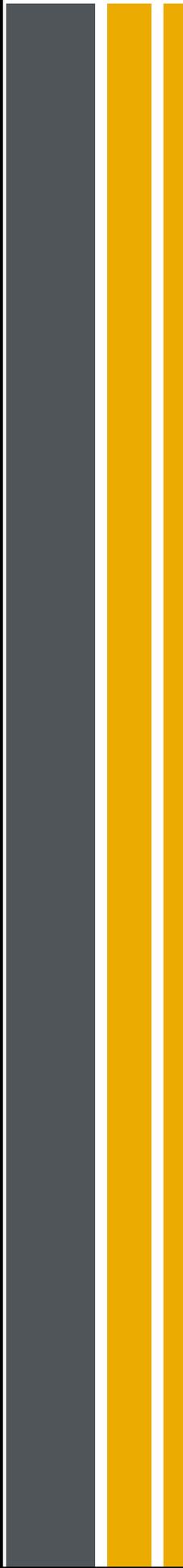
G

Impact of Merit Decisions Worksheet

H

Base Compensation Administrative Guide

I



# Jackson County

## Base Compensation Administrative Guide

May 2013

Prepared by

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

**Nonprofit and Governmental  
Consulting Practice**

# Jackson County

## Base Compensation Plan Administrative Guide

### Table of Contents

Topic	Page
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
Factor Descriptions.....	12
Point Factor Evaluation Form .....	22
POSITION DESCRIPTION QUESTIONNAIRE .....	23

# PHILOSOPHY

The purpose of the Jackson 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 Jackson County with guidelines for the day-to-day administration of employees' compensation.

It is the Personnel Director's responsibility to administer the compensation plan consistently and impartially for each employee or candidate. The Personnel and Bargaining Committee provides oversight to the administrative process.

Jackson 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 position and employee brings to Jackson 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 Personnel and Bargaining Committee. 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 Jackson 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.

Jackson 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. All job description creations and changes need to be reviewed and approved by the appropriate oversight committee and Personnel and Bargaining Committee.

- **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 proposed salary range assigned to the job. The position will follow the Chapter 4 approval process.
- **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 needed, 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 a draft for the appropriate oversight committee to review and approve. Once approved by the oversight committee, the job description will go to the Personnel and Bargaining Committee for review and approval. 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 and Bargaining Committee 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 Jackson 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

---

Jackson 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 Board

## PROCESS

---

On an annual basis, the Personnel Director gathers information regarding trends in general pay movement. The Personnel Director recommends and discusses possible changes to the salary range structure with the Personnel and Bargaining Committee, Executive and Finance Committee followed by the County Board. The County Board reviews and approves recommended changes.

A full review of market data for Jackson 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 Board.

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 Jackson 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 Jackson 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 Jackson 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

---

The County Board approves the budgeted percentage for compensation adjustments for the County as a whole. Department managers are responsible for initiating appropriate pay adjustments for their employees through the review of performance and communication with the Personnel Director. Managers will take the approved percentage and recommend the allocation of these funds among their employees and get approval from their oversight committee and the Personnel and Bargaining Committee. The 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 Jackson County's guidelines.
- Preparing timely recommendations for merit increase guidelines.
- Ensuring that a formal performance appraisal precedes all merit increases.

The Personnel and Bargaining Committee 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 Jackson County. The proposed rate should not create inequities within Jackson 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 Jackson 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 Board.

**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%)
Exceptional	4.5%	4.0%	3.5%	3.0%	2.0%
Exceeds Standards	4.0%	3.5%	3.0%	2.0%	1.5%
Acceptable	3.5%	3.0%	2.5%	1.5%	1.0%
Marginal	1.0%	1.0%	0.0%	0.0%	0.0%
Not Acceptable	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 and approved by the appropriate oversight committee, Personnel and Bargaining Committee and the County Board.

## **CONFIDENTIALITY**

Jackson County will treat all pay and salary range information confidentially. As a general rule, Jackson 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.

Jackson 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

## POINT FACTOR EVALUATION PROCESS

The Point Factor Method breaks jobs down 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 through all positions for each individual factor before moving on to the next factor.
3. Record the factor level and associated points for each factor on the Point Factor Evaluation Form.
4. Total the number of points assigned to that position and record in the upper right hand corner.
5. Develop spreadsheet to clearly highlight points assigned to each position. This 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	Maximum
<b>1. SKILL</b>	<b>25%</b>						
a. Education	10	20	40	60	80	100	100
b. Experience/Job Knowledge	15	30	60	90	120	150	150
<b>2. RESPONSIBILITY</b>	<b>65%</b>						
a. Supervisory	15	30	60	90	120	150	150
b. Administrative	15	30	60	90	120	150	150
c. Public/Customer Relations	5	10	20	30	40	50	50
d. Government Relations	5	10	20	30	40	50	50
e. Safety of Others	10	20	40	60	80	100	100
f. Complexity/Impact	15	30	60	90	120	150	150
<b>3. WORKING CONDITIONS</b>	<b>10%</b>						
a. Environmental	5	10	20	30	40	50	50
b. Physical Demands/Hazards	5	10	20	30	40	50	50
	<b><u>100.0%</u></b>			<b><u>Total Points:</u></b>			<b><u>1,000</u></b>

# 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. 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 the job requirement knowledge only and not the education the employee may have acquired or 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 standard office equipment, use a computer to enter and/or obtain information; ability to check, proof, post and file; 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 or training in a specialized field or process; intermediate administrative support skills, bookkeeping/accounting or office routines, 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, information technology, manufacturing operations, quality control, advanced administrative support, data base and other computer applications, mechanics, and maintenance. 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 analysis, accounting, business administration or management, clinical (nursing/specialized healthcare), social services, agriculture, computer science/programming/MIS, marketing, human resources, engineering, physical plant management, and chemical or biological sciences. 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.).

## **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:** Up to one year

**Level 2:** One to three years

**Level 3:** Four to six years

**Level 4:** Seven to nine years

**Level 5:** 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 1:** Is considered an individual contributor and is responsible for own work assignments. May provide training or assistance to others.

**Level 2:** Is considered a lead worker and is responsible for assigning, monitoring, planning, and some scheduling of the work activities of others within the same department performing similar work.

**Level 3:** Is considered a technical expert and/or supervisor and has authority within their field. Others are required to seek advice, approval and/or direction before acting. Technical expertise is provided and used by managers and officials in the decision making process. May supervise or provide work direction and guidance to team members in area of specialty.

**Level 4:** Is considered a manager and has operational authority for a major department and is responsible for operational results through direct supervision of staff and/or functional oversight, i.e., IT, HR, Highway, Forestry and Parks. Delegates work, controls processes and methods, evaluates employee performance, and initiates employment actions, collaborates with other departments.

**Level 5:** Is considered an executive leader and has the highest level of management responsibilities and is accountable for multiple functions. Manages and provides direction and oversight to department managers and operational units through direct supervision and/or operational oversight.

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

---

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

**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. No authority exercised over operation decisions. No budget responsibility.

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

**Level 3:** Leadership and administrative responsibilities are generally complex involving varied and moderately complex operations. Responsibilities include developing and administering a unit or department budget. Position involves frequent rendering of functional advice, counsel to widely diversified groups, and has functional authority to ensure operational efficiencies and effectiveness.

**Level 4:** Leadership and administrative responsibilities are complex, highly diversified and involve multiple units or departments of an organization's operations. Responsibilities include total budget control including allocation of resources. Position involves complex functional control and significant leadership responsibilities multiple functions and/or departments.

**Level 5:** Leadership and administrative responsibilities are at the highest level. Responsible and accountable for multiple departments, divisions or the entire organization. Establishes strategic direction and related goals and objectives. Provides oversight to the leadership of major departments and support functions. Position involves ultimate functional control and leadership responsibilities.

## **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:** Minimal contact with the public/customers 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:** Public/customer relations are a required element of the job with internal customers 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:** Public/customer relations involves the explanation of programs and directing individuals to appropriate points of contact. Interactions are usually within a defined program responsibility. Typically does not entail authority to negotiate changes or agreements.

**Level 4:** Public/customer relations involves the explanation of complex programs or county services, various requirements, rules, and guidelines. Where conflicting interpretations may exist possesses limited authority to negotiate changes or agreements.

**Level 5:** Public/customer relations is at the highest responsibility and is a critical and continuous part of the job. Requires frequent interaction on collaborative efforts to develop understanding, interpret complex policies and impact on others, solve problems, mediate conflicts, and negotiate agreements. Where conflicting interpretations may exist possesses full authority to negotiate changes or agreements. Involves strategic approach to policy formulation and initiatives, skillful practice of collaboration and persuasion, at an organization and county 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:** Minimal involvement with other non-county governmental agencies/officials. Applies understanding of governmental rules, regulations and guidelines in performance of job duties.

**Level 2:** Limited involvement with other governmental agencies/officials in carrying out prescribed activities or job requirements. May serve as a resource/contact person for outside agencies/entities for clarifying rules.

**Level 3:** Serves as the primary resource/contact person for outside agencies/entities for clarifying and interpreting rules and the impact of law changes. Provides recommendations for law/rule/regulatory changes.

**Level 4:** Assesses and interprets law/rule/regulatory changes from other governmental agencies/entities and determines the appropriate county response in 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 5:** Serves as the highest level of authority and has responsibility for interpreting legal/legislative changes and their impact on the county where no clear precedence exists. Assesses or responds to changes. Requires a high level of understanding and influence of the political process.

## **2E. RESPONSIBILITY: Safety of Others**

---

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

**Level 1:** Minimal responsibility for the safety of others. Job is performed using simple equipment and the materials involved are of such a nature that the probability of injury to self or others is remote.

**Level 2:** Modest amount of responsibility for the safety of others. Compliance with established safety regulations for the job performed should mitigate exposure to injury of self or others.

**Level 3:** Responsible for the safety of others on the job. Provides oversight of work groups and/or public served where there is a moderate exposure to physical hazards or threats. Implements and enforces safety standards for self and others. Requires routine training for common workplace or public safety concerns.

**Level 4:** Responsible for the physical safety of the public served. Requires extensive training and involves front-line response to public safety and/or health threats. Provides input into safety policies and procedures.

**Level 5:** Responsible for the overall responsibility of county employees and public served. Establishes and interprets 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 extent to which duties are standardized, exercise of sound or independent judgment, types of decisions made, exercise of discretion, closeness of supervision required or received, 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 and judgment to complete assignments where only general practice, precedents, and functional principles are applicable. Significant responsibility for decisions and final recommendations usually affect more than one department. Authority to make decisions at the departmental level. Work is reviewed for departmental results obtained.

**Level 5:** 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. Authority to make decisions which affect departmental, administrative or technical operations. Decisions impact the entire organization in a demonstrable way. 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:** Normal office working conditions within minimal exposure to disagreeable elements.

**Level 2:** Limited exposure to disagreeable elements such as dirt, temperature fluctuation, and/or limited exposure to weather conditions. Limited travel.

**Level 3:** Moderate exposure to environmental conditions that impact physical comfort such as poor ventilation and temperature extremes. May require specialized clothing or use of common personal protective equipment. Damage to clothing possible. Occasional travel.

**Level 4:** Regular exposure to disagreeable and environmental conditions. Spend the majority of working time outside in all types of weather conditions. Exposed to one or more particularly disagreeable elements such as continuous high noise level, considerable dust, heat, and humidity. Personal protective equipment regularly used. Regular travel.

**Level 5:** Significant and frequent exposure to disagreeable and environmental 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:** Normal mental and visual attention is required. Minimal physical demand with minimal exposure to workplace hazards.

**Level 2:** Normal mental and visual attention is required. Light physical demands to include bending, twisting, turning, and light lifting. Limited exposure to workplace hazards.

**Level 3:** Close mental and visual attention is continuously required. Moderate physical demands typically found in trades work with moderate exposure to workplace hazards. Requires regular lifting, bending, twisting, turning, and use of power equipment.

**Level 4:** Regular and continuous physical demands and continuous mental and visual attention to work environment. Requires regular lifting, bending, twisting, turning, and use of power equipment and heavy equipment. Exposure to workplace hazards.

**Level 5:** Significant physical demands typically found in heavy industry or construction work, and with significant exposure to workplace hazards. Regular and frequent lifting, moving, bending, twisting, and turning

## 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: \_\_\_\_\_

**JACKSON 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/> 100 %

<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 checkbox"="" type="checkbox/&gt;)&lt;/td&gt; &lt;/tr&gt; &lt;tr&gt; &lt;td&gt;&lt;input type="/> Performance appraisal</td> <td>(Recommend? <input type="checkbox"/> Conduct? <input type="checkbox"/> Approve? <input checkbox"="" type="checkbox/&gt;)&lt;/td&gt; &lt;/tr&gt; &lt;tr&gt; &lt;td&gt;&lt;input type="/> Discipline</td> <td>(Recommend? <input type="checkbox"/> Conduct? <input type="checkbox"/> Approve? <input checkbox"="" type="checkbox/&gt;)&lt;/td&gt; &lt;/tr&gt; &lt;tr&gt; &lt;td&gt;&lt;input type="/> Discharge</td> <td>(Recommend? <input type="checkbox"/> Conduct? <input type="checkbox"/> Approve? <input checkbox"="" type="checkbox/&gt;)&lt;/td&gt; &lt;/tr&gt; &lt;tr&gt; &lt;td&gt;&lt;input type="/> Salary increases</td> <td>(Recommend? <input type="checkbox"/> Conduct? <input type="checkbox"/> Approve? <input 101="" 236="" 954="" 972"="" data-label="Page-Footer" type="checkbox/&gt;)&lt;/td&gt; &lt;/tr&gt; &lt;/table&gt; &lt;/td&gt; &lt;/tr&gt; &lt;/table&gt; &lt;/div&gt; &lt;div data-bbox="/> <p>Jackson County</p> </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 checkbox"="" type="checkbox/&gt;)&lt;/td&gt; &lt;/tr&gt; &lt;tr&gt; &lt;td&gt;&lt;input type="/> Performance appraisal	(Recommend? <input type="checkbox"/> Conduct? <input type="checkbox"/> Approve? <input checkbox"="" type="checkbox/&gt;)&lt;/td&gt; &lt;/tr&gt; &lt;tr&gt; &lt;td&gt;&lt;input type="/> Discipline	(Recommend? <input type="checkbox"/> Conduct? <input type="checkbox"/> Approve? <input checkbox"="" type="checkbox/&gt;)&lt;/td&gt; &lt;/tr&gt; &lt;tr&gt; &lt;td&gt;&lt;input type="/> Discharge	(Recommend? <input type="checkbox"/> Conduct? <input type="checkbox"/> Approve? <input checkbox"="" type="checkbox/&gt;)&lt;/td&gt; &lt;/tr&gt; &lt;tr&gt; &lt;td&gt;&lt;input type="/> Salary increases	(Recommend? <input type="checkbox"/> Conduct? <input type="checkbox"/> Approve? <input 101="" 236="" 954="" 972"="" data-label="Page-Footer" type="checkbox/&gt;)&lt;/td&gt; &lt;/tr&gt; &lt;/table&gt; &lt;/td&gt; &lt;/tr&gt; &lt;/table&gt; &lt;/div&gt; &lt;div data-bbox="/> <p>Jackson County</p>
<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 checkbox"="" type="checkbox/&gt;)&lt;/td&gt; &lt;/tr&gt; &lt;tr&gt; &lt;td&gt;&lt;input type="/> Performance appraisal	(Recommend? <input type="checkbox"/> Conduct? <input type="checkbox"/> Approve? <input checkbox"="" type="checkbox/&gt;)&lt;/td&gt; &lt;/tr&gt; &lt;tr&gt; &lt;td&gt;&lt;input type="/> Discipline	(Recommend? <input type="checkbox"/> Conduct? <input type="checkbox"/> Approve? <input checkbox"="" type="checkbox/&gt;)&lt;/td&gt; &lt;/tr&gt; &lt;tr&gt; &lt;td&gt;&lt;input type="/> Discharge	(Recommend? <input type="checkbox"/> Conduct? <input type="checkbox"/> Approve? <input checkbox"="" type="checkbox/&gt;)&lt;/td&gt; &lt;/tr&gt; &lt;tr&gt; &lt;td&gt;&lt;input type="/> Salary increases	(Recommend? <input type="checkbox"/> Conduct? <input type="checkbox"/> Approve? <input 101="" 236="" 954="" 972"="" data-label="Page-Footer" type="checkbox/&gt;)&lt;/td&gt; &lt;/tr&gt; &lt;/table&gt; &lt;/td&gt; &lt;/tr&gt; &lt;/table&gt; &lt;/div&gt; &lt;div data-bbox="/> <p>Jackson County</p>													

**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:** \_\_\_\_\_