
**Sawyer County, WI
Classification/Compensation Study
Employee Briefings
January 14, 15 and 16, 2014**

Carlson Dettmann Consulting, LLC

A Sound Compensation Program

- 1. Aligns with strategic objectives**
- 2. Creates internal equity**
- 3. Competitive**
- 4. Considers total compensation design**
- 5. Supports performance management**
- 6. Affordable**
- 7. Legal**
- 8. Understandable**
- 9. Efficient**
- 10. Audited regularly**

Our Approach

- **Use *objective job evaluation* to establish internal consistency**
- **Use *strategic market data* to pay fairly in your employment markets**
- **Implement a plan that will be useful (and appropriately flexible) for many years**
- **Stress communication with employees**

Project Scope

- **Study covers job 90 classifications**
 - **Excludes sworn/bargaining employees**
 - **Several pay schedules**
- **Measure**
 - **Job responsibilities**
 - **Internal comparability**
 - **Salary markets**
- **Recommend**
 - **Pay structure**
 - **Methods for pay progression**
 - **Supporting policies and maintenance plan**

Steps to Internal Consistency

- 1. Job documentation**
- 2. Job analysis**
- 3. Job evaluation**

Job Evaluation

Formal process for ordering a set of jobs, *independent of individual performance*, into a hierarchy based on the value or worth of jobs in the organization.

Evaluation Factors

- **Formal preparation and experience required for employment**
- **Decision-making and impact**
- **Thinking challenges/problem-solving**
- **Interactions and communication**
- **Work environment**

Market Measurement

- **For a sufficient set of benchmark positions**
 - **Jobs having likely matches in the market**
 - **Fairly stable in job content**
 - **Representative of different pay and responsibility levels**
- **Gather data**
 - **Public, private, and not-for profit sectors**

Three Major Policy Questions

- 1. What markets does the County want to use for comparison?**
- 2. What position does the County want to take in those markets?**
 - High, low, middle?
 - Different strategy for different position levels?
- 3. How does the County want to administer its future pay plan?**
 - General increases?
 - Steps?
 - Pay-for-performance?
 - Combination?

Job Description Questionnaire

- **This is a *critical* document**
 - **Collect key information on job responsibilities**
 - **Provided by employees and managers**
- **Each employee is responsible**
 - **For either own Questionnaire**
 - **Or agreeing to be in a joint Questionnaire**
- **Supervisors/department heads must review Questionnaires**
 - **CDC will interview department heads**

CARLSON DETTMANN CONSULTING, LLC Job Description Questionnaire (JDQ)

This is an electronic format. The cells will expand as you type.

Name:	Date:
Employer:	
Title:	Department:
Work Location:	Phone:
Immediate Supervisor:	Supervisor's Title:

TIME EMPLOYED IN CURRENT JOB TITLE (in years and months):	
TIME EMPLOYED IN CURRENT DEPARTMENT (in years and months):	
TOTAL EMPLOYMENT WITH THE ORGANIZATION (in years and months):	
WORK HOURS (Start/Finish):	
FULL TIME:	REGULAR PART-TIME (%):
OTHER	

III. FORMAL PREPARATION / EXPERIENCE

Please answer the following based on the most representative combination of formal preparation and relevant experience to qualify for the position.

1. Formal preparation (or equivalent) required to qualify for the position. (Indicate your relevant formal preparation, as well.)

2. Relevant work experience required to qualify for the position. (Indicate your relevant experience as well.)

3. Note any other training that is required for the position. (Indicate additional training, licenses or certifications that you have.)

V. WORK RELATIONSHIPS

Please identify the most typical work relationships of your position with other persons, functions, or organizations inside or outside of your own organization.

Typical Work Relationships**Purpose of the Relationship**

VI. WORK ENVIRONMENT

% Inside (sheltered)

% Noise

% Travel Required

% Outside Work

% Fumes, Odor

% Temperature extremes

% Hazards

% Other (note)

Are there any unusual physical requirements for your position? (Y/N)**If yes, please explain.****VII. PROBLEM SOLVING**

Please identify the typical types of problems you solve on a regular basis in performing your job. Also, include information on who else may be involved in helping with problem resolution.

VIII. SUPERVISION / MANAGEMENT

Where it applies answer the following. Otherwise, put "Not Applicable" or "Don't Know."

Responsibility for others:

a. Number of People:

b. Their Position Titles:

c. Which, if any, of the following do you perform?

1. Directly Supervise?

2. Train / Instruct?

3. Give Work Direction?

4. Do Project Management?

5. Conduct Performance Reviews?

6. Discipline?

7. Hire?

Note assets, facilities, equipment, or funds, if any, for which you have some degree of accountability.

IX. UNUSUAL / UNIQUE MENTAL REQUIREMENTS

Does your position require any unusual or unique mental requirements?

X. ADDITIONAL DATA/NOTABLE INFORMATION

Please identify any other information that would help someone else understand your position more clearly:

XI. SUPERVISOR'S REMARKS

Suggestions

- **Can use either electronic or paper form**
- **Don't wait**
 - **Week 1 – accumulate information**
 - **Week 2 – write a draft**
 - **Week 3 - final**
- **OK to collaborate**
 - **If two or more doing same job, can submit a single Questionnaire for all – your choice**
- **NO SUPERVISOR IS TO TELL AN EMPLOYEE WHAT TO WRITE**
 - **There's a place for supervisor comments**
- **Save a copy**

Project Steps & Timeline

- ***January***
 - **Project kick-off**
- ***February/March***
 - **Analyze jobs (including management interviews)**
 - **Evaluate job content**
 - **Survey Markets**
- ***April/May***
 - **Presentation and discussion with Committee/County Board**

JDQ Completion Dates

- **February 7 – Employee's JDQ's due to Department Supervisor/DH**
- **February 14 – JDQ's from Departments to HR**
- **February 24 – JDQ's to Carlson Dettmann**

Employee Appeals

- **After adoption of recommendations**
 - **Criteria: gross error or substantial changes**
 - ★ e.g., “I think I am classified wrong because...”
- **Knowing you can appeal improves accuracy and builds integrity**
 - **May be the best possible method of creating employee acceptance**

Questions
