

SECTION II – EMPLOYMENT POLICIES

COLLECTIVE BARGAINING

POLICY: To review and provide total base wages in accordance with State law which authorizes collective bargaining for total base wages only; to allow for consideration of other forms of compensation outside of collective bargaining.

Procedure

Douglas County is prohibited from engaging in collective bargaining with general municipal employees on any form of compensation except for total base wages. Premium pay, merit pay, automatic pay progressions and any other form of supplemental compensation may be considered, but not collectively bargained, by Douglas County.

Douglas County may bargain with units comprised exclusively of public safety employees on most terms and conditions of employment, including any form of compensation. Public safety employees may not bargain on the design and selection of health care coverage plans or the Wisconsin Retirement System required contributions for new hires.

Passed by County Board, Resolution#4-12; January 19, 2012

EMPLOYEE STATUS CATEGORIES

POLICY: To define employee status categories based on the number of hours worked and type of position held.

A. Regular Full-Time

Employees who work 37.5 – 40.00 hours per week on a continuous basis.

B. Regular Part-Time

Employees who regularly work 20.00 but less than 37.5 – 40.00 hours per week on a continuous basis.

C. Temporary

Employees holding jobs of limited or specified duration arising out of special projects, position vacancy pending appointment, the absence of a position incumbent, abnormal workloads, emergencies, or other reasons established by the Employer. Temporary employees may work either full- or part-time work schedules and may be eligible to receive benefits.

D. Seasonal

Employees employed during the season in which services are required.

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HOURS OF WORK

POLICY: To provide employees with regular work hours and work schedules while ensuring staffing coverage necessary for effective operations. Hours of work may vary as deemed necessary for the effective and efficient operation of each department.

A. Workday/Workweek

1. Full-Time Employees: The normal workday will consist of 7.5 or 8.0 consecutive hours of work. The normal workweek is Sunday through Saturday, beginning and ending at midnight on Sunday, consisting of 37.5 or 40 hours.
2. Part-Time Employees: The normal workday/workweek for any part-time employee shall be designated by the respective department manager.
3. Departments providing 24-hour services may have different work schedules, and other work schedules, shifts, days, hours and periods can be established and modified by department managers based on operating conditions and requirements of the department, subject to the approval of the Human Resources Department.

B. Hours of Operation

General hours of operation are from 8:00 a.m. to 4:30 p.m., with the exception of those departments providing 24 hour services, and departments which have established different hours of operation.

C. Compensable Hours

Douglas County will compensate employees for hours worked as defined under the Fair Labor Standards Act (FLSA). Paid time may include waiting time, on-call time, rest periods, training attendance, and travel time, subject to the requirements of the FLSA. Any questions as to whether hours are to be compensated should be directed to the Human Resources Department.

D. Non-Compensable Hours

The following is excluded from actual hours worked:

1. Paid benefit time (non-job related training, paid holidays, vacation, sick leave, personal leave, etc.).
2. Compensatory time off with pay.
3. Meal periods when completely relieved of all duties, whether or not the employee is free to leave premises.
4. Normal travel to and from residence to the assigned job location.

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LAYOFF AND RECALL

POLICY: Length of service and the qualifications to perform the available work will be the determining factors in the event of a layoff.

Passed by County Board, Resolution#4-12; January 19, 2012

LENGTH OF SERVICE

POLICY: To define length of service as it relates to employment with Douglas County and to be used for benefit determination.

Procedure

1. Length of service will be computed from the first day of hire into regular status.
2. If a temporary employee changes to regular status, the employee's length of service will be computed from the first day of hire into regular status and will not include any prior temporary service.

Passed by County Board, Resolution#4-12; January 19, 2012

MERIT / REWARD SYSTEMⁱ

POLICY: To recognize and reward employee performance above the meet expectations level. In so doing, we hope to encourage all employees to perform at the highest level possible. The Merit/Reward System is essential to realizing the County's vision to be an organization that expects, recognizes, rewards and nurtures exceptional performance.

Eligibility

Non-represented employees who receive a Total Weighted Average Score above a 3.0 on their annual performance evaluation are eligible for merit/reward the following calendar year. (The Total Weighted Average Score is calculated from the scores given to the employee by his/her supervisor using one of three performance evaluation forms hosted on the HealthCare Source Performance Manager web-based platform).

The actual amount of the merit/reward received by the employee will be based on the employee's Total Weighted Average Score (TWAS). Employees who score at or above a TWAS of 4.0 will be eligible for the maximum merit/reward. Employees who score between a 3.0 and a 4.0 will receive a prorated reward.

The Merit/Reward System does not apply to elected officials or employees who are covered by a collective bargaining agreement.

Employee Choice

Employees can choose from one of several merit/reward options:

- Lump Sum Reward up to 2.5% of annual base wage/salary
 - o TWAS equal to or greater than 4.0: 2.5% lump sum.
 - o TWAS between 3.0 and 4.0: Lump sum calculated using the following formula:
(TWAS-3.0) x (2.5%) x (annual hours) x (hourly wage) = (lump sum reward)
- Additional Vacation Days up to 40 hours (37.5 hours)ⁱⁱ
 - o TWAS of 3.10 to 3.19: 4 hours (3.75 hours)
 - o TWAS of 3.20 to 3.29: 8 hours (7.5 hours)
 - o TWAS of 3.30 to 3.39: 12 hours (11.25 hours)
 - o TWAS of 3.40 to 3.49: 16 hours (15 hours)
 - o TWAS of 3.50 to 3.59: 20 hours (18.75 hours)
 - o TWAS of 3.60 to 3.69: 24 hours (22.5 hours)
 - o TWAS of 3.70 to 3.79: 28 hours (26.25 hours)
 - o TWAS of 3.80 to 3.89: 32 hours (30 hours)
 - o TWAS of 3.90 to 3.99: 36 hours (33.75 hours)
 - o TWAS of 4.0 and above: 40 hours (37.5 hours)

- Increase in County’s Contribution to Employee’s Health Savings Account up to 2.5% of annual wage/salary (based on method used to calculate lump sum reward) or federal maximum whichever is less.
- Donate Lump Sum (based on aforementioned lump sum formula) to Charity of Employee’s Choice

Examples

The table below illustrates how merit/reward will be determined for employees with different TWAS, different wages and different hours. The Lump Sum Reward amount could be applied to the employee’s HSA or contributed to a charity of the employee’s choice.

| Employee | Hourly Wage | Annual Hours | Total Weighted Average Score | Lump Sum Reward | Additional Vacation (hours) |
|---------------|-------------|--------------|------------------------------|-----------------|-----------------------------|
| Sue Smith | \$22.00 | 1950 | 3.70 | \$750.75 | 26.25 |
| John Doe | \$10.00 | 2080 | 3.42 | \$218.40 | 16 |
| Mary Brown | \$20.41 | 2080 | 3.06 | \$63.68 | 0 |
| Peter Johnson | \$19.00 | 1950 | 4.12 | \$926.25 | 37.5 |

Additions to Base Wage/Salary

Employees who obtain a TWAS of 4.0 or greater for two consecutive years will have the option of increasing their base wage. Employees who are below Step 6 in their Grade Order will have the option of advancing an additional step. Employees between Step 6 and their Grade Order Maximum (120% of Market) will have the option of adding 2.5% of their Grade Control Point to their base wage.

Timing of Merit/Reward

The funding and timing of the Merit/Reward System will be at the discretion of the Douglas County Board of Supervisors.

ⁱ County reserves the right to modify the merit/reward system based on financial and operational considerations and federal regulations.

ⁱⁱNumbers in parentheses apply to those employees who work a 37.5 hour work week.

Passed by County Board, Resolution#48-15; May 21, 2015

OVERTIME/COMPENSATORY TIME

POLICY: To define overtime pay and compensatory time in relation to non-exempt and exempt employees as designated under the Fair Labor Standards Act.

A. Non-Exempt Employees

Employees in non-exempt positions are paid on an hourly basis. Non-exempt employees who work in excess of 40 hours per week (paid benefit time does not count toward the accumulation of 40 hours; hours between 37.5 and 40 are paid at straight time) may receive either:

1. Overtime pay of one and one-half times the hours worked; or
2. Compensatory time off, if agreed to by the employee, at the rate of one and one-half times the hours worked, provided that the overtime is authorized by the department manager and taken during the same payroll period or the payroll period immediately following the overtime hours, or at a mutually agreeable time between the employee and department manager. Only compensatory time earned in December may be carried over into the new year with the approval of the Human Resources Department; provided it is used before January 31 of the following year. The payment for this compensatory time (if not used and, therefore, must be paid) shall be at the wage rate at which it was earned in December.

B. Exempt Employees

Employees in exempt positions are generally paid on a salary basis and are excluded from specific provisions of federal and state wage and hour laws and are not eligible for overtime pay. Exempt employees are expected to work the hours necessary to perform the duties and responsibilities of their positions. However, Douglas County recognizes that exempt employees work beyond their normal workday/workweek and will be given flexibility in regard to absences during normal work hours.

C. Documentation of Administrative Hours

1. Exempt employees who work in excess of their normal weekly work hours should record those hours on a straight hour for hour basis. These hours may be used for absences from work, not to exceed 96 hours per year, and hours used cannot exceed hours recorded.
2. Administrative hours can only be accumulated within a calendar year and are zeroed out on December 31 of each year. Exempt employees will not be paid for any unused hours.

Passed by County Board, Resolution#4-12; January 19, 2012

PAYROLL PRACTICES

POLICY: To standardize payroll and payroll procedures in accordance with applicable State and Federal guidelines.

A. Pay Periods

Paychecks are deposited, by direct deposit, bi-weekly. If payroll falls on a holiday, payroll checks are deposited the business day prior to the holiday.

B. Status Changes

Employee shall notify the Human Resources Department or the Finance Department Payroll Coordinator of any status changes (such as name, home address, telephone number(s), marital status, name or number of dependents, number of tax exemptions, health/dental insurance classification, or beneficiary changes). This information is necessary as it may affect compensation, dependents' eligibility for insurance, and other important matters.

Douglas County is only required to accept changes to a Form W4, Employee's Withholding Allowance Certificate, if there has been a life change for an employee (i.e. marriage, birth, death, spouse begins working, child turns 18, etc.)

C. Deductions

Douglas County will comply with applicable wage and hour laws and regulations. If employees have any questions or concerns about their salaried status or believe that any deduction has been made from their pay that is inconsistent with an employee's salaried status, the employee should immediately raise the matter with the Human Resources Department or the Finance Department Payroll Coordinator for assistance in understanding the information that is required in order to investigate the matter.

Douglas County is committed to investigating and resolving all complaints as promptly, but also as accurately, as possible. Consistent with the U.S. Department of Labor's policy, any complaint will be resolved within a reasonable time given all the facts and circumstances. If an investigation reveals that an employee was subjected to an improper deduction from pay, the employee will be reimbursed and Douglas County will take whatever action it deems necessary to ensure compliance with the salary basis test in the future.

Passed by County Board, Resolution#4-12; January 19, 2012

POSITION CLASSIFICATION/RECLASSIFICATION REVIEW

POLICY: Douglas County, as an employer who values its employees and strives to compensate them fairly and equitably, has developed the following position reclassification procedure.

Procedure

The Review Procedure provided here is the method for determining (1) classification of new positions or (2) reclassification actions involving substantial changes in the duties and responsibilities of an existing position.

A. Classification or Reclassification Consideration

A request for reclassification of a current position or the classification of a new position may be initiated by a staff member seeking reclassification or by the supervisor/ department head to the Human Resources Manager. Requests for reclassification shall be submitted once per year during the month of April; classification of a new position may occur throughout the year as positions are created or become vacant.

Reclassification consideration for existing positions requires that the employee and the supervisor/ department head document substantial changes in existing duties since the most recent review. Duty changes may be from substantial, immediate reassignment of duties due to reorganization, or may be the result of a logical and gradual change of responsibilities over a period of time.

To be considered for reclassification, changes should be stable and typically should have been in effect for least six months preceding the reclassification request so that it is clear that the changes that exist are likely to remain for some period of time. Reclassification will not be considered for temporary changes in duties.

A request for classification or reclassification consideration must be in writing and include:

1. Position Classification Review Form
2. A new Job Description Questionnaire (JDQ) that describes the new position or a redlined version of the employee's current JDQ that highlights the changes in the current position since the last review. The Questionnaire must be completed and signed by the employee and reviewed and signed by the supervisor/ department head, and the Human Resources Manager. At each level of review, the supervisor/ department head and the Human Resources Manager must verify or comment on the accuracy of responses.

B. Response to the Administrator's Recommendations

The Administrator's recommendation on classification of new positions or reclassifications of current positions shall be provided within 30 days of the request being determined as complete.

The supervisor/department head and the Human Resources Manager will inform the employee of the Administrator's recommendation. An employee who disagrees with the recommendation may meet, along with supervisor/department head and the Human Resources Manager, with the Administrator to discuss the Administrator's recommendation. The Administrator will be available at the Government Center, time and date to be determined by Administrator and the Human Resources Manager. Employees who meet with the Administrator will be required to sign a nondisclosure agreement.

C. Governing Body Action

Administration will present to the Administration Committee all reclassification requests and their estimated fiscal impact, with recommendations to the Administration Committee for approval or denial. The action of the Administration Committee will be forwarded to the County Board for action.

The County will implement the results of a classification of a new position within 30 days of County Board action. The County will implement the reclassification of a current position no later than the first day of the next fiscal year. The employee and the supervisor/ department head will be informed of the decision in writing.

Passed by County Board, Resolution#19-15; March 19, 2015

RECRUITMENT AND SELECTION

POLICY: To abide by all laws pertaining to fair employment practices. The recruitment and selection policy is designed to promote, recruit and select individuals on the basis of their relative knowledge, skill and ability.

A. Procedure

The Human Resources Department is responsible for, and must be involved in, all steps of the recruitment and hiring process.

1. New Positions – Approval to Hire

New or additional county positions must be authorized by county board resolution and, under most circumstances, will only be considered at budget time.

2. Vacant Positions – Approval to Hire

All job openings are to be reported to the Human Resources Department.

The County Administrator must approve the replacement hiring for all positions. That process will include justification for the position and discussion of any potential for structural reorganization and/or reassignment of duties and responsibilities.

3. Temporary Workers – Approval to Hire

If a department manager determines a need to utilize temporary workers during the process to fill vacant positions or to meet workload needs, a request should be submitted to the Human Resources Department for County Administrator approval. The Human Resources Department will make arrangements and contract for temporary workers.

B. Recruitment/Posting Process

If County Administrator approval is given to fill a position, the following occurs:

1. Job descriptions will be reviewed and updated, if needed.
2. In most instances, the position will be posted internally for five (5) days in the Government Center, courthouse and off-site facilities.
3. Recruitment may simultaneously be conducted internally and externally, or may only be conducted externally, depending on the circumstances.

C. Selection Process

1. The Human Resources Department will conduct all phases of the selection/hiring process, including:
 - a. Receiving and reviewing of applications for qualifications.
 - b. Conducting or coordinating all reference checks and qualification verifications involving the final candidates.
 - c. Extending of job offer.
 - d. Arranging for all post-job offer testing, including physical examinations and psychological examinations as applicable.
2. If the minimum qualifications require meeting standards that can be only measured through written tests, performance tests or structured interviews, Human Resources staff will administer the tests prior to referral of candidates to the hiring manager. The county reserves the right to determine what testing requirements will be administered to determine if an applicant is qualified to fill any vacant position.
3. Per Wisconsin Statutes, the Administrator shall appoint department managers of the county except for those elected by the people. Any appointment made by the Administrator shall require the confirmation of the County Board unless the board, by ordinance, elects to waive confirmation or unless the appointment is made under a civil service system competitive examination procedure.

*Passed by County Board, Resolution#4-12; January 19, 2012
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