

# Kenosha



# County

## BOARD OF SUPERVISORS

RESOLUTION NO. \_\_\_\_\_

Subject: <b>RESOLUTION TO APPROVE THE RECOMMENDATIONS OF THE CARLSON DETTMANN CONSULTING CLASSIFICATION AND COMPENSATION STUDY</b>			
Original <input type="checkbox"/>	Corrected <input type="checkbox"/>	2nd Correction <input type="checkbox"/>	Resubmitted <input type="checkbox"/>
Date Submitted: April 13 2023		Date Resubmitted:	
Submitted By: Finance and Administration Committee			
Fiscal Note Attached X		Legal Note Attached <input type="checkbox"/>	
Prepared By: Clara-lin Tappa, Director Division of Human Resources		Signature: <i>Clara-lin Tappa</i>	

- WHEREAS, Kenosha County is committed to being an employer of choice to recruit and retain the highest quality employees to provide the highest quality services; and
- WHEREAS, to be a viable contender amongst Kenosha County's strong economic development and competitive labor market, Kenosha County must offer competitive compensation packages; and
- WHEREAS, Kenosha County contracted with Carlson Dettmann Consulting to conduct a survey of comparable public and private sector employers and reviewed the County's job classifications and has made recommendations to achieve optimal, fiscally responsible competitiveness; and
- WHEREAS, the recommendations of Carlson Dettmann Consulting and Administration have been reviewed and recommended by the Finance and Administration Committee of the Kenosha County Board of Supervisors; and
- WHEREAS, the Committee has found it to be in the best interest of Kenosha County to adopt the recommendations of the Carlson Dettmann Consulting study;
- WHEREAS, the Kenosha County Board approved ARPA funding for the implementation of the class and compensation study in the 2023 County Budget in the amount of \$500,000 and the estimated budgetary impact of the implementation will be \$750,000; and;
- WHEREAS, the Administration is proposing the balance of the funding for the implementation of the study come from a \$90,000 2023 budget modification for reported increased Computer Aids revenue from the State of Wisconsin and a use of 2022 year-end


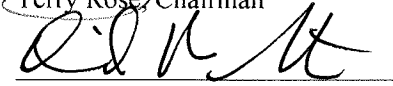
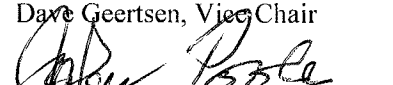

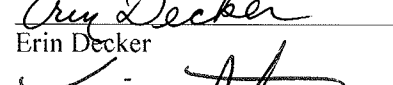

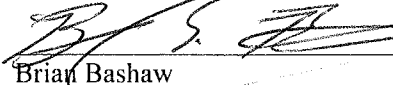
surplus in the amount of \$160,000 that would by resolution language otherwise lapse to the General Fund; and

NOW, THEREFORE BE IT RESOLVED, that the Kenosha County Board of Supervisors adopts the recommendations of Carlson Dettmann Consulting and Administration and integrates the same into the 2023 wages approved in the 2023 budget;

BE IT FURTHER RESOLVED, the County Board approves the increase in Computer Aids revenue per the attached budget modification which is incorporated within this resolution and will consider the use of year-end 2022 surplus in the amount of \$160,000 as part of the 2022-2023 Year-end Close-out and Carryover resolution to fully fund the implementation of the recommendations of the County's compensation study consultant.

Approved by:

FINANCE & ADMINISTRATION COMMITTEE

	Aye/	No	Abstain	Excused
 Terry Rose, Chairman	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
 Dave Geertsens, Vice Chair	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
 John Poole	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
 Erin Decker	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
 Tim Stocker	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
 Brian Bashaw	<input checked="" type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>
 Bill Grady	<input type="checkbox"/>	<input type="checkbox"/>	<input type="checkbox"/>	<input checked="" type="checkbox"/>

DEPT/DIVISION: Kenosha County - Unallocated

DOCUMENT #	GL DATE	4/19/2023
BATCH #	ENTRY DATE	

## 2023 Budget

[illegible]

REVENUES	FUND	DIVISION	SUB DIVISION	MAIN ACCOUNT	REVENUE DECREASE (+)	REVENUE INCREASE (-)	ADOPTED BUDGET	CURRENT BUDGET	REVISED BUDGET
State Shared Taxes	100	100	1030	442210		90,000	4,008,164	4,008,164	4,098,164
									-
									-
									-
									-
REVENUE TOTALS					-	90,000	4,008,164	4,008,164	4,098,164

90,000	90,000.00
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Please fill in all columns:

PREPARED BY:

FINANCE DIRECTOR: *Robert McLean*  
Date: *2/13/2003*

DIVISION HEAD: Solomon M. Ward Date: 7/13/2003

DEPARTMENT HEAD: \_\_\_\_\_ Date \_\_\_\_\_

COUNTY EXECUTIVE

(9) Balance available after transfer (col 8 - col 7).

(9) Balance available after transfer (col 8 - c

# PROJECT SUMMARY:

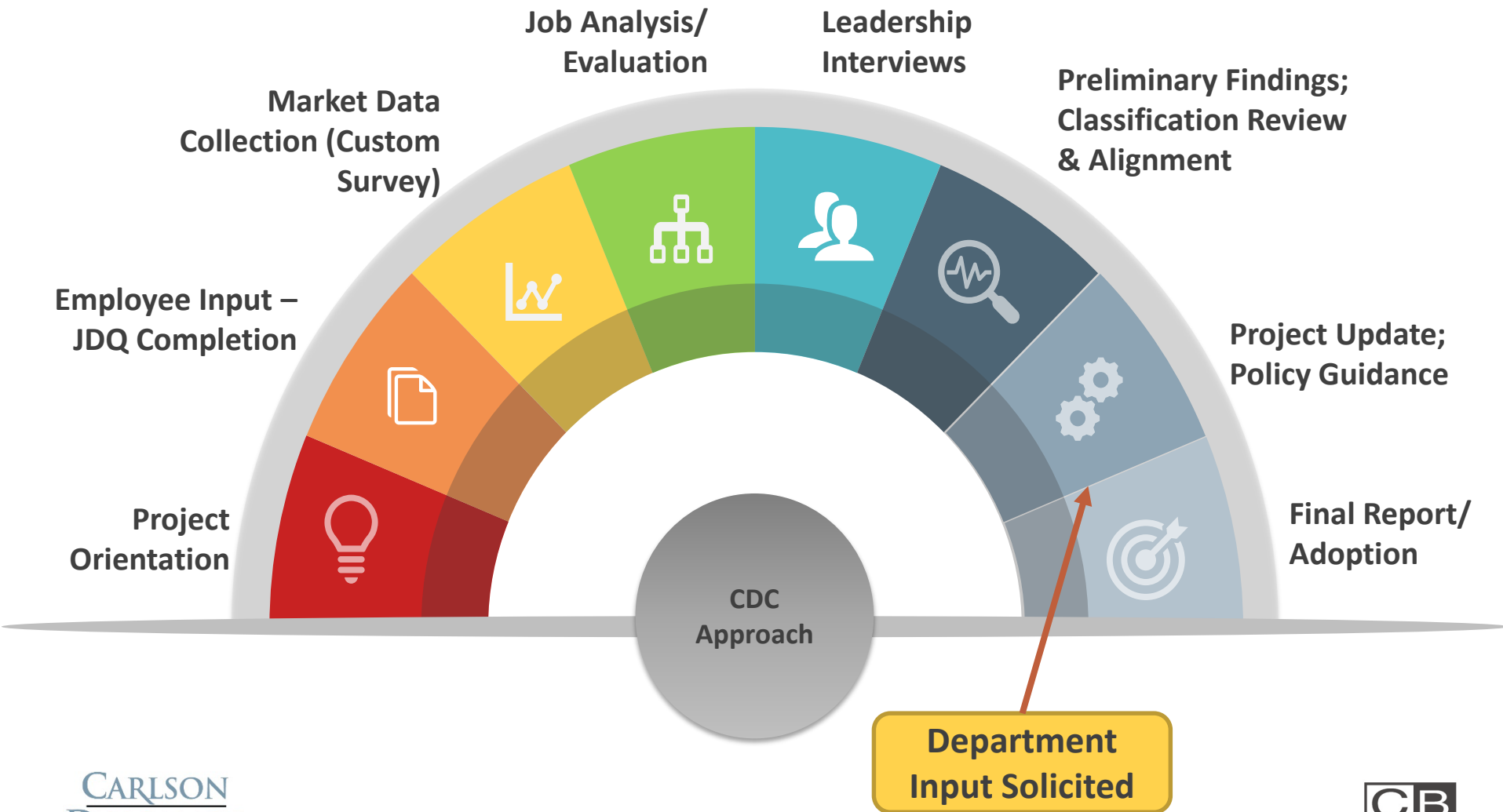
## KENOSHA COUNTY

March 2023

Presented By | **Patrick Glynn, Director of Total Rewards Consulting**  
**Carlson Dettmann Consulting**  
*A Division of Cottingham & Butler Insurance Services, Inc.*

Cottingham & Butler

# Process Overview



# Workforce Challenges

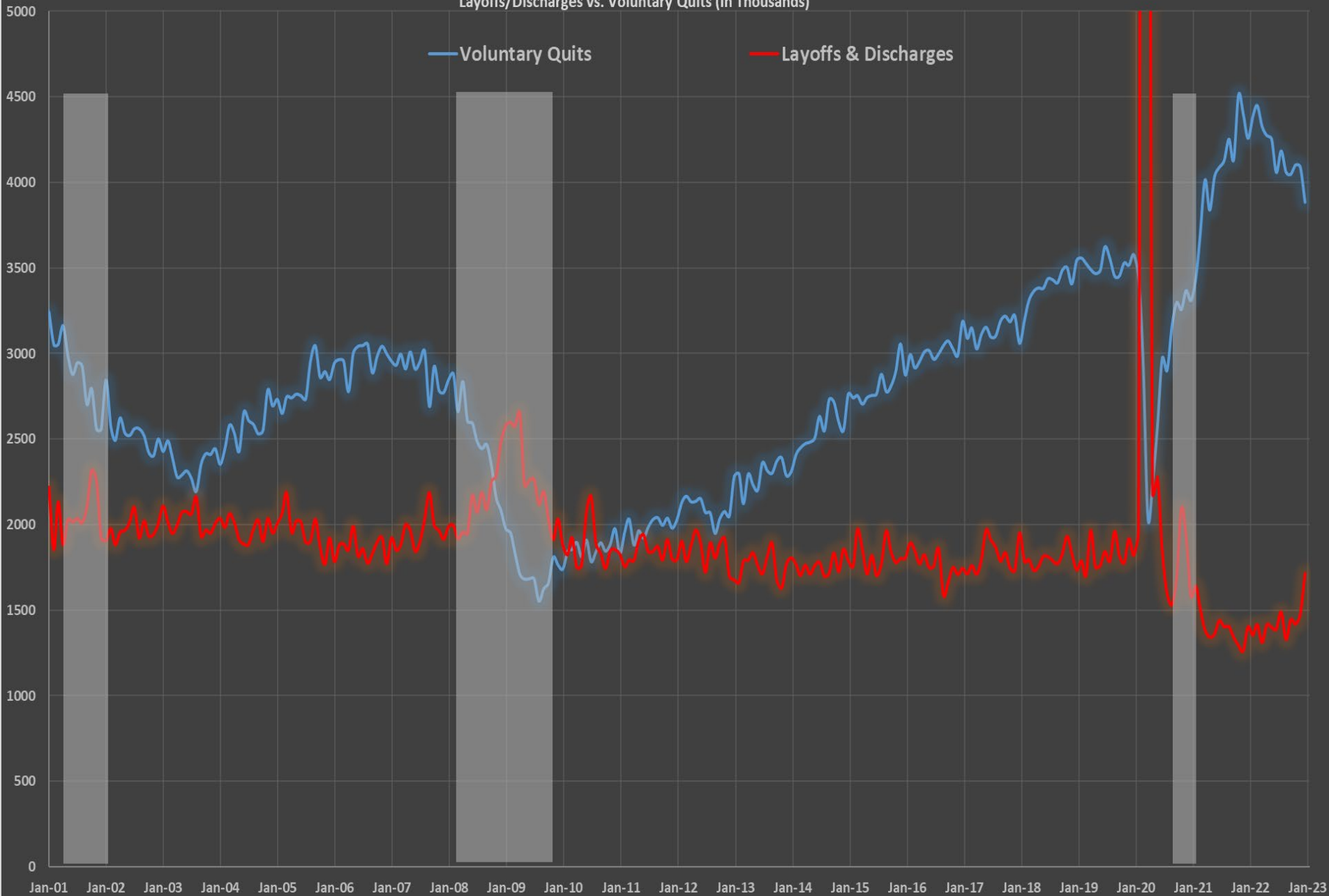
# Measuring Employer & Employee Confidence in the Economy

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“What do these statistics tell us about employer and employee confidence in the U.S. economy? Quits tend to rise during an economic expansion and fall during an economic contraction. Therefore, quits can serve as a measure of workers’ willingness or ability to leave their jobs. Conversely, layoffs and discharges tend to fall during an economic expansion and rise during an economic contraction.”

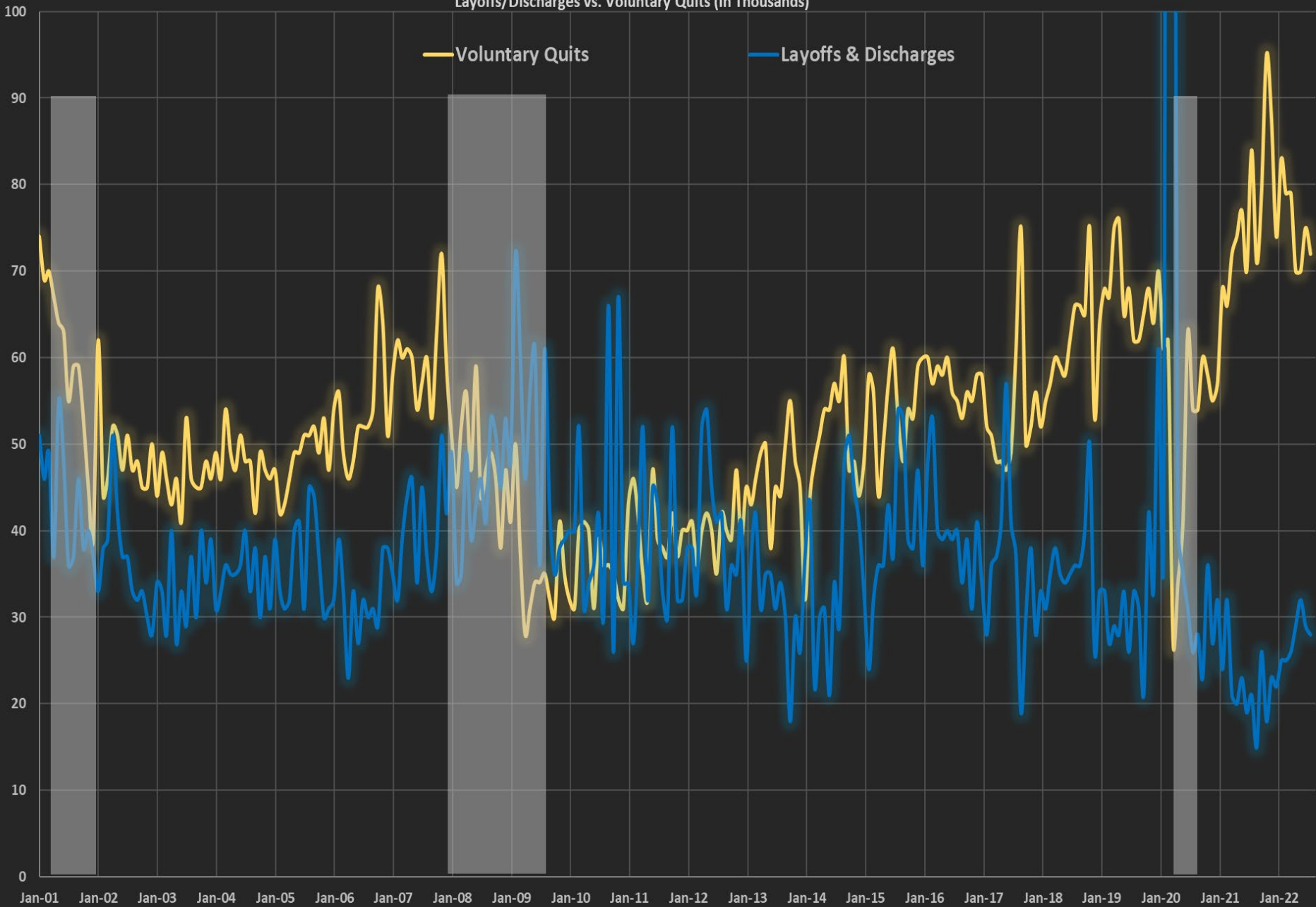
Kimberly Riley, “Measuring Employer And Employee Confidence In The Economy: The Quits-to-Layoffs-and-Discharges Ratio,” Beyond the Numbers: Employment & Unemployment , vol. 7, no. 3 (U.S. Bureau of Labor Statistics, March 2018)

Bureau of Labor Statistics: Job Openings and Labor Turnover Survey  
(National Data - Seasonally Adjusted)  
Layoffs/Discharges vs. Voluntary Quits (In Thousands)

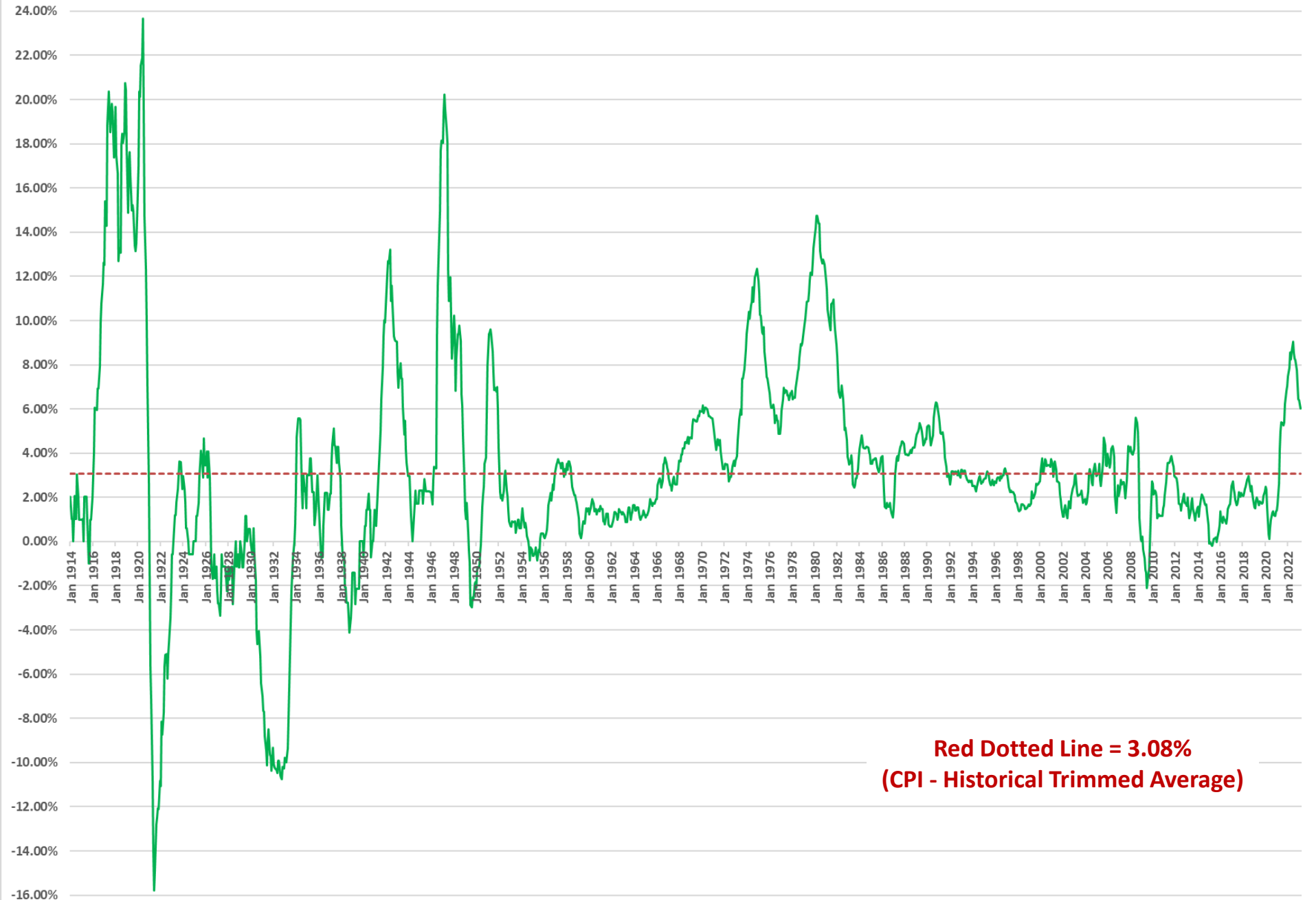




Bureau of Labor Statistics: Job Openings and Labor Turnover Survey  
(Wisconsin Data - Seasonally Adjusted)  
Layoffs/Discharges vs. Voluntary Quits (In Thousands)



**CPI-U: US City Average (1913-Present)**  
(Year-Over-Year Data: Not Seasonally Adjusted)



# Employment Cost Index (ECI)

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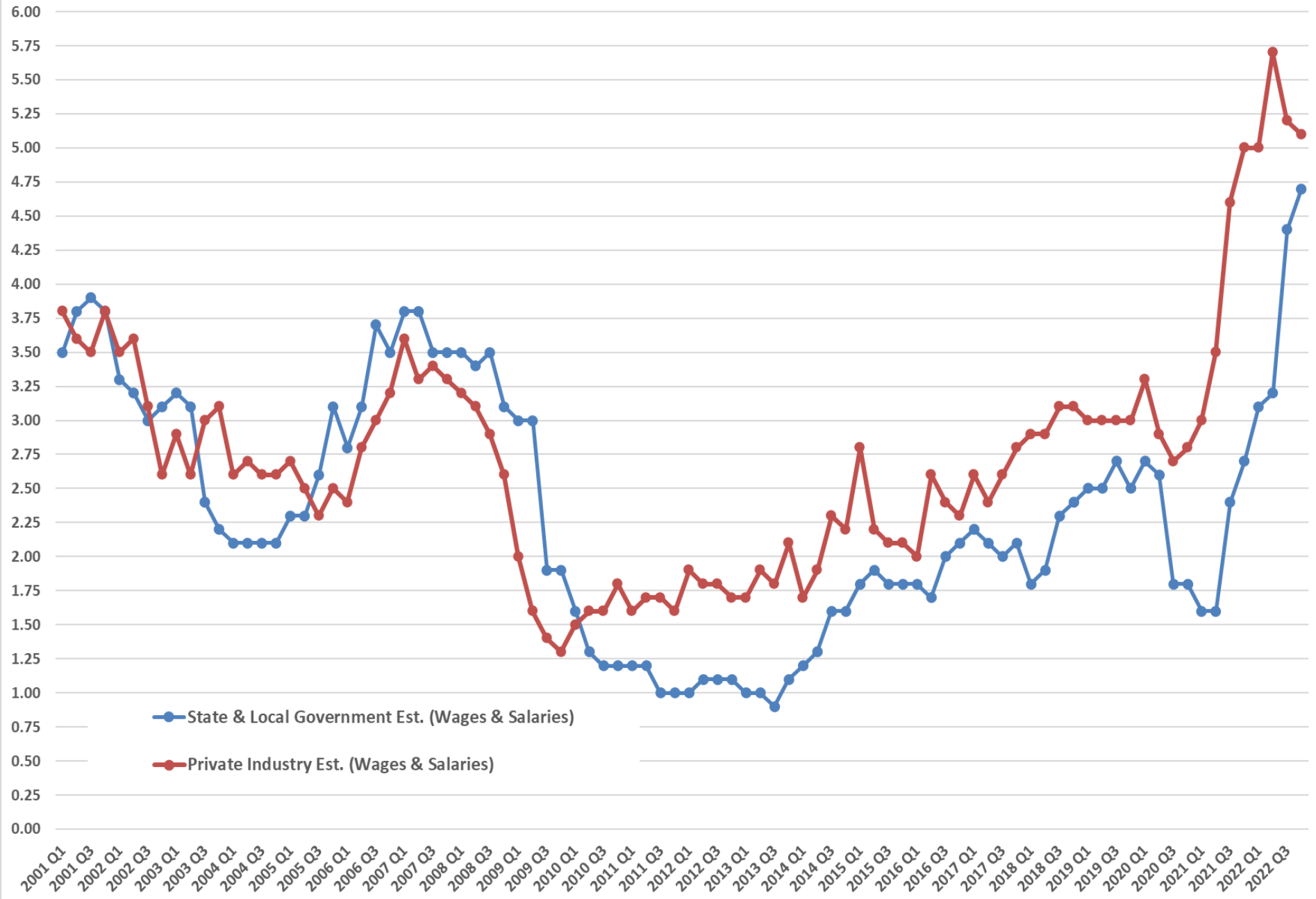
The [ECI], published by [BLS], is a quarterly measure of the change in the cost of labor, free from the influence of employment shifts among occupations and industries. ...

The ECI is designated as a principal economic indicator. It is the only measure of labor costs that treats wages and salaries and total compensation consistently... The ECI is used by the Federal Reserve Board to monitor the effects of fiscal and monetary policies and in formulating those policies. According to Federal Reserve Board Chairman Ben Bernanke, "The ECI is indispensable to understanding America's economy. It ensures the accuracy of the statistics on employers' compensation costs that we rely on for economic policy making and successful business planning."

The ECI is particularly well suited as a vehicle to adjust wage rates to keep pace with what is paid by other employers for two reasons. First, it is comprehensive. It includes not only wages and salaries but also employer costs for employee benefits, and covers nearly all employees in the civilian (non-Federal) economy. Second, it measures the "pure" change in labor costs; that is, it is not affected by changes in relative employment of industries and occupations with different wage and compensation levels.

# Employment Cost Index: National Data (2001 to present)

12-Month Percent Change (Reported Quarterly)



# Overview / Approach

## C&B Total Rewards Framework

# TOTAL REWARDS

**Compensation**

Internal Equity

External Competitiveness

Formal Systems

**Benefits**

Costs

Compliance

Creating Efficiencies

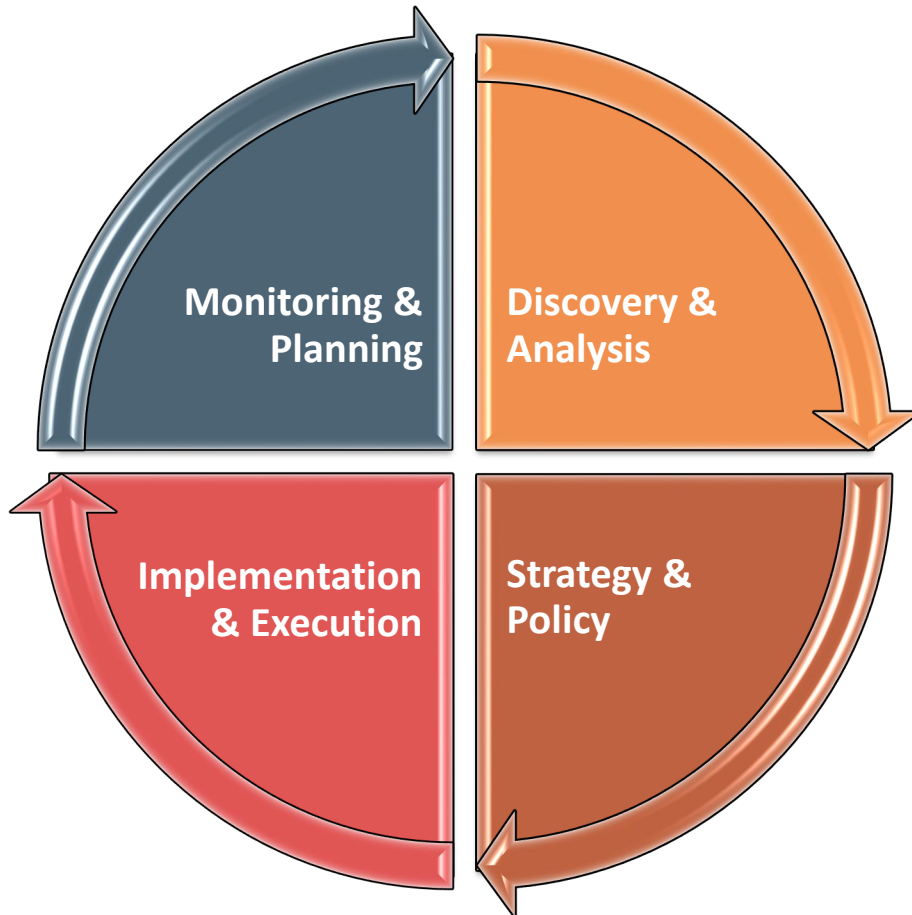
**Employee  
Experience**

Employee Engagement

Performance Management

Talent Development

# Phases of Compensation Planning



## Discovery

- Gaining an appreciation of the organization's jobs, structure, pay practices, markets, issues and challenges, etc.

## Strategy & Policy

- Defining the organization's goals and what role compensation/rewards plays, and what policies are needed to put everything in place.

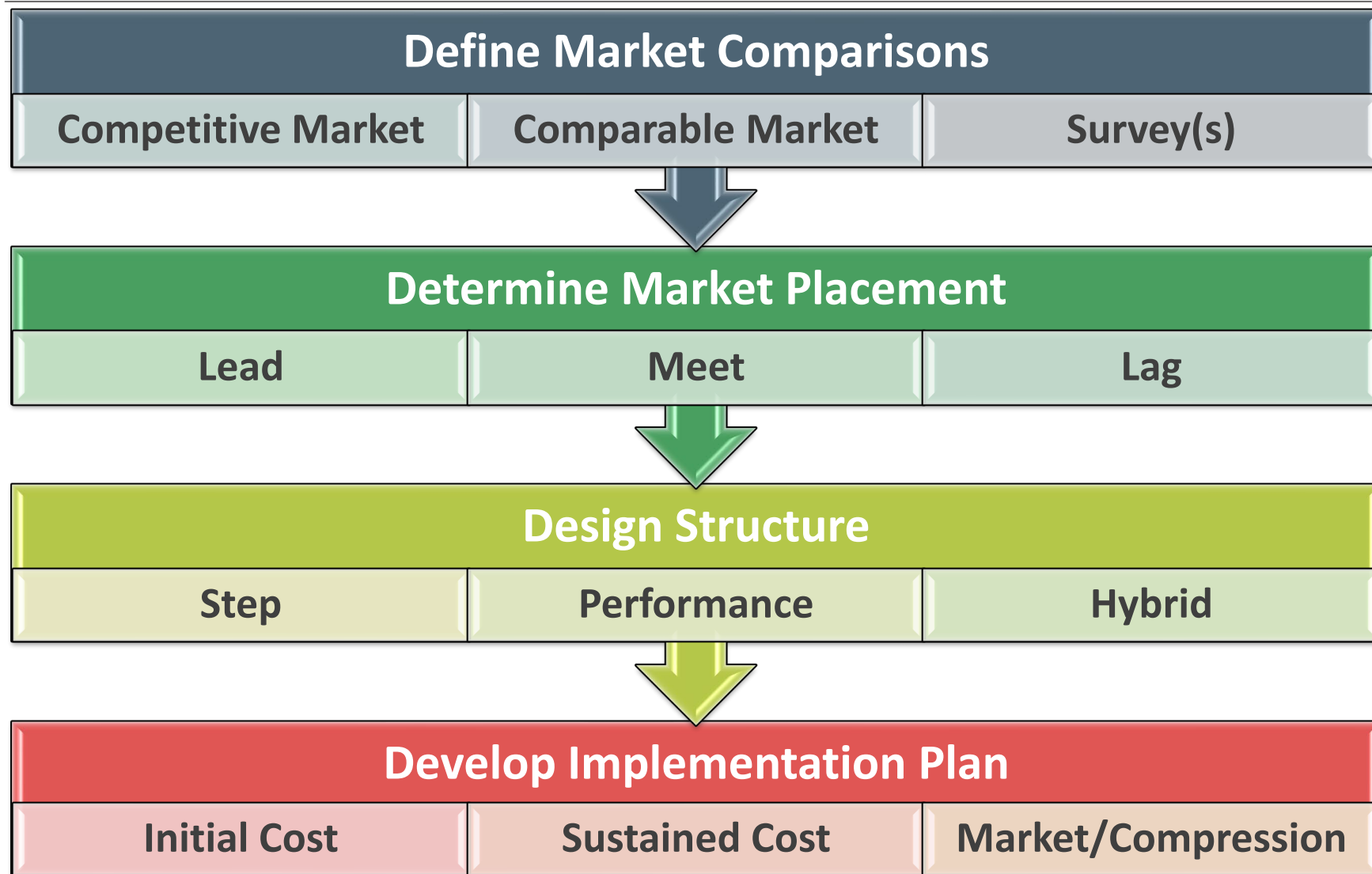
## Implementation & Execution

- Putting the plan in place, managing the program, and "tinkering" as necessary. This includes annual salary movement and planning to allow the structure to operate as intended.

## Monitoring & Planning

- Assessing what works, and what doesn't, along with keeping an eye on the evolution of the jobs and the markets. Developing a plan to make formal adjustments, conduct market analyses, or to revisit the entire structure.

## 4 Essential Policy Questions/Concerns

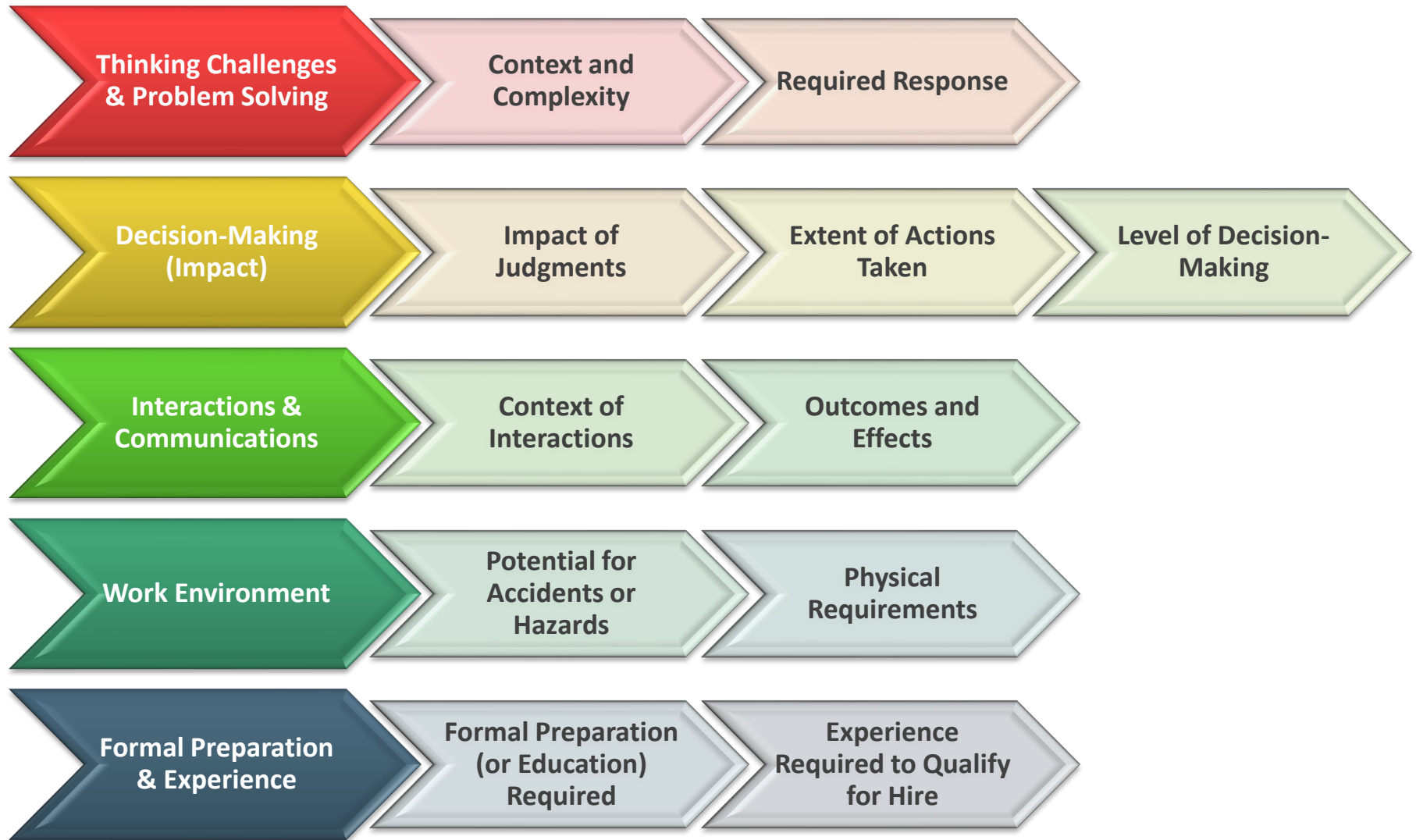




# **Job Analysis & Evaluation**

Laying The Groundwork for the Policy Questions

# CDC Job Evaluation (i.e. Compensable) Factors



# CDC Job Evaluation System: Key Questions

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## Thinking Challenges

- What problems are we giving employees to resolve on a regular basis, how complex are these problems, and what is the depth of thought required to resolve these problems?

## Decision-Making

- Knowing the problems to be resolved, and in addition to the other duties, (1) what freedom are the employees given to act, (2) over which slice of the organization are they empowered—or meaningfully contribute—to the decision-making process, and (3) what is the magnitude/level of their participation in these decisions?

## Interactions and Communications

- What is the context of the business communications that employees are involved in on a regular basis, and what is the typical end-result (i.e. impact) of these interactions?

## Work Environment

- What is the potential for accidents and/or exposure to health hazards in the normal work environment, and what are the typical physical requirements of the job?

## Formal Preparation and Experience

- What level of education is necessary to qualify for the job, and how much relevant experience is required (or is appropriate) for this level of a job?

## SAMPLE Organization

Job Title	Thinking Challenges Rating	Decision-Making Rating	Interactions / Communications Rating	Work Environment Rating	Formal Preparation & Experience Rating	Total Points
c-Suite Executive	6D	5DP	5D	1L	7G	1310
Director	5D	5CP	5D	2L	6+F	1095
Manager	5D	4+B+P	4+C+	2L	6E	888
Supervisor	4C+	4BP	4C	1L	6D	703
Professional	3C	3A+P	3B	1L	6C	532
Technician	3C	2+AS	3B	3M	4D	487
Administrative Assistant	2B+	2+AS	3B	1L	4C	409
Receptionist / Secretary	2A+	2AA	2A+	1L	3B	324
Unskilled Laborer	2A+	1+AA	2A	2M	3A	323

# **“Benchmark Jobs”**

**Standard & Consistent Set of Responsibilities Across Organizations/Surveys**



**Data Available in Valid & Reliable Surveys (Or, Is Otherwise Available)**



**Appropriate “Levels”/Hierarchies of Jobs will be Available in the Data**



**Jobs are Established & Accepted in the Market (i.e. Not Unique to the Organization)**



**Meet an Acceptable “Degree Of Match” (e.g. +/-20% Variance in Duties)**

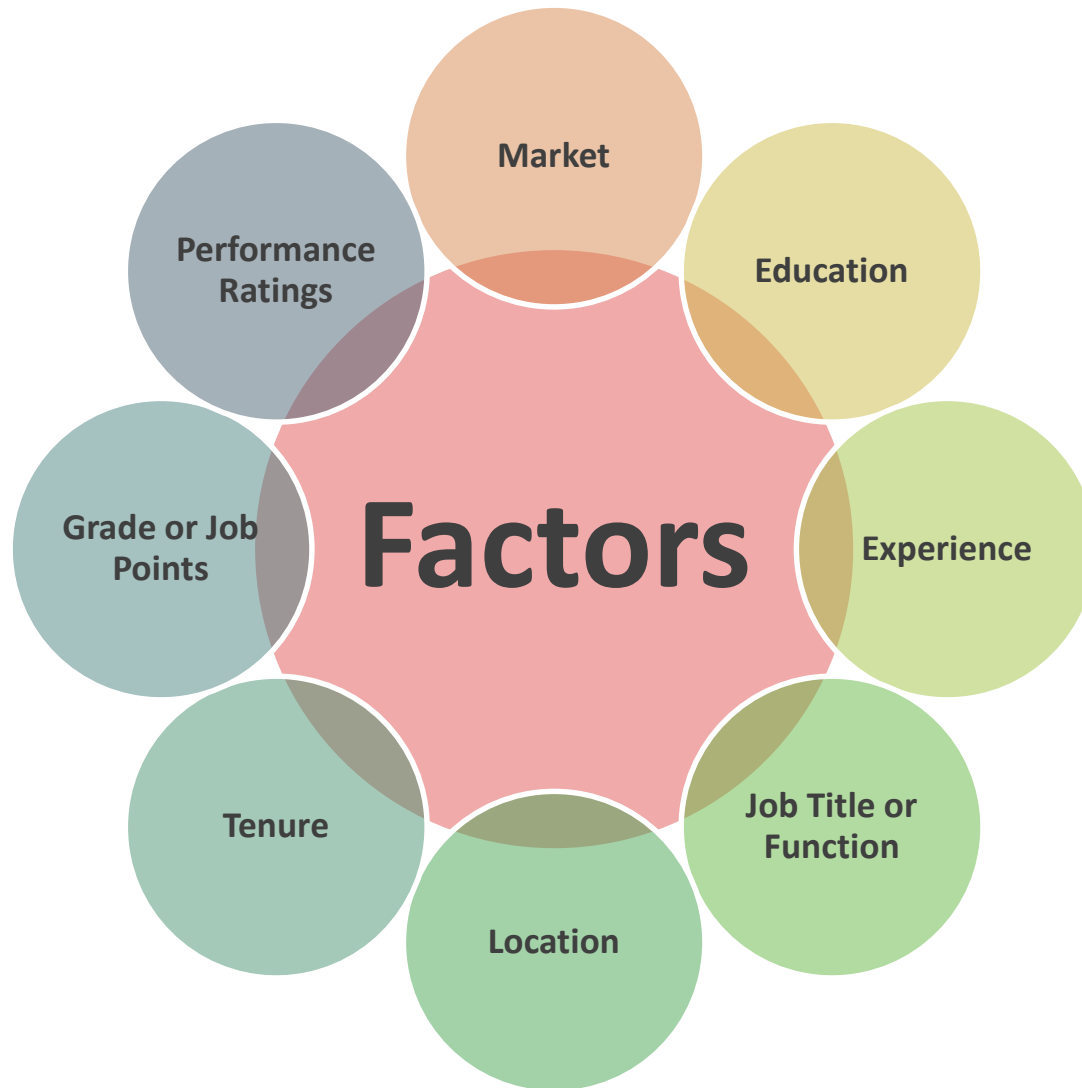


**Pay Differentials Are Relatively Stable, Unless Market Forces are Uniform**

# Kenosha County Benchmark Jobs

- CORPORATION COUNSEL
- FIRST ASST CORP COUNSEL
- DIR DIV HUMAN RESOURCES
- ASST DIR HUMAN RESOURCES
- HR BUSINESS PARTNER
- HUMAN RESOURCES SPEC
- HUMAN RESOURCES ASST
- CHIEF INFORMATION OFFICER
- INFRASTRUCTURE MGR
- SECURITY ENGINEER
- IT PROJECT MANAGER
- NETWORK ARCHITECT
- DATABASE ADMINISTRATOR
- SYSTEMS ENGINEER
- SOFTWARE DEVELOPER
- COMMUNICATIONS MGR
- DESKTOP SUPPORT III
- DESKTOP SUPPORT II
- NETWORK TECH
- UNIFIED COMM ANALYST
- DIR DIV LAND INFORMATION
- GIS SYSTEMS COORD
- REAL PROPERTY LISTER
- GIS ANALYST
- OFFICE MGR COUNTY EXEC
- DIR DIV FINANCE
- MGR FISCAL SERV PAYROLL
- ACCOUNTANT
- PAYROLL SPECIALIST
- DIR DIV PURCHASING SERV
- PURCHASING SPECIALIST
- BUYER
- DEPUTY COUNTY CLERK
- DEPUTY REG OF DEEDS
- DEPUTY TREASURER
- CIRCUIT COURT COMMISSIONER
- REG IN PROBATE/PROBATE REG
- JUDICIAL ASST
- DEPUTY COURT CLERK
- VICTIM/WITNESS COORD
- PARALEGAL
- LEGAL SECRETARY
- PARALEGAL
- BEHAVIORAL HEALTH QI ANALYST
- ADMIN ASST
- BROOKSIDE ADMIN
- MEDICAL RECORDS SUPV
- ADMISSIONS/SOC SERV DIR
- LIFE ENRICHMENT MGR
- COOK BRKS
- DIETARY SERVICE ASST
- DIR NURSING BRKS
- SOCIAL WORKER SUPERVISOR
- REG NURSE
- INFECTION PREVENTIONIST
- LPN
- UNIT SECRETARY
- CERT NURSING ASST
- DIR DIV CHILD & FAMILY SERV
- SOC WKR II
- SOC WKR I
- CFO HUMAN SERVICES
- ACCOUNTING ASSOC
- DIR DIV HEALTH SERV
- ADMIN ASST SR
- PUBLIC HEALTH NURSE SUPV
- PUBLIC HEALTH NURSE
- REG NURSE HEALTH
- EPIDEMIOLOGIST
- MGR ENVIRONMENTAL HEALTH
- ENVIRONMENTAL SANITARIAN
- ENV HEALTH TECH
- PUBLIC HEALTH SUPV
- LAB SUPV- FORENSIC CHEMIST
- LAB TECHNOLOGIST
- PUBLIC HEALTH TECH
- MEDICAL EXAMINER
- DIR DEPT HUMAN SERVICES
- CONTRACT SPECIALIST
- DIR DIV VETERANS SERV
- VETERANS BENEFITS SPEC
- CHILD SUPPORT ATTY
- MGR CHILD SUPPORT
- CHILD SUPPORT SUPV
- CHILD SUPPORT SPEC
- ECON SUPPORT PGM MGR
- ECON SUPP SPEC
- MGR FACILITIES MAINT
- PROJECT ENGINEER
- ELEC/MAINT SPEC
- RELIEF CUSTODIAN BRKS
- CUSTODIAN BRKS
- SOCIAL WORKER IV
- DIR DEPT PUBLIC WORKS & P&D
- DIR DIV HIGHWAYS
- OPERATIONS SUPERINTENDENT
- SHOP SUPERINTENDENT
- CIVIL ENGINEER
- MECHANIC
- HIGHWAY FOREMAN
- PATROL WORK/LABOR
- PARKS DIRECTOR
- PARK SUPERINTENDENT
- DIR DIV PLANNING OPERATIONS
- COUNTY CONSERVATIONIST
- SR LAND USE PLANNER
- LAND USE SPECIALIST
- MGR FISCAL SERV SHERIFF
- EXECUTIVE ASST
- ADMIN SECRETARY
- FOOD SERVICE MGR
- COR SERGEANT
- DIRECT SUPV OFFICER

# Acceptable Factors Explaining Differences



# Market Comparisons



# Talent Strategy: Two Marketplaces

## Comparable Marketplace

### Who is like us?

- Traditional approach

### More Data Driven

- Proximity, Population, Budget Size, Commuting Patterns, Property Valuation, Income, Organization or Department Structure, etc.

### Self-Alignment

- Associations, Consortia, Bargaining Comps, Same Industry

**Final Result is a Pool of Organizations Similar in Size/Scope**

## Competitive Marketplace

### Who is trying to take our talent?

- Big vs small; public vs private; etc.

### Employee Considerations

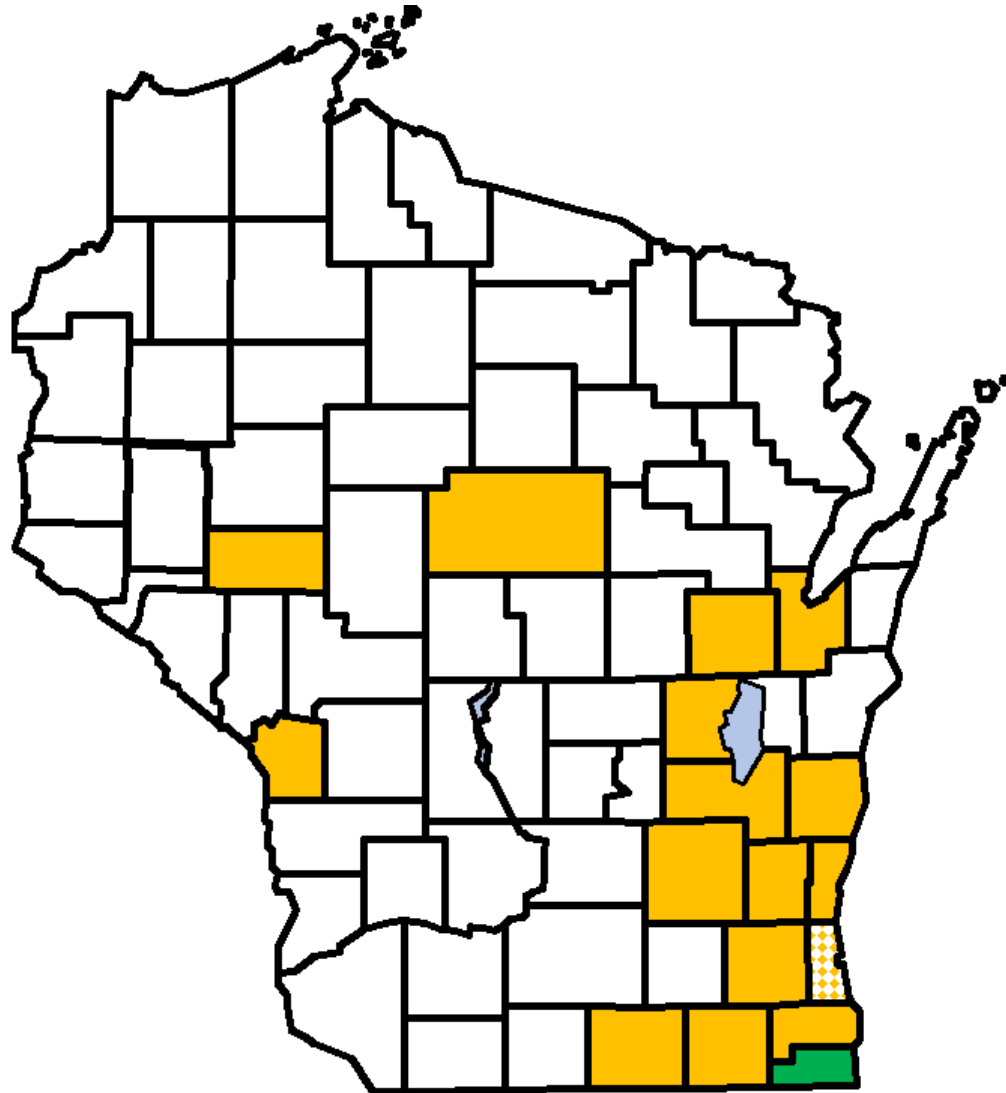
- Commute Time, Organizational Culture, Company Growth, Career Opportunities, Meaning, Hours of Work, Level of Job

**There Will, Undoubtedly, Be Cross-Over with the Comparable Marketplace**

**Final Result is a More Diverse Pool of Organizations, More Likely to Truly Reflect the Options Facing Employees**

## Comparable Counties (and Cities)

- Brown
  - Dodge
  - Eau Claire
  - Fond du Lac
  - La Crosse
  - Marathon
  - Milwaukee
    - Milwaukee (City)
    - West Allis (City)
  - Outagamie
  - Ozaukee
  - Racine
    - Racine (City)
  - Rock
    - Janesville (City)
  - Sheboygan
  - Walworth
  - Washington
  - Waukesha
    - Waukesha (City)
  - Winnebago
- Also:
- Kenosha (City)
  - Lake County
    - Waukegan (City)



# Other Data Sources

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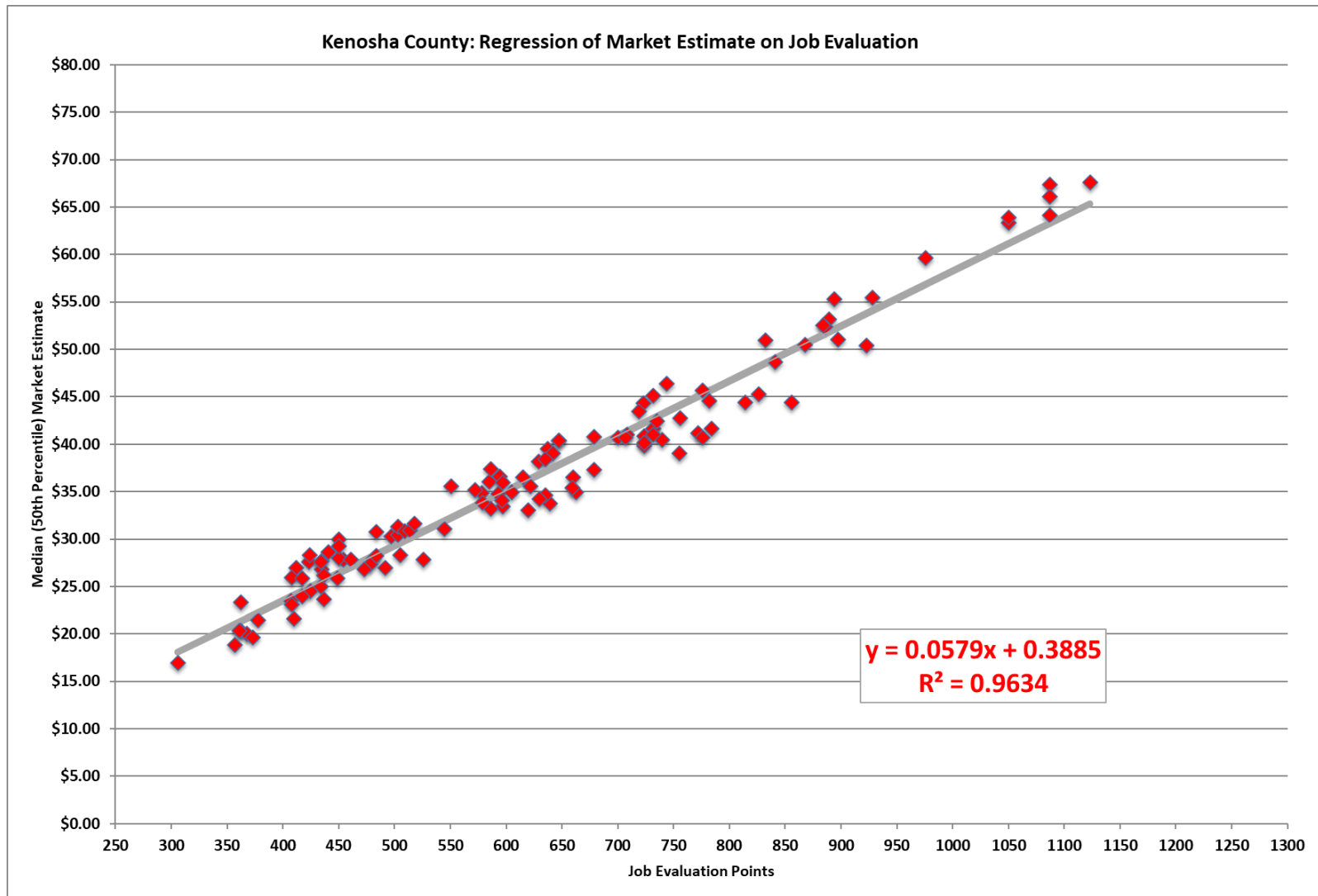
## Other Data Sources:

- CDC Custom Public-Sector Survey (Supplemental Needs); Bureau of Labor Statistics; CompData; PayFactors; ERI; Willis Towers Watson

## Notes:

- Not all comparables (or data sources) were used for every job.
  - Nonexempt (hourly) jobs tend to be much more localized, and Exempt (salaried) tend to be more regional/statewide.
  - Many public sector classifications do not have an analogue to the private sector
- There is not data from each organization for each job.
- Any outliers (high or low values) were removed from consideration.
- Supplemental data may be utilized from other communities when needed, and when it fits within our statistical parameters.

# Market Line



# “Model Used” for Plan Design

## Job Evaluation Scores

Application of the job evaluation system to the organization’s jobs, including appropriate internal conversations regarding jobs and quality control steps to validate ratings.

## Management Review & Input

Discussion regarding the jobs and labor market dynamics that would contribute to the job evaluation and market matching processes.

## Selected Benchmark Jobs

Jobs identified and selected that meet the standard criteria for benchmarks, including the levels of jobs found in the organization.

## Surveys Used

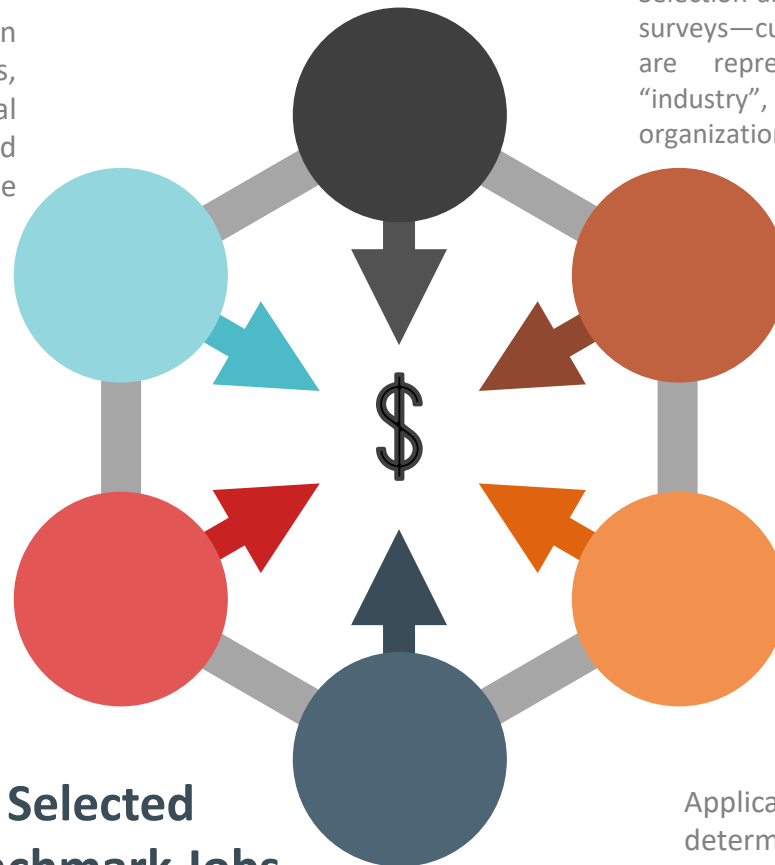
Selection and utilization of valid, reliable market surveys—custom, purchased, or acquired—that are representative of the organization’s “industry”, or provides an overview of the organization’s general labor market.

## “Data Cuts” Used

Utilization of survey data to align with unique industry characteristics: geography, revenue, FTE, industry, general, etc.

## Data Analysis & Cleaning

Application of professional analysis to determine when outlier data may exist, and addition and/or removal of benchmark jobs based on the available data.

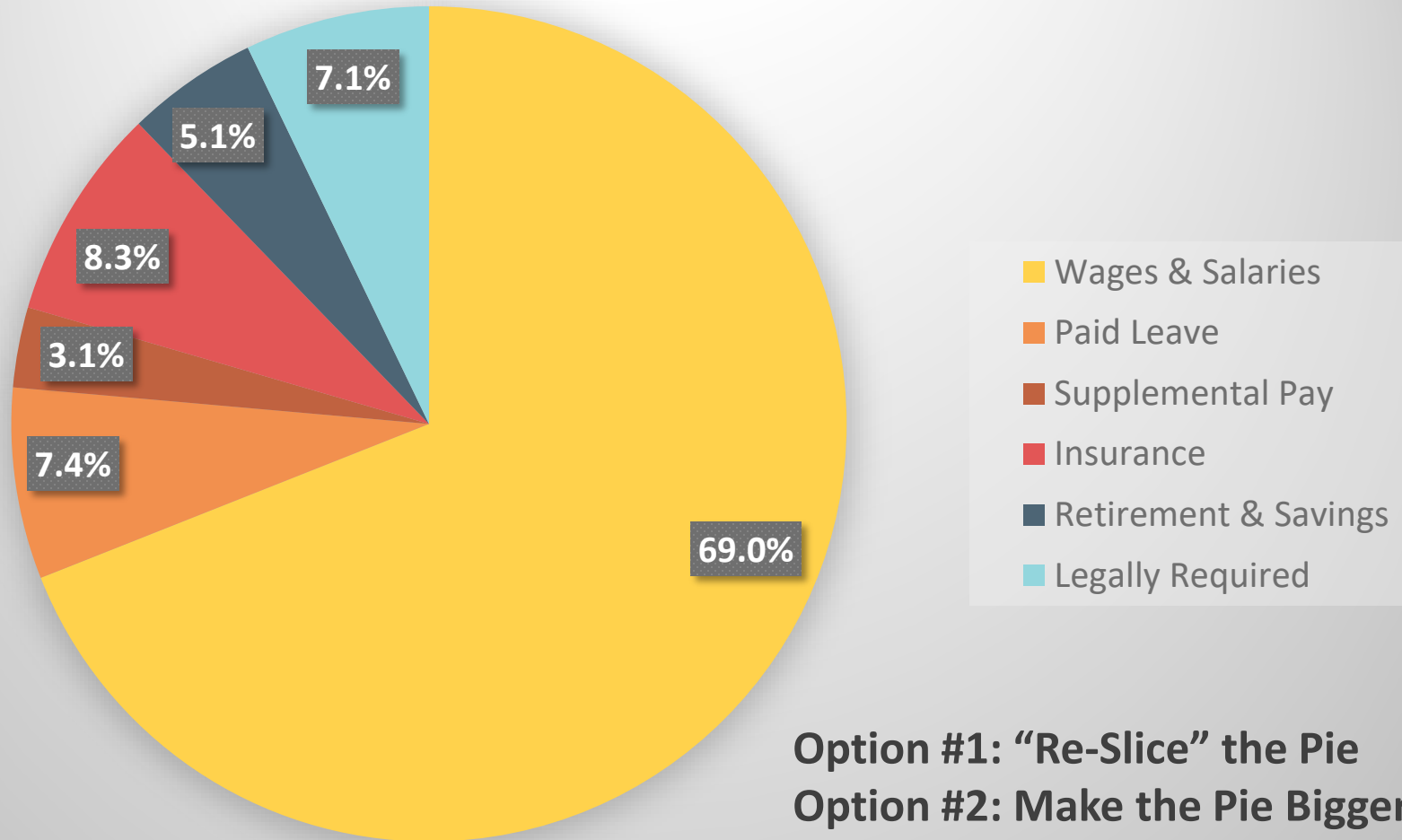


# Parallel Conversations



# Slicing The Total Rewards Pie

## Employer Costs for Employee Compensation



# Challenges Comparing the Public and Private Sectors

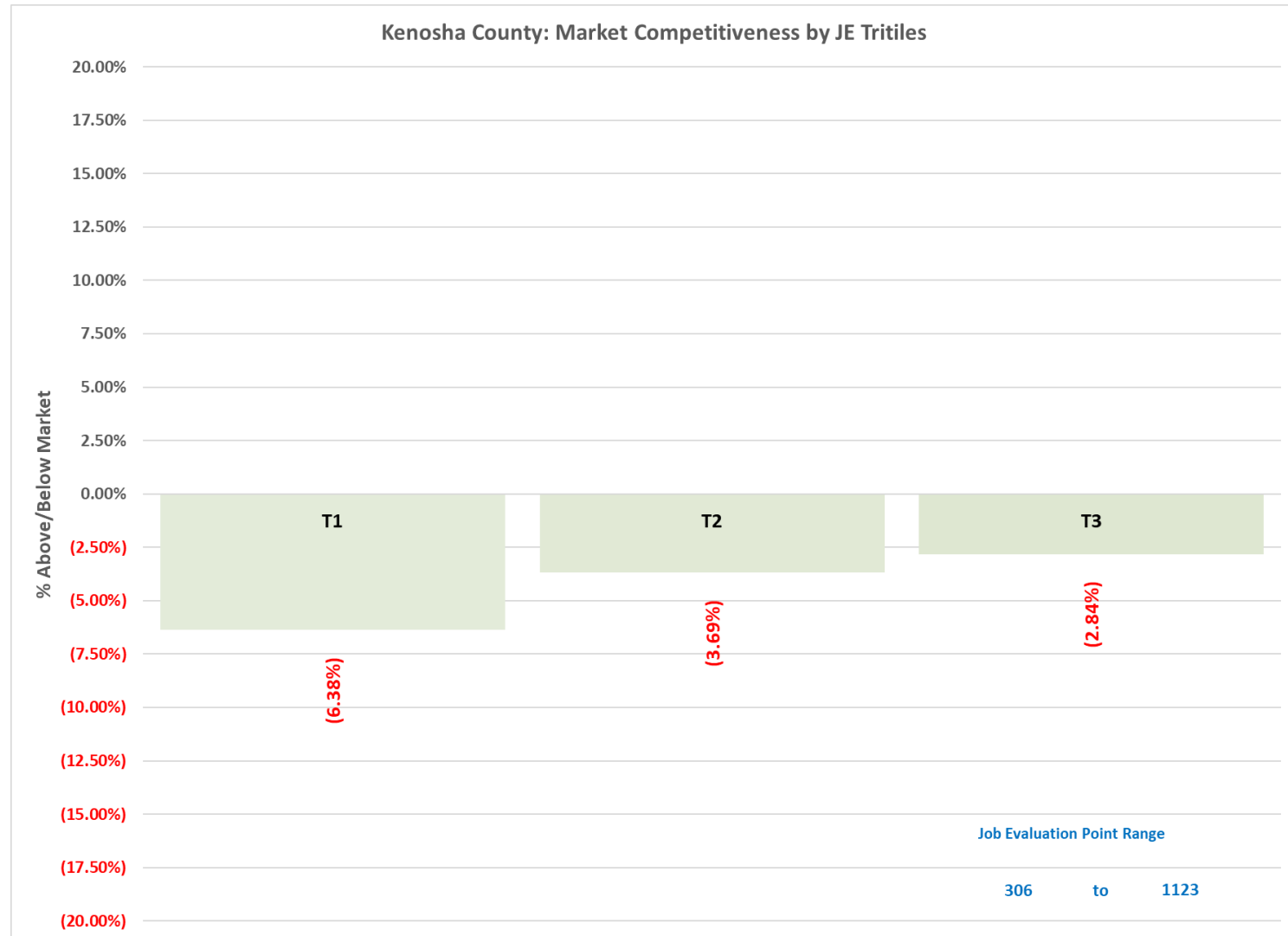
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1. Dramatic retrenchment of benefits since Wisconsin Act-10.
2. Greater flexibility in benefits offerings in the private-sector.
3. Difficulty in administering performance management (and pay-for-performance) plans in the public-sector.
4. Greater likelihood of bonuses/incentives (i.e. “total cash”) in the private-sector.
5. Lack of a common mission among public-sector departments (making comparisons and metrics difficult).
6. Difficulty comparing 401(k) plans to defined-benefit pensions (even with a 50% employee contribution).
7. Local politics/budgets playing a greater role in public-sector decisions.
8. Public-sector organizations often taking a one-size-fits-all approach (compared to the private-sector frequently offering greater "total rewards" packages to management/executive employees).
9. Profit motive in the private-sector versus service delivery in the public-sector.

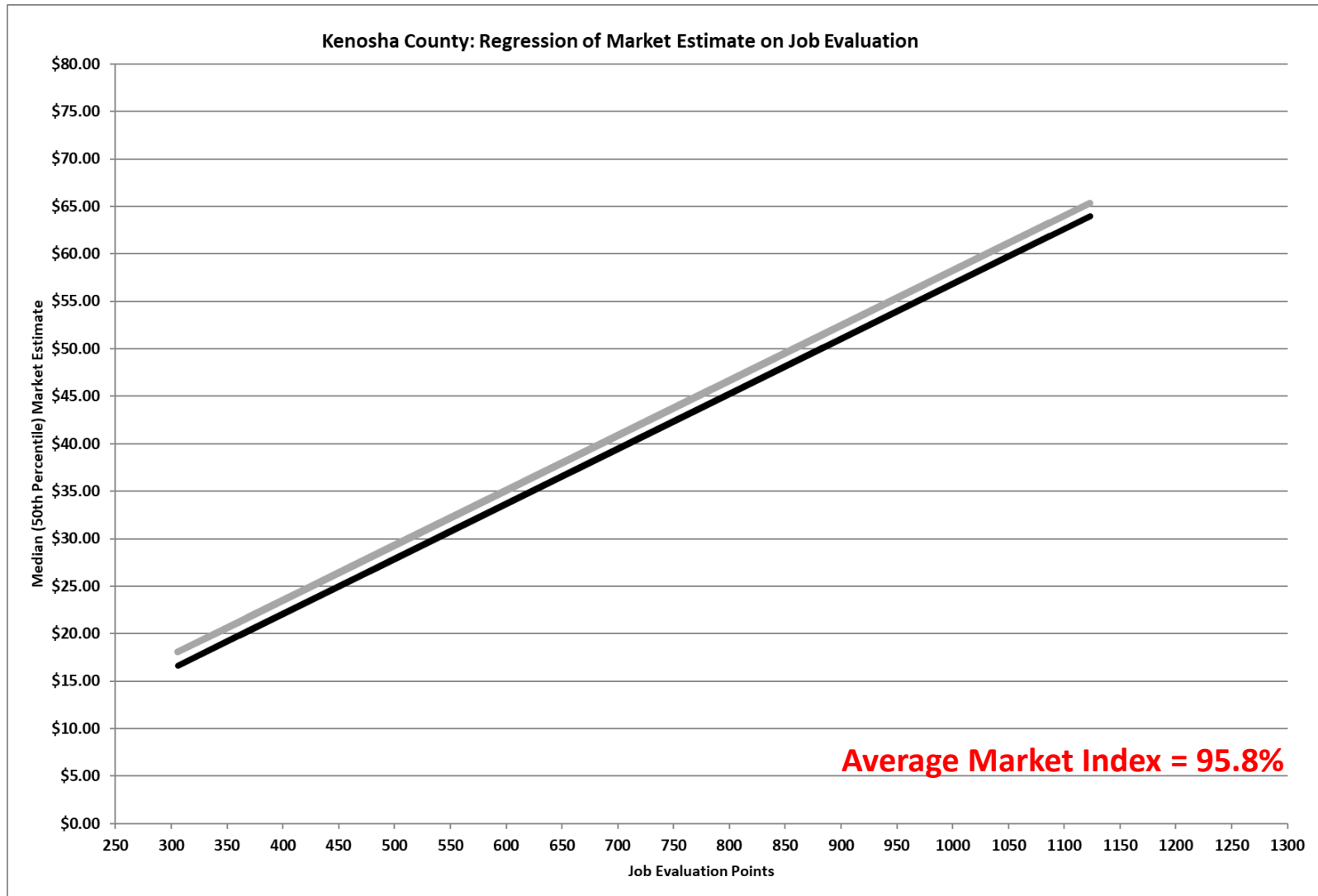


# Market Competitiveness

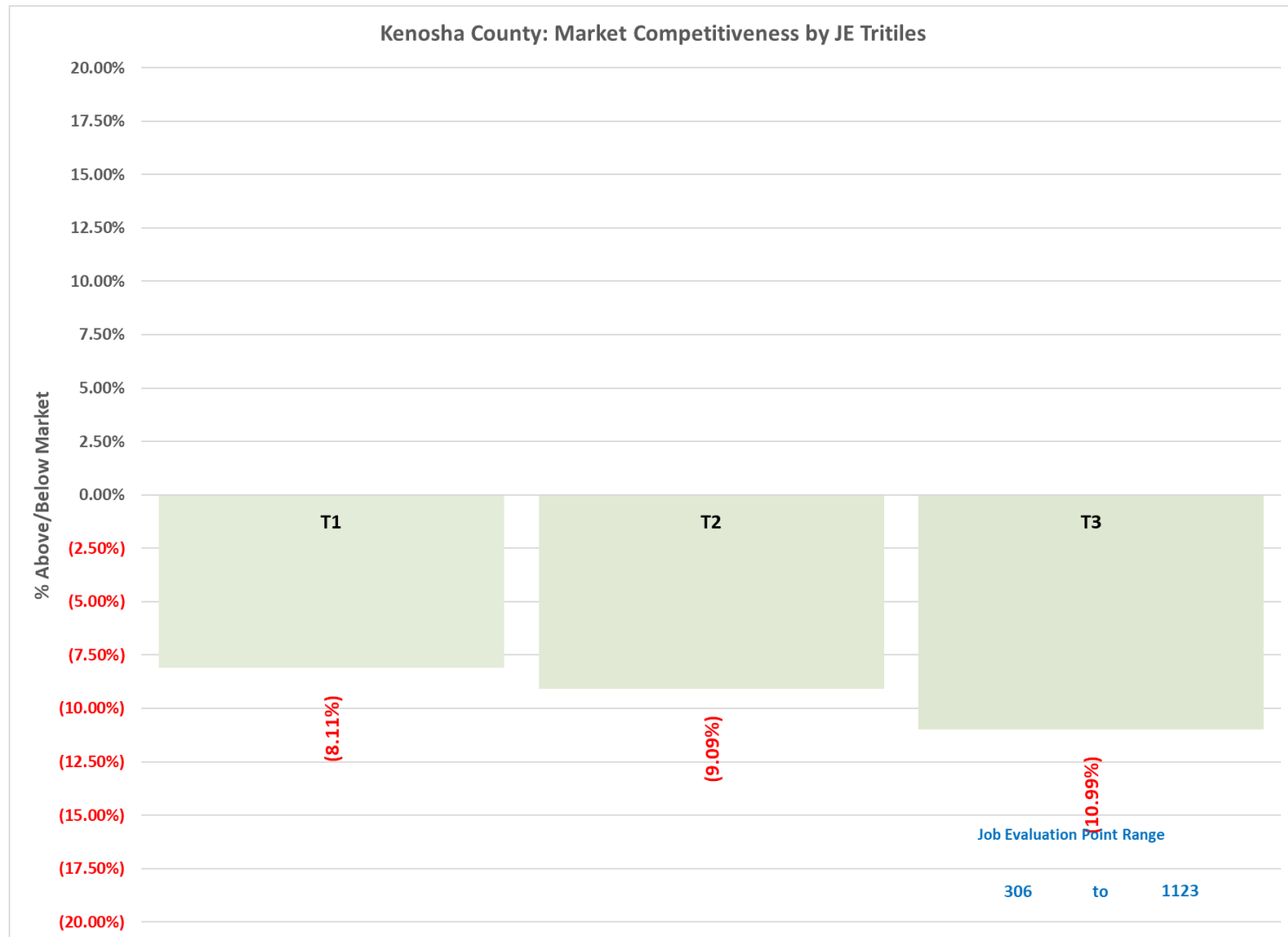
# Midpoint Competitiveness by Range of JE Scores (ACTUAL)



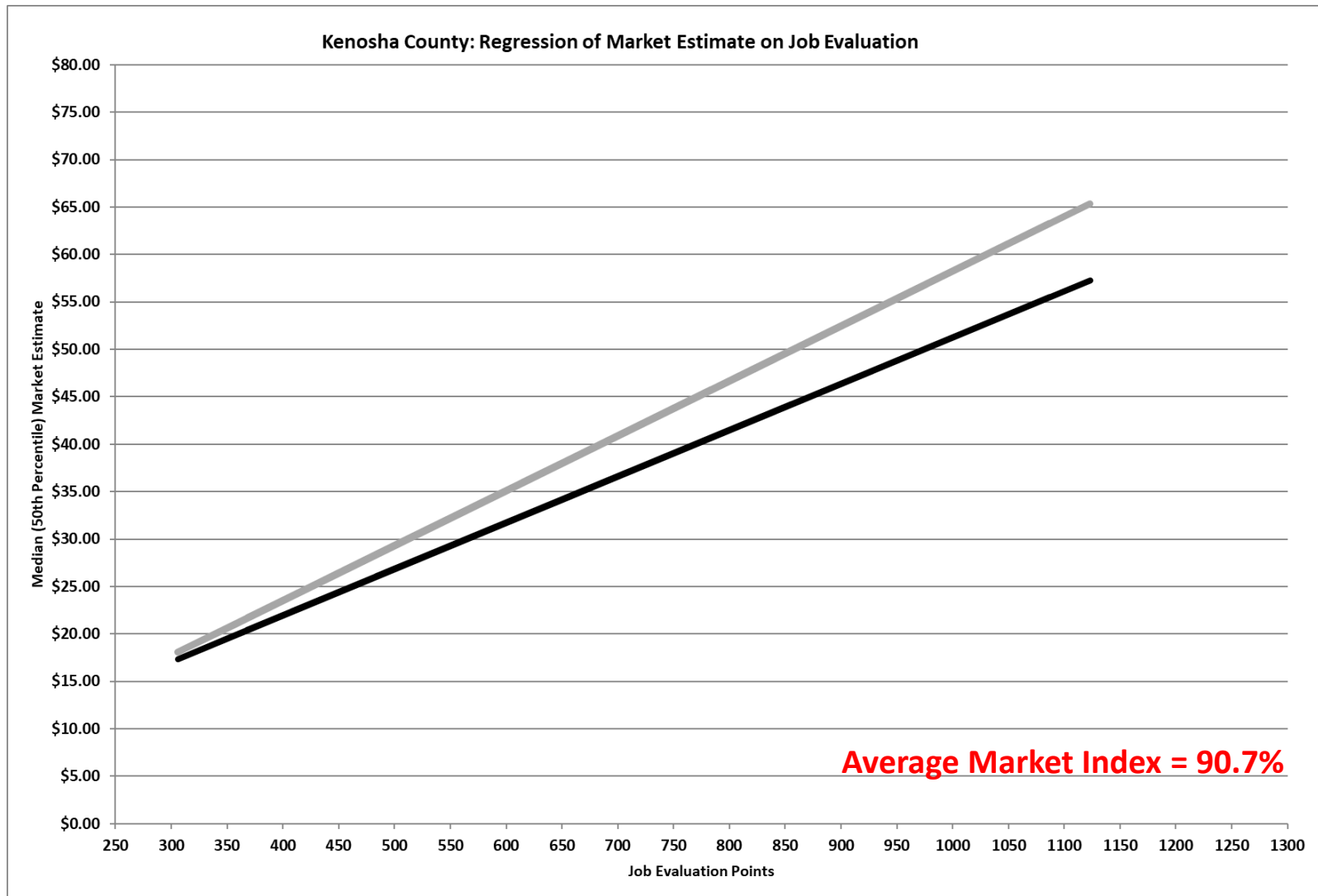
# Measuring External Competitiveness: Market vs ACTUAL PAY



# Midpoint Competitiveness by Range of JE Scores (MIDPOINTS)



# Measuring External Competitiveness: Market vs MIDPOINTS



## Observation from Comparisons

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Based on the data, in addition to the conversations with the County throughout the project, it is apparent that the County has used employee movement through the existing structure as the primary means of addressing the shift in wages in the market (hence the two lines nearly on top of each other when comparing against “actual pay”).

Addressing it in this manner, without applying sufficient structural adjustments (to approximate market growth), means that the wage structure has fallen out of line with the marketplace.

If the County continues to address wages in this manner, it is likely that the structure will fall out of competitive balance much more quickly than intended.

Our recommended approach, as noted later, is to plan for a blend of employee movement through the existing structure AND regular review for the need for structural adjustments – at least every other year.

# Plan Design

# Variables Considered in Structure Design

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**Employee  
Movement in  
Structure**

**Internal  
Hierarchy / JE  
Ratings**

**Compression  
Concerns**

**Unique  
Market  
Pressures**

**Number of  
Desired  
Structures**

**Financial /  
Budget  
Pressures**

**Connection to  
Performance**

**Other  
Elements of  
Pay**

**Recruitment /  
Retention  
Strategy**



# Plan Implementation

# Challenges With Implementing Pay Structures

## Budget

- Levy Limits
- Expenditure Restraint

## Fairness

- Contrasted with Happiness
- Formula-Driven Fairness

## Size of Increase

- Short-Term Increase vs. Long-Term Increase
- Employee Expectations vs. Economic Reality

## Length of Service

- Rarely a Viable Consideration
- Unintended Compression Possible

## Developing Options

- Balancing Act of Fairness and Affordability
- Doing as Much as You Can, With What You Have

## Exceptions

- Slippery Slope
- Chain Reaction

# Importance of Structural Adjustments & Employee Range Movement

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- Structural adjustments (to the entire structure) and employee movement through a pay range (on an employee-by-employee basis) are both necessary to maintain a competitive and equitable pay structure.
  - Structural adjustments involve changes to the entire salary structure, such as increasing midpoints to keep up with market rates, while employee movement through a pay range involves adjusting individual salaries based on factors such as performance or seniority.
  - For example, a company may implement a structural adjustment to increase midpoints by 3% to keep up with market rates. They may also adjust individual salaries for high-performing or critical positions, while providing smaller adjustments or none for low-performing employees.
- Balancing the need for a competitive and fair pay structure with budgetary constraints can be challenging.
  - Employers may need to prioritize adjustments for critical positions or high-performing employees, or implement changes gradually over time to manage the impact on the budget.
- By taking a balanced approach to structural adjustments and employee movement through a pay range, employers can ensure that their pay structure remains competitive and fair while managing their budget effectively.

# Alternative Approaches

# Market Data in a Competitive Economy

## Data, In General

- Although informative and useful, most data is “backward looking”
  - Salary data, economic indicators, process metrics

## Public Sector Data

- Pay structure data based on decisions likely made last Oct.-Dec.
- Public sector has not responded as rapidly as the private sector in recent years

## Private Sector Data

- Due to antitrust regulations, data must legally be at least 3 months old
  - Data is frequently older due to analysis and reporting
- Private sector has lead the way for salary growth

## Significant Market Activity

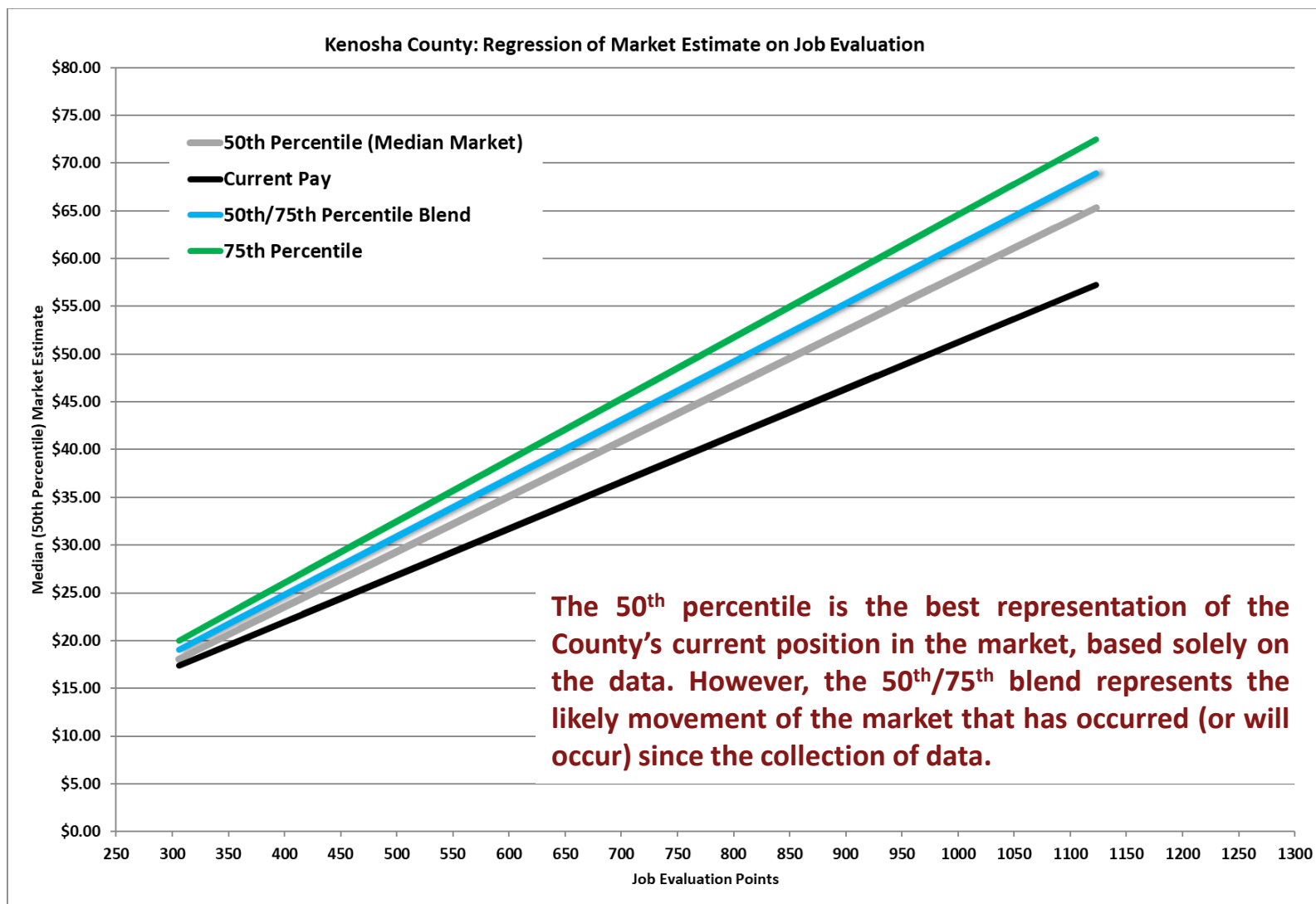
- Many organizations are actively involved in conducting market updates of their structures, and data will be shifting in the near term.

## Tools of the Trade

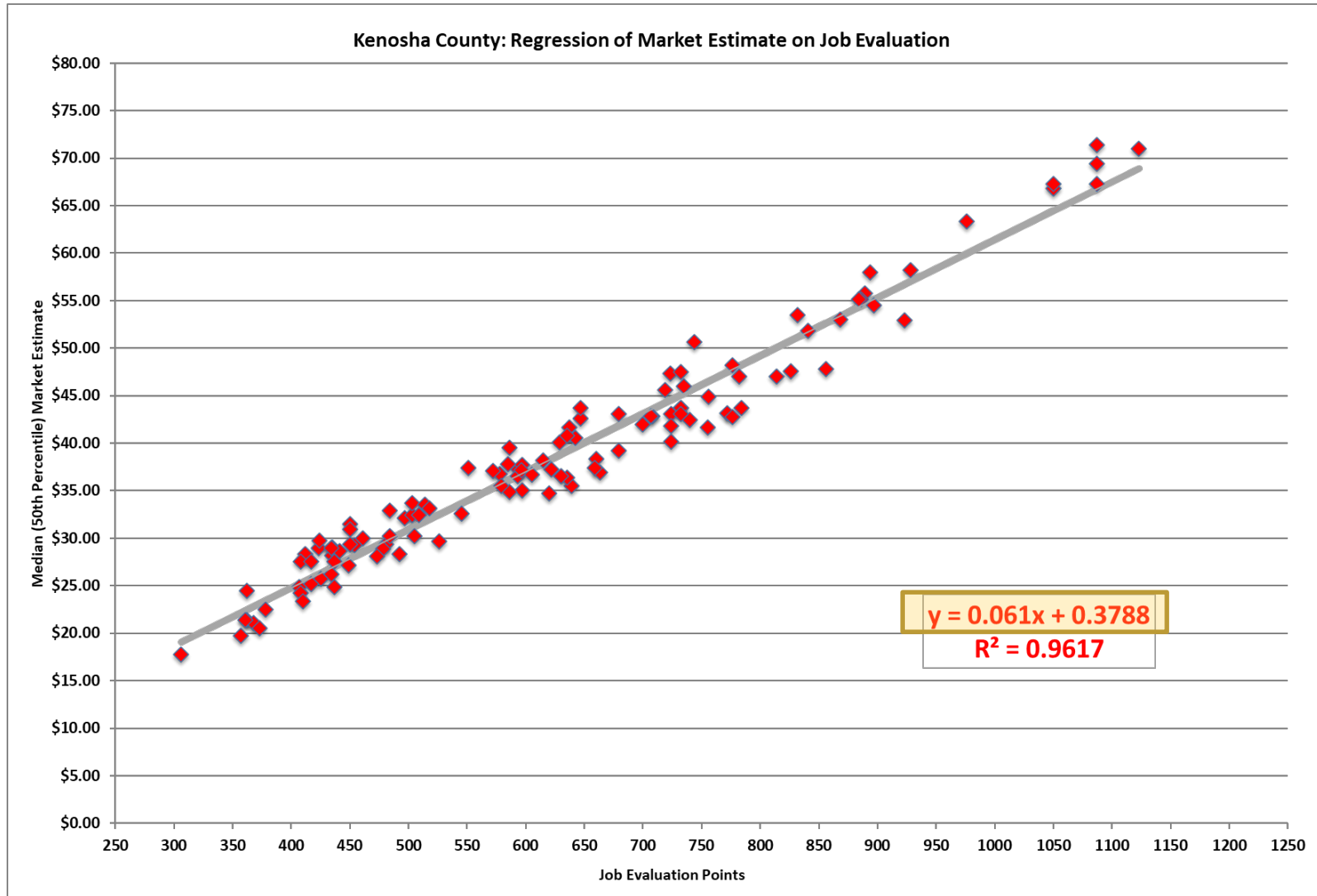
- Best practice is to age survey data to a common date, using a common percentage, to arrive at the best apples-to-apples comparison



# Market Line: Alternative Approaches



# Market Line: Alternative Approaches



# Recommended Wage Structures

## Exempt Employees

Grade	Min	C/P Mid	Max
E-16	\$118,338	\$140,878	\$163,419
E-15	\$110,126	\$131,102	\$152,079
E-14	\$102,508	\$122,034	\$141,559
E-13	\$95,415	\$113,589	\$131,763
E-12	\$88,810	\$105,726	\$122,643
E-11	\$82,625	\$98,363	\$114,101
E-10	\$76,859	\$91,499	\$106,139
E-09	\$71,530	\$85,155	\$98,780
E-08	\$67,234	\$80,040	\$92,847
E-07	\$62,540	\$74,452	\$86,365
E-06	\$58,181	\$69,263	\$80,346
E-05	\$54,140	\$64,453	\$74,765
E-04	\$50,434	\$60,041	\$69,647
E-03	\$46,976	\$55,923	\$64,871
E-02	\$43,746	\$52,079	\$60,411
E-01	\$40,729	\$48,486	\$56,244

## Non-Exempt Employees

Grade	Min	C/P Mid	Max
NE-14	\$36.03	\$40.94	\$45.85
NE-13	\$33.53	\$38.10	\$42.67
NE-12	\$31.19	\$35.44	\$39.69
NE-11	\$29.01	\$32.97	\$36.93
NE-10	\$27.00	\$30.68	\$34.36
NE-09	\$25.15	\$28.58	\$32.01
NE-08	\$23.43	\$26.62	\$29.81
NE-07	\$21.82	\$24.79	\$27.76
NE-06	\$20.31	\$23.08	\$25.85
NE-05	\$18.92	\$21.50	\$24.08
NE-04	\$17.63	\$20.03	\$22.43
NE-03	\$16.42	\$18.66	\$20.90
NE-02	\$15.29	\$17.38	\$19.47
NE-01	\$14.25	\$16.19	\$18.13



# Calculating Midpoints

## "Grade Breaks"

(Groupings of Jobs)

$$y = (0.06104 * 496.5) + 0.3788 = \$30.68$$

Grade	Start	Mid	End
14	641	664.5	688
13	596	618	640
12	554	574.5	595
11	515	534	553
10	479	496.5	514
9	446	462	478
8	415	430	445
7	386	400	414
6	359	372	385
5	334	346	358
4	311	322	333
3	289	299.5	310
2	269	278.5	288
1	250	259	268

## Non-Exempt Employees

Grade	Min	C/P Mid	Max
NE-14	\$36.03	\$40.94	\$45.85
NE-13	\$33.53	\$38.10	\$42.67
NE-12	\$31.19	\$35.44	\$39.69
NE-11	\$29.01	\$32.97	\$36.93
NE-10	\$27.00	\$30.68	\$34.36
NE-09	\$25.15	\$28.58	\$32.01
NE-08	\$23.43	\$26.62	\$29.81
NE-07	\$21.82	\$24.79	\$27.76
NE-06	\$20.31	\$23.08	\$25.85
NE-05	\$18.92	\$21.50	\$24.08
NE-04	\$17.63	\$20.03	\$22.43
NE-03	\$16.42	\$18.66	\$20.90
NE-02	\$15.29	\$17.38	\$19.47
NE-01	\$14.25	\$16.19	\$18.13

# Addressing Compression in Implementation

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Years in Job	Compression Adjustment
<1.00	0.00%
1.00 – 1.99	0.50%
2.00 – 2.99	1.00%
3.00 – 3.99	1.50%
4.00 – 4.99	2.00%
>5.00	2.50%

# In Closing

## A Sound Compensation Program Is ...

**Strategically  
Aligned**

**Internally  
Equitable**

**Market  
Competitive**

**Supportive of  
Employees**

**Total Rewards  
Focused**

**Legally Sound**

**Affordable**

**Understandable**

**Audited  
Regularly**

## Final Analysis: Delicate Balancing Act

**Equitable**

- Has an appropriate internal hierarchy established?

**Competitive**

- Are the jobs paid fairly in the marketplace?

**Supportive**

- Consideration of performance-based or duties-based changes to pay.

**Affordable**

- Can the initial implementation be afforded?

**Sustainable**

- Can future years be afforded (e.g. structural movement + structural adjustments)?

**Adoptable**

- Have all of the above elements been demonstrated to the decision-makers?

# Appendix: Terminology

# Terminology (General)

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## **Total Rewards:**

- The complete package of tangible and intangible benefits that employees receive from their employer in exchange for their work. This includes not only base salary, but also bonuses, incentives, benefits, and other forms of compensation such as paid time off and professional development opportunities.

## **Benchmark Job:**

- A job that is used as a reference point for determining the relative value of other jobs within an organization. Benchmark jobs are typically those that are commonly found across multiple industries and are well understood in terms of their duties, responsibilities, and required skills.

## **Compa-Ratio:**

- A measurement that compares an employee's actual pay rate to the midpoint of their salary range. It is calculated by dividing the employee's pay rate by the midpoint. For example, if an employee's salary range midpoint is \$50,000 and their actual salary is \$40,000, their compa-ratio would be 0.80 ( $40,000/50,000$ ).

## **Point-Factor Job Evaluation:**

- A method used to determine the relative value of different job positions within an organization based on a set of pre-determined compensable factors. These factors, such as thinking challenges, decision-making, interactions & communications, work environment, and education & experience, are assigned point values based on their importance to the job. The total number of points assigned to a job is then used to determine the job's relative value to other positions within the organization.

## **Internal Equity:**

- The fairness and consistency of pay rates within an organization, based on the relative value of different job positions. It ensures that employees performing similar jobs receive similar pay, and that those in more senior or skilled positions receive higher pay than those in less senior or skilled positions.

# Terminology (Analysis/Design)

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## **Pay/Market Line:**

- A visual representation of the relationship between a job's evaluation score and its market pay rate. It's created by regressing job evaluation scores against market rates and plotting the resulting line of best fit. The pay line provides a benchmark for determining the appropriate pay rate for a job based on its evaluation score and market rate.

## **Market Index:**

- The ratio of an employer's pay rates to the market rates for a job classification. It's used to evaluate competitiveness and calculate adjustments. An index above 100% shows rates are higher than the market, and below 100% indicates they're lower.

## **R-Squared ( $R^2$ ):**

- A statistical measure that shows how well a line on a graph fits with the data points. When creating a compensation structure, the R-squared helps determine if the line connecting job evaluation scores and market rates is a good fit. A high R-squared means that the line is a good fit, which can help ensure that the compensation structure is reliable and fair.

## **Median Market (50th Percentile):**

- A benchmark used to design compensation structures, representing the middle point of the market rates for a job. Compensation professionals use it to ensure pay rates are competitive. Rates above the median attract top talent, while rates below the median can make it difficult to attract and retain skilled employees.

## **50th/75th Percentile Blend:**

- While the 50th percentile is a common benchmark used when designing compensation structures, some organizations may choose to blend or average it with the 75th percentile. This can help strike a balance between competitiveness and affordability. By blending these percentiles, organizations can create pay structures that are both competitive with the market and financially sustainable.



# Terminology (Implementation/Administration)

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## **Range Spread:**

- The difference between the minimum and maximum salary range for a job classification within a salary structure. It's typically expressed as a percentage and determines the amount of pay differentiation between jobs. (e.g. If the salary range for a job classification is \$40,000 to \$60,000, the range spread is 50%.) Many executive and managerial structures have a 50% to 60% range, while many nonexempt structures have a range spread of 30% to 40%.

## **Slipping:**

- A term used to describe a situation in which an employee's compa-ratio decreases after the implementation of a new wage structure, even though their salary has not been reduced. This can occur when newly calculated midpoints result in a higher midpoint for an employee's job classification, causing their compa-ratio to fall. This can be a challenging issue for employers to address, as it can lead to employee dissatisfaction and turnover.

## **Salary Compression:**

- When there is a small difference in pay between employees at different levels within an organization, leading to morale issues and difficulties in attracting and retaining top talent. Different types of internal salary compression include new hire vs existing employees, union vs nonunion, supervisor vs subordinate, and market pressure.

## **Employee Range/Grade Movement:**

- The process of adjusting an employee's salary within their assigned salary range or grade based on factors such as performance, seniority, or other criteria, to ensure fair and competitive pay for their work.

## **Structural Adjustment:**

- The process of changing the midpoints of a salary structure in response to changes in the market, internal business needs, or other factors, to ensure that the salary structure remains competitive and equitable for employees.

## Kenosha County Proposed Pay Grades - Mid-year 2023

<u>EXEMPT</u>	<u>C/P</u>		
Grade	Min	Mid	Max
E-16	\$118,338	\$140,878	\$163,419
E-15	\$110,126	\$131,102	\$152,079
E-14	\$102,508	\$122,034	\$141,559
E-13	\$95,415	\$113,589	\$131,763
E-12	\$88,810	\$105,726	\$122,643
E-11	\$82,625	\$98,363	\$114,101
E-10	\$76,859	\$91,499	\$106,139
E-9	\$71,530	\$85,155	\$98,780
E-8	\$67,234	\$80,040	\$92,847
E-7	\$62,540	\$74,452	\$86,365
E-6	\$58,181	\$69,263	\$80,346
E-5	\$54,140	\$64,453	\$74,765
E-4	\$50,434	\$60,041	\$69,647
E-3	\$46,976	\$55,923	\$64,871
E-2	\$43,746	\$52,079	\$60,411
E-1	\$40,729	\$48,486	\$56,244

<u>NON-EXEMPT</u>	<u>C/P</u>		
Grade	Min	Mid	Max
NE-14	\$36.03	\$40.94	\$45.85
NE-13	\$33.53	\$38.10	\$42.67
NE-12	\$31.19	\$35.44	\$39.69
NE-11	\$29.01	\$32.97	\$36.93
NE-10	\$27.00	\$30.68	\$34.36
NE-9	\$25.15	\$28.58	\$32.01
NE-8	\$23.43	\$26.62	\$29.81
NE-7	\$21.82	\$24.79	\$27.76
NE-6	\$20.31	\$23.08	\$25.85
NE-5	\$18.92	\$21.50	\$24.08
NE-4	\$17.63	\$20.03	\$22.43
NE-3	\$16.42	\$18.66	\$20.90
NE-2	\$15.29	\$17.38	\$19.47
NE-1	\$14.25	\$16.19	\$18.13

# Kenosha County 2023 Wage Schedule

Position, Grade	Minimum	Midpoint	Maximum
<b>NEA</b>	\$13.03	\$14.78	\$16.54
<b>NEB</b>	\$13.80	\$15.67	\$17.54
Dietary Service Assistant - Brookside			
<i>\$1.00 premium for accepting Cook responsibilities.</i>			
Resident Engagement Assistant - Willowbrook			
<i>Second shift differential is \$.30/hour. Third shift differential is \$.50/hour.</i>			
<b>NEC</b>	\$14.63	\$16.62	\$18.59
<b>NED</b>	\$15.51	\$17.61	\$19.70
Life Enrichment Assistant - Brookside			
<i>Second shift differential is \$.30/hour. Third shift differential is \$.50/hour.</i>			
<b>NE1</b>	\$16.45	\$18.66	\$20.89
Cook - Brookside			
Resident Assistant - Willowbrook			
<i>Second shift differential is \$.75/hour. Third shift differential is \$1.00/hour.</i>			
<b>NE2</b>	\$17.43	\$19.79	\$22.15
Administrative Assistant			
Certified Nursing Assistant - Brookside/Willowbrook			
<i>Second shift differential is \$.75/hour. Third shift differential is \$1.00/hour.</i>			
<i>Medical Assistant differential is \$2.00/hour.</i>			
Certified Nursing Assistant - Pool - Brookside/Willowbrook			\$22.15
Deputy Court Clerk			
Environmental Services Worker - Willowbrook/Brookside			
<i>Second shift differential is \$.30/hour.</i>			
Life Enrichment Coordinator - Brookside			
Unit Secretary - Brookside			
<b>NE3</b>	\$18.48	\$20.98	\$23.47
Billing/Reimbursement Specialist - Brookside			
Custodian			
<i>Second shift differential is \$.25/hour. Third shift differential is \$.35/hour.</i>			
Parks Maintenance Worker			
Veterans Benefits Representative			
<b>NE4</b>	\$19.59	\$22.23	\$24.88
Accounting Associate			
Administrative Assistant, Senior			
Admissions Coordinator - Brookside			

# Proposed 2023 Wage Reclassifications

REVISED

Position, Grade	Minimum	Midpoint	Maximum
<b>NE1</b>	\$14.25	\$16.19	\$18.13
<b>NE2</b>	\$15.29	\$17.38	\$19.47
Dietary Service Assistant - Brookside			
<i>\$1.00/hour premium for accepting Cook responsibilities.</i>			
Resident Engagement Assistant - Willowbrook			
<i>Second shift differential is \$.30/hour. Third shift differential is \$.50/hour.</i>			
<b>NE3</b>	\$16.42	\$18.66	\$20.90
Life Enrichment Assistant - Brookside			
<i>Second shift differential is \$.30/hour. Third shift differential is \$.50/hour.</i>			
<b>NE4</b>	\$17.63	\$20.03	\$22.43
Environmental Services Worker			
<i>Second shift differential is \$.30/hour.</i>			
Resident Assistant - Willowbrook			
<i>Second shift differential is \$.75/hour. Third shift differential is \$1.00/hour.</i>			
<b>NE5</b>	\$18.92	\$21.50	\$24.08
Certified Nursing Assistant - Brookside/Willowbrook			
<i>Second shift differential is \$.75/hour. Third shift differential is \$1.00/hour.</i>			
<i>Medical Assistant differential is \$2.00/hour.</i>			
Certified Nursing Assistant - Pool - Brookside/Willowbrook			\$24.08
Cook - Brookside			
<b>NE6</b>	\$20.31	\$23.08	\$25.85
Administrative Assistant			
Custodian			
<i>Second shift differential is \$.25/hour. Third shift differential is \$.35/hour.</i>			
Life Enrichment Coordinator - Brookside			
Maintenance Worker - Parks			
Shop Operator			
Unit Secretary - Brookside			
Veterans Benefits Representative			
<b>NE7</b>	\$21.82	\$24.79	\$27.76
Accounting Associate			
Admission/Release Specialist			
<i>Night shift differential is \$.35/hour.</i>			
Administrative Assistant Senior			
Admissions Coordinator - Brookside			
Billing/Reimbursement Specialist - Brookside			
Child Support Associate			

# Kenosha County 2023 Wage Schedule

Position, Grade	Minimum	Midpoint	Maximum
Child Support Associate			
Data Analyst - Sheriff			
Economic Support Specialist			
Environmental Health Technician			
Public Health Technician			
Shop Operator - Highways			
Veterans Benefits Specialist			
<b>NE5</b>	\$20.77	\$23.57	\$26.37
Admissions/Release Specialist			
Night shift differential is \$.35/hour.			
Buyer			
Cook - Sheriff			
Deputy Court Clerk, Senior			
Economic Support Specialist, Senior			
Elected Officials Clerk			
IT Asset Administrator			
Laboratory Technologist			
Relief Custodian			
Second shift differential is \$.25/hour. Third shift differential is \$.35/hour.			
Restitution Coordinator			
<b>NE6</b>	\$22.01	\$24.98	\$27.95
Child Support Specialist			
Elected Officials Deputy			
Executive Secretary			
Judicial Assistant			
Lead Economic Support Specialist			
Legal Secretary			
Mechanic - Parks			
Service Desk Technician I			
<b>NE7</b>	\$23.33	\$26.49	\$29.63
Administrative Secretary			
Clinical Nurse Manager - Willowbrook			
Deputy County Clerk			
Deputy Register of Deeds			
Deputy Treasurer			
Executive Assistant			
GIS Analyst			
Human Resources Assistant			
Licensed Practical Nurse - Brookside			
Second shift differential is \$.75/hour. Third shift differential is \$1.00/hour.			
Licensed Practical Nurse - Pool - Brookside			\$29.63

# Proposed 2023 Wage Reclassifications

REVISED

Position, Grade	Minimum	Midpoint	Maximum
Cook - KSD			
Economic Support Specialist			
Elected Officials Clerk			
Deputy Court Clerk			
<b>NE8</b>	\$23.43	\$26.62	\$29.81
Assistant Signmaker			
Buyer			
Child Support Specialist			
Deputy County Clerk			
Deputy Court Clerk, Senior			
Deputy Register of Deeds			
Deputy Treasurer			
Economic Support Spec, Senior			
Elected Officials Deputy			
Environmental Health Technician			
Exec. Secretary/Admin. Sec./Executive Assistant			
Human Resources Assistant			
Legal Secretary			
Maintenance Technician			
Second shift differential is \$.25/hour. Third shift differential is \$.35/hour.			
Mechanic Parks			
Public Health Technician			
Service Desk Technician I			
Veterans Benefits Specialist			
<b>NE9</b>	\$25.15	\$28.58	\$32.01
Data Analyst - KSD			
Desktop Support II			
IT Asset Administrator			
Judicial Assistant			
Lead Economic Support Specialist			
LPN			
Second shift differential is \$.75/hour. Third shift differential is \$1.00/hour.			
Licensed Practical Nurse - Pool - Brookside			\$32.01
Paralegal			
Payroll Specialist			
Lead Payroll Specialist Premium \$1.50/hour			
Real Property Lister			
Restitution Coordinator			
Service Desk Technician II			
Unified Communications Analyst			

# Kenosha County 2023 Wage Schedule

Position, Grade	Minimum	Midpoint	Maximum
Network Technician			
Paralegal			
Payroll Specialist			
<i>Lead Payroll Specialist Premium \$1.50/hr</i>			
Service Desk Technician II			
<b>NE8</b>	\$25.20	\$28.60	\$32.00
Accountant			
Assistant Sign Maker			
Chief Cook - Sheriff			
Chief Deputy County Clerk			
Chief Deputy Register of Deeds			
Chief Deputy Treasurer			
Chief of Building Maintenance			
Corrections Professional/Corrections Casual Employee			
<i>Night shift differential is \$.35/hour.</i>			
Desktop Support II			
GIS/Real Property Analyst			
Grant Specialist Development Coordinator			
Lead Child Support Specialist			
Mobility Manager			
Patrol Worker/Laborer/Utility (Day/Night) Worker - Highways			
<i>\$1.50 premium on base wage for working as a Group Leader. \$2.50 premium for Heavy Equipment Operator (Excavator, Bull Dozer, Grader, Backhoe, Paver Screed, Roller, Asphalt Planer, Street Sweeper/ Vacuum Truck, Bucket Truck, Mainline I-94, Concrete Finisher). Second Shift Premium = \$1.00/hour. 7-day Shift Premium = \$1.00/hour.</i>			
Real Property Lister			
Service Desk Technician III			
Social Worker I/Victim Witness Specialist			
<b>NE9</b>	\$27.22	\$30.89	\$34.56
Chief of Building Maintenance/Security Coordinator			
Community Outreach Coordinator - Behavioral Health			
Deputy Medical Examiner			
Desktop Support III			
Land Use Specialist			

# Proposed 2023 Wage Reclassifications

REVISED

Position, Grade	Minimum	Midpoint	Maximum
<b>NE10</b>	\$27.00	\$30.68	\$34.36
Chief Deputy County Clerk			
Chief Deputy Register of Deeds			
Chief Deputy Treasurer			
Community Outreach Coordinator - Behavioral Health			
Corrections Professional/Corrections Casual Employee			
<i>Night shift differential is \$.35/hour.</i>			
Deputy Medical Examiner			
Desktop Support III			
GIS Analyst			
Grant Specialist/Development Coordinator			
Laboratory Technologist			
Lead Abatement Risk Assessor			
Lead Child Support Specialist			
Network Technician			
Patrol Worker/Laborer/Utility (Day/Night) Worker			
<i>\$1.50 premium on base wage for working as a Group Leader. \$2.50 premium for Heavy Equipment Operator (Excavator, Bull Dozer, Grader, Backhoe, Paver Screed, Roller, Asphalt Planer, Street Sweeper/ Vacuum Truck, Bucket Truck, Mainline I-94, Concrete Finisher). Second Shift Premium = \$1.00/hour. 7-day Shift Premium = \$1.00/hour.</i>			
Purchasing Specialist			
Service Desk Technician III			
Signmaker			
<b>NE11</b>	\$29.01	\$32.97	\$36.93
Accountant			
Chief Cook -KSD			
Clinical Nurse Manager - Willowbrook			
GIS/Real Property Analyst			
Land Use Specialist			
Mechanic - Highways			
<i>\$1.50/hr premium for working as Shop Lead.</i>			
Mobility Manager			
Special Projects Coordinator - Parks/Facilities			
Social Worker I/Victim Witness Specialist			
Software Analyst			

### Kenosha County 2023 Wage Schedule

Position, Grade	Minimum	Midpoint	Maximum
Sign Maker			
Social Worker II			
Special Projects Coordinator - Facilities			
Special Projects Coordinator - Parks			
<b>NE10</b>	\$29.39	\$33.36	\$37.33
Mechanic - Highways			
<i>\$1.50 premium for working as Shop Lead.</i>			
Social Worker IV			
<b>NE11</b>	\$31.74	\$36.02	\$40.31
Electrician/Maintenance Specialist			
HVAC/Maintenance Specialist			
Public Health Nurse			
Registered Nurse - Health			
Registered Nurse - Brookside			
<i>Second shift differential is \$2.00/hour. Third shift differential is \$2.50/hour.</i>			
<i>\$1.50 premium on base wage for working as a Charge Nurse.</i>			
Registered Nurse - Pool - Brookside			\$40.31
School Health Nurse			
Social Worker V/Juvenile Court Intake Specialist			
<b>IT Staff Development Classification System applies to certain IT (E/NE) positions.</b> <b>Bi-lingual Differential applies to designated employees in certain positions - \$0.25/hour.</b> <b>Social Worker Classification Schedule applies to DCFS, DA Victim Witness Specialists &amp; APS</b>			

### Proposed 2023 Wage Reclassifications

REVISED

Position, Grade	Minimum	Midpoint	Maximum
<b>NE12</b>	\$31.19	\$35.44	\$39.69
Social Worker II			
<b>NE13</b>	\$33.53	\$38.10	\$42.67
Electrician/Maintenance Specialist			
HVAC/Maintenance Specialist			
Public Health Nurse			
Registered Nurse - Public Health			
Registered Nurse - Brookside			
<i>Second shift differential is \$2.00/hour. Third shift differential is \$2.50/hour.</i>			
<i>\$1.50 premium on base wage for working as a Charge Nurse.</i>			
Registered Nurse - Pool - Brookside			\$42.67
School Health Nurse			
Social Worker IV			
<b>NE14</b>	\$36.03	\$40.94	\$45.85
Social Worker V/Juvenile Court Intake Specialist			
<b>IT Staff Development Classification System applies to certain IT (E/NE) positions.</b> <b>Bi-lingual Differential applies to designated employees in certain positions - \$0.25/hour.</b> <b>Social Worker Classification Schedule applies to DCFS, DA Victim Witness Specialists &amp; APS</b>			

# Kenosha County 2023 Wage Schedule

Position, Grade	Minimum	Midpoint	Maximum
<b>Kenosha County 2023 Salaries - Exempt Employees</b>			
<b>E16</b>	\$109,716	\$131,111	\$152,505
<b>E15</b>	\$103,506	\$123,690	\$143,873
Chief Information Officer			
Corporation Counsel			
Director, Finance			
Director, Human Resources			
Department Director, Human Services			
Department Director, Public Works and Planning			
<b>E14</b>	\$97,647	\$116,689	\$135,729
<b>E13</b>	\$92,120	\$110,083	\$128,047
Circuit Court Commissioner			
Director, Highways			
First Assistant Corporation Counsel			
Nursing Home Administrator			
<b>E12</b>	\$86,906	\$103,853	\$120,798
CFO, Human Services			
CFO, Public Works			
Director, Health Services			
Infrastructure Manager			
Manager, IT Application Services			
Senior Assistant Corporation Counsel			
<b>E11</b>	\$81,986	\$97,974	\$113,961
Clinical Services Manager, Health			
Director of Nursing, Brookside			
Director, Planning and Development			
Director, Purchasing Services			
Golf Operations Director			
Parks Director			
Nurse Practitioner, Health			
<b>E10</b>	\$77,346	\$92,428	\$107,510
Chief of Staff			
Director, Aging, Disability and Behavioral Health Services			
Director, Children and Family Services			
Director, Land Information			
Director, Workforce Development			

# Proposed 2023 Wage Reclassifications

REVISED

Position, Grade	Minimum	Midpoint	Maximum
<b>Kenosha County 2023 Proposed Salaries - Exempt Employees</b>			
<b>E16</b>	\$118,338	\$140,878	\$163,419
Corporation Counsel			
Director, Department of Human Services			
Director, Department of Public Works and Planning			
Director, Finance			
<b>E15</b>	\$110,126	\$131,102	\$152,079
Chief Information Officer			
Director, Human Resources			
<b>E14</b>	\$102,508	\$122,034	\$141,559
Brookside Administrator			
Circuit Court Commissioner			
Director, Health Services			
First Assistant Corporation Counsel			
<b>E13</b>	\$95,415	\$113,589	\$131,763
CFO Human Services/Public Works			
Director, Aging, Disability & Behavioral Health Services			
Director, Children & Family Services			
Director, Highways			
Director, Nursing - Brookside			
Infrastructure Manager			
<b>E12</b>	\$88,810	\$105,726	\$122,643
Application Services Manager			
Chief of Staff - County Executive			
Clinical Services Manager - Health			
Director, Planning and Development			
Director, Workforce Development			
Director, Juvenile Intake			
Director, Golf Operations			
Workforce Board Executive Director			
Lead Child Support Attorney			
Medical Examiner			
Director, Facilities Maintenance			
Nurse Practitioner			
Director, Parks			
Senior Assistant Corporation Counsel			
Assistant Director of Nursing - Brookside			
<b>E11</b>	\$82,625	\$98,363	\$114,101
Assistant Director, Human Resources			

### Kenosha County 2023 Wage Schedule

Position, Grade	Minimum	Midpoint	Maximum
Lead Child Support Attorney			
Senior Transportation Engineer, Highways			
<b>E9</b>	\$72,968	\$87,196	\$101,425
Assistant Director, Human Resources			
Assistant Director of Nursing, Brookside			
Budget/Financial Analyst			
Child Support Attorney			
Equity, Diversity and Inclusion Coordinator			
IT Customer Service Manager			
IT Project Manager			
Job Center Manager			
Manager, Children and Family Services			
Manager, Facilities Maintenance			
Network Architect			
Operations Superintendent			
Security Engineer			
Software Architect			
<b>E8</b>	\$68,837	\$82,260	\$95,684
Civil Engineer			
Corrections Sergeant			
Database Administrator			
Director, Juvenile Intake			
IT Services Manager			
Manager, Aging & Disability/Behavioral Health Services			
Manager, Health (Environmental & Population)			
MDS Supervisor			
Medical Examiner			
Nursing Supervisor, Brookside/Public Health			
Project Manager, Public Works			
Reimbursement Manager, Human Services			
Shop Superintendent			
Social Work Supervisor, Children & Family Services/DADBHS			
Systems Engineer			
Unified Communication Engineer			
<b>E7</b>	\$64,941	\$77,604	\$90,268
Chief Deputy Medical Examiner			
Economic Support Manager			
Human Resources Business Partner			
IT Business Analyst, Senior			
IT Endpoint Technology Specialist			
IT Project Coordinator			

### Proposed 2023 Wage Reclassifications

REVISED

Position, Grade	Minimum	Midpoint	Maximum
Child Support Attorney			
Director, Land Information			
Director, Purchasing Services			
Budget/Financial Analyst			
Manager, Aging & Disability Services			
Manager, Behavioral Health Services			
Manager, Children & Family Services			
Manager, Environmental Health			
Network Architect			
Nursing Supervisor - Brookside			
Manager, Population Health			
Public Health Nurse Supervisor			
Security Engineer			
Senior Transportation Engineer			
<b>E10</b>	\$76,859	\$91,499	\$106,139
Director, Veterans Services			
Economic Support Manager			
Environmental Sanitarian Supervisor			
IT Customer Service Manager			
IT Project Manager			
IT Services Manager			
Laboratory Supervisor - Forensic Chemist			
MDS Supervisor			
Manager, Child Support			
Manager, Fiscal Services			
Operations Superintendent			
Public Health Supervisor			
Reimbursement Manager - Human Services			
Social Worker Supervisor			
Software Architect			
<b>E9</b>	\$71,530	\$85,155	\$98,780
Chief Deputy Medical Examiner			
Civil Engineer			
Communications Manager			
Contract Specialist - Human Services			
Corrections Sergeant			
County Conservationist			
Database Administrator			
Endpoint Technology Specialist			
EDI Coordinator			
HR Business Partner			
Infection Preventionist - Brookside			



### Kenosha County 2023 Wage Schedule

Position, Grade	Minimum	Midpoint	Maximum
IT Software Developer			
KSD Office Administrator			
Laboratory Supervisor - Forensic Chemist			
Public Health Supervisor			
Manager Fiscal Services, Brookside			
Manager Fiscal Services, Circuit Court			
Manager Fiscal Services, DADBHS			
Manager Fiscal Services, Payroll			
Manager Fiscal Services, Public Works			
Manager Fiscal Services, Sheriff			
Manager, Child Support			
Manager, Court Services			
State Highways Supervisor			
<b>E6</b>	\$61,265	\$73,212	\$85,158
Behavioral Health Quality Analyst			
Contract Specialist, Human Services			
County Conservationist			
Detention Systems Manager			
Director, Veterans Services			
Epidemiologist			
Grounds Supervisor (Brighton Dale)			
Highway Foreman			
Infection Preventionist, Brookside			
MDS Coordinator			
Park Superintendent			
Rehab Care Coordinator			
Software Analyst			
<b>E5</b>	\$57,797	\$69,067	\$80,338
Analytic and Forensic Chemist			
Child Support Supervisor			
Communications Manager			
Corrections Corporal			
Economic Support Supervisor			
Environmental Sanitarian Supervisor			
Food Service Manager, Sheriff			
Grounds Supervisor (Pets)			
Office Manager, KCDC			
Victim/Witness Coordinator			
Willowbrook Manager			
<b>E4</b>	\$54,526	\$65,158	\$75,791
Admissions/Release Supervisor			

### Proposed 2023 Wage Reclassifications

REVISED

Position, Grade	Minimum	Midpoint	Maximum
Manager, Court Services			
Office Administrator/KSD & DA			
Project Manager - Public Works			
Rehab Care Coordinator			
Shop Superintendent			
Systems Engineer			
Unified Communications Engineer			
<b>E8</b>	\$67,234	\$80,040	\$92,847
Behavioral Health Quality Analyst			
Child Support Supervisor			
Economic Support Supervisor			
Detention Systems Manager			
Food Service Manager - KSD			
GIS Systems Coordinator			
Grounds Supervisor Golf - Brighton Dale			
Investigator - DA			
IT Software Developer			
Maintenance Manager II			
MDS Coordinator - Brookside			
Office Manager (CE, KCDC)			
Park Superintendent			
State Highways Supervisor			
Victim Witness Coordinator			
<b>E7</b>	\$62,540	\$74,452	\$86,365
Admissions/Social Services Director - Brookside			
Assistant Veterans Services Officer			
Corrections Corporal			
Environmental Sanitarian			
Epidemiologist			
Grounds Supervisor Golf - Pets			
Highway Foreman			
Maintenance Manager I			
Registrar In Probate/Probate Registrar			
Senior Land Use Planner			
Willowbrook Manager			
<b>E6</b>	\$58,181	\$69,263	\$80,346
Admissions/Release Supervisor			
Medical Records Supervisor			
Public Health Strategist			
Support Operations Manager - KSD			
Treatment Court Coordinator			

### Kenosha County 2023 Wage Schedule

Position, Grade	Minimum	Midpoint	Maximum
Admissions/Social Services Director, Brookside			
Investigator, District Attorney			
GIS Systems Coordinator			
Office Manager, County Executive			
Office Manager, District Attorney			
Environmental Sanitarian			
Public Health Strategist			
Senior Land Use Planner			
<b>E3</b>	\$51,439	\$61,470	\$71,501
Environmental Services Support Manager, Brookside			
Human Resources Specialist			
Life Enrichment Manager, Brookside			
Medical Records Supervisor			
Nursing Office Manager, Brookside			
Purchasing Specialist			
Register in Probate/Probate Registrar			
Support Operations Manager, Sheriff			
Treatment Court Coordinator			
<b>E2</b>	\$48,528	\$57,991	\$67,453
Assistant Grounds Supervisor			
Head Golf Professional			
Lead Abatement Program Risk Assessor			
Park Foreman			
<b>E1</b>	\$45,780	\$54,709	\$63,636
Assistant Officer, Veterans Services			
Clubhouse Manager, Golf			
Grounds Team Leader, Golf (Pets & Brighton Dale)			
Maintenance Crew Leader, Parks			
Team Lead/Mechanic - Brighton Dale			

### Proposed 2023 Wage Reclassifications

REVISED

Position, Grade	Minimum	Midpoint	Maximum
<b>E5</b>	\$54,140	\$64,453	\$74,765
Assistant Grounds Supervisor Golf			
Environmental Services Support Manager - Brookside			
Head Golf Professional			
Human Resources Specialist			
Life Enrichment Manager - Brookside			
Nursing Office Manager - Brookside			
Park Foreman			
<b>E4</b>	\$50,434	\$60,041	\$69,647
Clubhouse Manager			
Grounds Team Leader Golf/Pets & Brighton Dale			
<b>E3</b>	\$46,976	\$55,923	\$64,871
<b>E2</b>	\$43,746	\$52,079	\$60,411
<b>E1</b>	\$40,729	\$48,486	\$56,244



# INFORMATION TECHNOLOGY

## Position Classification and Development Matrix

### Background

The IT Classification and Development Matrix was first introduced and approved in the 2020 Annual Budget. Budget resolution language allows the Division of IT to use this Classification and Development Matrix to hire top talent at a job title and pay rate commensurate with formal education, training and experience. The matrix also allows for movement within a field to encourage development and retention of existing IT staff.

Updated April 2023 with proposed classifications from the Carlson Dettmann Classification and Compensation Study

Infrastructure Services			
Group	General Description of Tasks	Title	Notes
Systems administration	Server hardware and software administration, storage, Cloud services, backups, and event log management	System Analyst – <del>NE07</del> NE09	Associates degree or experience, 1-5 years' experience; typical responsibilities include initial triage of incidents, review logs, system updates, manage day to day backups, replacing hardware
		System Engineer – <del>E08</del> E09	Bachelor's degree or experience, 3-10 years' experience, certifications; typical responsibilities include advanced support, software and server configuration, installing hardware, security policy
		System Architect – <del>E09</del> E10	Bachelor's degree or experience, 7+ years' experience, certifications; full systems design including making final purchase recommendations, designing multi-tier systems and databases, security configuration and policy
Network Administration	Network hardware and software administration, firewall, data center and network closet management, fiber management, WIFI systems	Network Technician – <del>NE07</del> NE10	Associates degree or experience, 1-5 years' experience; support and replace hardware, enable/disable ports, troubleshoot connections, support endpoint connectivity
		Network Engineer – <del>E08</del> E09	Bachelor's degree or experience, 3-10 years' experience, certifications; advanced knowledge of network technologies, protocols, hardware, and physical and wireless mediums. Capable of site network topology design, independent troubleshooting, and intermediate-advanced understanding of

Last Updated: 5/21/2020; 04/06/2023

Updated By: Shawn Smith

			interconnected systems from Edge to Endpoint.
		Network Architect – <del>E09</del> <b>E11</b>	Bachelor's degree or experience, 7+ years' experience, certifications; advanced design and extensive support abilities and experience, assist in developing network policy, design and implement firewall and edge security devices, advanced network design and top-tier level support capabilities. Has advanced knowledge of routing, switch configuration, threat protection and network security.
Telephone Administration	Support the VoIP telephone system, faxes, voicemail, and connected systems	Unified Communications Analyst – <del>NE07</del> <b>NE09</b>	Associates degree or experience, 1-5 years' experience, certifications; basic knowledge of telephony technology, physical network concepts, and IP configuration.
		Unified Communications Engineer – <del>E08</del> <b>E09</b>	Bachelor's degree or experience, 3-10 years' experience, certifications; advanced knowledge of telephony system, interconnecting technologies, base understanding of network switching/routing, VLANs, analog phone technologies, fax machines, and endpoint devices.
		Unified Communications Architect – <del>E09</del> <b>E10</b>	Bachelor's degree or experience, 7+ years' experience, certifications; advanced understanding of telephony technologies, network concepts, and related technologies. Capable of independent system design, major system upgrades, and troubleshooting.

Last Updated: 5/21/2020; 04/06/2023

Updated By: Shawn Smith

Customer Service			
Group	General Description of Tasks	Title	Notes
Service Desk	Telephone and remote end user support, back office application support, ticket management, and ticket escalation	Service Desk Technician I – <del>NE06</del> NE08	Associates degree or experience, 1-5 years' experience, certifications; open tickets, perform basic remote telephone support, collect information and assign to appropriate staff.
		Service Desk Technician II – <del>NE07</del> NE09	Bachelor's degree or experience, 3-10 years' experience, certifications; understand computer troubleshooting, perform advanced support, resolve tickets, and understand when to escalate.
		Service Desk Technician III – <del>NE08</del> NE10	Bachelor's degree or experience, 7+ years' experience, certifications; perform user account support, advanced account maintenance, document and write procedures, and provide mentorship for junior staff.
Desktop Support	In-person end user support, application and OS support, PC hardware repair, PC deployment, telephone support	Desktop Support I – <del>NE06</del> NE08	Associates degree or experience, 1-5 years' experience, certifications; open tickets, perform basic support, troubleshoot hardware, collect information and assign to appropriate staff, deploy computers under guidance of senior staff.
		Desktop Support II – <del>NE08</del> NE09	Bachelor's degree or experience, 3-10 years' experience, certifications; understand computer troubleshooting, perform advanced support, resolve tickets, and understand when to escalate,

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			able to independently load computer images and deploy computers.
		Desktop Support III – <del>NE09</del> NE10	Bachelor's degree or experience, 7+ years' experience, certifications; advanced hardware support and troubleshooting, independent work, develop standard procedures for junior staff, create scripts for automation, and provide mentorship for junior staff.
Endpoint Services	PC images, application deployment, endpoint security	Endpoint Technology Specialist – <del>E07</del> E09	Associates degree or experience, 1-5 years' experience, certifications; advanced knowledge of computer operations, hardware, anti-virus, OS configuration and deployment, and application deployment automation.
		Endpoint Technology Engineer – <del>E08</del> E10	Bachelor's degree or experience, 3-10 years' experience, certifications; advanced security concepts, perform computer forensics, generate confidential reports, design and setup automation systems, and manage related systems.

Application Services			
Group	General Description of Tasks	Title	Notes
Database Administration	Manage databases, create jobs, manage backups, monitor performance, apply updates, manage high-availability, manage security and access	Database Analyst – <del>E07</del> NE09	Associates degree or experience, 1-5 years' experience. Monitor, maintain, and performance tune production databases. Initial response to service requests, review logs, and backup processes.
		Database Administrator – <del>E08</del> E09	Bachelor's degree or experience, 3-10 years' experience, certifications. Install, monitor, maintain, and performance tune production databases. Advance troubleshooting. Overseeing database policies, procedures, and security access.
		Database Architect – <del>E09</del> E10	Bachelor's degree or experience, 7+ years' experience, certifications. Advocate of data modeling methodologies and data processing best practices. Extending use of data as a strategic enabler of business goals. Define database design, policies and security.
Software Development	Develop and manage internally developed software, implement and confirmation Commercial software, configure cloud-based solutions, upgrade system, manage security of applications	Software Analyst – <del>E06</del> NE11	Associates degree or experience, 1-5 years' experience. Provide initial software support. Define, develop, test, analyze, implement, and maintain software applications. Create reports to meet business requirements.
		Software Developer – <del>E07</del> E09	Bachelor's degree or experience, 3-10 years' experience, certifications. Design, execute, assess, and provide advance troubleshoot software programs and

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			applications. This includes configuring, coding, developing, and documenting software specifications
		Software Architect – <del>E09</del> E10	Bachelor's degree or experience, 7+ years' experience, certifications. Design, code, test, and analyze software programs and applications. Establish and document coding best practices, recommend development tools, and provide guidance to junior software developers.
Business Analysis	Assess and develop systems, work with stakeholders to develop processes, map to technology solutions, and assist during project implementations	Business Process Analyst – E06	Associate's degree or experience, 1-5 years' experience. Review system requirements documentation, record meeting notes, create system documentation, and test plans.
		Business Requirements Analyst – E07	Bachelor's degree or experience, 3-10 years' experience, certifications. Lead conversations to identify and develop system requirements, conduct independent meetings, and identify system requirements.
		Business Systems Analyst – E08	Bachelor's degree or experience, 7+ years' experience, certifications. Design systems, work with advanced technical staff to create system design, develop RFPs, requirements, or documentation for full systems. Lead, mentor, or manage junior staff.

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Management / Administration / Project Management / Security			
Group	General Description of Tasks	Title	Notes
Project Management	Work with stakeholders, IT staff, and customers to ensure projects are delivered on-time, on-budget, and within scope	IT Project Coordinator – <del>£07</del> <b>£08</b>	Associates degree or experience, 1-5 years' experience; manage project documents, update project output, prepare reports, manage project timelines
		IT Project Manager – <del>£09</del> <b>£10</b>	Bachelor's degree or experience, 3-10 years' experience, certifications; manage projects, develop user requirements, participate in writing RFP, create project schedules and related project documentation, track budgets, manage personnel resources, and provide stakeholder reporting.
		IT Portfolio Manager – <del>£10</del> <b>£11</b>	Bachelor's degree or experience, 7+ years' experience, certifications; provide oversight of multiple projects, track and report status of projects assigned to self and others, assist in developing priorities, and reporting to CIO.
Management	Manage Information technology major business functions, meet customer needs, development and manage budgets	Customer Service Manager – <del>£09</del> <b>£10</b>	Bachelor's degree or experience, 7+ years' experience, certifications; experience in area managed, progressive responsibility in leading/managing staff, ability to manage projects, manage customer service functions, Incident Management, and responsible for endpoint technologies.
		Application Services Manager – <b>£12</b>	Bachelor's degree or experience, 7+ years' experience, certifications; experience in area managed, progressive

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			responsibility in leading/managing staff, ability to manage projects, manage application lifecycles, develop and implement solutions using internally developed, COTS, or cloud solutions, manage Release Management, and set strategy for future services.
		Infrastructure Manager – £12 E13	Bachelor's degree or experience, 7+ years' experience, certifications; experience in area managed, progressive responsibility in leading/managing staff, ability to manage projects, manage network technologies, telephony, system/storage, physical connectivity, backoffice cloud services, set future service strategy and direction.
		IT Services Manager – £8 E10	Bachelor's degree or experience, 7+ years' experience, certifications; experience in area managed, progressive responsibility in leading/managing staff, ability to manage projects, asset management, strong knowledge of IT Service Management, and analytical capabilities.

<b>SUMMARY OF MISCELLANEOUS CHANGES - MID-YEAR 2023 - CLASSIFICATION AND COMPENSATION STUDY</b>
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**Title Changes**

Position Title - Current	Position Title - Proposed		FTE
Building Chief (KCDC, KCC, KCJC)	Maintenance Manager I	Non-Exempt to Exempt	3
Building Chief (PSB, BCC, KCCH)	Maintenance Manager II	Non-Exempt to Exempt	3
Facilities Manager	Director of Facilities		1
Job Center Manager	Workforce Board Executive Director		1
Relief Custodian	Maintenance Technician		6
Executive Secretary	Executive Assistant		2
Administrative Secretary	Executive Assistant		1

Exempt Status			
Lead Abatement Program Risk Assessor		Exempt to Non-Exempt	2
Purchasing Specialist		Exempt to Non-Exempt	1
Software Analyst		Exempt to Non-Exempt	1

Job Reclassification			
Office Manager - DA	Office Administrator - DA		1
Assistant Signmaker	Signmaker		1

**POSITION GRADE CHANGES - RATE RANGE COMPARISON**

Current Grade	New Grade	Current Job Title	Current Range			New Range		
			Min	Mid	Max	Min	Mid	Max
E01	E-04	CLUBHOUSE MGR	\$ 22.01	\$ 26.30	\$ 30.59	\$ 24.25	\$ 28.87	\$ 33.49
	E-04	GROUND'S TEAM LEADER GOLF	\$ 22.01	\$ 26.30	\$ 30.59	\$ 24.25	\$ 28.87	\$ 33.49
	E-04	TEAM LEAD/MECHANIC BRIGHTON DALE	\$ 22.01	\$ 26.30	\$ 30.59	\$ 24.25	\$ 28.87	\$ 33.49
	E-07	ASST VETERANS SERV OFFICER	\$ 22.01	\$ 26.30	\$ 30.59	\$ 30.06	\$ 35.79	\$ 41.52
E02	E-05	ASST GROUND'S SUPV GOLF	\$ 23.33	\$ 27.88	\$ 32.43	\$ 26.03	\$ 30.99	\$ 35.95
	E-05	HEAD GOLF PRO	\$ 23.33	\$ 27.88	\$ 32.43	\$ 26.03	\$ 30.99	\$ 35.95
	E-05	PARK FOREMAN	\$ 23.33	\$ 27.88	\$ 32.43	\$ 26.03	\$ 30.99	\$ 35.95
	NE-10	LEAD ABATEMENT PGM RISK ASSESSOR	\$ 23.33	\$ 27.88	\$ 32.43	\$ 27.00	\$ 30.68	\$ 34.36
E03	E-05	ENV SERVICES SUPPORT MGR	\$ 24.73	\$ 29.55	\$ 34.38	\$ 26.03	\$ 30.99	\$ 35.95
	E-05	HUMAN RESOURCES SPEC	\$ 24.73	\$ 29.55	\$ 34.38	\$ 26.03	\$ 30.99	\$ 35.95
	E-05	LIFE ENRICHMENT MGR	\$ 24.73	\$ 29.55	\$ 34.38	\$ 26.03	\$ 30.99	\$ 35.95
	E-05	NURSING OFFICE MGR BRKS	\$ 24.73	\$ 29.55	\$ 34.38	\$ 26.03	\$ 30.99	\$ 35.95
	E-06	MEDICAL RECORDS SUPV	\$ 24.73	\$ 29.55	\$ 34.38	\$ 27.97	\$ 33.30	\$ 38.63
	E-06	SUPPORT OPERATIONS MANAGER	\$ 24.73	\$ 29.55	\$ 34.38	\$ 27.97	\$ 33.30	\$ 38.63
	E-06	TREATMENT COURT COORD	\$ 24.73	\$ 29.55	\$ 34.38	\$ 27.97	\$ 33.30	\$ 38.63
	E-07	REG IN PROBATE/PROBATE REG	\$ 24.73	\$ 29.55	\$ 34.38	\$ 30.06	\$ 35.79	\$ 41.52
	NE-10	PURCHASING SPECIALIST	\$ 24.73	\$ 29.55	\$ 34.38	\$ 27.00	\$ 30.68	\$ 34.36
E04	E-06	PUBLIC HEALTH STRATEGIST	\$ 26.21	\$ 31.33	\$ 36.44	\$ 27.97	\$ 33.30	\$ 38.63
	E-07	ADMISSIONS/RELEASE SUPERVISOR	\$ 26.21	\$ 31.33	\$ 36.44	\$ 30.06	\$ 35.79	\$ 41.52
	E-07	ADMISSIONS/SOC SERV DIR	\$ 26.21	\$ 31.33	\$ 36.44	\$ 30.06	\$ 35.79	\$ 41.52
	E-07	ENVIRONMENTAL SANITARIAN	\$ 26.21	\$ 31.33	\$ 36.44	\$ 30.06	\$ 35.79	\$ 41.52
	E-07	SR LAND USE PLANNER	\$ 26.21	\$ 31.33	\$ 36.44	\$ 30.06	\$ 35.79	\$ 41.52
	E-08	GIS SYSTEMS COORD	\$ 26.21	\$ 31.33	\$ 36.44	\$ 32.32	\$ 38.48	\$ 44.64
	E-08	INVESTIGATOR DIST ATTY	\$ 26.21	\$ 31.33	\$ 36.44	\$ 32.32	\$ 38.48	\$ 44.64
	E-08	OFFICE MGR COUNTY EXEC	\$ 26.21	\$ 31.33	\$ 36.44	\$ 32.32	\$ 38.48	\$ 44.64
	E-09	OFFICE MGR DIST ATTY	\$ 26.21	\$ 31.33	\$ 36.44	\$ 34.39	\$ 40.94	\$ 47.49
E05	E-07	COR CORPORAL	\$ 27.79	\$ 33.21	\$ 38.62	\$ 30.06	\$ 35.79	\$ 41.52
	E-07	COR CORPORAL-2nd Shift	\$ 27.79	\$ 33.21	\$ 38.62	\$ 30.06	\$ 35.79	\$ 41.52
	E-07	GROUND'S SUPV-PETS GOLF	\$ 27.79	\$ 33.21	\$ 38.62	\$ 30.06	\$ 35.79	\$ 41.52
	E-07	WILLOWBROOK MANAGER	\$ 27.79	\$ 33.21	\$ 38.62	\$ 30.06	\$ 35.79	\$ 41.52
	E-08	CHILD SUPPORT SUPV	\$ 27.79	\$ 33.21	\$ 38.62	\$ 32.32	\$ 38.48	\$ 44.64
	E-08	ECON SUPPORT SUPV	\$ 27.79	\$ 33.21	\$ 38.62	\$ 32.32	\$ 38.48	\$ 44.64
	E-08	FOOD SERVICES MANAGER	\$ 27.79	\$ 33.21	\$ 38.62	\$ 32.32	\$ 38.48	\$ 44.64
	E-08	OFFICE MANAGER KCDC	\$ 27.79	\$ 33.21	\$ 38.62	\$ 32.32	\$ 38.48	\$ 44.64
	E-08	VICTIM/WITNESS COORD	\$ 27.79	\$ 33.21	\$ 38.62	\$ 32.32	\$ 38.48	\$ 44.64
	E-09	COMMUNICATIONS MGR	\$ 27.79	\$ 33.21	\$ 38.62	\$ 34.39	\$ 40.94	\$ 47.49
	E-10	ENV SANITARIAN SUPV	\$ 27.79	\$ 33.21	\$ 38.62	\$ 36.95	\$ 43.99	\$ 51.03
E06	E-07	EPIDEMIOLOGIST	\$ 29.45	\$ 35.20	\$ 40.94	\$ 30.06	\$ 35.79	\$ 41.52
	E-07	HIGHWAY FOREMAN	\$ 29.45	\$ 35.20	\$ 40.94	\$ 30.06	\$ 35.79	\$ 41.52
	E-08	BEHAVIORAL HEALTH QI ANALYST	\$ 29.45	\$ 35.20	\$ 40.94	\$ 32.32	\$ 38.48	\$ 44.64
	E-08	DETENTION SYSTEMS MANAGER	\$ 29.45	\$ 35.20	\$ 40.94	\$ 32.32	\$ 38.48	\$ 44.64
	E-08	GROUND'S SUPV GOLF	\$ 29.45	\$ 35.20	\$ 40.94	\$ 32.32	\$ 38.48	\$ 44.64
	E-08	PARK SUPERINTENDENT	\$ 29.45	\$ 35.20	\$ 40.94	\$ 32.32	\$ 38.48	\$ 44.64
	E-08	MDS COORD BRKS	\$ 29.45	\$ 35.20	\$ 40.94	\$ 32.32	\$ 38.48	\$ 44.64
	E-09	CONTRACT SPECIALIST	\$ 29.45	\$ 35.20	\$ 40.94	\$ 34.39	\$ 40.94	\$ 47.49
	E-09	COUNTY CONSERVATIONIST	\$ 29.45	\$ 35.20	\$ 40.94	\$ 34.39	\$ 40.94	\$ 47.49
	E-09	INFECTION PREVENTIONIST	\$ 29.45	\$ 35.20	\$ 40.94	\$ 34.39	\$ 40.94	\$ 47.49
	E-10	DIR DIV VETERANS SERV	\$ 29.45	\$ 35.20	\$ 40.94	\$ 36.95	\$ 43.99	\$ 51.03
E07	NE-11	SOFTWARE ANALYST	\$ 29.45	\$ 35.20	\$ 40.94	\$ 29.01	\$ 32.97	\$ 36.93
	E-08	SOFTWARE DEVELOPER	\$ 31.22	\$ 37.31	\$ 43.40	\$ 32.32	\$ 38.48	\$ 44.64
	E-08	STATE HIGHWAYS SUPERVISOR	\$ 31.22	\$ 37.31	\$ 43.40	\$ 32.32	\$ 38.48	\$ 44.64
	E-09	CHIEF DEPUTY MEDICAL EXAMINER	\$ 31.22	\$ 37.31	\$ 43.40	\$ 34.39	\$ 40.94	\$ 47.49
	E-09	ENDPOINT TECH SPEC	\$ 31.22	\$ 37.31	\$ 43.40	\$ 34.39	\$ 40.94	\$ 47.49
	E-09	HR BUSINESS PARTNER	\$ 31.22	\$ 37.31	\$ 43.40	\$ 34.39	\$ 40.94	\$ 47.49
	E-09	MGR COURT SERVICES	\$ 31.22	\$ 37.31	\$ 43.40	\$ 34.39	\$ 40.94	\$ 47.49
	E-09	OFFICE ADMINISTRATOR SHERIFF	\$ 31.22	\$ 37.31	\$ 43.40	\$ 34.39	\$ 40.94	\$ 47.49
	E-10	ECON SUPPORT PGM MGR	\$ 31.22	\$ 37.31	\$ 43.40	\$ 36.95	\$ 43.99	\$ 51.03
	E-10	LAB SUPERVISOR - FORENSIC CHEMIST	\$ 31.22	\$ 37.31	\$ 43.40	\$ 36.95	\$ 43.99	\$ 51.03
	E-10	MGR CHILD SUPPORT	\$ 31.22	\$ 37.31	\$ 43.40	\$ 36.95	\$ 43.99	\$ 51.03
	E-10	MGR FISCAL SERV BRKS	\$ 31.22	\$ 37.31	\$ 43.40	\$ 36.95	\$ 43.99	\$ 51.03
	E-10	MGR FISCAL SERV CIR CT	\$ 31.22	\$ 37.31	\$ 43.40	\$ 36.95	\$ 43.99	\$ 51.03
	E-10	MGR FISCAL SERV DPW	\$ 31.22	\$ 37.31	\$ 43.40	\$ 36.95	\$ 43.99	\$ 51.03
	E-10	MGR FISCAL SERV PAYROLL	\$ 31.22	\$ 37.31	\$ 43.40	\$ 36.95	\$ 43.99	\$ 51.03
	E-10	MGR FISCAL SERV SHERIFF	\$ 31.22	\$ 37.31	\$ 43.40	\$ 36.95	\$ 43.99	\$ 51.03
	E-10	PUBLIC HEALTH SUPV	\$ 31.22	\$ 37.31	\$ 43.40	\$ 36.95	\$ 43.99	\$ 51.03
E08	E-09	CIVIL ENGINEER	\$ 33.09	\$ 39.55	\$ 46.00	\$ 34.39	\$ 40.94	\$ 47.49
	E-09	COR SERGEANT	\$ 33.09	\$ 39.55	\$ 46.00	\$ 34.39	\$ 40.94	\$ 47.49
	E-09	COR SERGEANT-2nd Shift	\$ 33.09	\$ 39.55	\$ 46.00	\$ 34.39	\$ 40.94	\$ 47.49
	E-09	DATABASE ADMINISTRATOR	\$ 33.09	\$ 39.55	\$ 46.00	\$ 34.39	\$ 40.94	\$ 47.49
	E-09	PROJECT MGR PUBLIC WORKS	\$ 33.09	\$ 39.55	\$ 46.00	\$ 34.39	\$ 40.94	\$ 47.49
	E-09	SHOP SUPERINTENDENT	\$ 33.09	\$ 39.55	\$ 46.00	\$ 34.39	\$ 40.94	\$ 47.49
	E-09	SYSTEMS ENGINEER	\$ 33.09	\$ 39.55	\$ 46.00	\$ 34.39	\$ 40.94	\$ 47.49

**POSITION GRADE CHANGES - RATE RANGE COMPARISON**

Current Grade	New Grade	Current Job Title	Current Range			New Range		
			Min	Mid	Max	Min	Mid	Max
	E-09	UNIFIED COMM ENGINEER	\$ 33.09	\$ 39.55	\$ 46.00	\$ 34.39	\$ 40.94	\$ 47.49
	E-10	IT SERVICES MANAGER	\$ 33.09	\$ 39.55	\$ 46.00	\$ 36.95	\$ 43.99	\$ 51.03
	E-10	MDS SUPV BRKS	\$ 33.09	\$ 39.55	\$ 46.00	\$ 36.95	\$ 43.99	\$ 51.03
	E-10	REIMBURSEMENT MGR HUMAN SERV	\$ 33.09	\$ 39.55	\$ 46.00	\$ 36.95	\$ 43.99	\$ 51.03
	E-10	SOCIAL WORKER SUPERVISOR	\$ 33.09	\$ 39.55	\$ 46.00	\$ 36.95	\$ 43.99	\$ 51.03
	E-11	MGR AGING & DISAB SERV	\$ 33.09	\$ 39.55	\$ 46.00	\$ 39.72	\$ 47.29	\$ 54.86
	E-11	MGR BEHAVIORAL HEALTH SERV	\$ 33.09	\$ 39.55	\$ 46.00	\$ 39.72	\$ 47.29	\$ 54.86
	E-11	MGR ENVIRONMENTAL HEALTH	\$ 33.09	\$ 39.55	\$ 46.00	\$ 39.72	\$ 47.29	\$ 54.86
	E-11	NURSING SUPV BRKS	\$ 33.09	\$ 39.55	\$ 46.00	\$ 39.72	\$ 47.29	\$ 54.86
	E-11	POPULATION HEALTH PROJ MGR	\$ 33.09	\$ 39.55	\$ 46.00	\$ 39.72	\$ 47.29	\$ 54.86
	E-11	PUBLIC HEALTH NURSE SUPV	\$ 33.09	\$ 39.55	\$ 46.00	\$ 39.72	\$ 47.29	\$ 54.86
	E-12	DIR JUVENILE INTAKE	\$ 33.09	\$ 39.55	\$ 46.00	\$ 42.70	\$ 50.83	\$ 58.96
	E-12	MEDICAL EXAMINER	\$ 33.09	\$ 39.55	\$ 46.00	\$ 42.70	\$ 50.83	\$ 58.96
E09	E-09	EQUITY, DIVERSITY & INCLUSION COORD	\$ 35.08	\$ 41.92	\$ 48.76	\$ 34.39	\$ 40.94	\$ 47.49
	E-10	CUSTOMER SERV MGR	\$ 35.08	\$ 41.92	\$ 48.76	\$ 36.95	\$ 43.99	\$ 51.03
	E-10	IT PROJECT MANAGER	\$ 35.08	\$ 41.92	\$ 48.76	\$ 36.95	\$ 43.99	\$ 51.03
	E-10	OPERATIONS SUPERINTENDENT	\$ 35.08	\$ 41.92	\$ 48.76	\$ 36.95	\$ 43.99	\$ 51.03
	E-10	SOFTWARE ARCHITECT	\$ 35.08	\$ 41.92	\$ 48.76	\$ 36.95	\$ 43.99	\$ 51.03
	E-11	ASST DIR HUMAN RESOURCES	\$ 35.08	\$ 41.92	\$ 48.76	\$ 39.72	\$ 47.29	\$ 54.86
	E-11	CHILD SUPPORT ATTY	\$ 35.08	\$ 41.92	\$ 48.76	\$ 39.72	\$ 47.29	\$ 54.86
	E-11	MGR CHILD & FAMILY SERV	\$ 35.08	\$ 41.92	\$ 48.76	\$ 39.72	\$ 47.29	\$ 54.86
	E-11	NETWORK ARCHITECT	\$ 35.08	\$ 41.92	\$ 48.76	\$ 39.72	\$ 47.29	\$ 54.86
	E-12	JOB CENTER MGR	\$ 35.08	\$ 41.92	\$ 48.76	\$ 42.70	\$ 50.83	\$ 58.96
	E-12	MGR FACILITIES MAINT	\$ 35.08	\$ 41.92	\$ 48.76	\$ 42.70	\$ 50.83	\$ 58.96
E10	E-11	DIR DIV LAND INFORMATION	\$ 37.19	\$ 44.44	\$ 51.69	\$ 39.72	\$ 47.29	\$ 54.86
	E-11	SR TRANSPORTATION ENGINEER	\$ 37.19	\$ 44.44	\$ 51.69	\$ 39.72	\$ 47.29	\$ 54.86
	E-12	CHIEF OF STAFF CO EXEC	\$ 37.19	\$ 44.44	\$ 51.69	\$ 42.70	\$ 50.83	\$ 58.96
	E-12	DIR DIV WORKFORCE DEV	\$ 37.19	\$ 44.44	\$ 51.69	\$ 42.70	\$ 50.83	\$ 58.96
	E-12	LEAD CHILD SUPPORT ATTY	\$ 37.19	\$ 44.44	\$ 51.69	\$ 42.70	\$ 50.83	\$ 58.96
	E-13	DIR DIV AGING & DISAB SERV	\$ 37.19	\$ 44.44	\$ 51.69	\$ 45.87	\$ 54.61	\$ 63.35
E11	E-13	DIR DIV CHILD & FAMILY SERV	\$ 37.19	\$ 44.44	\$ 51.69	\$ 45.87	\$ 54.61	\$ 63.35
	E-11	DIR DIV PURCHASING SERV	\$ 39.42	\$ 47.10	\$ 54.79	\$ 39.72	\$ 47.29	\$ 54.86
	E-12	CLINICAL SERV MGR HEALTH	\$ 39.42	\$ 47.10	\$ 54.79	\$ 42.70	\$ 50.83	\$ 58.96
	E-12	DIR DIV PLAN & DEV	\$ 39.42	\$ 47.10	\$ 54.79	\$ 42.70	\$ 50.83	\$ 58.96
	E-12	GOLF OPS DIRECTOR	\$ 39.42	\$ 47.10	\$ 54.79	\$ 42.70	\$ 50.83	\$ 58.96
	E-12	NURSE PRACTITIONER	\$ 39.42	\$ 47.10	\$ 54.79	\$ 42.70	\$ 50.83	\$ 58.96
E12	E-12	PARKS DIRECTOR	\$ 39.42	\$ 47.10	\$ 54.79	\$ 42.70	\$ 50.83	\$ 58.96
	E-13	DIR NURSING BRKS	\$ 39.42	\$ 47.10	\$ 54.79	\$ 45.87	\$ 54.61	\$ 63.35
	E-12	APPLICATION SERV MGR	\$ 41.78	\$ 49.93	\$ 58.08	\$ 42.70	\$ 50.83	\$ 58.96
	E-12	SR ASST CORP COUNSEL	\$ 41.78	\$ 49.93	\$ 58.08	\$ 42.70	\$ 50.83	\$ 58.96
	E-13	CFO HUMAN SERVICES	\$ 41.78	\$ 49.93	\$ 58.08	\$ 45.87	\$ 54.61	\$ 63.35
	E-13	CFO PUBLIC WORKS	\$ 41.78	\$ 49.93	\$ 58.08	\$ 45.87	\$ 54.61	\$ 63.35
E13	E-13	INFRASTRUCTURE MGR	\$ 41.78	\$ 49.93	\$ 58.08	\$ 45.87	\$ 54.61	\$ 63.35
	E-14	DIR DIV HEALTH SERV	\$ 41.78	\$ 49.93	\$ 58.08	\$ 49.28	\$ 58.67	\$ 68.06
	E-13	DIRECTOR HIGHWAY	\$ 44.29	\$ 52.92	\$ 61.56	\$ 45.87	\$ 54.61	\$ 63.35
	E-14	BROOKSIDE ADMIN	\$ 44.29	\$ 52.92	\$ 61.56	\$ 49.28	\$ 58.67	\$ 68.06
	E-14	CIRCUIT COURT COMMISSIONER	\$ 44.29	\$ 52.92	\$ 61.56	\$ 49.28	\$ 58.67	\$ 68.06
	E-14	FIRST ASST CORP COUNSEL	\$ 44.29	\$ 52.92	\$ 61.56	\$ 49.28	\$ 58.67	\$ 68.06
E15	E-15	CHIEF INFORMATION OFFICER	\$ 49.76	\$ 59.47	\$ 69.17	\$ 52.95	\$ 63.03	\$ 73.11
	E-15	DIR DIV HUMAN RESOURCES	\$ 49.76	\$ 59.47	\$ 69.17	\$ 52.95	\$ 63.03	\$ 73.11
	E-16	CORPORATION COUNSEL	\$ 49.76	\$ 59.47	\$ 69.17	\$ 56.89	\$ 67.73	\$ 78.57
	E-16	DIR DEPT HUMAN SERVICES	\$ 49.76	\$ 59.47	\$ 69.17	\$ 56.89	\$ 67.73	\$ 78.57
	E-16	DIR DEPT PUBLIC WORKS & P&D	\$ 49.76	\$ 59.47	\$ 69.17	\$ 56.89	\$ 67.73	\$ 78.57
	E-16	DIR DIV FINANCE	\$ 49.76	\$ 59.47	\$ 69.17	\$ 56.89	\$ 67.73	\$ 78.57
NE - B	NE-02	DIETARY SERVICE ASST	\$ 13.80	\$ 15.67	\$ 17.54	\$ 15.29	\$ 17.38	\$ 19.47
	NE-02	RESIDENT ENGAGEMENT ASST	\$ 13.80	\$ 15.67	\$ 17.54	\$ 15.29	\$ 17.38	\$ 19.47
NE - D	NE-03	LIFE ENRICHMENT ASST	\$ 15.51	\$ 17.61	\$ 19.70	\$ 16.42	\$ 18.66	\$ 20.90
NE 01	NE-04	RESIDENT ASST	\$ 16.45	\$ 18.66	\$ 20.89	\$ 17.63	\$ 20.03	\$ 22.43
	NE-05	COOK BRKS	\$ 16.45	\$ 18.66	\$ 20.89	\$ 18.92	\$ 21.50	\$ 24.08
NE 02	NE-04	ENV SERVICES WORKER	\$ 17.43	\$ 19.79	\$ 22.15	\$ 17.63	\$ 20.03	\$ 22.43
	NE-05	CERT NURSING ASST	\$ 17.43	\$ 19.79	\$ 22.15	\$ 18.92	\$ 21.50	\$ 24.08
	NE-06	ADMIN ASST	\$ 17.43	\$ 19.79	\$ 22.15	\$ 20.31	\$ 23.08	\$ 25.85
	NE-06	LIFE ENRICHMENT COORD	\$ 17.43	\$ 19.79	\$ 22.15	\$ 20.31	\$ 23.08	\$ 25.85
	NE-06	UNIT SECRETARY	\$ 17.43	\$ 19.79	\$ 22.15	\$ 20.31	\$ 23.08	\$ 25.85
	NE-07	DEPUTY COURT CLERK	\$ 17.43	\$ 19.79	\$ 22.15	\$ 21.82	\$ 24.79	\$ 27.76
NE 03	NE-06	CUSTODIAN	\$ 18.48	\$ 20.98	\$ 23.47	\$ 20.31	\$ 23.08	\$ 25.85
	NE-06	CUSTODIAN BRKS	\$ 18.48	\$ 20.98	\$ 23.47	\$ 20.31	\$ 23.08	\$ 25.85
	NE-06	CUSTODIAN BRKS-2nd Shift	\$ 18.48	\$ 20.98	\$ 23.47	\$ 20.31	\$ 23.08	\$ 25.85
	NE-06	CUSTODIAN-2nd Shift	\$ 18.48	\$ 20.98	\$ 23.47	\$ 20.31	\$ 23.08	\$ 25.85
	NE-06	CUSTODIAN-3rd Shift	\$ 18.48	\$ 20.98	\$ 23.47	\$ 20.31	\$ 23.08	\$ 25.85
	NE-06	MAINTENANCE WORKER	\$ 18.48	\$ 20.98	\$ 23.47	\$ 20.31	\$ 23.08	\$ 25.85
	NE-06	VETERANS BENEFITS REP	\$ 18.48	\$ 20.98	\$ 23.47	\$ 20.31	\$ 23.08	\$ 25.85

**POSITION GRADE CHANGES - RATE RANGE COMPARISON**

Current Grade	New Grade	Current Job Title	Current Range			New Range		
			Min	Mid	Max	Min	Mid	Max
	NE-07	BILLING/REIMB SPEC	\$ 18.48	\$ 20.98	\$ 23.47	\$ 21.82	\$ 24.79	\$ 27.76
NE 04	NE-06	SHOP OPERATOR	\$ 19.59	\$ 22.23	\$ 24.88	\$ 20.31	\$ 23.08	\$ 25.85
	NE-07	ACCOUNTING ASSOC	\$ 19.59	\$ 22.23	\$ 24.88	\$ 21.82	\$ 24.79	\$ 27.76
	NE-07	ADMIN ASST SR	\$ 19.59	\$ 22.23	\$ 24.88	\$ 21.82	\$ 24.79	\$ 27.76
	NE-07	ADMISSIONS COORD	\$ 19.59	\$ 22.23	\$ 24.88	\$ 21.82	\$ 24.79	\$ 27.76
	NE-07	CHILD SUPPORT ASSOC	\$ 19.59	\$ 22.23	\$ 24.88	\$ 21.82	\$ 24.79	\$ 27.76
	NE-07	ECON SUPP SPEC	\$ 19.59	\$ 22.23	\$ 24.88	\$ 21.82	\$ 24.79	\$ 27.76
	NE-08	ENV HEALTH TECH	\$ 19.59	\$ 22.23	\$ 24.88	\$ 23.43	\$ 26.62	\$ 29.81
NE 05	NE-08	PUBLIC HEALTH TECH	\$ 19.59	\$ 22.23	\$ 24.88	\$ 23.43	\$ 26.62	\$ 29.81
	NE-08	VETERANS BENEFITS SPEC	\$ 19.59	\$ 22.23	\$ 24.88	\$ 23.43	\$ 26.62	\$ 29.81
	NE-07	ADMISSIONS/RELEASE SPECIALIST	\$ 20.77	\$ 23.57	\$ 26.37	\$ 21.82	\$ 24.79	\$ 27.76
	NE-07	COOK SHERIFF	\$ 20.77	\$ 23.57	\$ 26.37	\$ 21.82	\$ 24.79	\$ 27.76
	NE-07	ELECTED OFFICIALS CLERK	\$ 20.77	\$ 23.57	\$ 26.37	\$ 21.82	\$ 24.79	\$ 27.76
	NE-08	BUYER	\$ 20.77	\$ 23.57	\$ 26.37	\$ 23.43	\$ 26.62	\$ 29.81
	NE-08	DEPUTY COURT CLERK SR	\$ 20.77	\$ 23.57	\$ 26.37	\$ 23.43	\$ 26.62	\$ 29.81
NE 06	NE-08	ECON SUPP SPEC SR	\$ 20.77	\$ 23.57	\$ 26.37	\$ 23.43	\$ 26.62	\$ 29.81
	NE-08	IT ASSET ADMINISTRATOR	\$ 20.77	\$ 23.57	\$ 26.37	\$ 23.43	\$ 26.62	\$ 29.81
	NE-08	RELIEF CUSTODIAN	\$ 20.77	\$ 23.57	\$ 26.37	\$ 23.43	\$ 26.62	\$ 29.81
	NE-08	RELIEF CUSTODIAN BRKS	\$ 20.77	\$ 23.57	\$ 26.37	\$ 23.43	\$ 26.62	\$ 29.81
	NE-09	RESTITUTION COORD	\$ 20.77	\$ 23.57	\$ 26.37	\$ 25.15	\$ 28.58	\$ 32.01
	NE-10	LAB TECHNOLOGIST	\$ 20.77	\$ 23.57	\$ 26.37	\$ 27.00	\$ 30.68	\$ 34.36
	NE-07	LEGAL SECRETARY	\$ 22.01	\$ 24.98	\$ 27.95	\$ 21.82	\$ 24.79	\$ 27.76
NE 07	NE-08	CHILD SUPPORT SPEC	\$ 22.01	\$ 24.98	\$ 27.95	\$ 23.43	\$ 26.62	\$ 29.81
	NE-08	EXECUTIVE SECY	\$ 22.01	\$ 24.98	\$ 27.95	\$ 23.43	\$ 26.62	\$ 29.81
	NE-08	LEGAL SECRETARY	\$ 22.01	\$ 24.98	\$ 27.95	\$ 23.43	\$ 26.62	\$ 29.81
	NE-08	MECHANIC PARKS	\$ 22.01	\$ 24.98	\$ 27.95	\$ 23.43	\$ 26.62	\$ 29.81
	NE-08	SERVICE DESK TECH I	\$ 22.01	\$ 24.98	\$ 27.95	\$ 23.43	\$ 26.62	\$ 29.81
	NE-09	JUDICIAL ASST	\$ 22.01	\$ 24.98	\$ 27.95	\$ 25.15	\$ 28.58	\$ 32.01
	NE-09	LEAD ECON SUPP SPEC	\$ 22.01	\$ 24.98	\$ 27.95	\$ 25.15	\$ 28.58	\$ 32.01
NE 08	NE-08	ADMIN SECRETARY	\$ 23.33	\$ 26.49	\$ 29.63	\$ 23.43	\$ 26.62	\$ 29.81
	NE-08	DEPUTY COUNTY CLERK	\$ 23.33	\$ 26.49	\$ 29.63	\$ 23.43	\$ 26.62	\$ 29.81
	NE-08	DEPUTY REG OF DEEDS	\$ 23.33	\$ 26.49	\$ 29.63	\$ 23.43	\$ 26.62	\$ 29.81
	NE-08	DEPUTY TREASURER	\$ 23.33	\$ 26.49	\$ 29.63	\$ 23.43	\$ 26.62	\$ 29.81
	NE-08	EXECUTIVE ASST	\$ 23.33	\$ 26.49	\$ 29.63	\$ 23.43	\$ 26.62	\$ 29.81
	NE-08	HUMAN RESOURCES ASST	\$ 23.33	\$ 26.49	\$ 29.63	\$ 23.43	\$ 26.62	\$ 29.81
	NE-09	LPN	\$ 23.33	\$ 26.49	\$ 29.63	\$ 25.15	\$ 28.58	\$ 32.01
NE 09	NE-09	PARALEGAL	\$ 23.33	\$ 26.49	\$ 29.63	\$ 25.15	\$ 28.58	\$ 32.01
	NE-09	PAYROLL SPECIALIST	\$ 23.33	\$ 26.49	\$ 29.63	\$ 25.15	\$ 28.58	\$ 32.01
	NE-10	GIS ANALYST	\$ 23.33	\$ 26.49	\$ 29.63	\$ 27.00	\$ 30.68	\$ 34.36
	NE-10	NETWORK TECH	\$ 23.33	\$ 26.49	\$ 29.63	\$ 27.00	\$ 30.68	\$ 34.36
	NE-11	CLINICAL NURSE MGR	\$ 23.33	\$ 26.49	\$ 29.63	\$ 29.01	\$ 32.97	\$ 36.93
	E-07	CHIEF BLDG MAINT	\$ 25.20	\$ 28.60	\$ 32.00	\$ 30.06	\$ 35.79	\$ 41.52
	E-08	CHIEF BLDG MAINT	\$ 25.20	\$ 28.60	\$ 32.00	\$ 32.32	\$ 38.48	\$ 44.64
NE 08	E-08	CHIEF BLDG MAINT BRKS	\$ 25.20	\$ 28.60	\$ 32.00	\$ 32.32	\$ 38.48	\$ 44.64
	NE-08	ASST SIGN MAKER	\$ 25.20	\$ 28.60	\$ 32.00	\$ 23.43	\$ 26.62	\$ 29.81
	NE-09	DESKTOP SUPPORT II	\$ 25.20	\$ 28.60	\$ 32.00	\$ 25.15	\$ 28.58	\$ 32.01
	NE-09	REAL PROPERTY LISTER	\$ 25.20	\$ 28.60	\$ 32.00	\$ 25.15	\$ 28.58	\$ 32.01
	NE-10	CHIEF DEPUTY COUNTY CLERK	\$ 25.20	\$ 28.60	\$ 32.00	\$ 27.00	\$ 30.68	\$ 34.36
	NE-10	CHIEF DEPUTY REG DEEDS	\$ 25.20	\$ 28.60	\$ 32.00	\$ 27.00	\$ 30.68	\$ 34.36
	NE-10	CHIEF DEPUTY TREASURER	\$ 25.20	\$ 28.60	\$ 32.00	\$ 27.00	\$ 30.68	\$ 34.36
NE 09	NE-10	CORRECTIONAL OFFICER	\$ 25.20	\$ 28.60	\$ 32.00	\$ 27.00	\$ 30.68	\$ 34.36
	NE-10	DAY UTILITY	\$ 25.20	\$ 28.60	\$ 32.00	\$ 27.00	\$ 30.68	\$ 34.36
	NE-10	DIRECT SUPV OFFICER	\$ 25.20	\$ 28.60	\$ 32.00	\$ 27.00	\$ 30.68	\$ 34.36
	NE-10	GRANT SPEC/DEV COORD	\$ 25.20	\$ 28.60	\$ 32.00	\$ 27.00	\$ 30.68	\$ 34.36
	NE-10	NIGHT UTILITY-2nd Shift	\$ 25.20	\$ 28.60	\$ 32.00	\$ 27.00	\$ 30.68	\$ 34.36
	NE-10	PATROL WORK/LABOR	\$ 25.20	\$ 28.60	\$ 32.00	\$ 27.00	\$ 30.68	\$ 34.36
	NE-10	PATROL WORK/LABOR-2nd shift	\$ 25.20	\$ 28.60	\$ 32.00	\$ 27.00	\$ 30.68	\$ 34.36
NE 08	NE-10	ROAD GROUP LEAD	\$ 25.20	\$ 28.60	\$ 32.00	\$ 27.00	\$ 30.68	\$ 34.36
	NE-10	SERVICE DESK TECH III	\$ 25.20	\$ 28.60	\$ 32.00	\$ 27.00	\$ 30.68	\$ 34.36
	NE-11	ACCOUNTANT	\$ 25.20	\$ 28.60	\$ 32.00	\$ 29.01	\$ 32.97	\$ 36.93
	NE-11	CHIEF COOK SHERIFF	\$ 25.20	\$ 28.60	\$ 32.00	\$ 29.01	\$ 32.97	\$ 36.93
	NE-11	GIS/REAL PROPERTY ANALYST	\$ 25.20	\$ 28.60	\$ 32.00	\$ 29.01	\$ 32.97	\$ 36.93
	NE-11	MOBILITY MANAGER	\$ 25.20	\$ 28.60	\$ 32.00	\$ 29.01	\$ 32.97	\$ 36.93
	NE-11	SOCIAL WORKER I	\$ 25.20	\$ 28.60	\$ 32.00	\$ 29.01	\$ 32.97	\$ 36.93
NE 09	NE-11	VICTIM WITNESS - SW I	\$ 25.20	\$ 28.60	\$ 32.00	\$ 29.01	\$ 32.97	\$ 36.93
	E-08	CHIEF BLDG MAINT/SECURITY COORD	\$ 27.22	\$ 30.89	\$ 34.56	\$ 32.32	\$ 38.48	\$ 44.64
	NE-10	COMMUNITY OUTREACH COORD	\$ 27.22	\$ 30.89	\$ 34.56	\$ 27.00	\$ 30.68	\$ 34.36
	NE-10	DEPUTY MEDICAL EXAM	\$ 27.22	\$ 30.89	\$ 34.56	\$ 27.00	\$ 30.68	\$ 34.36
	NE-10	DESKTOP SUPPORT III	\$ 27.22	\$ 30.89	\$ 34.56	\$ 27.00	\$ 30.68	\$ 34.36
	NE-10	SIGN MAKER	\$ 27.22	\$ 30.89	\$ 34.56	\$ 27.00	\$ 30.68	\$ 34.36
	NE-11	LAND USE SPECIALIST	\$ 27.22	\$ 30.89	\$ 34.56	\$ 29.01	\$ 32.97	\$ 36.93
NE 09	NE-11	SPECIAL PROJ COORD FACILITIES	\$ 27.22	\$ 30.89	\$ 34.56	\$ 29.01	\$ 32.97	\$ 36.93

POSITION GRADE CHANGES - RATE RANGE COMPARISON

Current Grade	New Grade	Current Job Title	Current Range			New Range		
			Min	Mid	Max	Min	Mid	Max
NE 10	NE-11	SPECIAL PROJ COORD PARKS	\$ 27.22	\$ 30.89	\$ 34.56	\$ 29.01	\$ 32.97	\$ 36.93
	NE-12	SOCIAL WORKER II	\$ 27.22	\$ 30.89	\$ 34.56	\$ 31.19	\$ 35.44	\$ 39.69
	NE-11	MECHANIC	\$ 29.39	\$ 33.36	\$ 37.33	\$ 29.01	\$ 32.97	\$ 36.93
	NE-11	MECHANIC-2nd Shift	\$ 29.39	\$ 33.36	\$ 37.33	\$ 29.01	\$ 32.97	\$ 36.93
	NE-11	SHOP LEAD MECHANIC	\$ 29.39	\$ 33.36	\$ 37.33	\$ 29.01	\$ 32.97	\$ 36.93
NE 11	NE-13	SOCIAL WORKER IV	\$ 29.39	\$ 33.36	\$ 37.33	\$ 33.53	\$ 38.10	\$ 42.67
	NE-13	ELEC/MAINT SPEC	\$ 31.74	\$ 36.02	\$ 40.31	\$ 33.53	\$ 38.10	\$ 42.67
	NE-13	HVAC/MAINT SPEC	\$ 31.74	\$ 36.02	\$ 40.31	\$ 33.53	\$ 38.10	\$ 42.67
	NE-13	PUBLIC HEALTH NURSE	\$ 31.74	\$ 36.02	\$ 40.31	\$ 33.53	\$ 38.10	\$ 42.67
	NE-13	REG NURSE	\$ 31.74	\$ 36.02	\$ 40.31	\$ 33.53	\$ 38.10	\$ 42.67
	NE-13	REG NURSE BRKS-2nd Shift	\$ 31.74	\$ 36.02	\$ 40.31	\$ 33.53	\$ 38.10	\$ 42.67
	NE-13	REG NURSE BRKS-3rd Shift	\$ 31.74	\$ 36.02	\$ 40.31	\$ 33.53	\$ 38.10	\$ 42.67
	NE-13	REG NURSE HEALTH	\$ 31.74	\$ 36.02	\$ 40.31	\$ 33.53	\$ 38.10	\$ 42.67
	NE-13	SCHOOL HEALTH NURSE	\$ 31.74	\$ 36.02	\$ 40.31	\$ 33.53	\$ 38.10	\$ 42.67
	NE-14	SOC WKR V JUV INT	\$ 31.74	\$ 36.02	\$ 40.31	\$ 36.03	\$ 40.94	\$ 45.85
	NE-14	SOCIAL WORKER V	\$ 31.74	\$ 36.02	\$ 40.31	\$ 36.03	\$ 40.94	\$ 45.85