

WAUKESHA PUBLIC LIBRARY  
HUMAN RESOURCES POLICY PROCEDURE

<b>SUBJECT: SALARY PLAN AND ADMINISTRATION</b>	Issued: <del>3/13/06</del> 10/11/18	No: F-2
	Supersedes: <del>10/9/03</del> 3/13/06	Page: 1 of 6

SECTION 1. **WHEREAS**, the Waukesha Public Library desires to establish and clarify policy regarding the administration of its Salary Plan for managerial, supervisory, professional, technical, administrative, and confidential employees as listed by position title within this resolution;

SECTION 2. **WHEREAS**, the Salary Plan is intended to (1) provide the Library with an equitable and competitive salary structure and fringe benefit package to recruit and retain qualified employees, and (2) provide a means to encourage and recognize growth;

SECTION 3. **THEREFORE BE IT RESOLVED**, that the following described Salary Administration Plan, Policy and Procedure be adopted:

**The Plan.** The Salary Plan ("the Plan") is composed of ~~twenty three (23) salary grades, numbering seven (7) through twenty nine (29) a Salary Schedule consisting of nineteen (19) salary grades; numbering one (1) through nineteen (19). Each pay grade range has a thirty percent (30%) range spread. There is a five percent (5%) spread between minimum salaries.~~ Each salary grade is assigned a minimum and maximum salary. The minimum and maximum rates in the Salary Plan are determined, in part, by salary survey. ~~The salary grade range is further divided into three segments: Entry, Standard, and Advanced. Within the "Standard" segment is a sub-segment called "Market Range"\*. Segments are related to job performance per Human Resources Policy D-3.~~

- A. Salary Range Minimum and Maximum Steps. As a rule, Library employees shall not be paid above the maximum step or below the minimum of the salary grade range to which the position has been allocated. Only the specific exceptions outlined in this policy are authorized.
- B. Position Allocation. Each job classification is assigned to one of the salary grades based upon a position analysis, an evaluation of how that job compares to other positions within the Library's Job Evaluation Plan, and a comparison with external benchmark positions.
- C. Administration of the Plan. The following salary policies and procedures are to be used to administer the Plan:
  - 1. **Maintenance of the Plan.** The Library Director or her/his designee will, at least every three years, review those factors relevant to the maintenance of sound compensation practices of the Library, and shall make recommendations concerning policy and procedure revisions.

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~~\*Market Rate and Market Range. The market rate is an average of the actual salaries of all positions allocated to a specific grade range as determined by survey within comparable cities conducted periodically by the City's Human Resources Department. Market Range is calculated as +/- 5% of the market rate. The market range usually occurs in the upper half of the standard range.~~

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	Supersedes: <del>10/9/03</del> 3/13/06	Page: 2 of 6

**Salary Plan Adjustment for Market.** From time-to-time, an annual salary plan adjustment may be authorized by the Library Board. When such adjustment is authorized, the minimum and maximum of each salary range will be set at the amount of the adjustment. ~~Salary benchmarks within ranges will also be adjusted accordingly.~~

D. Salary for New Hires. New hires ~~shall be~~ will generally be compensated ~~within the "Entry" segment of the salary at the minimum of the~~ range to which the job classification is allocated.

1. Initial employment at a salary above the ~~entry segment minimum~~ cannot be authorized without submission of a written request, and certification that such action is justified by exceptional qualifications (directly related to the position) of the applicant, or by lack of qualified applicants available at the ~~entry starting~~ rate. Such written request will be made by the Library Director or her/his designee to the City Administrator who may authorize such an exemption.
2. Conversely, initial employment below the ~~entry segment minimum~~ of any salary grade range cannot be authorized without submission of a written request, and certification that such action is justified. Justification includes a showing that all available applicants possess less than the minimum acceptable qualifications for the job classification or that prevailing rates of pay for comparable positions suggest a lower salary than adopted by the Library. In the event a qualified applicant cannot be found after extensive recruiting, a "training period" salary below the entry segment may be authorized by the City Administrator upon the Library Director or her/his designee making such a request in writing, including a recommended duration. In either case, final approval must come from the Library Board.
3. The length of the "training period" shall vary according to the trainee's experience and knowledge in relation to the minimum qualifications set forth in the position description, but in no case will the "training period" last longer than one (1) year. Upon completion of the "training period", the employee will be advanced to ~~within the Entry Segment (Policy D-3)~~ the minimum of the salary range or higher, or be terminated.
4. ~~Salary adjustments for the first three (3) years following hire, reclassification or promotion shall be as set forth in Human Resources Policy D-3.~~

E. Salary and Pay. ~~After year 3,~~ salary adjustments and/or supplemental pay may consist of: (1) Annual Market Adjustment Program, (2) ~~Periodic Adjustment Program, Merit Based Adjustment Program~~ and (3) ~~the Economic Incentive Program Bonus Payment Program.~~

1. The Annual Market Adjustment is an adjustment to an individual's base salary in accordance with general economic conditions in the comparable market area and certification of minimal performance standards within the job. Upon adoption of the salary plan adjustment noted in Sec. I, Sub. C.2. above, adjustments to individual salaries may be provided in accordance with Library Policy D-3, ~~Sec. V., Sub. C.~~ Adjustments

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	Supersedes: <del>10/9/03</del> 3/13/06	Page: 3 of 6

may not be greater than the plan adjustment allows. Adjustments are not to be considered automatic since they will require a positive recommendation by the Library Director. Salary advancement will take place upon the recommendation of the Library Director or her/his designee.

2. The ~~Periodic and Economic Incentive adjustments~~ Merit Based Adjustments and Bonus Payments are described and will be administered in accordance with Library Policy D-3.
- F. Transfer and or Demotion. When an employee is transferred or demoted, the salary of the employee shall be determined as follows:
1. Transfer: A transfer is the reassignment of an employee but within the same job classification and with the same salary grade and equivalent job duties and responsibilities. An employee who is transferred shall remain at their current salary. However, the transferred employee will receive a formal written six (6) month evaluation of their work performance in the new position by their supervisor in accordance with the procedures outlined in Library Policy D-3, Employee Performance and Development Appraisal. This evaluation is for the sole purpose of establishing the employee's work competency level.
  2. Demotion: Demotion is the assignment of an employee to a different job classification with a lower salary range, and a different job title requiring lesser duties, responsibilities and qualifications.
    - (a) An employee who is demoted without work performance fault (e.g., job elimination) shall remain at their current salary. However, the demoted employee will receive a formal written six (6) month evaluation of their work performance in the new position by their supervisor, in accordance with the procedures outlined in Library Policy D-3. This evaluation is for the sole purpose of establishing the employee's work ~~competency~~ performance level.
    - (b) An employee who is demoted because of a requested reassignment to a vacant job classification with a lower salary grade shall remain at their current salary level, or be placed at the ~~maximum salary within the "Standard" segment of the lower salary grade,~~ midpoint of the salary range whichever is lower.
    - (c) An employee who is demoted for performance or disciplinary reasons shall receive a reduced salary from within the lower salary grade range as recommended by the Library Director, and approved by the Library Human Resources Committee. For employment status purposes, such ~~employee is considered probationary and will receive a thirty (30) and sixty (60) calendar day evaluation of their work performance by their supervisor~~ shall receive a formal written six (6) month evaluation of their work performance by the Library Director in accordance with the procedures outlined in Library Policy D-3.

**WAUKESHA PUBLIC LIBRARY  
HUMAN RESOURCES POLICY PROCEDURE**

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	Supersedes: <del>10/9/03</del> 3/13/06	Page: 4 of 6

This evaluation is for the **sole** purpose of establishing that the employee is operating at a satisfactory work performance level.

- G. Reallocation of a Position: A reallocation is when an existing position, regardless of the number of incumbents in that position, is reassigned from one salary grade to another, and the job title, duties and responsibilities remain the same. (Position reallocation can be accomplished only within the salary plan review process, which includes a survey of benchmark positions by the City Human Resources Director). Final authorization for all position reallocations is by recommendation of the City Administrator and approval of the Library Board.
1. An employee whose position is reallocated to a higher salary grade shall remain at their current salary except that the salary cannot be below the **“Standard” segment minimum** of the higher salary grade effective with the date approved by the Library Board. ~~In case the position would fall below the “Standard” segment, a zero (0) to five percent (5%) increase would be applied, upon recommendation of the Library Director.~~
  2. An employee whose position is reallocated to a lower salary grade shall remain at their current salary without further adjustment, until the performance of the employee warrants a higher salary within that grade.
  3. An employee who is in a position that is reallocated does not serve an evaluation period.
- H. Reclassification of a Position: A reclassification is when an existing position, regardless of the number of incumbents in that position, is moved from one salary grade range to another, and the job title, duties and responsibilities are changed. (Position reclassification can only be accomplished through application of Policy F-3).
1. An employee whose position is reclassified to a higher salary grade shall remain at their current salary so long as it does not fall below the **minimum. “Standard” segment of the higher salary grade.** ~~In case the position would fall below the “Standard” segment, a zero (0) to five percent (5%) increase would be applied, upon recommendation of the Library Director.~~
  2. An employee whose position is reclassified to a lower salary grade shall remain at their current salary without further adjustment until the performance of the employee warrants a higher salary within that grade.
  3. An employee who is in a position that is reclassified is not required to serve an evaluation period.
  4. Requests to reclassify positions must be submitted in writing by the Library Director or her/his designee ~~to the City Administrator.~~ Justifications must state the specific reasons for requesting the reclassification, the nature and extent of the change in the duties and responsibilities of the position, and the length of time that the new or expanded or deleted

**WAUKESHA PUBLIC LIBRARY  
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	Supersedes: <del>10/9/03</del> 3/13/06	Page: 5 of 6

duties will take, and the length of time they have been performed. The Library ~~Human Resources Committee~~ Board of Trustees will make a final ~~recommendation~~ decision as to whether the position should be reclassified. (See Policy F-3, Job Evaluation Plan)

- I. Promotion: A promotion is the assignment of an employee to a different job classification with a higher salary grade, a different job title, and requiring higher level duties, responsibilities and qualifications. Minimum qualifications used in promotion shall be equivalent to competitive standards, shall be clearly listed in the position description, and shall be applied uniformly to all candidates.
1. The Library intends to promote employees who are fully qualified and meet competitive standards as listed within the job description. When promoting an employee ~~to an exempt position~~, areas of consideration will include, but not be limited to: the employee's past work performance, education, level of skills, abilities, and other job-related criteria established for the vacant position.
  2. When promoting an employee to an exempt supervisory position, in addition to the factors listed above, consideration will also be given to professional development, analytical and communication abilities, attainment of additional education and/or appropriate certification, human relations skills, and employee achievements that have earned special recognition.
  3. Selection shall be made from among the best-qualified candidates. The Library does not discriminate in any employment decision based on membership in any class protected by federal, state, or local law.
  4. An employee who is promoted shall be provided at least a five percent (5%) increase over their current base salary, ~~but not more than the maximum of the new salary grade and~~ subject to approval from the Library Director ~~and the Library Human Board of Trustees~~.
  5. ~~An employee who is promoted shall not receive regular status in the new position until being successfully evaluated in writing by their supervisor. Such evaluation may occur at any time, but not later than one year after the promotion.~~
- J. Part-time Positions. All rates set forth in the Salary Schedule relate to authorized positions of regular full-time employment only. When employment is on a regular part-time basis (excluding seasonal and temporary employees), rates of pay shall be the same as for regular full-time employment, except that such employees will be on an equivalent hourly paid basis, and only for the time which the employee actually works.
- K. Fringe Benefits. Fringe benefits are a real form of compensation in that they provide a package of incentives to our employees (i.e., vacation, holidays, group health, group dental and life insurance premium payments, Wisconsin Retirement System contributions, Social Security, Worker's Compensation, Unemployment Compensation, Deferred Compensation, Section 125

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	Supersedes: <del>10/9/03</del> 3/13/06	Page: 6 of 6

Accounts, etc.) As the Library strives to maintain a competitive employment structure, it will also attempt to offer what it believes to be an equitable package of fringe benefits.

~~For outside hires only (not for internal promotions), and when competitive reasons require, the Library Director, with the City Administrator's authorization, may offer the following benefits in addition to those ordinarily provided by existing policy:~~

- ~~1. Up to two additional weeks of vacation~~
- ~~2. Up to ten additional days of sick leave~~
- ~~3. Waiver of the 30 day waiting period of health insurance coverage~~

- L. Responsibility for Administration. The Library Director, or her/his designee, shall be responsible for administration, application and recommendation of revisions to the Salary Plan.
- M. Final Authority. The Library Board retains sole authority to authorize revisions to the Salary Plan, and all fringe benefits, as it deems appropriate.
- N. Limitation of Available Funds. No provision of this policy shall be construed as authorizing any expenditure of funds more than those amounts already appropriated for their respective purposes within the adopted annual library budget.

# WAUKESHA PUBLIC LIBRARY PERSONNEL POLICY PROCEDURE

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	Supersedes: <del>10/9/03</del> 3/13/06	Page: Appendix A

## **APPENDIX A**

### **Non-represented Classifications; Overtime Exempt**

#### **Executive:**

~~\_\_\_\_\_ Library Director~~

#### **Professional:**

~~\_\_\_\_\_ Assistant Director~~  
~~\_\_\_\_\_ Associate Director, Public Services~~  
~~\_\_\_\_\_ Associate Director, Support Services~~  
~~\_\_\_\_\_ Manager, Children's Services~~  
~~\_\_\_\_\_ Manager, Information Services~~  
~~\_\_\_\_\_ Manager, Technical Services~~  
~~\_\_\_\_\_ Building & Operations Supervisor~~  
~~\_\_\_\_\_ Head of Operations~~  
~~\_\_\_\_\_ Supervisor, Circulation Services~~  
~~\_\_\_\_\_ Information Technology Technician II~~  
~~\_\_\_\_\_ CAFÉ Database Maintenance Coordinator~~  
~~\_\_\_\_\_ CAFÉ Unicorn System Manager~~  
~~\_\_\_\_\_ CAFÉ System Administrator~~  
~~\_\_\_\_\_ Office Manager~~

### **Overtime Eligible; Non-Exempt**

~~\_\_\_\_\_ Administrative Assistant~~  
~~\_\_\_\_\_ Confidential Bookkeeper~~  
~~\_\_\_\_\_ Finance Planning Analyst~~

Adopted by the Library Board  
3/13/06 October 11, 2018