

**CITY OF WAUKESHA  
HUMAN RESOURCES POLICY/PROCEDURE**

**POLICY F-2 – Salary Plan and Administration**

SECTION 1. **WHEREAS**, the City of Waukesha 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 City 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 is adopted:

**I. The Plan.** The Salary Plan ("the Plan") is composed of a Salary Schedule (see attached) consisting of nineteen (19) ~~twenty-three (23)~~ salary grades; numbering one (1) ~~seven (7)~~ through nineteen (19) ~~twenty-nine (29)~~. Each salary grade 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 Policy D-3.

A. Salary Range Minimum and Maximum. As a rule, employees shall not be paid above the maximum or below the minimum of the salary grade range to which a 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 City'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 Human Resources **Director Manager** will, at least every three years, review those factors relevant to the maintenance of sound compensation practices of the City and shall make recommendations to the City Administrator concerning policy and procedure revisions.
2. Salary Plan Adjustment for Market. From time-to time, but at least annually, a salary plan adjustment will be considered by the Common Council upon the recommendation of the City Administrator. When such adjustment is authorized, the minimum and maximum of each salary range will be adjusted by the amount of the adjustment. ~~Salary benchmarks within the ranges will also be adjusted accordingly.~~

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

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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 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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1. Initial employment at a salary above the **minimum** ~~entry segment~~ 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 starting rate. Such written request will be made by the appropriate Department Director to City Administrator who may authorize such an exception.
2. Conversely, initial employment below the **minimum** ~~entry segment~~ 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 that adopted by the City. 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 appropriate Department Director making such a request in writing including a recommended duration.
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 the **minimum of the salary range** ~~within the Entry Segment (Policy D-3)~~ 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) **Merit Based Adjustment Program** ~~Periodic Adjustment Program~~, and (3) **Bonus Payment Program** ~~the Economic Incentive 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 City Policy D-3. ~~Sec. V., Sub. C.~~ Adjustments may not be greater than the plan adjustment. Adjustments are not to be considered automatic since they will require a positive recommendation by the Department Director. Salary advancement will take place only after approval by the City Administrator.
2. The **Merit Based Adjustments and Bonus Payments** ~~Periodic and Economic Incentive adjustments~~ are described and will be administered in accordance with City policy D-3.

F. Transfer or Demotion. When an employee is transferred or demoted, 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

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by the Department Director in accordance with the procedures outlined in City Policy D-3. 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 a 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 the Department Director in accordance with the procedures outlined in City 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 shall remain at their current salary level, or be placed at the **midpoint of the salary range** ~~maximum salary within the "Standard" segment of the lower salary grade, which ever 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 Human Resources ~~Director~~ **Manager** and approved by City Administrator. 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 the Department Director~~ **shall receive a formal written six (6) month evaluation of their work performance by the Department Director** in accordance with the procedures outlined in City Policy D-3. 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 salary plan review, which includes a survey of benchmark positions by the Human Resources **Director** ~~Manager~~.) Final authorization for all position reallocations is by recommendation of the City Administrator and approval of the Common Council.

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 **minimum** ~~"Standard" segment of the higher salary grade effective with the date approved by the Common Council. 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 department director and approval of the Human Resources Manager.~~
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 which is reallocated does not serve an evaluation period.

- H. Reclassification of a Position: A reclassification is when an existing position, regardless of the

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number of incumbents in that position, is moved from one salary grade 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 department director and approval of the Human Resources Manager.~~
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 appropriate Department Director. 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 duties will take, and the length of time they have been performed. (See policy F-3)

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 City intends to promote employees that 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 City 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 paid within the "Standard" segment of the salary grade ~~range~~ to which promoted to achieve ~~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 by the Human Resources ~~Director~~ **Manager** in consultation with the City Administrator.
5. ~~An employee who is promoted shall not achieve regular status in the new position until being successfully evaluated by the Department Director. Such evaluation may occur at any time,~~

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~~but not later than one year. [See Human Resources Policy D-3(V)(A)]~~

- J. Part-time Positions. All rates set forth in the Salary Schedule are 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, Deferred Compensation, Section 125 Accounts, etc.) As the City strives to maintain a competitive employment structure, it will also endeavor to maintain what it believes to be an equitable package of fringe benefits.

~~For outside hires only, (and not for internal promotions), the City Administrator is authorized, when competitive reasons require, to offer the following benefits in addition to those ordinarily provided by City 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~~

~~No other benefits may be authorized by the City Administrator without the express permission of the Common Council.~~

~~(This language will be moved to HR Policy B-2 – Recruitment, Application and Selection of Applicants for Employment - New Section P)~~

- L. Responsibility for Administration. The City Administrator shall be responsible for administration, application, and recommending revisions to the Salary Plan.
- N. Final Authority. The Common Council retains sole authority to authorize revisions to the Salary plan and all Fringe Benefits, as it deems appropriate.
- O. 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 Budget.

Passed this \_\_\_\_ day of \_\_\_\_\_, 2018.

Approved this \_\_\_\_ day of \_\_\_\_\_, 2018.

\_\_\_\_\_  
Mayor

ATTEST:

\_\_\_\_\_  
City Clerk-Treasurer