



# Commission Policy

Subject: Compensation Policy	Index: 1-77.35
Authority: Statute:	Page: 1 of 7
Resolution: 88-113-7(2), 90-055-6(16), 92-024-2(02), 92-093-9(02), 96-184-12(02), 02-136-7, 04-165-10, 05-006-1, 05-131-10, 06-105-9, 09-052-4, 12-028-2, 13-042-5, 16-154-11, 17-062-6; 20-171-11; 21-151-11; 23-046-4; 23-074-6; <a href="#">25-050-4</a>	Issued: 12/18/80
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Purpose: This policy defines the District's compensation structure, set, forth guidelines for establishing and modifying pay grades and salaries for District employees, and the administration of miscellaneous compensation. The compensation policies strive to maintain internal equity and market competitiveness.

## I. Salary Structure

The Executive Director will have the authority to establish professional processes for developing salary plans; such salary plans shall be submitted to the Commission for approval.

### A. Pay Grades

The compensation plan delineates varying levels of responsibility through a pay grade system. A sufficient number of grades with corresponding pay ranges recognize important relative differences in position responsibilities and requirements. Pay grades are determined based on criteria for levels of difficulty, responsibility, and authority.

### B. Pay Range

The pay grade's variation is considered a grade's pay range and is marked by a minimum, market (midpoint), and maximum dollar value. The ~~median-dollar-value~~midpoint represents the labor market average as determined by the compensation consultant recommendations and annual updates. Pay ranges will be competitive in relevant labor markets and will be reviewed as needed. Pay range spread is intended to recognize and reward different levels of performance and experience within each grade.

### C. Adjustments to Salary Structure

To maintain a competitive salary structure, the Human Resources Manager and Director of Finance will provide a market review. If a structural adjustment is needed, a recommendation will be included in the Operations and Maintenance Budget. The Policy, Finance, and Personnel Committee shall annually, as part of the budget process, consider and recommend to the Commission salary structure adjustments based on market data, as supplied by the Human Resources Manager and the Director of Finance. As salary structure adjustments occur, structural increases shall be applied to range midpoints, to reflect current market values. Adjustments to range minimums and maximums will follow accordingly.

## II. Position Classification



# Commission Policy

Subject: Compensation Policy	Index: 1-77.35 Page: 2 of 7
Authority: Statute:  Resolution: 88-113-7(2), 90-055-6(16), 92-024-2(02), 92-093-9(02), 96-184-12(02), 02-136-7, 04-165-10, 05-006-1, 05-131-10, 06-105-9, 09-052-4, 12-028-2, 13-042-5, 16-154-11, 17-062-6; 20-171-11; 21-151-11; 23-046-4; 23-074-6; <a href="#">25-050-4</a>	Issued: 12/18/80  Last Revised: <a href="#">06/26/2023</a> <a href="#">04/28/2025</a>  Effective: <a href="#">06/26/2023</a> <a href="#">04/28/2025</a>

All positions will be assigned to appropriate pay grades. Requests for position classification may coincide with the District's budget process or be requested as needed during the year.

Upon request, the Human Resources Department will review positions proposed for reclassification. In addition, the Human Resources Department may request positions to be evaluated to ensure all positions are reviewed at regular intervals. The recommendation will be forwarded to the Executive Director and the Policy, Finance, and Personnel Committee for approval. If an employee is not satisfied with the initial job evaluation recommendation, a formal appeal may be submitted for review.

### III. Salary Administration

#### A. Initial Placement in the Salary Structure

The Human Resources Manager shall recommend the entry salary for any position within an established pay grade based on internal equity and external employment market realities. Employees are typically hired between the minimum and midpoint ~~(or market value)~~ of a given pay range, with actual pay range placement to be based on individual qualifications.

The Human Resources Manager recommendation requires written concurrence of the responsible division director. An individual may be hired above the ~~market value~~[midpoint](#) of a pay grade, provided substantial reasons are given to and approved by the Executive Director. The Policy, Finance, and Personnel Committee will be notified when a new hire is hired above the ~~market salary~~[midpoint](#).

#### B. Annual Salary Adjustment

##### 1. Annual Employee Performance Appraisal

Employee performance appraisals are conducted annually at the beginning of each calendar year by an employee's immediate supervisor and reviewed by their manager in which employees are evaluated on job performance for the prior year. An employee's initial performance appraisal follows a standard six-month qualification period. Employees receiving an overall performance rating that is in need of development may have the annual salary adjustment denied, modified, or

# Commission Policy

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delayed as determined by the division director, who shall submit the appraisal to the Human Resources Manager for review and comment.

2. Merit Increase

The District's compensation structure for all employees is based on a pay-for-performance model. Pay increases may vary based on evaluated levels of performance. Salary adjustments will be based on performance, to be evaluated annually by specific measurement of performance as compared with assigned accountabilities. Employees are evaluated and become eligible for performance increases once per year. Employees must be currently employed or must have retired in that current year to be eligible for any salary adjustments. Achievement of various performance levels qualify employees for a merit-based salary increase. Percent increases correspond to associated performance rankings as annually established by the Executive Director. Individual performance rankings may correspond to varying eligible pay increases, represented as a percentage of current salary.

3. Structural Adjustment

For employees below [marketmidpoint](#) and to maintain their relative position in the pay grade ~~and provide progression to the market rate in conjunction with job proficiency progression~~, the employee's salary will be adjusted by the structural adjustment percentage increase.

C. Acting Assignments

Employees who are assigned to an interim classification in a higher pay range for a period of at least ~~120 hours~~ [10 working days](#) and who are expected to perform a majority of the higher classification's duties and responsibilities may receive a base compensation increase as determined by the Human Resources Manager.

Upon return to the employee's original classification, the employee's pay shall revert to their base compensation prior to receiving the interim assignment adjustment, plus any additional pay increases and pay structure increases the employee would have received in the original classification.

# Commission Policy

Subject: Compensation Policy	Index: 1-77.35
Authority: Statute:  Resolution: 88-113-7(2), 90-055-6(16), 92-024-2(02), 92-093-9(02), 96-184-12(02), 02-136-7, 04-165-10, 05-006-1, 05-131-10, 06-105-9, 09-052-4, 12-028-2, 13-042-5, 16-154-11, 17-062-6; 20-171-11; 21-151-11; 23-046-4; 23-074-6; <u>25-050-4</u>	Page: 4 of 7 Issued: 12/18/80  Last Revised: <del>06/26/2023</del> <u>04/28/2025</u>  Effective: <del>06/26/2023</del> <u>04/28/2025</u>

## IV. Salary Adjustments - Movement Within and Between Pay Grades

### A. Upward Movement

#### ~~1. Promotions and Job Content Evaluation Changes~~

Salary adjustments may be required when an employee is promoted or an employee's position includes new or changed job responsibilities and is reevaluated with a job content value change resulting in an increase in pay grade. Actual salary adjustments will be determined on a case-by-case basis and determined by factors including employee qualifications, market value for the position, the employee's current salary range, and the position of others in the same or similar positions.

~~Any employee who receives a pay adjustment, as a result of a job content evaluation, will not be eligible to receive a structural salary adjustment the subsequent year.~~

### B. Lateral Movement

Employees who transfer to a new position within the same pay range as their previous position will not receive a compensation adjustment.

### C. Downward Movement

#### 1. Evaluation Changes

In the event an employee's position is reevaluated to a lower pay grade, the employee affected by the downgrade will maintain their current salary. If their salary is above the new pay grade maximum, the employee's salary will be red-circled until such time their salary falls within the new pay grade.

#### 2. Voluntary Movement or Reassignment

When any employee voluntarily accepts a position in a lower pay grade or is voluntarily reassigned to a position in a lower pay grade, the employee's salary will be lowered to the maximum rate of the new appropriate pay grade, provided the employee's current salary exceeds the maximum of the new pay grade. Staff will retain their current salary if it falls within the new range. The Executive Director, with approval of the Chair of the Policy, Finance, and Personnel Committee, may allow an employee's salary to be red-circled in these instances if the voluntary movement or reassignment is for succession planning purposes. In these instances,

# Commission Policy

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the red-circling is limited to a term of three years from the date of the voluntary movement or reassignment.

When an employee involuntarily accepts a lower position, unrelated to performance (e.g., position elimination due to workload changes) and agrees to accept a position in a lower pay grade, the compensation rules are those identified for evaluation changes, as detailed in above Section IV.C.1.

### 3. Poor Performance

When an employee is assigned to a position in a lower pay grade due to poor performance, one of two rules will apply.

#### a. Return to Previous Position

If the employee previously held a lower position in a lower pay grade and does not successfully complete the qualification period in the new position, the employee's pay shall revert to their base compensation prior to their promotion, plus any additional pay increases the employee would have received in the original classification.

#### b. Demotion

If the employee is demoted from their original position to a lower pay grade, the employee's new salary will be adjusted accordingly.

## V. Miscellaneous

### A. Individual Salary Adjustment

If a unique situation arises that may warrant an individual salary adjustment, ~~(i.e., timing of job content approval, differential between higher level positions and direct subordinate positions, etc.)~~ approval of a salary adjustment may be granted by the Human Resources Manager, ~~d~~Division ~~d~~Director, and Executive Director. The Policy, Finance, and Personnel Committee will be notified when an employee receives an individual salary adjustment under this section.

### ~~B. Certification Pay~~

~~— If a certification is required for a position, the employee may be eligible for certification pay.~~

# Commission Policy

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## ~~EB.~~ Employee Overtime

1. Employees in positions that are nonexempt and paid hourly are eligible to be paid overtime for hours credited in excess of 40 hours within a week. At the discretion of the cost center manager, overtime is exclusive of sick leave. Any overtime must have prior authorization by the supervisor or ~~Cost Center Manager~~, with concurrence by the ~~Division Director~~.
2. Overtime will be paid at time and one-half. Overtime on Sundays and holidays will be paid at double time.
3. Exempt positions are eligible to be paid straight-time overtime for hours when they are required to be on the job supervising employees or other work as assigned.

## ~~DC.~~ Duty-incurred Disability Pay

A regular employee who sustains an injury while performing within the scope of his/her employment, as provided by Wisconsin Statutes, will receive 80% of his/her gross biweekly rate described herein as injury pay in lieu of worker's compensation for the period of time he/she may be temporarily totally or temporarily partially disabled because of said injury.

In no case will an employee receive injury pay for more than 180 working days for each compensable injury, provided they are used within 12 months from the date of injury.

## ~~ED.~~ Performance Evaluation and Salary Administration for Employees Reporting Directly to the Commission

1. Annual Performance Review  
Employees reporting directly to the Commission shall have an annual performance evaluation consistent with the general practice for evaluating and compensating District employees. Because of their special reporting relationship to the Commission, the following procedure will govern performance evaluation and salary administration for these employees.
2. Goal Establishment  
At the beginning of each evaluation period, the Commission will review, establish, and approve goals and objectives for each employee reporting directly to the Commission. These reviews and approvals shall be conducted during closed session.
3. Review

# Commission Policy

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The Commission will review the performance of each employee based on the overall position accountabilities and the goals and objectives set at the beginning of the evaluation period. The Commission adopts a performance rating for each employee.

4. Salary Adjustment

On the basis of the performance rating, the employee may be eligible for a salary adjustment, within the guidelines of this policy. The Commission will review the performance evaluation given to the employee and adopt a salary adjustment for the employee in accordance with this policy.