

Agenda

**Human Resources Committee
Jefferson County Courthouse
320 S Main St, Room 205
Jefferson, WI 53549**

October 8, 2012 @ 8:30 a.m.

Committee Members: James Braughler, Chair; Greg David; Pamela Rogers, Secretary; Jim Schroeder, and Dick Schultz, Vice-Chair

1. Call to order
2. Roll call (establish a quorum)
3. Certification of compliance with the Open Meetings Law
4. Review of the Agenda
5. Citizen/Public comment on non-Classification and Compensation Study items
6. Citizen/Public comment on the Classification and Compensation Study
7. Approval of September 18, 2012 minutes
8. Communications
9. Presentation by Carlson Dettmann Consulting, providing an update on the Classification and Compensation Study, discussion on policy issues addressing implementation processes such as timing, resuming step increases, red-circles and green-circles, and possible action recommending action to complete the study.
10. Set next meeting date and agenda
11. Adjournment

Next scheduled meeting: October 16, 2012 @ 8:30 am; November 20, 2012 @ 8:30am.

The Committee may discuss and/or take action on any item specifically listed on the agenda

Individuals requiring special accommodations for attendance at the meeting should contact the County Administrator 24 hours prior to the meeting at 920-674-7101 so appropriate arrangements can be made.

**HUMAN RESOURCES COMMITTEE
MEETING MINUTES
September 18, 2012 @ 8:30am
Jefferson County Courthouse, Room 112**

1. Call to Order. Meeting called to order at 8:30am by J. Braughler.
2. Roll Call. Present: J. Braughler, P. Rogers, J. Schroeder, D. Schultz and G. David. Quorum established. Also Present: G. Petre, T. Palm, J. Molinaro, P. Ristow, B. Kern, C. Robinson, A. Jenswold, C. Carlson (Carlson Dettmann Consulting), Katie McCloskey (Carlson Dettmann Consulting), Martha Merrill (AFSCME Council 40), E. Sadlowski (AFSCME Council 40) and K. Spory (Daily Union).
3. Certification of compliance with the Open Meetings Law. Verification of notice of meeting by G. Petre.
4. Review of Agenda. No changes noted on the agenda.
5. Citizen Comments. None.
6. Approval of minutes. Motion by D. Schultz, second by P. Rogers, to approve the August 28, 2012 minutes. Motion carried 5:0.
7. Communications. None.
8. Third quarter retirements recognized and recommended to be presented to County Board.
9. Charlie Carlson from Carlson Dettmann Consulting met with the Committee to provide a status update on the Classification and Compensation. Following previous direction from the Committee, Carlson Dettmann is continuing to work on a standard step-system pay plan. Mr. Carlson reported that there was an “underwhelming response to private market requests.” This has been frustrating, but fortunately the quality of published data is good and nicely supplements the excellent response to the public-sector data that was gathered. A copy of the benchmarked positions was distributed and reviewed with approximately 1/3 of County positions benchmarked, covering almost 50% of employees.

Carlson also reviewed health insurance as a factor of a total compensation package. Carlson provided a 10-year comparison of the County’s health insurance cost (and employee contribution) to Kaiser. Kaiser is the standard that the country uses to compare health costs to. Carlson’s analysis of the county’s health insurance is that Jefferson County has done an excellent job in managing our health costs, as total costs are closer to Kaiser numbers but low compared to other public sector plans.

Carlson further indicated that a review of a preliminary pay plan revealed that approximately 49 employees will be red-circled, or about 13% of the workforce studied. Alternatively, many employees who currently are at the top of their grade will be recommended to receive an increase and be placed on a step within the new recommended

range, or approximately 75% of positions will see an increase. The total package was forecasted by Carlson to cost just short of 1% of payroll.

The meeting ended with discussion regarding the continued influx surrounding Act 10. Consensus was that the County should continue to move forward with the study and will address any conflicts when and if they arise. Carlson Dettmann will next meet with the Human Resources Committee on October 8 at 8:30am. The goal of this meeting is to begin with a public comment/hearing, providing employees the opportunity to share their comments and then to discuss policy choices that need to be made.

10. T. Palm, HR Director, presented a report summarizing positions filled, emergency help requests and new hires starting above the minimum step and/or benefits.
11. Next meeting date October 5, 2012, 8:30am, to include a public hearing/comment for employees regarding the Classification and Comp study and October 16, 2012 at 8:30am.
12. Motion by D. Schultz, second by P. Rogers to adjourn. Meeting adjourned at 9:35am.

Human Resources Committee Secretary

Date

October 3, 2012

Carlson Dettmann Consulting

Jefferson County Classification and Compensation Study

Implementation Recommendations for Consideration

1. January 1, 2012: Move anyone whose current hourly pay is below the minimum of their proposed pay grade to the minimum of the grade and place all others at the next step in the proposed grade that provides an increase pay. Red-circle all employees whose pay is above the proposed maximum of their grade. We recommend that no employee's pay be cut. Different options of how to handle red-circled employees in regard to pay increase a can be explored.
2. Option Two would be the same as "Option One", however, any substantial increases would be implemented over a two to three year period. A defined dollar amount or a percentage of pay would be established to define "substantial". For example, any increases exceeding 5% of the employee's current pay would be spread out and implemented over a two year period.
3. January 1, 2012 bring employees to the minimum of their proposed pay grade and move people to the next step that provides an increase on their anniversary date. You can also implement any substantial increases over a two to three year period. Red-circled all employees whose pay is above the proposed maximum of their grade.

| | | RECOMMENDED 2013 STRUCTURE - HOURLY FORMAT | | | | | | | | | | | |
|---|--|--|-----------------|-----------------|-----------------|-----------------|-----------------|------------------|------------------|------------------|------------------|-------------------|-------------------|
| | | | Minimum | | | | | Control Point | | | | | Maximum |
| JOB TITLE | DEPARTMENT | Grade | 87.5% Step 1 | 90.0% Step 2 | 92.5% Step 3 | 95.0% Step 4 | 97.5% Step 5 | 100.0% Step 6 | 102.5% Step 7 | 105.0% Step 8 | 107.5% Step 9 | 110.0% Step 10 | 112.5% Step 11 |
| Corporation Counsel | Corporation Counsel | 20 | \$44.77 | \$46.05 | \$47.33 | \$48.61 | \$49.89 | \$51.17 | \$52.45 | \$53.73 | \$55.01 | \$56.29 | \$57.57 |
| Director of Human Services | Human Services | 19 | \$43.04 | \$44.27 | \$45.50 | \$46.73 | \$47.96 | \$49.19 | \$50.42 | \$51.65 | \$52.88 | \$54.11 | \$55.34 |
| Director/Health Officer Highway Commissioner | Health Highway | 16 | \$37.84 | \$38.92 | \$40.00 | \$41.08 | \$42.16 | \$43.24 | \$44.32 | \$45.40 | \$46.48 | \$47.56 | \$48.65 |
| Chief Deputy Finance Director Human Resources Director Parks Director Zoning and Planning Director | Sheriff Finance Human Resources Parks Department Zoning & Planning | 15 | \$36.10 | \$37.13 | \$38.17 | \$39.20 | \$40.23 | \$41.26 | \$42.29 | \$43.32 | \$44.35 | \$45.39 | \$46.42 |
| Child Support Director Family Court Com/Guar At Litem Family Court Commissioner Land & Water Conservation Dir. Land Information Director | Child Support Clerk of Courts Clerk of Courts Land & Water Conservation Land Information | 14 | \$34.37 | \$35.35 | \$36.33 | \$37.32 | \$38.30 | \$39.28 | \$40.26 | \$41.24 | \$42.23 | \$43.21 | \$44.19 |
| Administrative Services Mngr Aging/Disability Resource Mngr Asst Corporation Counsel Captain-Administrative Captain-Jail Captain-Patrol Child and Family Div Manager Economic Development Director Fair Park Director Highway Operations Manager Information Technology Mgr Systems & Applications Manager | Human Services Human Services Corporation Counsel Sheriff Sheriff Sheriff Human Services Economic Development County Fair Highway MIS MIS | 13 | \$32.63 | \$33.56 | \$34.49 | \$35.43 | \$36.36 | \$37.29 | \$38.22 | \$39.15 | \$40.09 | \$41.02 | \$41.95 |
| Advanced Fund Accountant Economic Support Services Mngr Highway Fleet Manager Maintenance Manager Public Health Program Manager | Finance Human Services Highway Central Services Health | 12 | \$30.90 | \$31.78 | \$32.66 | \$33.54 | \$34.43 | \$35.31 | \$36.19 | \$37.08 | \$37.96 | \$38.84 | \$39.72 |
| Child Protective Services Supr Community Sup Prog Supervisor Comprehensive Commun Serv Supr Emergency Management Director Intake and Juvenile Justice Supervisor Maintenance Supervisor Mental Health/ AODA Supervisor | Human Services Human Services Human Services Sheriff Human Services Human Services Human Services | 11 | \$29.16 | \$30.00 | \$30.83 | \$31.66 | \$32.50 | \$33.33 | \$34.16 | \$35.00 | \$35.83 | \$36.66 | \$37.50 |

MEMO

To: Terri Palm, Human Resources Director

From: Bill Kern, Highway Commissioner

Date: October 5, 2012

RE: Compensation Study Comments – Comparable Position Information

We met recently and you asked for my comments regarding the placement of the Highway Department positions to other county positions, I let you know I would give you feedback when I received the data. Now that I have received the placements and data for all county positions, I would like to make a comment, and ask for some additional information.

It appears based on the preliminary data that several Highway Department positions are placed on grades that are at the same level, or near the level of other county department positions that have much smaller departments with less responsibility and department complexity. Since I am not intimately familiar with some of the other department positions, I may be overlooking something the consultant factored into the position evaluation. So for my clarification, I am asking for a side-by-side comparison of the responsibilities of the listed Highway Department positions with the other county positions.

I know it is difficult for an outside consultant to evaluate positions that may be unfamiliar to them, so I listed criteria below from the Highway Department that are important to understand when evaluating Highway Department positions. All my comments regarding placement of Highway Department employees on the wage grid are based around my knowledge of Highway Department operations, below are criteria I would utilize when evaluating highway positions.

Evaluation Criteria

Education/Experience

Position Responsibilities/Judgment

Department Size (# of employees)

Department Complexity

Department Budget Size

Budget Complexity

Project Management and Work, Project Size (Most work In-house)

Winter Storm Work/Management

Traffic Safety

Financial & Fiscal Management

Payroll and Project Costing (Fund Accounting)

Emergency Work Responsibilities and Requirements

On-Call Status of All Employees

Equipment Management & Purchasing

Inventory Management

Facilities Management

Health/Safety Concerns

Skilled Labor/Equipment Operations

Professional Accounting Work

Professional Engineering Work

Licensing Requirements – CDL, Professional Engineer

I would like an explanation of the placement of several Highway Department positions on the wage grid in comparison to other county department positions. Below I listed the Highway Department positions along with other county positions that scored the same or near the highway position. I would like the consultant to review the placement and explain based on the responsibilities of the position, how each was placed. Some of the other county position grades scored the same, just above, or just below the Highway position grade when it seems by quick observation there is may be considerable differences in position responsibilities, or very little differences in positions that scored a grade or two apart.

| | |
|---|----------|
| <i>Highway Position: Account Clerk</i> | Grade 3 |
| <u>Other County Positions</u> | |
| Appointment Secretary – HS | Grade 2 |
| Central Duplicating Clerk – MIS | Grade 3 |
| Administrative Secretary – Parks | Grade 3 |
| Secretary – Sheriffs | Grade 3 |
| Receptionist/Secretary – Sheriffs | Grade 3 |
| Programs Assistant – Parks | Grade 4 |
| Secretary – HS | Grade 4 |
| Administrative Clerk – Zoning | Grade 4 |
| Administrative Clerk – L & W | Grade 4 |
| Account Clerk – Sheriffs | Grade 4 |
| Administrative Clerk – Land Info | Grade 4 |
| Account Clerk – HS | Grade 5 |
| Confidential Secretary – Sheriffs | Grade 5 |
| | |
| <i>Highway Position: Highway Worker</i> | Grade 3 |
| <u>Other County Positions</u> | |
| Central Duplicating Clerk – MIS | Grade 3 |
| Secretary – Parks, Sheriffs | Grade 3 |
| Buildings/Grounds Maintenance Worker – Parks | Grade 3 |
| Maintenance Worker I – Central | Grade 4 |
| Building Maintenance Worker – HS | Grade 4 |
| Maintenance Worker II – Centra l | Grade 5 |
| | |
| <i>Highway Position: Equipment Operator II</i> | Grade 4 |
| <u>Other County Positions</u> | |
| Building Maintenance Worker – HS | Grade 4 |
| Maintenance Worker I – Central | Grade 4 |
| Maintenance Worker II – Central | Grade 5 |
| | |
| <i>Highway Position: Hwy Superintendents</i> | Grade 10 |
| <u>Other County Position</u> | |
| Parks Supervisor | Grade 10 |
| Maintenance Supervisor – HS | Grade 11 |
| Emergency Management Director | Grade 11 |
| Maintenance Manager – Central | Grade 12 |

| | |
|---|----------|
| <i>Highway Position: Highway Commissioner</i> | Grade 16 |
| <u>Other County Position</u> | |
| Parks Director | Grade 15 |
| Zoning Director | Grade 15 |
| Land & Water Director | Grade 14 |
| Land Information Director | Grade 14 |

Thank you for reviewing the listed Highway Department positions and the other county comparable position placements. When the evaluation is complete, I would like to meet with you to discuss the results of the evaluations. Because of the sensitivity of comparing positions between departments, I would request all data and discussions be kept confidential unless both parties agree to open up the data for more input. Thank you.

Branch 3

Jefferson County Circuit Court

Honorable Jacqueline Rohloff Erwin

October 8, 2012

Re: Jefferson County Classification and Compensation Study

Dear Supervisors Braughler, David, Rogers, Schroeder & Schultz:

I understand the county's compensation and classification study anticipates a relative reduction in the courts' judicial assistants' grade. I ask the committee to reject the recommendation.

To manage our court cases, judicial assistants must have knowledge of substantive and procedural law in these areas: divorce, paternity, termination of parental rights, child abuse and neglect, juvenile delinquency, all types of civil lawsuits, criminal, traffic, civil forfeiture actions, guardianships, involuntary mental commitments, probate, small claims and other, often rarely seen, case types.

Further, court personnel, unrepresented litigants and even attorneys often ask the judicial assistants procedural questions. This requires the judicial assistants to acquire and maintain a substantial fund of knowledge and to use the Wisconsin Statutes and other legal sources, all while observing confidentiality and ethical requirements.

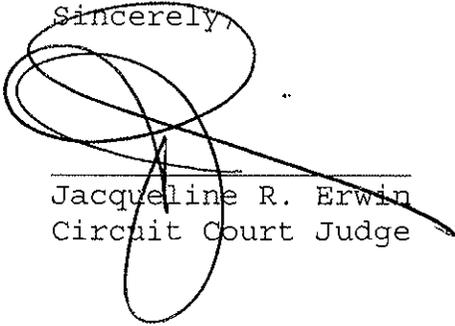
The judicial assistants make independent and executive decisions while the judges are on the bench or otherwise occupied.

Three judicial assistants do the job of four. Ms. Miller, in particular, manages cases for two judges. Judge Weston and the undersigned allow many appearances and some testimony via telephone. Ms. Miller is required to orchestrate these appearances and monitor both courtrooms simultaneously, while completing her reception duties, preparing files, managing cases, typing judicial decisions and correspondence, calendaring hearings, trials and meetings, and responding to the judges' directions. She is kept so busy that she regularly begins her workday at 7:30 a.m.

Finally, I observe that the judicial assistants go out of their way to save public funds. For example, they coordinate court reporter coverage, avoiding unnecessary fees; when they have a few moments, check government websites to obtain addresses and avoid unnecessary use of law enforcement in making arrests. The assistants coordinate the use of video conferencing to save transport fees. On many occasions my assistant has found that arrangements have not been made to produce a defendant or witness and assists the attorneys in this regard, saving expensive failed court events.

I urge you to give this position its due.

Sincerely,



Jacqueline R. Erwin
Circuit Court Judge

Pc: Mr. Gary Petre
Ms. Terri Palm-Kostroski



Jefferson County Highway
Department
141 West Woolcock Street
Jefferson, WI 53549
920-674-7392 920-674-7289 fax

William T. Kern, PE
Highway
Commissioner

To: Terri Palm, Human Resources Director
Gary Petre, County Administrator

From: Bill Kern, Highway Commissioner

Date: October 3, 2012

RE: Comments on Update to Classification and Compensation
Study (Carlson Dettman)

Thank you for the update on the Classification and Compensation Study, I appreciate all the work put into the study from the consultant, staff, and the Human Resources Committee. I have attended the presentations by Carlson Dettman Consulting and have listened to the comments from the consultant and the Human Resource Committee at the meetings, and I would like to respond with input and comments as you have requested.

The recent changes in the state law have opened up the ability for counties to make changes in how compensation is handled with all employees, without the need to negotiate some of these changes with bargaining units. This may be seen from some as a positive change but from other as a negative change, I will stay out of the political discussion but will only say that as we move forward in our operations, it is very important we look for bold decisions and innovation in how we complete our work. Our employees are the most important asset in any of our operations, and how we move forward managing the employees is extremely important - especially in the tough fiscal environment we face.

I am asked to manage a large and very diverse workforce at the Highway Department, and I would prefer to have more autonomy in developing a system to manage the wages and benefits of employees of the department. I would prefer to have a system developed that differs from the seniority (grid) based system that is moving forward in the county. Reviewing changes that are taking place in many of our neighboring counties, cities, and school systems, I am seeing most are taking the approach of implementing some form of merit/performance based pay into the compensation system. Most are looking at a hybrid that may have some form of seniority/step system, but also includes performance base pay integrated into the pay plan.

A seniority (Grid) based pay system does not recognize employee performance or exceptional achievement; it merely pays someone more for every year they work for the county. I recognize that system will be embraced by many employees, but I will only ask one question; 'What employee will want to only be paid by how many years they worked for Jefferson County?' I believe we have the freedom to develop pay systems that are not as rigid, and yet do listen to the concerns of our employees. My first step if given the freedom to look at different options is to get feedback from all the Highway Department employees regarding pay-plan options we may consider, but because of the low-growth economy and continued levy freezes sent down to

the counties from our state government, the employees will also need to hear about the tough budgetary and fiscal restraints we face.

We are looking at promoting continuous improvement and development within the Highway Department, but it will be difficult to continue to foster improvement and innovation if we do not recognize achievement in our employees. I agree that developing and managing a system that includes evaluation and performance is more work, but we are not afraid of the additional work and the innovation that can come with the hard work. A properly designed pay system will recognize high achievers and help retain the best workers, should that not be a priority of Jefferson County?

I also believe there are many more options available regarding wage plans than just a choice between a seniority (grid) based system OR a performance based system. I believe we should develop a plan within our own department to manage employees based on our individual mission of our department. At the Highway Department we have continued to push for improving our operational efficiency for all projects and work functions, with the overall mission of the department of maintaining a safe and efficient highway network. Over the last five years, projects or operations that were not efficient or did not fit into our department mission were removed from our in-house operations.

We continue to look at options for managing employees pay and benefits, if we are given the authority we will work to develop a plan that will recognize the continued development of the department and it will include input from all department employees. I would hope this idea is given some thought because it would be easy for me to sit back and do nothing, and let a step system that takes no thought or time to manage be put in place. But hopefully you can give some consideration to allowing the Highway Department an exception to the recommended (grid) wage system to work on a pilot program designed around innovation and improvement of the organization.

Thank you for taking the time to read my comments.

Classification/Compensation Study Report to the Jefferson County Human Resources Committee

October 8, 2012

**Carlson Dettmann Consulting, LLC
Madison, WI**

A Sound Compensation Program

- 1. Align with strategic objectives**
- 2. Create internal equity**
- 3. Be competitive**
- 4. Consider total compensation design**
- 5. Support performance management**
- 6. Make it affordable**
- 7. Be legal**
- 8. Communicate to all staff**
- 9. Make plan efficient and consistent**
- 10. Audit regularly**

Why Do This Project Now?

- **Jefferson County, like most WI public employers operates a number of pay plans**
 - **Employees treated differently**
 - **Want to insure internal equity and competitiveness**
- **Objective: One pay plan for all staff**
 - **Excluding only sworn Sheriff's staff and elected Department heads**

CARLSON
DETTMANN
CONSULTING

3

Current Plans

| Group | Classes | Grades | Steps | Time to Maximum | Range Spread | Step Size |
|--------------------------------------|---------|--------|---------|-----------------|--------------|-------------|
| Non-Rep | 129 | 23 | 10 | 9 yrs | 28% | 3% |
| Represented | 96 | 28 | 9 or 10 | 8 or 9 yrs | 23%* | 3% |
| * Two grades have an additional step | | | | | | |
| Highway | 16 | 6 | 5-Mar | 2 to years | 4 to 8% | 2% |
| Current Total | 241 | 57 | | | | |
| Proposed | 215 | 20 | 11 | TBD | 28% | 2.5% of C/P |

4

Very Significant Employer

- **Approximately 400 employees**
- **Payroll > \$18 mm**
- **Average annual salary = \$47,500**

Internal Consistency – Job Evaluation

- **Evaluations based on job documentation**
- **Five factors**
 - **Education & required experience**
 - **Decision-making**
 - **Thinking challenges**
 - **Communications**
 - **Working conditions**
- **Objective analysis and application**
- **Internal review and adjustments**
- **Classification reviews following adoption**

| FORMAL PREPARATION AND EXPERIENCE | | | | | | | | | |
|---|-------|--|--------------------|--------------|--------------|--------------|--------------|----------------|---------------|
| FORMAL PREPARATION | Level | EXPERIENCE PROFILE TO QUALIFY FOR THE POSITION | | | | | | | |
| | | 0 to 6 months | 7 months to 1 year | 2 to 3 years | 4 to 5 years | 6 to 7 years | 8 to 9 years | 10 to 11 years | 12 plus years |
| | | A | B | C | D | E | F | G | H |
| No required specifications | 1 | | | | | | | | |
| Basic reading, writing, and math skills | 2 | | | | | | | | |
| High school, comparancies or equivalent | 3 | | | Asst | | | | | |
| High school, plus an additional 1 year of formal preparation | 4 | | | | | | | | |
| High school, plus an additional 2 years of formal preparation | 5 | | | 5 | | | | | |
| Formal preparation equivalent to a four-year degree | 6 | | | A | M | D | | | |
| Formal preparation requires an advanced degree equivalent to the master's level | 7 | | | | | | | | |
| Formal preparation requires an advanced degree equivalent to the doctoral level | 8 | | | | | | | | |

| DECISION MAKING (IMPACT) | | | | | | | | | | | | | | | | | | |
|---|-------|---|---|------|---|----------------------|---|---|---|---------------------------|---|---|---|------------------------|---|---|---|--|
| IMPACT OF JUDGMENTS | LEVEL | EXTENT OF DECISION MAKING (A/B/C/D) - NATURE OF DECISIONS (A/S/P/F) | | | | | | | | | | | | | | | | |
| | | JOB-CENTERED A | | | | DEPARTMENT-WIDE B | | | | MULTIPLE DEPARTMENTS C | | | | ORGANIZATION-WIDE D | | | | |
| | | A | S | P | F | A | S | P | F | A | S | P | F | A | S | P | F | |
| LEAST - Detailed procedures / protocols and close supervision | 1 | | | | | | | | | | | | | | | | | |
| CONTINUED - Procedures / protocols are clear and supervision is available as required or requested | 2 | | | Asst | | | | | | | | | | | | | | |
| MODERATE - Policies and precedents are clear and supervision / managerial direction is available as requested | 3 | | | S | A | | | | | | | | | | | | | |
| CONSIDERABLE - Department policies and practices are interpreted and applied with only general supervision / managerial direction | 4 | | | | | | | M | | | | | | | | | | |
| SUBSTANTIAL - Judgments involve inter-department policy interpretation and/or defining new policies of major importance to the organization | 5 | | | | | | | | | | | | D | | | | | |
| INCLUSIVE - Judgments deal with governance of the entire organization within overall parameters established by the governing authority | 6 | | | | | | | | | | | | | | | | | |

| THINKING CHALLENGES AND PROBLEM SOLVING | | | | | | |
|--|-------|----------------------|--|--|---|---|
| CONTENT AND COMPLEXITY OF CHALLENGES AND PROBLEMS | LEVEL | REQUIRED RESPONSE | | | | |
| | | Make cut-out choices | Choose among several responses of equal effect | Choose the best alternative from among the possibilities | Examine, research, and resolve each challenge/issue | Develop and offer original creative solutions |
| | | A | E | C | D | E |
| Complexity is low and challenges / problems are relatively minimal | 1 | | | | | |
| Challenges / problems tend to be routine procedure / process issues | 2 | | Asst | | | |
| Challenges / problems tend to be more diverse but are typically covered by precedent or established practice | 3 | | | S | | |
| Challenges / problems must be addressed within broader, department-wide procedures and practices | 4 | | | A M | | |
| Challenges / problems are complicated and require interpretation and application of policies and objectives | 5 | | | | D | |
| Challenges / problems are complex relating to broad operating policies | 6 | | | | | |
| Challenges / problems deal with the organization's mission and governance | 7 | | | | | |

| INTERACTIONS AND COMMUNICATIONS | | | | | | |
|--|-------|----------------------|------|-------|---|---|
| CONTENT OF INTERACTIONS AND COMMUNICATIONS | LEVEL | OUTCOMES AND EFFECTS | | | | |
| | | A | B | C | D | E |
| Responses are provided to others' requests for basic, general information | 1 | | | | | |
| Requests are answered and contacts initiated to exchange basic, general information | 2 | | Asst | | | |
| Specialized information and/or recommendations are provided to others regarding an area of expertise | 3 | | | S | | |
| Actively persuades and/or directs others toward achievement of expected outcomes | 4 | | | M & A | | |
| Interactions are frequently focused on complex issues of major importance to the organization | 5 | | | | D | |
| Interactions are consistently focused on critical operational and/or governance issues | 6 | | | | | |

| WORK ENVIRONMENT | | | | |
|---|-------|-----------------------|--------|------|
| POTENTIAL FOR ACCIDENTS AND/OR HEALTH HAZARDS IN THE REGULAR WORK ENVIRONMENT | LEVEL | PHYSICAL REQUIREMENTS | | |
| | | LOW | MEDIUM | HIGH |
| Minimal | 1 | | | |
| Limited potential for accidents and some exposure to one or two recognized health hazards | 2 | | | |
| Some potential for accidents and some exposure to multiple recognized health hazards | 3 | | | |
| Potential for lost-time accidents and regular exposure to multiple recognized health hazards (or frequently to one) | 4 | | | |
| Frequent potential for lost-time accidents and continuous exposure to health hazards | 5 | | | |
| Continuous potential for serious / lost-time accidents and/or intense exposure to recognized health hazards | 6 | | | |

11

Human Resources: Large Department Example

| JOB TITLE | Formal Prep Exp | | Decisions | | Thinking | | Communication | | Work Environ | | Total Points |
|-------------|-----------------|--------|-----------|--------|----------|--------|---------------|--------|--------------|--------|--------------|
| | Rating | Points | Rating | Points | Rating | Points | Rating | Points | Rating | Points | |
| DIRECTOR | 6E | 198 | 5C+P | 402 | 5D | 198 | 5D | 228 | 1L | 50 | 1076 |
| MANAGER | 6D | 198 | 4BP | 174 | 4C+ | 152 | 4C | 131 | 1L | 50 | 705 |
| ANALYST | 6C | 172 | 3+A+P | 150 | 4C | 131 | 4C | 131 | 1L | 50 | 634 |
| OFFICE SUPV | 5C | 114 | 3A+P | 132 | 3C | 114 | 3C | 99 | 1L | 50 | 509 |
| ASSISTANT | 3C | 86 | 2AS | 75 | 2B | 75 | 2B | 75 | 1L | 50 | 361 |

12

Three Major Policy Questions

1. **What are your comparison markets?**
2. **Where does the County want to position in those markets?**
3. **How do you want to deliver pay?**

Market Measurement

- **For 64 benchmark classifications**
 - **Represents > 50% of workforce and**
 - **Job classifications matched to data**
 - **Representative of different pay and responsibility levels**
- **Sample covers thousands of area employees**

Custom Survey Participants

| | |
|-----------------------|-----------------------------------|
| Calumet County | Eau Claire County |
| Chippewa County | Fond du Lac County |
| City of Beaver Dam | Jones Dairy Farm |
| City of Brookfield | La Crosse County |
| City of Fort Atkinson | Lake Mills Area School District |
| City of Janesville | Manitowoc County |
| City of Jefferson | Portage County |
| City of Lake Mills | Rock County |
| City of Oconomowoc | Sauk County |
| City of Sun Prairie | School District of Jefferson |
| City of Watertown | Sheboygan County |
| City of Whitewater | Walworth County |
| Columbia County | Washington County |
| Dane County | Watertown Regional Medical Center |
| Dodge County | Waukesha County |

15

In Addition to Custom Survey

- **Bureau of Labor Statistics**
- **GMA SHRM Survey**
- **Milwaukee Area Compensation Association Survey**
- **Towers Watson (WI and Great Lakes)**

16

Policy for Weighting the Data

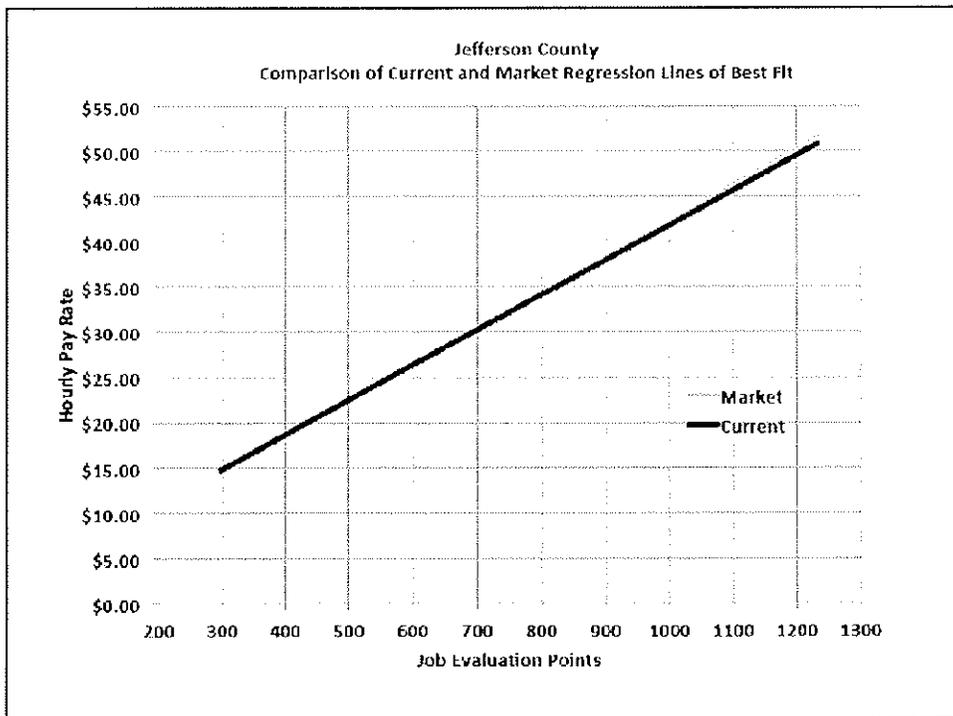
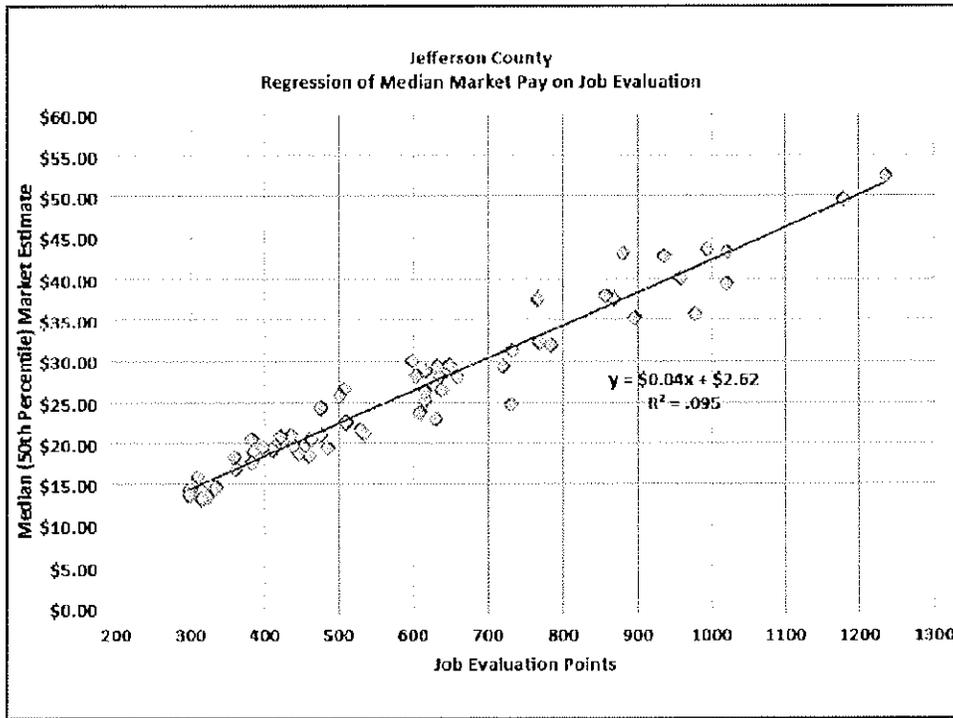
| JOB LEVEL | CUSTOM SURVEY* | PUBLISHED SOURCES** |
|---------------------------------------|----------------|---------------------|
| Department Heads | 75% | 25% |
| Managers, Supervisors & Professionals | 50% | 50% |
| Non-exempt | 25% | 75% |

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Reporting Statistics

- **Focus on Median Market Estimate**
 - **Median Market Estimate to be linked to new range Control Points**
 - **Median Market Index – Avg. Current Hourly Rate divided by the Base Comp Median Market Estimate Rate**
- **Jefferson County Overall**
 - **Median Market Index = 100.9%**

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Policy Question #2

- **Where does the County want to position itself in its labor markets?**
 - **High? Low? Average?**
 - **We recommend pegging pay range Control Points to the market median estimates**
- **Do benefits matter?**
 - **Absolutely**

Trend Line Data

- **Equation for line:**
 - **y (predicted pay) = \$.04 times x (job evaluation score) + \$2.62**
 - **\$.04 is line slope (every point change = \$.04)**
 - **\$2.62 is the y-axis intercept**
 - **Correlation coefficient is 0.95**
 - **Interpretation: Evaluations explain 95% of the variance in market pay**
 - * **This is a very high coefficient; tight fit**
 - * **Excellent basis for designing a pay plan**

Example of How We Use the Line Data

- **Highway Patrol Superintendent**
 - Job evaluation score = 733
 - Allocated to Grade 10 (700-749 pts.)
 - Middle value is 724.5 pts
- **Using the line equation**
 - $(\$0.03965 \text{ times } 724.5 \text{ pts}) + \$2.6197 = \$31.35$
 - * {regression numbers w/o rounding}
- **Market target statistic becomes the Gr 10 Control Point**
 - FYI: Market median was \$31.26 for this position
 - Current actual is \$31.58

Pay Delivery Options

- ✓ **Steps across range**
 - Most old non-rep plans used this method
 - * May have required performance evaluation
 - Union jobs all over the map
 - * Typically just seniority driven
- **Open ranges with performance-based pay**
 - Old State of Wisconsin system
 - Common in private sector
- **Hybrids**
 - Steps requiring evaluation at least meeting expectations
 - Steps to "control point", then open
 - Bonuses

Pay Range Design

- **Committee directed us to develop a step system driven by performance**
 - Use a range that doesn't set pay too low or too high
 - Typically 25-30% range spread
- **Our range recommendation**
 - **Minimum 87.5% of C/P**
 - **Maximum 112.5% of C/P**
 - **Spread of 128.5%**
 - **Uniform steps = 2.5% of C/P**

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| Grade | Control Point | | | | | | | | | | |
|-------|---------------|---------|---------|---------|---------|---------|---------|---------|---------|---------|---------|
| | Minimum | 90.0% | 92.5% | 95.0% | 97.5% | 100.0% | 102.5% | 105.0% | 107.5% | 110.0% | Maximum |
| | Step 1 | Step 2 | Step 3 | Step 4 | Step 5 | Step 6 | Step 7 | Step 8 | Step 9 | Step 10 | Step 11 |
| 22 | \$48.25 | \$49.63 | \$51.00 | \$52.38 | \$53.76 | \$55.14 | \$56.52 | \$57.90 | \$59.28 | \$60.65 | \$62.03 |
| 21 | \$46.52 | \$47.84 | \$49.17 | \$50.50 | \$51.83 | \$53.16 | \$54.49 | \$55.82 | \$57.15 | \$58.48 | \$59.81 |
| 20 | \$44.79 | \$46.05 | \$47.33 | \$48.61 | \$49.89 | \$51.17 | \$52.45 | \$53.73 | \$55.01 | \$56.29 | \$57.57 |
| 19 | \$43.04 | \$44.27 | \$45.50 | \$46.73 | \$47.96 | \$49.19 | \$50.42 | \$51.65 | \$52.88 | \$54.11 | \$55.34 |
| 18 | \$41.31 | \$42.49 | \$43.67 | \$44.85 | \$46.03 | \$47.21 | \$48.39 | \$49.57 | \$50.75 | \$51.93 | \$53.11 |
| 17 | \$39.57 | \$40.70 | \$41.83 | \$42.96 | \$44.09 | \$45.22 | \$46.35 | \$47.48 | \$48.61 | \$49.74 | \$50.87 |
| 16 | \$37.84 | \$38.92 | \$40.00 | \$41.08 | \$42.16 | \$43.24 | \$44.32 | \$45.40 | \$46.48 | \$47.56 | \$48.65 |
| 15 | \$36.10 | \$37.13 | \$38.17 | \$39.20 | \$40.23 | \$41.26 | \$42.29 | \$43.32 | \$44.35 | \$45.39 | \$46.42 |
| 14 | \$34.37 | \$35.35 | \$36.33 | \$37.32 | \$38.30 | \$39.28 | \$40.26 | \$41.24 | \$42.23 | \$43.21 | \$44.19 |
| 13 | \$32.63 | \$33.56 | \$34.49 | \$35.41 | \$36.36 | \$37.29 | \$38.22 | \$39.15 | \$40.09 | \$41.02 | \$41.95 |
| 12 | \$30.90 | \$31.78 | \$32.66 | \$33.54 | \$34.43 | \$35.31 | \$36.19 | \$37.08 | \$37.96 | \$38.84 | \$39.72 |
| 11 | \$29.16 | \$30.00 | \$30.83 | \$31.66 | \$32.50 | \$33.33 | \$34.16 | \$35.00 | \$35.83 | \$36.66 | \$37.50 |
| 10 | \$27.43 | \$28.22 | \$29.00 | \$29.78 | \$30.57 | \$31.35 | \$32.13 | \$32.92 | \$33.70 | \$34.49 | \$35.27 |
| 9 | \$25.69 | \$26.42 | \$27.16 | \$27.89 | \$28.63 | \$29.36 | \$30.09 | \$30.83 | \$31.56 | \$32.30 | \$33.03 |
| 8 | \$23.96 | \$24.64 | \$25.33 | \$26.01 | \$26.70 | \$27.38 | \$28.06 | \$28.75 | \$29.43 | \$30.12 | \$30.80 |
| 7 | \$22.23 | \$22.86 | \$23.50 | \$24.13 | \$24.77 | \$25.40 | \$26.04 | \$26.67 | \$27.31 | \$27.94 | \$28.58 |
| 6 | \$20.49 | \$21.08 | \$21.66 | \$22.25 | \$22.83 | \$23.42 | \$24.01 | \$24.59 | \$25.18 | \$25.76 | \$26.35 |
| 5 | \$18.75 | \$19.29 | \$19.82 | \$20.36 | \$20.89 | \$21.43 | \$21.97 | \$22.50 | \$23.04 | \$23.57 | \$24.11 |
| 4 | \$17.02 | \$17.51 | \$17.99 | \$18.48 | \$18.96 | \$19.45 | \$19.94 | \$20.42 | \$20.91 | \$21.40 | \$21.88 |
| 3 | \$15.06 | \$15.49 | \$15.92 | \$16.35 | \$16.78 | \$17.21 | \$17.64 | \$18.07 | \$18.50 | \$18.93 | \$19.36 |
| 2 | \$13.33 | \$13.71 | \$14.09 | \$14.47 | \$14.85 | \$15.23 | \$15.61 | \$15.99 | \$16.37 | \$16.75 | \$17.13 |
| 1 | \$11.80 | \$12.13 | \$12.47 | \$12.81 | \$13.14 | \$13.48 | \$13.82 | \$14.15 | \$14.49 | \$14.83 | \$15.17 |

Implementation

- **If < minimum rate of range, go to minimum**
- **If within range, go to step that provides an increase**
- **If > maximum rate of range, then red-circle**
- **Step increases if and only if performance at least meets expectations**

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Jefferson County Outcomes

| | # Employees | Pct. | Cumm Pct. |
|-----------|-------------|------|-----------|
| Step 1 | 62 | 16% | 16% |
| Step 2 | 20 | 5% | 21% |
| Step 3 | 15 | 4% | 25% |
| Step 4 | 24 | 6% | 31% |
| Step 5 | 55 | 14% | 46% |
| Step 6 | 26 | 7% | 52% |
| Step 7 | 16 | 4% | 57% |
| Step 8 | 29 | 8% | 64% |
| Step 9 | 42 | 11% | 75% |
| Step 10 | 29 | 8% | 83% |
| Step 11 | 15 | 4% | 86% |
| Above Max | 52 | 14% | 100% |
| Total | 385 | 100% | |

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What About Benefits?

- **Employees now paying half of retirement contributions**
 - **Going up approx. 1% in 2013 for both employees and County**
- **Group health program is very, very reasonable**

Relative to National Comparison

Family Insurance Cost

| Year | EMPLOYER | | EMPLOYEE | | TOTAL COST | |
|------|------------|----------|-----------|---------|------------|----------|
| | Jefferson* | Kaiser | Jefferson | Kaiser | Jefferson | Kaiser |
| 2003 | \$13,272 | \$6,657 | \$0 | \$2,412 | \$13,272 | \$9,069 |
| 2004 | \$12,456 | \$7,289 | \$360 | \$2,661 | \$12,816 | \$9,950 |
| 2005 | \$12,456 | \$8,167 | \$498 | \$2,713 | \$12,954 | \$10,880 |
| 2006 | \$12,456 | \$8,508 | \$623 | \$2,973 | \$13,079 | \$11,481 |
| 2007 | \$14,952 | \$8,824 | \$748 | \$3,281 | \$15,700 | \$12,105 |
| 2008 | \$18,396 | \$9,325 | \$920 | \$3,354 | \$19,316 | \$12,679 |
| 2009 | \$19,248 | \$9,860 | \$0 | \$3,515 | \$19,248 | \$13,375 |
| 2010 | \$17,296 | \$9,773 | \$0 | \$3,997 | \$17,296 | \$13,770 |
| 2011 | \$16,080 | \$10,944 | \$0 | \$4,129 | \$16,080 | \$15,073 |
| 2012 | \$14,171 | \$11,429 | \$760 | \$4,316 | \$14,931 | \$15,745 |

Note: Self funded through 2008; State health plan since then.

In the Final Analysis

- **Pay plan makes sense if the ranges reasonably reflect what employees can earn in your labor market performing similar duties**
- **Total compensation reasonably managed**
- **We feel very comfortable recommending this pay plan to Jefferson County**

Classification Reviews

- **Classification results eligible for review**
 - **Drafted policy**
 - **Used following adoption**
- **Future reviews**
 - **Continuation of current practice: Annual opportunity based upon substantial job change**
 - **Anytime for reorganization or new position**
- **Periodic market pricing**

Questions?

MEMO

To: Terri Palm, Human Resources Director

From: Bill Kern, Highway Commissioner

Date: October 5, 2012

RE: Compensation Study Comments – Comparable Position Information

We met recently and you asked for my comments regarding the placement of the Highway Department positions to other county positions, I let you know I would give you feedback when I received the data. Now that I have received the placements and data for all county positions, I would like to make a comment, and ask for some additional information.

It appears based on the preliminary data that several Highway Department positions are placed on grades that are at the same level, or near the level of other county department positions that have much smaller departments with less responsibility and department complexity. Since I am not intimately familiar with some of the other department positions, I may be overlooking something the consultant factored into the position evaluation. So for my clarification, I am asking for a side-by-side comparison of the responsibilities of the listed Highway Department positions with the other county positions.

I know it is difficult for an outside consultant to evaluate positions that may be unfamiliar to them, so I listed criteria below from the Highway Department that are important to understand when evaluating Highway Department positions. All my comments regarding placement of Highway Department employees on the wage grid are based around my knowledge of Highway Department operations, below are criteria I would utilize when evaluating highway positions.

Evaluation Criteria

Education/Experience
Position Responsibilities/Judgment
Department Size (# of employees)
Department Complexity
Department Budget Size
Budget Complexity
Project Management and Work, Project Size (Most work In-house)
Winter Storm Work/Management
Traffic Safety
Financial & Fiscal Management
Payroll and Project Costing (Fund Accounting)
Emergency Work Responsibilities and Requirements
On-Call Status of All Employees
Equipment Management & Purchasing
Inventory Management
Facilities Management
Health/Safety Concerns
Skilled Labor/Equipment Operations
Professional Accounting Work
Professional Engineering Work
Licensing Requirements – CDL, Professional Engineer

I would like an explanation of the placement of several Highway Department positions on the wage grid in comparison to other county department positions. Below I listed the Highway Department positions along with other county positions that scored the same or near the highway position. I would like the consultant to review the placement and explain based on the responsibilities of the position, how each was placed. Some of the other county position grades scored the same, just above, or just below the Highway position grade when it seems by quick observation there is may be considerable differences in position responsibilities, or very little differences in positions that scored a grade or two apart.

Highway Position: Account Clerk Grade 3

Other County Positions

| | |
|-----------------------------------|---------|
| Appointment Secretary – HS | Grade 2 |
| Central Duplicating Clerk – MIS | Grade 3 |
| Administrative Secretary – Parks | Grade 3 |
| Secretary – Sheriffs | Grade 3 |
| Receptionist/Secretary – Sheriffs | Grade 3 |
| Programs Assistant – Parks | Grade 4 |
| Secretary – HS | Grade 4 |
| Administrative Clerk – Zoning | Grade 4 |
| Administrative Clerk – L & W | Grade 4 |
| Account Clerk – Sheriffs | Grade 4 |
| Administrative Clerk – Land Info | Grade 4 |
| Account Clerk – HS | Grade 5 |
| Confidential Secretary – Sheriffs | Grade 5 |

Highway Position: Highway Worker Grade 3

Other County Positions

| | |
|--|---------|
| Central Duplicating Clerk – MIS | Grade 3 |
| Secretary – Parks, Sheriffs | Grade 3 |
| Buildings/Grounds Maintenance Worker – Parks | Grade 3 |
| Maintenance Worker I – Central | Grade 4 |
| Building Maintenance Worker – HS | Grade 4 |
| Maintenance Worker II – Central | Grade 5 |

Highway Position: Equipment Operator II Grade 4

Other County Positions

| | |
|----------------------------------|---------|
| Building Maintenance Worker – HS | Grade 4 |
| Maintenance Worker I – Central | Grade 4 |
| Maintenance Worker II – Central | Grade 5 |

Highway Position: Hwy Superintendents Grade 10

Other County Position

| | |
|-------------------------------|----------|
| Parks Supervisor | Grade 10 |
| Maintenance Supervisor – HS | Grade 11 |
| Emergency Management Director | Grade 11 |
| Maintenance Manager – Central | Grade 12 |

| | |
|--|----------|
| <i>Highway Position: Highway Commissioner</i> | Grade 16 |
| <u>Other County Position</u> | |
| Parks Director | Grade 15 |
| Zoning Director | Grade 15 |
| Land & Water Director | Grade 14 |
| Land Information Director | Grade 14 |

Thank you for reviewing the listed Highway Department positions and the other county comparable position placements. When the evaluation is complete, I would like to meet with you to discuss the results of the evaluations. Because of the sensitivity of comparing positions between departments, I would request all data and discussions be kept confidential unless both parties agree to open up the data for more input. Thank you.

Branch 3

Jefferson County Circuit Court

Honorable Jacqueline Rohloff Erwin

October 8, 2012

Re: Jefferson County Classification and Compensation Study

Dear Supervisors Braughler, David, Rogers, Schroeder & Schultz:

I understand the county's compensation and classification study anticipates a relative reduction in the courts' judicial assistants' grade. I ask the committee to reject the recommendation.

To manage our court cases, judicial assistants must have knowledge of substantive and procedural law in these areas: divorce, paternity, termination of parental rights, child abuse and neglect, juvenile delinquency, all types of civil lawsuits, criminal, traffic, civil forfeiture actions, guardianships, involuntary mental commitments, probate, small claims and other, often rarely seen, case types.

Further, court personnel, unrepresented litigants and even attorneys often ask the judicial assistants procedural questions. This requires the judicial assistants to acquire and maintain a substantial fund of knowledge and to use the Wisconsin Statutes and other legal sources, all while observing confidentiality and ethical requirements.

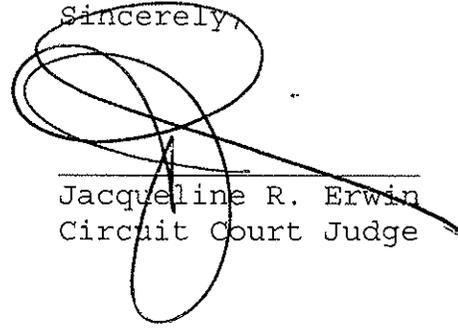
The judicial assistants make independent and executive decisions while the judges are on the bench or otherwise occupied.

Three judicial assistants do the job of four. Ms. Miller, in particular, manages cases for two judges. Judge Weston and the undersigned allow many appearances and some testimony via telephone. Ms. Miller is required to orchestrate these appearances and monitor both courtrooms simultaneously, while completing her reception duties, preparing files, managing cases, typing judicial decisions and correspondence, calendaring hearings, trials and meetings, and responding to the judges' directions. She is kept so busy that she regularly begins her workday at 7:30 a.m.

Finally, I observe that the judicial assistants go out of their way to save public funds. For example, they coordinate court reporter coverage, avoiding unnecessary fees; when they have a few moments, check government websites to obtain addresses and avoid unnecessary use of law enforcement in making arrests. The assistants coordinate the use of video conferencing to save transport fees. On many occasions my assistant has found that arrangements have not been made to produce a defendant or witness and assists the attorneys in this regard, saving expensive failed court events.

I urge you to give this position its due.

Sincerely,

A large, stylized handwritten signature in black ink, consisting of several overlapping loops and a long horizontal stroke extending to the right.

Jacqueline R. Erwin
Circuit Court Judge

Pc: Mr. Gary Petre
Ms. Terri Palm-Kostroski



Jefferson County Highway
Department
141 West Woolcock Street
Jefferson, WI 53549
920-674-7392 920-674-7289 fax

William T. Kern, PE
Highway
Commissioner

To: Terri Palm, Human Resources Director
Gary Petre, County Administrator

From: Bill Kern, Highway Commissioner

Date: October 3, 2012

RE: Comments on Update to Classification and Compensation
Study (Carlson Dettman)

Thank you for the update on the Classification and Compensation Study, I appreciate all the work put into the study from the consultant, staff, and the Human Resources Committee. I have attended the presentations by Carlson Dettman Consulting and have listened to the comments from the consultant and the Human Resource Committee at the meetings, and I would like to respond with input and comments as you have requested.

The recent changes in the state law have opened up the ability for counties to make changes in how compensation is handled with all employees, without the need to negotiate some of these changes with bargaining units. This may be seen from some as a positive change but from other as a negative change, I will stay out of the political discussion but will only say that as we move forward in our operations, it is very important we look for bold decisions and innovation in how we complete our work. Our employees are the most important asset in any of our operations, and how we move forward managing the employees is extremely important - especially in the tough fiscal environment we face.

I am asked to manage a large and very diverse workforce at the Highway Department, and I would prefer to have more autonomy in developing a system to manage the wages and benefits of employees of the department. I would prefer to have a system developed that differs from the seniority (grid) based system that is moving forward in the county. Reviewing changes that are taking place in many of our neighboring counties, cities, and school systems, I am seeing most are taking the approach of implementing some form of merit/performance based pay into the compensation system. Most are looking at a hybrid that may have some form of seniority/step system, but also includes performance base pay integrated into the pay plan.

A seniority (Grid) based pay system does not recognize employee performance or exceptional achievement; it merely pays someone more for every year they work for the county. I recognize that system will be embraced by many employees, but I will only ask one question; 'What employee will want to only be paid by how many years they worked for Jefferson County?' I believe we have the freedom to develop pay systems that are not as rigid, and yet do listen to the concerns of our employees. My first step if given the freedom to look at different options is to get feedback from all the Highway Department employees regarding pay-plan options we may consider, but because of the low-growth economy and continued levy freezes sent down to

the counties from our state government, the employees will also need to hear about the tough budgetary and fiscal restraints we face.

We are looking at promoting continuous improvement and development within the Highway Department, but it will be difficult to continue to foster improvement and innovation if we do not recognize achievement in our employees. I agree that developing and managing a system that includes evaluation and performance is more work, but we are not afraid of the additional work and the innovation that can come with the hard work. A properly designed pay system will recognize high achievers and help retain the best workers, should that not be a priority of Jefferson County?

I also believe there are many more options available regarding wage plans than just a choice between a seniority (grid) based system OR a performance based system. I believe we should develop a plan within our own department to manage employees based on our individual mission of our department. At the Highway Department we have continued to push for improving our operational efficiency for all projects and work functions, with the overall mission of the department of maintaining a safe and efficient highway network. Over the last five years, projects or operations that were not efficient or did not fit into our department mission were removed from our in-house operations.

We continue to look at options for managing employees pay and benefits, if we are given the authority we will work to develop a plan that will recognize the continued development of the department and it will include input from all department employees. I would hope this idea is given some thought because it would be easy for me to sit back and do nothing, and let a step system that takes no thought or time to manage be put in place. But hopefully you can give some consideration to allowing the Highway Department an exception to the recommended (grid) wage system to work on a pilot program designed around innovation and improvement of the organization.

Thank you for taking the time to read my comments.