

**Agenda**  
**Human Resources Committee**  
**Jefferson County Courthouse**  
**320 S Main St, Room 112**  
**Jefferson, WI 53549**

**August 28, 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 comments
6. Approval of August 7, 2012 minutes
7. Communications
8. Discussion with Charles Carlson from Carlson Dettmann Consulting to provide a status update on the Classification and Compensation study, including but not limited to possible action giving direction to proceed with the study, determining where Jefferson County should position itself in the market and determining how employees will receive pay increases in the future
9. Review and consideration to amend Personnel Ordinance HR0520 Grievance, Resolution Process, to re-define the role of an Independent Hearing Officer, HR Committee and process
10. Discussion of HR0340, Application of Pay Plan to Positions, addressing late performance evaluations performed by department heads and/or elected officials
11. Set next meeting date and agenda
12. Adjournment

**Next scheduled meeting: September 18, 2012 @ 8:30 a.m.**

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**  
**August 7, 2012 @ 10:30am**  
**Jefferson County Courthouse, Room 112**

1. Call to Order. Meeting called to order at 10:30am by J. Braugher.
2. Roll Call. Present: J. Braugher, P. Rogers, J. Schroeder, D. Schultz and G. David. Quorum established. Also Present: G. Petre, T. Palm, J. Molinaro, P. Ristow, B. Kern, K. Cauley, P. Milbrath, J. Nehmer, J. Parker, C. Carlson (Carlson Dettmann Consulting) and K. McCloskey (Carlson Dettmann Consulting)
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 G. David, to approve the July 17, 2012 minutes, as presented. Motion carried 5:0.
7. Communications. A thank you note from D. Hollinger was read, showing her appreciation for the 2% payment in 2012.
8. Charlie Carlson and Katie McCloskey from Carlson Dettmann Consulting met with the Committee to continue discussion of the process of completing the upcoming countywide classification and compensation study. Mr. Carlson presented additional information, providing the Committee with a more in-depth look at the entire classification and compensation process. Specifically, the topics covered were job evaluation, market measurement, pay plan design method and pay policy considerations. He also reiterated that in general, one of the goals of the study will be to produce one pay plan for all staff (except represented sworn staff), that balances internal consistency with market competitiveness. Carlson Dettmann will meet on August 28 at 8:30am with the Human Resources Committee, and then again on September 18. The goal will be to bring a plan for consideration before the Board of Supervisors on October 9.
9. Motion by S. Schultz, second by P. Rogers, to recommend to County Board the elimination of a full-time, vacant AODA Therapist/OWI Assessor position and creation of a full-time AODA/Assessor/Counselor/Human Services Professional I position. Motion carried 5:0.
10. Motion by P. Rogers, second by D. Schultz, to convene into closed session pursuant to Wisconsin State Statutes section 19.85 (1)(b), consideration of employee discipline. All present, responding "Aye". Moved into closed session at 11:50am.

*Note: Present in closed session were J. Braugher, P. Rogers, J. Schroeder, D. Schultz, G. David, P. Ristow, T. Palm, J. Parker and P. Milbrath.*

*P. Rogers excused at 12:00pm*

Motion by J. Schroeder, second by G. David, to approved the Sheriff's recommended disciplinary action. Motion carried 4:0.

11. Motion by D. Schultz, second by J. Schroeder, to reconvene into open session. All present responding "Aye". Moved into open session at 12:05 pm.

*Note: J. Molinaro and G. Petre rejoined the meeting.*

12. Motion by D. Schultz, second by G. David, approve the 2013 Human Resources recommended budget. Motion carried 4:0.

13. Discussion of Personnel Ordinance HR0520 Grievance, Resolution Process, and how the process is working in practice. Issues of the process and the roles of the HR Committee and the Independent Hearing Officer to be considered at future meetings.
14. Next meeting dates August 28, 2012 at 8:30am and September 18, 2012, to include a presentation by Carlson Dettmann Consulting and consideration of Personnel Ordinance HR0520, Grievance, Resolution Process.
15. Motion by D. Schultz, second by G. David, to adjourn. Meeting adjourned at 12:30pm.

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Human Resources Committee Secretary

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Date

**HR0340**

**APPLICATION OF PAY PLAN TO POSITIONS.** The salary schedule for the respective classes of positions with such amendments as may be adopted by the Board of Supervisors from time to time by ordinance shall have the force and effect and shall be interpreted and applied as follows:

- A. The salaries or rates of compensation prescribed are fixed on the basis of full-time service in full-time positions unless otherwise designated.
- B. The rates of pay prescribed shall be deemed to include pay in every form, except for necessary expenses authorized and incurred incident to employment, except, for allotment for uniforms and/or other clothing allowance, as well as for personal use of a County vehicle, as may be prescribed by the Board of Supervisors. [am. 3/13/12, ord. 2011-31]
- C. Normally, and as a general rule, upon progress and productivity regular full-time employees may be considered eligible for increase in salary according to the current step-system plan. The minimum step shall be paid upon initial employment, except as provided in HR0310. Employees shall advance to the next step upon satisfactory completion of 12 months and 1900 hours of service, until the employee reaches the maximum step.
- D. Normally, and as a general rule, upon progress and productivity regular part-time employees may be considered eligible for increase in salary according to the current step-system plan. The minimum step shall be paid upon initial employment, except as provided in HR0310. Employees shall advance to the next step upon satisfactory completion of 12 months and 2080 hours of service, until the employee reaches the maximum step.
- E. No advance in the step system and corresponding pay increases shall be automatic upon completion of the periods of service and all step increases shall be made on the basis of merit as established by the employee's work performance and after written recommendation of the department head and approval by the Human Resources Director. Employees shall be evaluated at least annually. Employees shall sign a copy of the evaluation form. A copy of said evaluation form shall be provided to the employee. Approximately 30 days before an employee becomes eligible for a step increase, the Human Resources Department shall notify the department head. The department head shall submit an evaluation form to the Human Resources Department no later than the employee's anniversary date. Such evaluation form shall be signed by the employee, with a copy given to the employee. Step pay increases shall be earned. No pay increase shall be granted until the department head notifies the Human Resources Department that the employee has satisfactorily completed service by indicating such on the performance evaluation. Whenever an employee requests in writing the reasons for not receiving a pay increase or contingency rate for which the employee is eligible, the Human Resources Director shall advise the employee of the reasons. [am. 3/13/12, ord. 2011-31]
- F. Step increases shall normally become effective on the first day of the pay period following the employee's calendar anniversary date. An employee's calendar anniversary date may be affected by a job change or by the corresponding days in excess of an unpaid leave of absence greater than 30 calendar days or 173.33 hours in a year. [am. 3/13/12, ord. 2011-31]
- G. If an applicant does not have the required license or certification or equivalent employment experience required of the class specification, the County Administrator and Human Resources Director may employ such person at an appropriate step below the assigned range for the classification until such person obtains the license, certification or employment experience required, but in no event longer than one year. A report shall be provided to the Human Resources committee indicating the details of the exception. [am. 3/13/12, ord. 2011-31]

**GRIEVANCE RESOLUTION PROCESS.** [cr. 09/13/11, ord. 2011-12]

- A. POLICY.** Jefferson County will endeavor to treat all employees equitably within established County and department policies or procedures and state or federal guidelines affecting the workplace. If an employee does not feel that fair treatment within the established policies, procedures, or state or federal guidelines has been applied to a discipline, termination or workplace safety, the employee has the right to discuss the matter with representatives of Jefferson County and/or to request formal consideration of their grievance under the Grievance Resolution Process. The Grievance Process will be available to all employees except civil service law enforcement personnel.

The Grievance Resolution Process is designed to assist employees in resolving grievances within specific parameters. The Grievance Resolution Process is intended to resolve grievances about application or administration of existing Jefferson County policies in light of the existing policy or past application of the policy. The Grievance Resolution Process is not intended to consider grievances regarding Jefferson County policies or as a mechanism to change an existing policy. Grievances are restricted to discipline, termination of employment or safety. The Grievance Resolution Process is not intended to hear grievances regarding application of issues related to health, disability or other insurances. No retaliatory action will be taken against any employee for proper and good faith use of the Grievance Resolution Process or participation in processing of a grievance. [am. 3/13/12, ord. 2011-30]

**B. PROCEDURAL ISSUES.**

- 1. Administration.** The Director of Human Resources will supervise and administer the grievance process and is further charged with being an advocate and counsel to assist employees in this process. Supervisors and Department Heads should keep the Director of Human Resources informed of all grievances in progress.
- 2. Employee Representation.** Employees may be accompanied by a representative of their choice at any level of the grievance procedure after the appeal to the department head provided the employee notifies the County at least 24 hours ahead of the meeting that the representative will attend and who the representative will be. The representative is allowed to help the employee present their grievance but no step in the procedure is intended to be a legal proceeding. Employees may contact their representative to discuss their problem only during break periods, lunch periods, before or after work, or at any time when they are not on duty.
- 3. Timelines.** Failure to process a grievance by the grievant within the time limit, or agreed upon extensions, shall constitute waiver of the grievance which will be considered resolved on the basis of the County's last answer. Failure of a management representative to meet the time limits shall cause the grievance to move automatically to the next step in the procedure. To encourage that grievances are addressed in a prompt manner the time limits set by this policy are intended to be strictly observed and may not be extended except in extreme circumstances and then only upon the express written consent of the parties.
- 4. Exclusive Remedy.** This procedure constitutes the exclusive process for the redress of any employee grievances as defined herein. However, nothing in this grievance procedure shall prevent any employee from addressing concerns regarding matters not subject to the grievance procedure with administration and employees are encouraged to do so. Matters not subject to the grievance procedure that are raised by employees shall be considered by administration which has final authority, subject to any applicable Board policy or directive, to resolve the matter.

**C. DEFINITIONS.**

- 1. Days:** Regular business days, Monday through Friday, other than weekends and holidays regardless of whether the employee or his or her classification is scheduled to work. The time within which an act is to be done under this policy shall be computed by excluding the first day and including the last day.
- 2. Grievance:** Any written statement that an employee submits regarding established policies, practices or decisions about the employee's wages, hours of work, status, or other terms and conditions of employment will be considered a formal grievance.

Only grievances regarding discipline, termination and workplace safety will follow this Grievance Resolution Procedure. All other grievances may be addressed under HR0560.

3. **Discipline:** Any action that results in documentation to the employee's record, including verbal or written warning, suspension with or without pay, involuntary demotion, or involuntary termination of employment.
4. **Employee:** Any full or part-time employee of Jefferson County, including temporary, seasonal and occasional employees. This does not include elected officials or independent contractors.
5. **Safety:** Those conditions related to physical health and safety of employees enforceable under federal or state law, or County rule related to: safety of the physical work environment, the safe operation of workplace equipment and tools, provision of protective equipment, training and warning requirements, workplace violence and accident risk.
6. **Termination:** Any involuntary separation from Jefferson County employment. This would not include retirements, voluntary resignations, lay offs, separation from service due to business closures, separation by mutual agreement, or termination for similar reasons.

**D. STEPS TO RESOLVE THE GRIEVANCE:**

**STEP 1: Discussion with Supervisor:** Any employee having a grievance regarding application of a department or county policy should first discuss the problem with their immediate supervisor. If the problem is not settled to the employee's satisfaction, the employee may present their grievance according to the procedures below. If any employee is uncomfortable addressing the grievance directly with the supervisor, the employee may request assistance from the Human Resources Director or County Administrator.

**STEP 2: Appeal to Department Head:** The employee should submit the written grievance to the Department Head within ten (10) days of the date of the incident or decision that caused the grievance. The Department Head shall give a written answer within ten (10) days of receipt of the grievance, with a copy to the Human Resources Director.

The written grievance must include: the name and position of the grievant; a clear and concise statement of the grievance; the issue involved; the relief sought; the date the incident or alleged violation took place; the specific section of the Policy Manual or workplace safety rule alleged to have been violated; and the signature of the grievant and the date. The grievance may be denied if any of this information is omitted. (See attached Grievance Procedure Form).

**STEP 3: Appeal to County Administrator:** If the employee is not satisfied with the Department Head's response, the grievance may be presented to the County Administrator. The grievance should be submitted within five (5) days from the date of delivery of the Department Head's answer. After receipt of the written grievance by the County Administrator, a meeting should be held to discuss the complaint at a mutually agreeable time between the County Administrator and the employee, preferably within ten (10) days of receipt of the written grievance. Within ten (10) days after the meeting, the County Administrator shall respond to the grievance in writing, with a copy to the Human Resources Director.

The County Administrator shall also determine if the grievance is timely, if the subject matter of the grievance is within the scope of this policy and otherwise properly processed as required by this policy. If the County Administrator is aware of other similar pending grievances, the County

Administrator may consolidate those matters and process them as one grievance.

The decision at the third step may be appealed by a written statement of the grievant forwarded to the Human Resources Director describing the reason for appeal. This written statement shall be submitted within five (5) days from the date of delivery of the County Administrator's answer.

If the decision at Step 3 is based in whole or in part on the basis of timeliness, scope of the grievance process or other failure of the grievant to properly follow the process the matter shall be referred to the Human Resources Committee who shall determine whether the matter should be processed further. If the Third Step decision is on the merits of the grievance only the grievance will be referred to an Impartial Hearing Officer (IHO).

**STEP 4: Request for Hearing by an Impartial Hearing Officer:** The IHO will be designated by the County Administrator. Any costs incurred for or by the (IHO) will be paid by the County. The IHO will convene a hearing in the manner the IHO determines necessary. The IHO shall have the authority to administer oaths, issue subpoenas at the request of the parties, and decide if a transcript is necessary. The IHO may require the parties to submit grievance documents and witness lists in advance of the hearing to expedite the hearing. The burden of proof shall be "a preponderance of the evidence". In termination and discipline cases, the County shall have the burden. In workplace safety cases, the employee shall have the burden. The IHO may apply relaxed standards for the admission of evidence, including allowing the admission of hearsay. The IHO may request oral or written arguments and replies. The IHO shall provide the parties a written decision.

The IHO may only consider the matter presented in the initial grievance filed by the employee. The IHO shall have no power to add to, subtract from or modify the terms of the Board policy or rule that forms the basis for the grievance.

**STEP 5: County Board Review:** Either party may appeal an adverse determination at step four to the County Board, by filing written notice appealing the decision of the IHO in the County Administrator's Office within ten (10) days of the decision of the IHO. The County Board shall within thirty (30) days after submission of the appeal schedule the review of the IHO's decision. The review will be conducted by the Board during a closed session meeting unless an open session is requested by the employee. The Board may make its decision based on the written decision of the IHO or the Board may examine any records, evidence and testimony produced at the hearing before the IHO. A simple majority vote of the Board membership shall decide the appeal within twenty (20) days following the last session scheduled for review. The Board will issue a final written decision which shall be binding on all parties.

**Jefferson County Grievance Procedure Form**

This form is intended to assist employees in filing a formal grievance in accordance with the Jefferson County Grievance Resolution Process. For specific information regarding the process, how to file a grievance, grievance or appeal deadlines or other information related to the process or how to file, please consult the Grievance Resolution Process in the Personnel Ordinance or the Human Resources Department.

**Instructions:**

This form is beneficial in filing a grievance but not required. After step one (discussion with your supervisor) a written grievance is required. At a minimum the written grievance must include the following:

Employee (Grievant) Name: \_\_\_\_\_

Employee (Grievant) Position/Job Title: \_\_\_\_\_

Date of Incident or alleged violation: \_\_\_\_\_

Please state the specific section of the Personnel Ordinance, Personnel policy or workplace safety rule alleged to have been violated: \_\_\_\_\_

\_\_\_\_\_

Please provide a clear and concise statement of the grievance, including action taken against the employee: \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

Please describe the issue involved (summary of relevant facts, witnesses, identification of supporting evidence, etc.):

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

What efforts have been made to informally resolve the grievance? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_

What relief/remedy is sought? \_\_\_\_\_

\_\_\_\_\_

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date

Received by: \_\_\_\_\_  
Human Resources Representative

\_\_\_\_\_  
Date

# SAMPLE GRIEVANCE PROCEDURE FOR MUNICIPALITY -- LONG VERSION

## DISCIPLINE AND GRIEVANCE PROCEDURE

**Discipline.** Discipline may result when an employee's actions do not conform with generally accepted standards of good behavior, when an employee violates a policy or rule, when an employee's performance is not acceptable, or when the employee's conduct is detrimental to the interests of the [City/Village/Town]. Disciplinary action may call for any of four steps – verbal warning, written warning, suspension (with or without pay) or termination of employment – depending on the problem and the number of occurrences. There may be circumstances when one or more steps are bypassed. Certain types of employee problems are serious enough to justify either a suspension or termination of employment without going through progressive discipline steps. The [City/Village/Town] reserves the right, in its sole discretion, to impose disciplinary action as may be appropriate to the particular circumstances.

**Grievance Procedure.** This policy is intended to comply with Section 66.0509, Wis. Stats., and provides a grievance procedure addressing issues concerning workplace safety, discipline and termination. This policy applies to all employees covered under Section 66.0509, Wis. Stats., other than police and fire employees subject to Section 62.13(5), Wis. Stats. An employee may appeal any level of discipline under this grievance procedure. For purposes of this policy, the following definitions apply:

1. "Employee discipline" includes all levels of progressive discipline, but shall not include the following items:
  - Placing an employee on paid administrative leave pending an internal investigation;
  - Counselings, meetings or other pre-disciplinary action;
  - Actions taken to address work performance, including use of a performance improvement plan or job targets;
  - Demotion, transfer or change in job assignment; or
  - Other personnel actions taken by the employer that are not a form of progressive discipline.
  
2. "Employee termination" shall include action taken by the employer to terminate an individual's employment for misconduct or performance reasons, but shall not include the following personnel actions:
  - Voluntary quit;
  - Layoff or failure to be recalled from layoff at the expiration of the recall period;
  - Retirement;

- Job abandonment, “no-call, no-show”, or other failure to report to work; or
  - Termination of employment due to medical condition, lack of qualification or license, or other inability to perform job duties.
3. “Workplace safety” is defined as conditions of employment affecting an employee’s physical health or safety, the safe operation of workplace equipment and tools, safety of the physical work environment, personal protective equipment, workplace violence, and training related to same.

Any written grievance filed under this policy must contain the following information:

- The name and position of the employee filing it,
- A statement of the issue involved,
- A statement of the relief sought,
- A detailed explanation of the facts supporting the grievance;
- The date(s) the event(s) giving rise to the grievance took place,
- The identity of the policy, procedure or rule that is being challenged;
- The steps the employee has taken to review the matter, either orally or in writing, with the employee’s supervisor; and
- The employee’s signature and the date.

### **Steps of the Grievance Procedure**

Employees should first discuss complaints or questions with their immediate supervisor. Every reasonable effort should be made by supervisors and employees to resolve any questions, problems or misunderstandings that have arisen before filing a grievance.

1. Step 1 – Written Grievance Filed with the Department Head. The employee must prepare and file a written grievance with the Department Head within five (5) business days of when the employee knows, or should have known, of the events giving rise to the grievance. The Department Head or his/her designee will investigate the facts giving rise to the grievance and inform the employee of his/her decision, if possible within ten (10) business days of receipt of the grievance. In the event the grievance involves the Department Head, the employee may initially file the grievance with the [City/Village/Town] Administrator, who shall conduct the Step 1 investigation.
2. Step 2 – Review by [City/Village/Town] Administrator. If the grievance is not settled at Step 1, the employee may appeal the grievance to the [City/Village/Town] Administrator within five (5) business days of the receipt of the decision of the department head at Step 1. The [City/Village/Town] Administrator or his/her designee will review the matter and inform the employee of his/her decision, if possible within ten (10) business days of receipt of the grievance.
3. Step 3 – Impartial Hearing Officer. If the grievance is not settled at Step 2, the employee may request in writing, within five (5) business days following receipt of

the [City/Village/Town] Administrator's decision, a request for written review by an impartial hearing officer. The [City/Village/Town] shall select the impartial hearing officer. The hearing officer shall not be a [City/Village/Town] employee. In all cases, the grievant shall have the burden of proof to support the grievance. The impartial hearing officer will determine whether the [City/Village/Town] acted in an arbitrary and capricious manner. This process does not involve a hearing before a court of law; thus, the rules of evidence will not be followed. Depending on the issue involved, the impartial hearing officer will determine whether a hearing is necessary, or whether the case may be decided based on a submission of written documents. The impartial hearing officer shall prepare a written decision.

4. Step 4 – Review by the Governing Body If the grievance is not resolved after Step 3, the employee or the [City/Village/Town] Administrator shall request within five (5) business days of receipt of the written decision from the hearing officer a written review by the Governing Body. For Library employees, the appeal shall be filed with the Library Board. For all other employee, the appeal shall be filed with the [City Council/Village Board/Town Board]. The [City Council/Village Board/Town Board] shall not take testimony or evidence; it may only determine whether the hearing officer reached an arbitrary or incorrect result based on a review of the record before the hearing officer. The matter will be scheduled for the [City Council/Village Board/Town Board]'s next regular meeting. The [City Council/Village Board/Town Board] will inform the employee of its findings and decision in writing within ten (10) business days of the [City Council/Village Board/Town Board] meeting. The [City Council/Village Board/Town Board] shall decide the matter by majority vote and this decision shall be final and binding.

An employee may not file a grievance outside of the time limits set forth above. If the employee fails to meet the deadlines set forth above, the grievance will be considered resolved. If it is impossible to comply with the deadlines due to meeting notice requirements or meeting preparation, the grievance will be reviewed at the next possible meeting date. An employee must process his/her grievance outside of normal work hours, unless the employee elects to use accrued paid time (vacation, comp time etc.) in order to be paid for time spent processing his/her grievance through the various steps of the grievance procedure.

Grade	Start	End	Minimum		Control Point								Maximum		Range Spread
			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		
20	1200	1299	\$48.44	\$49.82	\$51.21	\$52.59	\$53.98	\$55.36	\$56.74	\$58.13	\$59.51	\$60.90	\$62.28	29%	
19	1100	1199	\$44.73	\$46.01	\$47.29	\$48.56	\$49.84	\$51.12	\$52.40	\$53.68	\$54.95	\$56.23	\$57.51	29%	
18	1000	1099	\$41.02	\$42.19	\$43.36	\$44.54	\$45.71	\$46.88	\$48.05	\$49.22	\$50.40	\$51.57	\$52.74	29%	
17	950	999	\$38.24	\$39.33	\$40.42	\$41.52	\$42.61	\$43.70	\$44.79	\$45.89	\$46.98	\$48.07	\$49.16	29%	
16	900	949	\$36.39	\$37.43	\$38.47	\$39.51	\$40.55	\$41.59	\$42.63	\$43.67	\$44.71	\$45.75	\$46.79	29%	
15	850	899	\$34.54	\$35.52	\$36.51	\$37.50	\$38.48	\$39.47	\$40.46	\$41.44	\$42.43	\$43.42	\$44.40	29%	
14	800	849	\$32.68	\$33.62	\$34.55	\$35.48	\$36.42	\$37.35	\$38.28	\$39.22	\$40.15	\$41.09	\$42.02	29%	
13	750	799	\$30.83	\$31.71	\$32.59	\$33.47	\$34.35	\$35.23	\$36.11	\$36.99	\$37.87	\$38.75	\$39.63	29%	
12	700	749	\$28.97	\$29.80	\$30.63	\$31.45	\$32.28	\$33.11	\$33.94	\$34.77	\$35.59	\$36.42	\$37.25	29%	
11	650	699	\$27.12	\$27.89	\$28.67	\$29.44	\$30.22	\$30.99	\$31.76	\$32.54	\$33.31	\$34.09	\$34.86	29%	
10	600	649	\$25.26	\$25.98	\$26.70	\$27.43	\$28.15	\$28.87	\$29.59	\$30.31	\$31.04	\$31.76	\$32.48	29%	
9	550	599	\$23.41	\$24.08	\$24.74	\$25.41	\$26.08	\$26.75	\$27.42	\$28.09	\$28.76	\$29.43	\$30.09	29%	
8	500	549	\$21.55	\$22.17	\$22.78	\$23.40	\$24.01	\$24.63	\$25.25	\$25.86	\$26.48	\$27.09	\$27.71	29%	
7	450	499	\$19.70	\$20.26	\$20.82	\$21.38	\$21.95	\$22.51	\$23.07	\$23.64	\$24.20	\$24.76	\$25.32	29%	
6	400	449	\$17.84	\$18.35	\$18.86	\$19.37	\$19.88	\$20.39	\$20.90	\$21.41	\$21.92	\$22.43	\$22.94	29%	
5	350	399	\$15.99	\$16.44	\$16.90	\$17.36	\$17.81	\$18.27	\$18.73	\$19.18	\$19.64	\$20.10	\$20.55	29%	
4	325	349	\$14.60	\$15.01	\$15.43	\$15.85	\$16.26	\$16.68	\$17.10	\$17.51	\$17.93	\$18.35	\$18.77	29%	
3	300	324	\$12.92	\$13.28	\$13.65	\$14.02	\$14.39	\$14.76	\$15.13	\$15.50	\$15.87	\$16.24	\$16.61	29%	
2	275	299	\$11.43	\$11.75	\$12.08	\$12.41	\$12.73	\$13.06	\$13.39	\$13.71	\$14.04	\$14.37	\$14.69	29%	
1	250	274	\$10.12	\$10.40	\$10.69	\$10.98	\$11.27	\$11.56	\$11.85	\$12.14	\$12.43	\$12.72	\$13.01	29%	

Grade	Start	End	Minimum			Control Point			PAY FOR PERFORMANCE	120.0% Maximum
			87.5% Step 1	90.0% Step 2	92.5% Step 3	95.0% Step 4	97.5% Step 5	100.0% Step 6		
16	1100	1199	\$44.57	\$45.85	\$47.12	\$48.39	\$49.67	\$50.94	→	\$61.13
15	1000	1099	\$40.72	\$41.89	\$43.05	\$44.21	\$45.38	\$46.54	→	\$55.85
14	900	999	\$36.87	\$37.93	\$38.98	\$40.03	\$41.09	\$42.14	→	\$50.57
13	850	899	\$33.99	\$34.96	\$35.93	\$36.90	\$37.87	\$38.84	→	\$46.61
12	800	849	\$32.06	\$32.98	\$33.89	\$34.81	\$35.72	\$36.64	→	\$43.97
11	750	799	\$30.14	\$31.00	\$31.86	\$32.72	\$33.58	\$34.44	→	\$41.33
10	700	749	\$28.21	\$29.02	\$29.82	\$30.63	\$31.43	\$32.24	→	\$38.69
9	650	699	\$26.29	\$27.04	\$27.79	\$28.54	\$29.29	\$30.04	→	\$36.05
8	600	649	\$24.36	\$25.06	\$25.75	\$26.45	\$27.14	\$27.84	→	\$33.41
7	550	599	\$22.44	\$23.08	\$23.72	\$24.36	\$25.00	\$25.64	→	\$30.77
6	500	549	\$20.51	\$21.10	\$21.68	\$22.27	\$22.85	\$23.44	→	\$28.13
5	450	499	\$18.59	\$19.12	\$19.65	\$20.18	\$20.71	\$21.24	→	\$25.49
4	400	449	\$16.66	\$17.14	\$17.61	\$18.09	\$18.56	\$19.04	→	\$22.85
3	350	399	\$14.74	\$15.16	\$15.58	\$16.00	\$16.42	\$16.84	→	\$20.21
2	300	349	\$12.81	\$13.18	\$13.54	\$13.91	\$14.27	\$14.64	→	\$17.57
1	250	299	\$10.89	\$11.20	\$11.51	\$11.82	\$12.13	\$12.44	→	\$14.93