

## Urgent Salary Increases

This document provides guidance to County managers related to urgent employee salary increases. While the implementation of County-wide salary ranges was stalled, managers were instructed not to recommend salary increases to Human Resources (HR). Even though the County lacks sufficient budgeted funds to solve its larger compensation needs, asking managers to completely discontinue salary increases has resulted in an inconsistent and untenable short-term approach.

HR is committed to providing more detailed documentation on Compensation processes, but until further notice, please follow what is spelled out in this document.

Department Heads **only** may propose urgent salary increases in the following situations:

1. Positions that are difficult-to-fill or have high turnover due to market shortage of required skill set (especially if you have to re-recruit) where a higher starting salary is merited
2. Concern about losing an operationally critical/key/exceptionally performing staff member
3. Serious internal equity issues

**Note:** *promotions, merit increases or re-organizations are typically not considered an urgent salary need and are not expected to be submitted at this time.*

### **Department's responsibilities:**

- Determine if the proposed change meets the definition of an urgent salary increase
- Review urgent salary situation with your HR partner and finalize the recommendation
- Check your budget to ensure there are sufficient funds for salary increases in both the current year and upcoming year's. Please contact your Performance Strategy & Budget Analyst if you need assistance.
- Hiring manager completes **Compensation Change Form** and reviews with Department Head
- Department Head submits **Compensation Change Form** via e-mail to the assigned HR Partner and Compensation Analyst with a copy to the hiring manager
- If applicable, Department Head also follows appropriate Board submission steps for **Reallocations** and **Reclassifications**
- Hiring manager to develop plan to discuss with employee details of salary increase, reason behind the recommendation, and effective date **only after** receiving confirmation from HR that increase was approved
- Department Head ensures that department does not deficit consistent with [Wisconsin Statute 59.60. \(12\)](#)
- Department Head ensures that the department can meet future tax levy targets (which are likely to be reduced)

## Human Resources Guidance for Managers

### **Budget Office's responsibilities:**

- Produce a Department Other Salary Adjustment Allocation (DOSAA) for each department
- Continue to request release of centralized Salary Increase Adjustments in County Budget

### **Human Resources' responsibilities:**

- Conduct a thorough analysis of proposed salary change considering past practice, internal equity and other County-wide issues
- Document the HR recommendation including the rationale behind the decision, pertinent facts, etc.
- Collaborate with department management and serve as the final authority on compensation actions to ensure enterprise-wide consistency and mitigate risk
- Ensure that departmental requests do not exceed DOSAA for each department
- Send a confirmation email to the Department Head and Hiring Manager with a copy to the HR partner and Management Assistant confirming the salary change including employee name(s), employee number(s), effective date, paycheck in which change will appear and new salary.