

**COUNTY OF MILWAUKEE
INTEROFFICE COMMUNICATION**

DATE: October 14, 2013

TO: Marina Dimitrijevic, Chairwoman, County Board of Supervisors

FROM: Kerry Mitchell, Director, Department of Human Resources 
Prepared by Rick Ceschin, Deputy Director, Department of Human Resources

SUBJECT: “Crosswalk” of collective bargaining contract terms to County ordinances

Issue

The genesis of this report is the requirement for Milwaukee County to evaluate and adopt a large number and variety of employment and personnel policies that previously were contained in collective bargaining agreements (CBAs) for six unions at Milwaukee County and which, because of Act 10, no longer may be contained in CBAs. The Department of Human Resources is recommending amendments to various sections of the Milwaukee County Code of General Ordinances in order to do so.

Background

2011 Wisconsin Act 10 made all non-base wage collective bargaining items prohibited subjects of bargaining for non-public safety worker collective bargaining units. In the absence of those contract terms, guidance and authority for the administration of some employment terms and conditions, primarily those related to pay policies, would default to Milwaukee County ordinances which, upon review, proved not be adequate to provide administrative authority on certain employment terms.

The Division of Labor Relations in the Department of Human Resources has separately submitted proposed 2013 collective bargaining contracts with five certified bargaining units which, when adopted, will prohibit the recognition of all non-base wage employment terms of the expiring contracts. Those contracts are currently before the Committee on Finance, Personnel and Audit. The certified bargaining units with proposed 2013 base wage-only contracts are:

- Federation of Nurses and Health Professionals (Nurses)
- Association of Milwaukee County Attorneys (Attorneys)
- Milwaukee Building and Construction Trades Council (Building and Trades)
- Int'l Association of Machinists and Aerospace Workers (Machinists)
- Technicians, Engineers and Architects of Milwaukee County (TEAMCO).

Additionally, in February 2012, Milwaukee County adopted an “emergency and temporary” ordinance to preserve employment conditions that would become inapplicable upon the decertification of AFSCME District Council 48 (File No. 12-161). The action was “expressly intended not to be precedential” and was to be in effect only until such time as Milwaukee County could adopt new policies on employment conditions that previously were contained in the collective bargaining agreement. The resulting ordinance is codified in Chapter 17.015 of the Milwaukee County Code of General Ordinances (MCGO).

The changes discussed here are intended provide the policy direction necessary to clarify employment terms for Milwaukee County's employees, and for those who administer pay and employment policies in the interests of those employees.

Items previously addressed

Following the enactment of 2011 Wisconsin Act 10, Milwaukee County adopted a number of ordinance revisions that replaced contract terms for non-public safety worker collective bargaining units on major employee fringe benefit topics, including standardizing health care benefits and contributions, mandatory pension contributions, pension benefit changes, wage freezes, overtime, and sick leave policies. Those ordinances remain unchanged and, as such, those items are not further discussed in this report.

Review and mapping of Contract Terms

In the past several months, the Department of Human Resources has worked with Corporation Counsel and the Office of the Comptroller to review the expiring collective bargaining agreements with the above referenced certified bargaining units as well as the last contract (2007-2008) with AFSCME District Council 48. Human Resources, including Labor Relations, met several times with District Council 48, the Nurses, Building and Trades and TEAMCO (the machinists and attorney's associations did not participate) collectively and also held individual meetings with those groups. Those meetings were open exchanges to receive input on terms and conditions of their prior collective bargaining agreements.

The review identified no fewer than 80 distinct contract sections that covered subjects as diverse as, for example, management rights, severe weather procedures, weekend and shift differentials, grievance procedures, seniority definitions, the issuance of equipment and uniforms, and safety committees. In many cases, the collective bargaining agreements had language that was consistent across each bargaining unit - each unit had provisions that defined 'employee', expressed the rights of management, established affirmative action and non-discrimination policies, and set vacation allocations - and some of those terms had corresponding (in some cases identical) terms in the ordinances.

In order to appropriately map the contract terms to County policies, each term was reviewed to determine if it was or should be addressed within County ordinances, civil service rules, departmental work rules, administrative policies, or should be allowed to evaporate with no further action required. The items that require ordinance revisions are included in the attached resolution/ordinance. Those items that will be covered by civil service rules, departmental work rules or administrative policies will be identified in this report, but no County Board action is required.

Items addressed in the attached proposed resolution/ordinance

Fundamentally, prior to Act 10, the usual distinction made in the ordinances was between represented and nonrepresented employees, but now the distinction is between public safety workers in unions and all other employees. The primary goal of the attached ordinance amendments is to adopt some non-base wage employment and personnel policies for all employees not covered by public safety worker CBAs. Doing so requires amending the language of the ordinances to provide that they apply to all employees not represented by a public safety worker union. After that language change, the ordinances will address all employees previously represented by one of the five collective bargaining units above and all those employees previously represented by the AFSCME DC48 unit. Consequently, there no longer will be any need to continue the temporary "status quo" ordinance that addressed DC48.

Thus, the first section of the attached ordinance revisions repeals Chapter 17.015 pertaining to the continuation of certain compensation and fringe benefits for employees formerly represented by AFSCME District Council 48. The repeal of that section is the necessary and corresponding action to the expiration of contract terms for the other five non-public safety worker unions. As envisioned when that section was adopted in February 2012, the terms that had been preserved within that ordinance are comprehensively addressed either in the proposed resolution and ordinances, or in civil service rules, work rules or administrative policies and, as such, Chapter 17.015 can be repealed.

The following are the major employment terms that are addressed in the attached proposed ordinance revisions and are broken out by those items that continue (or slightly change) employment terms and those ordinances which will have a larger impact. Employees and policy makers will notice that many pay policies and provisions of the respective contracts are maintained in these revisions. However, those pay policies will receive further review by the Compensation Division of the Department of Human Resources and may result in recommendations for revisions at a later date.

Continued provisions

- **Shift differential, weekend differential, stand-by pay, call-in pay, vacation, holiday and personal days, short term disability insurance availability, and pre-tax dependent care deductions, and life insurance** are all maintained at, generally, the same terms as contained in the collective bargaining agreements, resulting in standardized terms for those items. Some bargaining unit members, however, will see minor adjustments in pay practices – for instance, call-in pay is set at a uniform three hours minimum paid at the base wage rate rather than four hours minimum at the overtime rate. Vacation for TEAMCO members will change going forward, but those members will not lose vacation time while transitioning to the normal vacation allocation.
- **Uniform allowances and tool allowances** are continued at existing rates but will switch to a reimbursement model rather than being a direct payment intended to be used for uniforms. Employees will be required to submit receipts for applicable uniform purchases in order to be reimbursed.

Modified provisions

- **Grievance** procedures in the prior collective bargaining contracts are no longer legally permissible. Thus, the applicable grievance procedure will be based on the grievance procedure in Chapter 17.207 that currently applies only to “nonrepresented” employees.
- Using both the City of Milwaukee and the State of Wisconsin’s grievance procedure as a guide, and with input from the Office of Corporation Counsel on the legal requirements for grievance procedures, the recommendation is to amend the ordinance to authorize the Director of Human Resources to create an administrative procedure that addresses employee discipline, to the extent permitted by law, and workplace safety, for employees not covered by a public safety worker CBA. The proposed administrative grievance procedure for applicable disciplinary matters and workplace safety is attached to this report. As noted in that proposed procedure, employee discipline greater than written reprimands are either heard by the Personnel Review Board or, as provided in State Statute, are outside the scope of a grievance.

Any previously grievable matter involving the application of wage schedules or benefits, will be referred to and handled by department-based Human Resources representatives or the Employee Relations Division of Human Resources, depending on the circumstances of the issue.

- **Reimbursement for professional activities** such as seminars, credentialing, license fees, continuing education and conferences had been covered under prescriptive contract language that specified dollar values for certain activities. The proposed ordinance gives department heads authority to develop reimbursement policies for these activities, dependent on availability of funding and further requires prior approval of the department prior to undertaking the professional activity.

Nurses

The economic terms contained in the collective bargaining agreement with the Federation of Nurses and Health Professionals were different in many areas than the terms in the other prior agreements and did not translate as well to ordinances addressing all employees. As such, the economic terms in Federation's contract are mapped to a separate ordinance section with no major changes. However, the proposed resolution calls for the Compensation Division to review those pay provisions and develop appropriate recommendations. Those terms are contained in the attached proposed Chapter 17.34.

Items covered by Civil Service Rules

As mentioned above, a number of subjects covered by collective bargaining language are addressed within Milwaukee County's Civil Service Rules. The County's Civil Service system was established by the Civil Service Commission, as authorized and directed under Wisconsin State Statute Chapter 63. The two most significant collective bargaining terms that map to Civil Service rules are the definition of seniority and the process for handling layoffs.

Seniority

Seniority is generally defined within the prior collective bargaining agreements as the number of scheduled or paid hours an employee had logged within the collective bargaining unit. An employee's level of seniority would often be the principal consideration for whether an employee could transfer to a different job, receive overtime assignments, select vacation, holiday or other off days, be laid off, or even receive a promotion. The definition also provided for how seniority could be "broken".

In the absence of the collective bargaining definition of seniority, Civil Service Rule I, Section 1(26) provides the definition of seniority:

Seniority. For the purposes where it applies, seniority shall be measured by the length of an employee's continuous full time service with Milwaukee County, including temporary, emergency and hourly employment. Seniority for employees with continuous but less than full time service shall be measured by the total straight time hours paid. If employees have the same hiring date then seniority shall be based on the last four (4) digits of their social security number with the highest number being the most senior. Continuous employment shall be interrupted and seniority shall be measured from the most recent date of hire under the following circumstances:

- (a) An employee who resigns employment with the county and is not reinstated to county employment within thirty (30) days of the effective date of resignation; and

- (b) An employee is discharged and is not reinstated to county employment pursuant to an appeal of such discharge.

Based on preliminary calculations, using the Civil Service definition could impact approximately 500 employees, of who approximately 330 would gain in seniority while, potentially, an estimated 170 could lose seniority. The attached resolution specifies that, upon converting to the new definition of seniority, any employee who might otherwise lose seniority will have their hours preserved at the current level.

Additionally, and aside from layoff considerations, seniority may no longer be the exclusive determinant when considering employee preferences, depending on applicable work rules and department policies. The Department of Human Resources will work with departments to ensure equitable rules are maintained with regard to all department work rules, but especially regarding those items that had previously been governed exclusively by the employee's seniority.

Layoffs

When layoffs have been required for represented employees in the past, the layoffs were conducted based solely on the employee's seniority within the affected classification, with provisions for 'bumping' less senior employees and placement options for displaced employees. Civil Service Rules (Rule VII, Section 4) requires layoffs of represented employees to be conducted by seniority within classification and affected department, with no provision for placement.

For non-represented classified employees, Civil Service Rules (Rule VII, Section 5) permit layoffs to be conducted by seniority, job performance, attendance, available funding, knowledge or skill in a program or function, or all of the above. In contrast to the layoff rule for represented employees, under this rule, if the layoff is conducted by seniority, some employees will have bumping rights (depending on classification) and may be entitled to placement in comparable positions. The attached resolution specifies that all layoffs of classified employees made in conjunction with the adoption of the 2014 Adopted Budget will be conducted on the basis of countywide seniority. The Civil Service Commission will be asked to re-evaluate and amend its rules to eliminate the distinction between represented and nonrepresented employees.

Other Civil Service Considerations

Also mapping to Civil Service rules are provisions relating to leaves of absence with and without pay, scope of job duties (to be consistent with the classification) and provisions for promotions and probation. Generally, the Civil Service provisions and the contract provisions are consistent, with one notable exception: under the prior contract of AFSCME District Council 48, certain Civil Service Rules amendments adopted in 1987 did not apply to District Council 48 members, including how promotions are handled, return to a position after a leave, and the definition of hourly employee. Going forward, those rules and amendments will apply to all classified employees regardless of bargaining unit status (with the possible exception of provisions in public safety worker CBAs). In the case of promotions specifically, rather than receive weighted credit for seniority in promotions, merit and fitness for the position will be the only consideration.

Items Covered by Work Rules

The main employment terms and conditions that will be addressed via work rules include overtime assignments, shift assignments (where applicable), vacation/holiday/off days selection, and time off requests from bargaining unit representatives to conduct union business.

The Department of Human Resources is currently reviewing all existing departmental work rules and, where such rules do not exist, will advise departments on how to create and apply equitable work rules. In many cases existing work rules largely adhere to the terms of the prior collective bargaining agreements. The attached resolution specifies that departments are to submit work rules and work with the Human Resources to create, and properly promulgate, equitable work rules so that all employees have an understanding of their department's working conditions.

Items Covered by Administrative Rule or Applicable Law

Among the collective bargaining agreement terms that map to existing administrative rules or applicable laws are participation in the County's Deferred Compensation program, indemnification against lawsuits for performance of job duties, access to personnel files, discrimination, military leave, workplace safety, jury duty, employee parking fees, and worker's compensation.

Items discontinued

Each prior collective bargaining agreement included language that is not recommended to be continued. In most cases, those terms were outside the scope of employment terms or conditions, are obsolete, or are otherwise prohibited. Those terms include the definition of management rights, fair share agreements, cafeteria hours, access to employee data, political contributions, and general contract clauses, among other terms.

Conclusions and Recommendations

The Department of Human Resources takes its obligations to Milwaukee County's employees very seriously and is committed to treating all employees fairly, equitably, and as uniformly as possible. The collective bargaining agreements that have been in force to this point addressed many of the same items that are normally captured within the purview of human resources departments in other public and private enterprises. The Department of Human Resources and Milwaukee County and its employees are best served by building an environment where employees are treated fairly, are well-informed, are recognized for their performance and have an understanding of what is expected of them. To that end, the Department believes the recommended revisions to County ordinances outlined in the attached proposed resolution/ordinance are in the best interest of our employees, the County and its taxpayers.

Please refer this report, the attached resolution/ordinance, proposed grievance procedure and fiscal note to the Committee on Finance, Personnel and Audit for consideration at the October 31, 2013 meeting.

Note: The Fiscal Note will be completed and signed by the Comptroller's office and will be submitted separately.

cc: County Executive Chris Abele
Amber Moreen, Chief of Staff, County Executive's Office
Kelly Bablitch, Chief of Staff, County Board
Don Tyler, Director of Administrative Services
Scott Manske, Comptroller
Paul Bargren, Corporation Counsel
Mark Grady, Deputy Corporation Counsel
Kerry Mitchell, Executive Director of Human Resources
Steve Cady, Fiscal and Budget Analyst, County Board
CJ Pahl, Comptroller's Office
Janelle Jensen, Committee Clerk

Grievance Procedure

This administrative process is intended to conform to Wisconsin State Statute 66.0509 (1m) and Milwaukee County Code of General Ordinances 17.207. Under State law, Milwaukee County is required to have a civil service system. Statutes require that discipline greater than ten (10) day suspensions (or a second suspension within six (6) months) must be addressed by the Civil Service Commission. By ordinance, that duty has been given to the Personnel Review Board. However, statutes, §63.10(1), provide that Milwaukee County department heads are entitled to discipline employees with suspensions of up to ten (10) days without further review. Statutes further provide that Milwaukee County is required to maintain grievance procedures that address workplace safety. Under MCGO Chapter 33, employee discharges, demotions, and suspensions in excess of 10 days are automatically referred for a hearing before the Personnel Review Board.

Grievable Matters

A grievance means any dispute which exists on a grievable matter as a result of an unsatisfactory adjustment or failure to adjust a claim or dispute by an employee or group of employees who are not represented by a public safety worker collective bargaining agreement. An employee may file a formal grievance through this grievance procedure on the following matters:

- Written reprimands (only through Step 2 of this procedure) if the employee alleges the action was taken without just cause.
- Workplace safety. "Workplace safety" means conditions of employment related to the health and safety of employees, and includes safety of the physical work environment, the safe operation of workplace equipment and tools, use of personal protective equipment, training requirements, warning requirements, workplace violence, and accident risk.

Considerations on Work Place Safety Issues

Every reasonable effort should be made by employees and supervisors to resolve work place safety concerns or problems before filing a grievance. Safety concerns or problems requiring immediate action or follow-up shall not be delayed due to the initiation of the grievance process. Any grievance filed regarding workplace safety must relate to issues personal to the grievant filing the grievance. To file a grievance on work place safety, the grievant must have been personally affected by or witness the alleged violation. The resolution may take into account:

- Whether the concern or hazard can be isolated
- The number and location of employees affected
- Whether appropriate temporary measures are possible or desirable
- Whether environmental monitoring is desirable
- The time that may elapse before the hazard or risk is permanently corrected

A formal grievance must be filed with and received by the employee's immediate supervisor within 30 calendar days from the date the grievant first became aware, or should have become aware (with reasonable diligence), of the matter grieved. Grievances or appeals not timely submitted under the timelines expressed in this procedure cannot be processed through the grievance procedure.

Representative

An employee may designate, in writing, a representative who shall be authorized to represent the employee at each step of the grievance procedure. If the grievant selects a County employee as a representative, the employee representing the grievant will have to receive permission to be excused from their regular duties and may be required to act on their own time. However, upon reasonable notice, the appointing authority will permit the employee and the representative a reasonable period of time, as determined by the appointing authority, during normal work hours to prepare and present a grievance without loss of pay.

After a grievance has been filed, the department will provide the employee with any documents management used to impose the written reprimand within three (3) days after receipt of a written request for such information from the employee.

Timing

Grievances or appeals not submitted within the designated time limits at any step of the grievance procedure will be considered as having been adjudicated on the basis of the last preceding management response and will not be further heard. Whenever possible, grievances will be handled during the regularly scheduled working hours of the parties involved. These timelines may be waived by mutual agreement of the parties involved.

Steps in the procedure

Employees and supervisors are encouraged to work together informally to resolve a potential grievance prior to the initiation of formal grievance procedures. Employees should first discuss the complaint with their immediate supervisor within three (3) working days of the situation whenever possible. If the complaint is not resolved as a result of this discussion, proceed to begin the formal grievance process.

To begin the formal grievance process, the employee must complete a Grievance Initiation Form that clearly specifies the issue being grieved and submit the form to the employee's immediate supervisor with a copy to the HR representative assigned to the employee's department. A representative may not file a grievance or an appeal on behalf of the employee.

The Step 1 meeting will be conducted by the employee's immediate supervisor or a departmental representative designated as the Step 1 hearing officer.

Step 1.

1. The supervisor or departmental representative must schedule a Step 1 meeting with the employee within three (3) working days of receipt of the Grievance Initiation Form.
2. The employee alone or with their representative will explain the grievance verbally to their immediate supervisor or the departmental representative designated to respond to Step 1 grievances.
3. The supervisor or departmental representative will verbally inform the employee of their decision on the grievance presented within three (3) working days of the Step 1 meeting.

Step 2.

1. If the grievance is not settled at the first step, the employee may appeal in writing on the Grievance Appeal form and will forward the appeal to the HR representative assigned to the employee's department, with a copy to the person who issued the Step 1 decision and the employee's appointing authority, within ten (10) working days of the verbal decision.
2. The HR representative in the department will serve as the hearing officer and will schedule a hearing with the person concerned within ten (10) working days from the date of service of the grievance appeal form.
3. Within 10 days of the conclusion of the hearing, the hearing officer shall inform the aggrieved employee and the department in writing of his/her decision. If the matter grieved was a written reprimand, the decision of the hearing officer in Step 2 is the final decision and cannot be appealed to Step 3.
4. If the grievance is not resolved at step 2 as provided, the employee or the department may appeal such grievance within ten (10) working days to step 3 if applicable.

Step 3.

1. If the grievance is not settled at the second step, the employee may appeal to the Employee Relations Division of the Department of Human Resources, within five (5) working days after receiving the written decision provided in step 2, provided the grievance is not related to a written reprimand.
2. The grievance officer in Employee Relations will review the record of the case, hold a hearing thereon as soon as practical, notify all interested persons of the time and place of the hearing.
3. Within ten (10) days of the conclusion of the hearing, the grievance officer will notify all interested persons of its decision in writing.

1 (ITEM) From the Director, Department of Human Resources, recommending adoption
2 of a resolution/ordinance to amend various sections of the Milwaukee County Code of
3 General Ordinances to provide clarification on certain employment terms and conditions
4 for employees represented by or formerly represented by non-public safety worker
5 collective bargaining units, by recommending adoption of the following:
6

7 A RESOLUTION
8

9 WHEREAS, Milwaukee County Department of Human Resources – Division of
10 Labor Relations has submitted proposed 2013 collective bargaining agreements with the
11 following certified collective bargaining units for approval in July 2013:

12 Federation of Nurses and Health Professionals (Nurses)
13 Association of Milwaukee County Attorneys (Attorneys)
14 Milwaukee Building and Construction Trades Council (Building and Trades)
15 Int'l Association of Machinists and Aerospace Workers (Machinists)
16 Technicians, Engineers and Architects of Milwaukee County (TEAMCO), and

17 WHEREAS, because 2011 Wisconsin Act 10 permits negotiation only on base
18 wages for the non-public safety worker unions listed above, the proposed 2013 collective
19 bargaining contracts with the five certified bargaining units, when adopted, will prohibit
20 the recognition of all non-base wage employment terms of the expiring contracts; and

21 WHEREAS, the proposed 2013 collective bargaining agreements were laid over
22 in July 2013 and again in September 2013 pending a review by the Department of Human
23 Resources to assess how expiring non-base wage employment terms would map to
24 Milwaukee County Ordinances, Civil Service Rules, and/or administrative rules or
25 applicable laws; and

26 WHEREAS, after the enactment of 2011 Wisconsin Act 10, and conditioned on
27 the decertification of AFSCME District Council 48 as a collective bargaining
28 representative, Chapter 17.015 of the Milwaukee County Code of General Ordinances
29 was created and adopted as an “emergency and temporary policy” to preserve a status
30 quo condition for some contract terms in the 2007-2008 collective bargaining agreement
31 between Milwaukee County and AFSCME District Council 48 (File No. 12-161); and

32 WHEREAS, as expressed in File 12-161, Chapter 17.015 was intended as a non-
33 precedential action and was to be in effect “until such time as Milwaukee County enacts
34 policies” on the status quo employment terms and conditions for employees formerly
35 represented by AFSCMED District Council 48; and

36 WHEREAS, the Department of Human Resources has completed its review on
37 non-base wage contract terms and is recommending amendments to ordinances to
38 transition expired contract terms and the terms of Chapter 17.015 to incorporate
39 employment terms and conditions in order to treat all County employees as equally as
40 possible under uniform policies and ordinances; and

41 WHEREAS, for many employees who are or have been represented by non-public
42 safety worker bargaining units, this transition will result in changes to certain
43 employment terms and conditions to which they have become accustomed; and

44 WHEREAS, although 2011 Wisconsin Act 10 granted Milwaukee County
45 significant authority on employment decisions, it is not in Milwaukee County's interest
46 as an employer, the interests of its employees, or in the interest of the taxpayers served by
47 the County's employees, to treat employees unfairly, irresponsibly or unreasonably; and

48 WHEREAS, Milwaukee County, as an employer, is required to maintain
49 compliance with a host of State and Federal employment regulations, including but not
50 limited to, the Family and Medical Leave Act, the Fair Labor Standards Act, regulations
51 of the Department of Labor, and Equal Rights and anti-discrimination laws; and

52 WHEREAS, the Milwaukee County Department of Human Resources, with the
53 advice of Corporation Counsel, will continue to have definitions and procedures for
54 handling grievances, layoffs, employee transfers, the development of work rules,
55 seniority, and other employment conditions; and

56 WHEREAS, due to the timing of the execution of successor contracts, it is
57 necessary to continue certain aspects of prior agreements pending further review and/or
58 the development of appropriate replacement policies; now therefore

59 BE IT RESOLVED, that Milwaukee County recognizes that it is in the best
60 interest of Milwaukee County's employees, and the taxpayers served by them, that
61 Milwaukee County treats its employees fairly, equitably and uniformly, as permitted or
62 required by applicable laws; and

63
64 BE IT FURTHER RESOLVED, that no employee shall have a reduction in
65 existing seniority hours due to the conversion to countywide seniority as defined in
66 Milwaukee County Civil Service Rule 1, Section 1 (26); and

67
68 BE IT FURTHER RESOLVED, that in the interest of fairness to the employee
69 and for ease of administration, for layoffs that will occur as a result of the 2014 Adopted
70 Budget and be processed under applicable Civil Service Rules, Milwaukee County will
71 use county-wide seniority when determining the order of layoffs for classified
72 employees; and

73
74 BE IT FURTHER RESOLVED, that the Department of Human Resources will
75 review the various pay provisions and pay practices that are incorporated within this file
76 and will submit recommended revisions, if any, no later than June 1, 2014; and

77
78 BE IT FURTHER RESOLVED, that all County departments shall submit existing
79 work rules to the Department of Human Resources for review and approval, and where
80 no such rules exist, shall work with the advice and counsel of the Department of Human
81 Resources to develop and promulgate departmental work rules; and

82

83 BE IT FURTHER RESOLVED, that all collateral agreements and past practices
84 with the above referenced certified and uncertified collective bargaining units are hereby
85 discontinued, with the exception of the 1998 career ladder collateral agreement with
86 TEAMCO which will be reviewed by the Department of Human Resources with
87 revisions, if any, to be recommended no later than June 1, 2014; and
88

89 BE IT FURTHER RESOLVED, that the Milwaukee County Board of Supervisors
90 hereby amends various sections of Chapter 17 and Chapter 62 MCGO to provide
91 clarification on certain employment terms and conditions, by adopting the following:
92

93 AN ORDINANCE

94 The County Board of Supervisors of the County of Milwaukee does ordain as
95 follows:

96 **Section 1.** Section 17.015 of the General Ordinances of Milwaukee County –
97 Continuation of certain compensation and fringe benefits for former members of
98 AFSCME, is repealed in its entirety.

99 **Section 2.** Section 17.055 of the General Ordinances of Milwaukee County –
100 reallocation of classifications, is amended as follows:

101 17.055. - Reallocation of existing ~~nonrepresented~~ classifications, with the exception of
102 elected officials, ~~and~~ constitutional officers, and classifications provided for differently in
103 an applicable collective bargaining agreement.

104 Whenever labor market conditions or other factors indicate that compensation for
105 existing classifications is not sufficient to recruit and retain qualified employees a
106 department head or appointing authority may request the director of human resources to
107 review the compensation provided for the classification:

108 (1) The director of human resources shall review the request and inform the requestor of
109 his/her findings. All recommendations of the director to reallocate a ~~nonrepresented~~
110 classification as provided herein shall be included in a report distributed to all county
111 board supervisors. In the event the requestor does not concur with the director's
112 recommendation it may be appealed to the committee on finance, personnel and audit
113 within thirty (30) days of receipt of such notice. The decision of the county board on the
114 committee recommendation, subject to review by the county executive, shall be final. In
115 the event the county board approves an adjustment in the level of compensation for a
116 classification the action shall be implemented the first day of the pay period following
117 that in which the resolution adopted by the county board is approved by the county
118 executive.

119 **Section 3.** Section 17.14(2) of the General Ordinances of Milwaukee County –
120 Employment definitions, is repealed in its entirety and re-created as follows:

121 (2) ~~Payment for part time employment.~~ Employment Definitions

122 ~~(a) Whenever necessary to maintain essential services, one (1) or more~~
123 ~~employees may be assigned to any full time position on a part time basis and, when~~
124 ~~performing part time services, they shall be paid on an hourly basis determined by~~
125 ~~dividing the biweekly rate by eighty (80). The total of the designated workweek hours~~
126 ~~for the employees so assigned to any full time position shall not exceed forty (40)~~
127 ~~hours.~~

128 ~~(b) Whenever necessary to engage employees for seasonal work in the parks,~~
129 ~~such employees may be paid on an hourly basis equivalent to the biweekly~~
130 ~~compensation divided by eighty (80), provided that the total annual hours of~~
131 ~~employment shall not exceed two thousand eighty (2,080) and provided further that~~
132 ~~they shall receive increments in the compensation range after the completion of~~
133 ~~employment totaling two thousand eighty (2,080) hours until the maximum salary is~~
134 ~~reached.~~

135 ~~(c) In specified part time positions, the department head and the commission~~
136 ~~may recommend to the county board the proportion of the full time compensation~~
137 ~~which shall be paid for such service and the county board shall determine the proportion~~
138 ~~to be paid.~~

139
140 The following definitions apply regardless of the number of hours worked by an
141 employee in any pay period or pay periods and are based on the designation of the
142 position occupied by the employee:

143
144 (a) A “full-time” employee shall mean an employee who is appointed to a
145 position with a designated work week of at least thirty (30) hours per week, but not
146 more than forty (40) hours per week.

147 (b) A “part-time” employee shall mean an employee who is appointed to a
148 position with a designated work week of at least twenty (20) hours per week, but less
149 than thirty (30) hours per week.

150 (c) A “seasonal” employee shall mean an employee who employed on the basis
151 of seasonal needs of departments, not to exceed 1,560 hours per year.

152 (d) An “hourly” or “pool” employee shall mean an employee who is employed in
153 a position with a designated work week of less than twenty (20) hours per week, or who
154 does not work a uniform period of time within each pay period or who works a uniform
155 period of time of less than twenty (20) hours per week. Hourly and pool employees shall
156 have no expectation of any number of hours of work in any given week or at any time.

157 **Section 4.** Section 17.14(6) of the General Ordinances of Milwaukee County – Extra
158 payment for shift assignment, is amended as follows:

159 (6) Extra payment for shift assignment. Employees in the classified service, including
160 those in the building and mechanical trades group in section 17.32(2)(c), except part-time
161 and seasonal employees, employees paid on an hourly or per call basis: ~~E,~~ employees in
162 title codes 347, 352, 352.6, 353, 356, 357, 358, 359, 360, 361.2, 361.5, 361.7, 362.1,
163 371.5, 372, 375, 376, 377, 378, 615, 616, 617, 618, 618.1, 642, 642.1, and 742,
164 employees in the executive compensation plan and employees in pay range 30M or

165 above, shall receive a shift differential of ~~thirty five cents (\$0.35)~~ forty cents (\$0.40) per
166 hour for all hours worked during shifts beginning at or after 2:30 p.m. and ending at or
167 before 7:15 a.m., unless otherwise as may be provided for in public safety worker
168 collective bargaining unit agreements. ~~Any nonrepresented supervisory nursing or~~
169 ~~laboratory employee who supervises employees represented by the Federation of Nurses~~
170 ~~and Health Professionals, shall receive the same extra payment for shift assignment as do~~
171 ~~employees covered by the Federation of Nurses and Health Professionals collective~~
172 ~~bargaining agreement~~. Employees whose shifts do not begin or end as indicated above are
173 to be paid ~~thirty five cents (\$0.35)~~ forty cents (\$0.40) per hour for all hours worked
174 between 6:00 p.m. and 7:00 a.m. However, no shift differential payment shall be made
175 for any fraction less than ~~one half~~ one-tenth (1/10) hour worked, and said ~~thirty five cents~~
176 ~~(\$0.35)~~ forty cents (\$0.40) per hour shall not be considered as part of the salary for
177 purposes of computing vacation, sick leave or holiday rates of pay.

178 **Section 5.** Section 17.14(7) of the General Ordinances of Milwaukee County – Group
179 health benefit, is amended as follows:

180 (y) The provisions of C.G.O. 17.14(7) shall not apply to seasonal, ~~and~~ hourly and pool
181 employees. ~~An Seasonal, hourly and pool employees shall have the same meaning as~~
182 ~~defined in C.G.O. 17.14(2)(b). be considered to be one who does not work a uniform~~
183 ~~period of time within each pay period and shall include an employeewho works a uniform~~
184 ~~period of time of less than twenty (20) hours per week.~~

185 **Section 6.** Section 17.14(10) of the General Ordinances of Milwaukee County – Special
186 Uniform Allowance, is amended as follows:

187 Except for public safety worker employees covered by a collective bargaining agreement,

188 (10) Special Uniform Allowance Reimbursement

189 (a) Employees who are required to wear uniforms shall be ~~allowed~~ eligible for
190 uniform allowances reimbursements as follows: set forth in this section.
191 Procedures for processing reimbursement requests shall be established by the
192 Comptroller.

193 (1) Deputy sheriff lieutenants, deputy sheriff captains, deputy sheriff deputy
194 inspector, communications supervisor (sheriff's department), director/internal
195 affairs, identification bureau supervisor, investigator (exempt), and chief
196 investigator (exempt) shall be ~~paid~~ eligible for an annual clothing allowance
197 reimbursement equal to the amount paid to deputy sheriff I's and II's and deputy
198 sheriff sergeants.

199 (2) ~~Museum security officer III shall be provided the full initial issue of~~
200 ~~required uniforms, plus an annual allowance equal to that of museum security~~
201 ~~officers I and II, to be paid on a monthly basis for each calendar month in which~~
202 ~~they perform services requiring the wearing of a complete uniform.~~

203 (3)~~(2)~~ The airport fire chief and assistant airport fire chief shall be furnished a
204 full uniform at the time of hire or as soon thereafter as practicable if no uniform
205 had previously been issued. The uniform so furnished shall be in accordance with
206 the regulations of the department setting forth prescribed minimum equipment for
207 each employee. Any employee whose employment is terminated within two (2)

208 years from the date of hire shall return all uniform items furnished by the county
209 to the department within seven (7) days of termination. After completion of one
210 (1) year of service, after obtaining an authorized uniform, an employee under this
211 subsection shall be eligible for an annual clothing ~~allowance~~ reimbursement equal
212 to the amount paid firefighter and equipment operators and firefighter and
213 equipment operators in charge ~~shall be paid~~.

214 ~~(4)~~(3) Custodial workers I and II at the airport who are employed on a full-time
215 basis and who are required to wear a uniform shall be ~~paid~~ eligible for a uniform
216 ~~allowance~~ reimbursement as institutional employees after six (6) months of
217 service and at the completion of each year of service thereafter.

218 ~~(5)~~(4) Institutional employees, medical interns, resident physicians, and LPNs
219 who are employed on a full-time basis and who are required to wear a uniform,
220 except those who receive some type of uniform ~~allowance~~ reimbursement under
221 paragraph (a) hereof, shall be ~~paid~~ eligible for a uniform allowance
222 reimbursement of one hundred ten dollars (\$110.00) after six (6) months of
223 service and at the completion of each year of service thereafter.

224 ~~(6)~~(5) Cooks and bakers may have their uniforms laundered at an institutional
225 laundry without charge.

226 (6) Full time Machinist employees having completed one year of service who are
227 required to wear a uniform shall be eligible for a one-time uniform reimbursement
228 of up to \$200.

229 ~~(7) Any nonrepresented supervisory nursing or supervisory laboratory~~
230 ~~employee, who is required to wear a uniform and who supervises employees~~
231 ~~represented by the Federation of Nurses and Health Professionals shall receive the~~
232 ~~same payment for uniform allowance as may be provided for in the Federation of~~
233 ~~Nurses and Health Professionals collective bargaining agreement.~~

234 ~~(8) Any represented employee required to wear a uniform may receive such~~
235 ~~uniform and/or payment of uniform allowance as may be provided for by the~~
236 ~~respective collective bargaining agreements.~~

237 ~~(9)~~(7) Any employee required to carry firearms shall be furnished with such
238 firearm by the county, provided that this firearm shall remain the property of the
239 county and be returned when the employee leaves the county service or is no
240 longer required to carry such firearm.

241 ~~(10)(a) 2. Museum security officer III shall be provided the full initial issue of~~
242 ~~required uniforms, plus an annual allowance equal to that of museum security~~
243 ~~officers I and II, to be paid on a monthly basis for each calendar month in which~~
244 ~~they perform services requiring the wearing of a complete uniform.~~

245 (8) At time of regular appointment, Corrections Officers will be provided with a
246 fully issued uniform. Corrections Officers shall be reimbursed up to \$200.00 per
247 calendar year for the purchase of uniforms in accordance with this section.

248 (9) Welders, Forestry Workers II, Iron Workers, Forestry Supervisors and Iron
249 Worker Supervisors shall be reimbursed up to \$70 per calendar year for the
250 purchase of specialized safety shoes in accordance with the provisions of this
251 section. All Forestry Workers shall be reimbursed up to \$15 per calendar year for
252 rubber over boots in accordance with the provisions of this section.

253 (10) Forensic Investigators shall be eligible to be reimbursed up to \$150 per
254 calendar year for clothing cleaning in accordance with the provisions of this
255 section.

256
257 (11) Airport management will provide coveralls at no cost to the employees in
258 the classification of Heating and Ventilating Mechanic I while working on the
259 ducts.

260 (12) The County shall furnish a T-shirt to Children's Zoo Attendants.

261 (13) Parks Department employees required to wear uniforms shall be provided
262 with such uniform furnished by the Department of Parks, Recreation and Culture.

263 ~~(b) The annual allowances to be paid on a monthly basis provided by subsection (a) shall~~
264 ~~be paid as of December 1 of each year for all months since the previous allowance was~~
265 ~~made provided that no new appointee shall receive this annual payment until December 1~~
266 ~~following the completion of one (1) year of service and then only for the number of~~
267 ~~months occurring since the completion of one (1) year of service. Employees appointed~~
268 ~~to a regular appointment and issued a uniform at time of appointment shall not be eligible~~
269 ~~for reimbursement under subsection (a) until the following calendar year unless otherwise~~
270 ~~specified. Employees considered hourly or part-time shall not be eligible for~~
271 ~~reimbursement under subsection (a) until the completion of two-thousand eighty (2,080)~~
272 ~~hours paid. All employees eligible for reimbursement provided for under subsection (a)~~
273 ~~shall be paid upon the employee furnishing a receipt from a vendor which indicates the~~
274 ~~type of clothing or expense and a purchase date in the same calendar year for which the~~
275 ~~employee is seeking reimbursement. No employee shall receive reimbursement beyond~~
276 ~~the maximum amount provided for per calendar year in subsection (a).~~

277 (c) ~~The initial uniform allowance reimbursement provided by this paragraph section~~
278 ~~shall not be granted to employees on temporary or emergency appointments, but the~~
279 ~~institutions and departments concerned may purchase and have available for loan to such~~
280 ~~employees whatever minimum uniforms are required.~~

281 **Section 7.** Section 17.14(15) of the General Ordinances of Milwaukee County – Salary
282 reduction for dependent expenses, is amended as follows:

283 *Salary reduction for the purpose of paying work-related dependent expenses with pre-tax*
284 *dollars. Employees ~~who are not represented by collective bargaining units,~~ shall be*
285 *eligible to enroll in a salary reduction program for the purpose of paying work-related*
286 *dependent care expenses with pre-tax dollars in accordance with federal and state*
287 *regulations. Employees who are represented by a public safety worker collective*
288 *bargaining unit shall be eligible to take part in this program only if such participation is*
289 *authorized in their collective bargaining agreement.*

290 **Section 8.** Section 17.14(17) of the General Ordinances of Milwaukee County – Short
291 term income continuation insurance, is amended as follows:

292 *Short term income continuation insurance.* Employees who are eligible for health
293 insurance coverage in accordance with the provisions of section 17.14 shall be eligible
294 for enrollment in the optional short term income continuation insurance coverage
295 program. New employees shall be provided with the option of enrolling in such coverage
296 at the time of hire, with the coverage becoming effective in accordance with the schedule
297 distributed annually by the employee benefits division of the department of human
298 resources. Employees may opt to enroll in, or discontinue such coverage, annually during
299 open enrollment periods which shall be conducted annually by the employee benefits
300 division of the department of human resources. Participating employees shall pay the full
301 premium for the coverage by payroll deduction. During unpaid leaves of absence, or in
302 the event the employee's earning are insufficient to cover the cost of the premium, the
303 coverage shall cease. However, the employee may, at the insurance carrier's option, pay
304 the premium directly to the insurance carrier. Short term income continuation benefits
305 shall be provided in accordance with the benefit schedule of the insurance carrier and the
306 option selected by the employee. The county may discontinue the provision of optional
307 short term income continuation coverage in the event an insurance carrier acceptable to
308 the county cannot be identified or is unwilling to reimburse the county for the
309 administrative costs associated with the provision of such optional coverage. Short term
310 income continuation coverage shall be offered to ~~non-represented employees and~~
311 employees represented by public safety worker collective bargaining units who have
312 agreed to the provisions of this section. ~~In the event an employee ceases to be eligible for~~
313 ~~such coverage because of a change in bargain unit status, the coverage shall continue~~
314 ~~until the coverage effective date of the next open enrollment period.~~

315 **Section 9.** Section 17.14(19) of the General Ordinances of Milwaukee County, standby
316 pay, is repealed in its entirety and re-created as follows:

317 (19) Standby pay. ~~The district attorney's chief investigator and investigators shall be~~
318 ~~paid standby pay equal to the amount paid to deputy sheriffs.~~ Except for public safety
319 worker employees covered by a collective bargaining agreement, employees in FLSA
320 non-exempt positions shall receive sixty (60) cents per hour for all hours scheduled on
321 standby duty. For purposes of this section, "standby" shall mean the employee, at the
322 direction of the employer, is required to be available for work upon notice during a
323 specified period of time. Standby shall not apply to any employee or group of
324 employees who, as part of their regular duty assignment are expected, but not required,
325 to be available for work at all times in emergency situations. Failure of the employee to
326 respond when called shall be cause for forfeiture of standby pay and disciplinary action
327 where the employee is unable to furnish acceptable justification for his/her failure to
328 respond.

329 (a) If called in while on standby, the employee shall be paid a minimum
330 of 4 hours pay at the employee's regular rate for work in one session and
331 additional pay at the overtime rate when such hours exceed forty (40) hours
332 worked in the week.

333 (b) The district attorney's chief investigator and investigators shall receive the
334 same standby benefit as deputy sheriffs.

335 **Section 10.** Section 17.14(21) of the General Ordinances of Milwaukee County – Call-in
336 pay, is created as follows:

337 (21). Call-in Pay. Except for public safety worker employees covered by a collective
338 bargaining agreement, employees in FLSA non-exempt positions who are called in to
339 work outside of the employee's regularly scheduled shift shall be paid a minimum of
340 three (3) hours pay at the regular rate for work in one session and additional pay at the
341 overtime rate when such hours exceed 40 hours worked in the week. Call-in pay shall
342 not apply to hours worked outside of an employee's regularly scheduled shift where the
343 regular shift starting time is modified to meet emergency situations.

344 **Section 11.** Section 17.14(22) of the General Ordinances of Milwaukee County – Tool
345 reimbursement, is created as follows:

346 (22) Tool Reimbursement. Departments requiring employees to use tools to perform
347 daily tasks shall, wherever possible, provide those tools necessary for employees. At the
348 discretion of the department head and based on the needs of the department, employees
349 who require additional tools to perform daily tasks may be reimbursed for the purchase of
350 approved tools up to \$100 per calendar year. Employees appointed to a regular
351 appointment during a calendar year shall not be eligible for a tool allowance until the
352 following calendar year. Employees considered hourly or part-time shall not be eligible
353 for reimbursement until the completion of two-thousand eighty (2,080) hours paid. All
354 employees eligible for reimbursement provided for under this section shall be paid upon
355 the employee furnishing a receipt from a vendor which explicitly indicates the type of
356 tool purchased and a purchase date in the same calendar year for which the employee is
357 seeking reimbursement. No employee shall receive reimbursement beyond the maximum
358 amount provided for per calendar year.

359 **Section 12.** Section 17.14(24) of the General Ordinances of Milwaukee County –
360 Rollback and wrecked equipment operators, is created as follows:

361 (24) Rollback and wrecker equipment operators. All Central Automotive Maintenance
362 Division personnel operating rollback and wrecker equipment shall receive a differential
363 of \$0.50 per hour for all hours spent operating the equipment. This differential shall be
364 paid at \$.50 per hour even when hours qualify for overtime compensation.

365 **Section 13.** Section 17.14(25) of the General Ordinances of Milwaukee County –
366 Reimbursement for professional activities, is created as follows:

367 (25) Reimbursement for professional activities. Except for public safety worker
368 employees covered by a collective bargaining agreement, departments are authorized,
369 within the limits of authorized departmental budgets, to establish reasonable
370 reimbursement policies for professional certification, re-certification, training, seminars,
371 educational materials, conferences, reasonable travel expenses, and professional licensing
372 required to continue employment with Milwaukee County, but in no case shall the
373 reimbursement amount exceed actual costs, as documented by itemized receipts. All
374 professional activities require prior approval of the appointing authority in order to be
375 eligible for reimbursement.

376 **Section 14.** Section 17.165 of the General Ordinances of Milwaukee County – Weekend
377 differential, is amended as follows:

378 Weekend Shift Differential. Employees in the classified service, including those in the
379 building and mechanical trades group in section 17.32(2)(c), except part-time and
380 seasonal employees, employees paid on an hourly or per call basis, other than registered
381 nurses paid on an hourly or part-time basis, senior citizen program instructors, and
382 employees in title codes 347, 352, 352.6, 353, 356, 357, 358, 359, 360, 361.2, 361.5,
383 361.7, 362.1, 371.5, 372, 375, 376, 377, 378, 615, 616, 617, 618, 618.1, 642, 642.1 and
384 742, shall be paid a weekend differential of ~~thirty-five cents (\$0.35)~~ forty cents (\$0.40)
385 per hour or as otherwise may be provided for by collective bargaining agreements for all
386 hours worked between 6:30 a.m. Saturday and ending at or before 7:15 a.m. Monday, or
387 as otherwise provided for by collective bargaining agreements. This weekend differential
388 shall not be applicable to employees in the executive compensation plan or to employees
389 in pay range 30 or above except those who are covered by weekend differential in a labor
390 agreement. Weekend differential, when earned, shall not be added to the employee’s
391 regular rate for purposes of determining vacation, sick leave, or holiday rates of pay.

392 **Section 15.** Section 17.17 of the General Ordinances of Milwaukee County – Vacations
393 and holidays, is amended as follows:

394 Except for public safety worker employees covered by a collective bargaining agreement,

395 (1) (a) The heads of all departments, bureaus, institutions, boards or commissions
396 shall make provision for, designate, and allow annual leaves with pay to serve as vacation
397 equivalent to eighty (80) hours for each employee who has completed one (1) year or
398 more of service, ~~unless as otherwise may be provided for by collective bargaining~~
399 ~~agreements~~; one hundred twenty (120) hours for each employee who has completed five
400 (5) years or more of service; one hundred sixty (160) hours for each employee who has
401 completed ten (10) years or more of service; two hundred (200) hours for each employee
402 who has completed fifteen (15) or more years of service; two hundred and forty hours
403 (240) for each employee who has completed twenty (20) years or more of service;
404 assistant chiefs of airport rescue and firefighting employees shall be allowed annual leave
405 with pay to serve as vacation equivalent to one hundred four (104) hours for each
406 employee who has completed one (1) year or more of service; one hundred fifty six (156)
407 hours for each employee who has completed five (5) years or more of service; two
408 hundred eight (208) hours for each employee who has completed ten (10) years or more
409 of service; two hundred sixty (260) hours for each employee who has completed fifteen
410 (15) years or more of service; and three hundred twelve (312) hours for each employee
411 who has completed twenty (20) years or more of service; ~~firefighter and equipment~~
412 ~~operators~~, employees paid on an hourly or per diem basis who customarily work less than
413 forty (40) hours per week or two thousand eighty (2,080) hours per annum, employees
414 paid on a per call or clinic hourly basis, and part-time employees paid on a biweekly
415 basis whose services are required less than half-time, ~~unless as otherwise provided for by~~
416 ~~collective bargaining agreements~~; ~~firefighter and equipment operators~~ shall be allowed
417 annual leave with pay to serve as vacation as follows: five (5) work days for each
418 employee who has completed one (1) year or more of service, seven (7) work days for

419 each employee who has completed five (5) years or more of service, ten (10) work days
420 for each employee who has completed ten (10) years or more of service, and twelve (12)
421 work days for each employee who has completed twenty (20) years or more of service.

422 (b) During the first year of employment, or in a return to service, an employee
423 will be granted a proportional share of their hours of vacation entitlement based on the
424 number of full calendar months remaining in the calendar year in which the employee
425 was first hired or in which the employee was rehired, divided by twelve (12) and rounded
426 up to the nearest whole hour, and shall be granted their full vacation entitlement on
427 January 1 of the calendar year after being hired or rehired by the County.

428 (c) Years of service for a new ~~non-represented~~ employee, or ~~non-represented~~
429 employee returning to service, who was not discharged or involuntarily separated from
430 the County, shall include any creditable pension service earned with Milwaukee County,
431 the State of Wisconsin or any municipality within the State of Wisconsin, provided the
432 employee has not withdrawn pension funds or begun receiving a pension benefit from the
433 jurisdiction where the employee earned the pension service credit.

434 (d) An employee shall not receive payment for unused vacation credit upon
435 any termination of employment, including, but not limited to, a retirement, unless the
436 employee has served 2080 hours after the employee's initial date of hire or rehire.
437 ~~Effective in 2002 all non-represented employees shall be eligible for five (5) weeks of~~
438 ~~vacation (two hundred (200) hours) after fifteen (15) years of service and six (6) weeks of~~
439 ~~vacation (two hundred forty (240) hours) after twenty (20) years of service.~~

440 (e) An employee, who was terminated or laid off from the County, and who
441 received a payout of accrued vacation leave, and who returns to employment in the same
442 calendar year as the termination or layoff, shall not be entitled to any additional vacation
443 leave in that calendar year, unless the employee repays to the County the dollar value of
444 the vacation leave paid out following the termination or layoff.

445 (f) Employees represented by TEAMCO and hired prior to the execution of
446 the 2013 collective bargaining agreement shall transition to the uniform vacation
447 allowance under this section at appropriate incremental stages of vacation allowance, but
448 shall not have a reduction in previously allocated vacation allowance.

449
450 (2) ~~Effective January 1, 2013~~ beginning with carry-over from 2012 to 2013, an employee
451 may not carry over beyond the end of any calendar year any more than seven days (56
452 hours) of unused vacation leave. Departments may request to carry over hours in excess
453 of 56 hours for any employee by submitting a request to the Director of Human
454 Resources and must include in the request the written rationale for the request, the reason
455 the department limited the use of vacation by the employee, and any other information
456 requested by the Director. The Director shall have discretion to approve or deny such
457 requests. All vacation leave previously credited to the employee in excess of seven days
458 that has not been used prior to the end of the calendar year and that has not been
459 approved by the Director for carry over shall be forfeited.

460 (3) The following days of each year are holidays: January 1, the third Monday in
461 February, the last Monday in May, July 4, November 11, the fourth Thursday in
462 November, December 25, the day appointed by the governor as Labor Day, and the day
463 of holding the general election in November, unless as otherwise may be provided for by
464 collective bargaining agreements; county department, offices, and institutions may be

465 closed on these holidays: January 1, the last Monday in May, July 4, the first Monday in
466 September, the fourth Thursday in November, and December 25. Effective in 2002 the
467 Friday after the fourth Thursday in November shall be a holiday for ~~non-represented~~
468 ~~employees and employees who are represented by a collective bargaining unit which has~~
469 ~~agreed to this provision.~~ All county departments, offices and institutions shall be open to
470 the public for business on all other statutory holidays. All employees, including those in
471 the building and mechanical trades group in section 17.32(2)(c), except employees paid
472 on an hourly or per diem basis and firefighter and equipment operators who receive off
473 days in lieu of holidays, shall be granted leave with pay on these days, provided that if an
474 employee is required to work on such days because of the needs of the service, he shall
475 be given equivalent time off or shall receive additional compensation, if such
476 compensation is authorized by the provisions of subsection 17.16(5). Firefighter and
477 equipment operators, who receive seven (7) off days in lieu of all holidays, shall be
478 granted such off days during their first calendar year of employment as provided for in
479 their collective bargaining agreements.

480 (4) (a) A holiday falling on a Saturday shall be observed on the preceding scheduled
481 workday and a holiday falling on a Sunday shall be observed on the following scheduled
482 workday, except in the seven-day service where the present system of accruing and
483 exhausting holidays shall remain in effect. This provision shall not apply to public safety
484 worker employees represented by a collective ~~certified~~ bargaining agreement
485 representation.

486 (5) For all employees ~~not represented by certified bargaining unit representatives,~~
487 ~~beginning in January, 1988 and every year thereafter,~~ the third Monday in January will be
488 observed as a holiday. All county departments, offices, and institutions shall be open to
489 the public for business on this holiday.

490 (6) ~~For e~~Employees ~~not covered by a collective bargaining agreement, beginning in~~
491 ~~1997, employees~~ with an assigned work week of forty (40) hours who use no sick
492 allowance and take no time without pay during the year, shall receive eight (8) hours of
493 holiday time which may be used in the subsequent year. Use of excused time, including
494 excused time used for medical appointments or bereavement leave, shall not be
495 considered as sick allowance under this section.

496 **Section 16.** Section 17.172 of the General Ordinances of Milwaukee County – Personal
497 days, is amended as follows:

498 Except for public safety worker employees covered by a collective bargaining agreement,
499 eEmployees entitled to holidays, ~~except firefighters and equipment operators~~ shall
500 receive three (3) days leave per year known as "personal days" in addition to earned leave
501 by reason of vacation, accrued holidays and compensatory time. Assistant chiefs of
502 airport rescue and firefighting shall receive thirty-one (31) hours of personal
503 time. Employees shall accrue personal days during their first calendar year of
504 employment as follows:

505

Hired on or before April 30	-three days
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From May 1 through August 31	-two days
From September 1 and thereafter	-one day

506 Personal days may be liquidated in accordance with civil service rule VIII, section
507 3(2)(b) relating to liquidation of compensatory time, except that such days may be taken
508 at any time during the calendar year. Supervisory personnel shall make every reasonable
509 effort to allow employees to make use of personal days as employees see fit, it being
510 understood that the purpose of such leave is to permit employees to be absent from duty
511 for reasons which are not justification for absence under other existing rules relating to
512 leave with pay.

513 An employee, who was terminated or laid off from the County, and who received a
514 payout of accrued personal days, and who returns to employment in the same calendar
515 year as the termination or layoff, shall not be entitled to any additional personal days in
516 that calendar year, unless the employee repays to the County the dollar value of the
517 personal days paid out following the termination or layoff.

518 **Section 17.** Section 17.176 of the General Ordinances of Milwaukee County – voluntary
519 time off without pay, is amended as follows:

520 Employees are allowed to request voluntary time off without pay, subject to the approval
521 of the director of human resources. The appropriate appointing authority may recommend
522 that the director of human resources approve or deny such requests, based upon
523 workload, staffing requirements, budgetary constraints and other factors which are
524 pertinent to the respective department. Employees shall not lose any benefits as a result
525 of taking a voluntary time off without pay, including postponement of salary increments,
526 continuation of insurance benefits, seniority and accrual of holiday time, sick allowance
527 and vacation. No employee shall be allowed to take more than one hundred sixty (160)
528 voluntary hours without pay in a calendar year and the position may not be filled during
529 the employee’ s absence. ~~This section shall not apply to employees who are represented~~
530 ~~by collective bargaining units unless it is incorporated into the respective collective~~
531 ~~bargaining agreement.~~ This section shall not apply to employees represented by a public
532 safety worker collective bargaining unit where not provided for, or provided differently,
533 in an applicable collective bargaining agreement.

534 **Section 18.** Section 17.182 of the General Ordinances of Milwaukee County – Pro Rata
535 benefits, is amended as follows:

536 Except for public safety worker employees covered by a collective bargaining agreement,

537 (1) Any employee scheduled to work fewer than forty (40) hours in a week, other
538 than a seasonal, hourly or pool employee, shall be entitled to vacation, sick leave,
539 holidays and personal days on a pro rata basis.

540 (2) Any seasonal employee, as defined in Chapter 17.14(2) employed as a lifeguard
541 III, lifeguard supervisor, or food service operator (seasonal), who works one
542 thousand forty (1,040) or more hours per calendar year shall accrue vacation, sick

543 leave, and personal days on a pro rata basis. At the end of calendar year 1981 and
544 each year thereafter, such employees who work one thousand forty (1,040) or
545 more hours during calendar year 1981 and each year thereafter shall be credited
546 with accrued accounts based on the number of hours worked in the preceding
547 year. Such account other than sick leave must be exhausted in the calendar year
548 following that in which they were accrued. Such employees shall not be laid off
549 for the purpose of avoiding the accrual of pro rata benefits. In no event shall an
550 employee receiving pro-rata benefits, after being appointed to a full-time position,
551 accrue, through a combination of pro-rata and full-time benefits, more benefits in
552 one-year than a full-time employee.

553 (3) Hourly or pool employees, , as defined in Chapter 17.14(2) in the classified
554 service except (a) those represented by a certified bargaining unit, (b) seasonal
555 employees, (c) employees paid on a per call basis, (d) athletic officials, or (e)
556 employees in a position allocated to pay range 30M or greater; and employees
557 appointed to non-civil service offices and positions except (a) those represented
558 by a certified collective bargaining unit (b) elected officials and their deputies, (c)
559 all members of boards and commission, and (d) all interns, students and trainees
560 who work five hundred (500) or more hours per calendar year shall accrue
561 vacation, sick leave, holiday time and personal days on a pro rata basis. Any such
562 employee as previously defined who worked five hundred (500) or more hours
563 during calendar year 1986 and each year thereafter shall be credited with accrued
564 accounts based on the number of hours worked in the preceding year. Such
565 account other than sick leave must be exhausted in the calendar year following
566 that in which they were accrued. Such employees shall not be laid off for the
567 purpose of avoiding the accrual of pro rata benefits. In no event shall an
568 employee receiving pro-rata benefits, after being appointed to a full-time position,
569 accrue, through a combination of pro-rata and full-time benefits, more benefits in
570 one-year than a full-time employee.

571 **Section 19.** Section 17.186 of the General Ordinances of Milwaukee County – Accrued
572 time off donor program, is amended as follows:

573 The department of human resources shall establish and maintain an accrued time off
574 donor program for the purpose of enabling employees who have utilized all of their
575 available accrued off time, including sick leave, to receive donations of accrued time off
576 from other employees who have elected to donate accrued time off to the employee in
577 need of such time. Employees shall be permitted to donate, in increments of one (1) hour,
578 accrued vacation time, personal time, or holiday time to a designated employee who has
579 exhausted all of his/her time off including sick leave, because he/she the employee, or the
580 employee's spouse, child or step-child is suffering from a potentially terminal illness as
581 certified by a medical physician. Only employees who are not represented by a public
582 safety worker collective bargaining unit and those employees who are members of a
583 public safety worker collective bargaining unit which has elected to recognize the
584 accrued time off donor program in their memorandum of agreement, or a collateral
585 agreement with Milwaukee County shall be eligible to donate time to an individual
586 eligible for receipt of such time. The hours donated to an eligible employee shall be

587 exhausted at the rate of pay of the recipient, regardless of the rate of pay of the donor, and
588 such donations shall be irrevocable.

589 **Section 20.** Section 17.207 of the General Ordinances of Milwaukee County –
590 Grievance procedure, is repealed and recreated as follows:

591 ~~(1) *Application; exceptions.* A grievance shall mean any controversy which exists as a~~
592 ~~result of an unsatisfactory adjustment or failure to adjust a claim or dispute by a~~
593 ~~nonrepresented employee or group of nonrepresented employees concerning the~~
594 ~~application of wage schedules and provisions relating to hours of work and working~~
595 ~~conditions and nonrepresented employees as well as students of county operated or~~
596 ~~affiliated training programs or county employees in the unclassified service concerning~~
597 ~~discrimination based on race, sex, age, nationality, political or religious affiliation or~~
598 ~~handicap. The grievance procedure shall not be used to change existing wage schedules,~~
599 ~~hours of work, working conditions, fringe benefits and position classifications established~~
600 ~~by ordinances and rules which are matters processed under existing procedures.~~

601 ~~(2) *Representatives.* An employee may choose to be represented at any step in the~~
602 ~~procedure by representatives (not to exceed three (3)) of his/her choice, except that as to~~
603 ~~the first step, the choice shall be limited to employee representatives.~~

604 ~~(3) *Time of handling.* Whenever possible, grievances will be handled during the~~
605 ~~regularly scheduled working hours of the parties involved.~~

606 ~~(4) *Time limitations.* If it is impossible to comply with the time limits specified in the~~
607 ~~procedure because of work schedules, illness, vacations, etc., these limits may be~~
608 ~~extended by mutual consent in writing. If one (1) of the parties requests an extension not~~
609 ~~mutually acceptable, the request with the reason therefor, may be submitted to the~~
610 ~~personnel review board. After consideration and within eight (8) working hours after~~
611 ~~receipt of the request, they will notify both parties in writing of their decision to grant or~~
612 ~~deny the extension. If an extension is not requested within the time limits herein~~
613 ~~provided, or a reply to the grievance is not received within time limits provided herein,~~
614 ~~the grievance may be appealed directly to the next step of the procedure.~~

615 ~~(5) *Settlement of grievances.* Any grievance shall be considered settled at the completion~~
616 ~~of any step in the procedure, if all parties concerned are mutually satisfied.~~
617 ~~Dissatisfaction is implied in recourse from one step to the next.~~

618 ~~(6) *Forms.* There are three (3) separate forms used in processing a grievance: the~~
619 ~~grievance initiation form, the grievance disposition form and the grievance appeal form.~~
620 ~~All forms are to be prepared in quadruplicate except at the county institutions, park~~
621 ~~commission, and department of public works, where five (5) copies are to be prepared.~~
622 ~~Two (2) copies are to be retained by the person originating the form: one (1) copy will be~~
623 ~~sent to the other person involved in the procedure at that step, for example, immediate~~
624 ~~supervisor, and one (1) copy will be forwarded to the personnel review board. At the~~
625 ~~county institutions, one (1) copy will be forwarded to the office of the director; in the~~
626 ~~park commission, one (1) copy will be forwarded to the office of the general manager;~~

627 and public works, one (1) copy will be forwarded to the office of the director. The forms
628 are available in the office of the personnel review board and in any county department or
629 institution. Each department or institution shall have forms readily available to all
630 employees.

631 ~~(7) Steps in the procedure.~~

632 ~~(a) Step 1.~~

633 ~~1. The employee alone or with his/her representative shall explain the grievance~~
634 ~~verbally to his/her immediate supervisor designated to respond to employee~~
635 ~~grievances.~~

636 ~~2. The supervisor designated in paragraph 1 shall within three (3) working days~~
637 ~~verbally inform the employee of his/her decision on the grievance presented.~~

638 ~~(b) Step 2.~~

639 ~~1. If the grievance is not settled at the first step, the employee or his/her~~
640 ~~representative shall prepare the grievance in writing on the grievance initiation~~
641 ~~form and shall present such form to the immediate supervisor designated in step 1~~
642 ~~to initial as confirmation of his/her verbal response.~~

643 ~~2. The employee or his/her representative after receiving confirmation shall~~
644 ~~forward the grievance to his/her appointing authority or to the person designated~~
645 ~~by him/her to receive grievances within ten (10) working days of the verbal~~
646 ~~decision. Failure of the supervisor to provide confirmation shall not impede the~~
647 ~~timeliness of the appeal.~~

648 ~~3. The person designated in step 2, paragraph 2 will schedule a hearing with the~~
649 ~~person concerned and within ten (10) working days from date of service of the~~
650 ~~grievance initiation form, the hearing officer shall inform the aggrieved employee~~
651 ~~in writing of his/her decision.~~

652 ~~4. Those grievances which would become moot if unanswered before the~~
653 ~~expiration of the established time limits will be answered as soon as possible after~~
654 ~~the conclusion of the hearing.~~

655 ~~5. The second step of the grievance procedure may be waived by mutual consent~~
656 ~~of the employee and the department.~~

657 ~~If the grievance is not resolved at step 2 as provided, the employee or the~~
658 ~~department may appeal such grievance within ten (10) working days to step 3 if~~
659 ~~applicable or to step 5.~~

660 ~~(c) Step 3.~~

661 1. ~~(Applicable only to department of public works, department of parks,~~
662 ~~recreation and culture, and department of human services.) If the grievance is not~~
663 ~~settled at the second step, the employee and/or his/her representative will write up~~
664 ~~the grievance appeal form and the employee shall present it to the employee's~~
665 ~~division or district head in his/her department, or in the case of the department of~~
666 ~~human services, to the employee's institution or department head or his/her duly~~
667 ~~designated representative, within five (5) days after receiving the written decision~~
668 ~~as provided in step 2.~~

669 2. ~~The person designated in subsection (c)1 will review the record and interview~~
670 ~~the persons concerned and inform the aggrieved employee in writing of his/her~~
671 ~~decision within five (5) days after the grievance appeal form.~~

672 ~~(d) Step 4.~~

673 1. ~~If the grievance is not settled at the second step or at the third step in the~~
674 ~~department of public works, the department of parks, recreation and culture or the~~
675 ~~department of human services, the employee and/or his/her representative will~~
676 ~~write up the grievance appeal form and the employee shall serve it to the~~
677 ~~employee's department head or his/her duly designated representative, or in the~~
678 ~~case of the department of human services, the person designated by the director of~~
679 ~~the department of human services to receive grievance appeals, within five (5)~~
680 ~~days after receiving the written decision as provided in step 2 or 3.~~

681 2. ~~The person designated in subsection (d)1 will review the record and interview~~
682 ~~the persons concerned and inform the aggrieved employee in writing of his/her~~
683 ~~decision within five (5) days after receiving the grievance appeal form.~~

684 ~~(e) Step 5.~~

685 1. ~~If the grievance is not settled at the second step or if applicable the fourth step,~~
686 ~~the employee and/or his/her representative may appeal to the personnel review~~
687 ~~board, within five (5) working days after receiving the written decision provided~~
688 ~~in step 2 or if applicable step 4. The board will review the record of the case, hold~~
689 ~~a hearing thereon as soon as practical, notify all interested persons of the time and~~
690 ~~place of the hearing, and notify all interested persons of its decision in writing~~
691 ~~within ten (10) days after the completion of the hearing.~~

692 The Director, Department of Human Resources, shall establish and maintain a grievance
693 procedure for Milwaukee County employees who are not represented by a public safety
694 worker collective bargaining unit, as authorized under applicable state law. The
695 grievance procedure shall address employee discipline to the extent permitted under state
696 law, and matters of workplace safety. The procedure shall clearly articulate the steps of
697 the process, and ensure an expeditious timeline to ensure that employee concerns are
698 addressed and resolved in a timely manner.
699

700 **Section 21.** Section 17.34 of the General Ordinances of Milwaukee County –
701 Nonrepresented Registered Nurses, is amended as follows:

702 17.34. ~~Nonrepresented~~ Registered nurses.

703 (1) For purposes of this section, the term “nurse” shall include those positions
704 represented by the Federation of Nurses and Health Professionals and non-represented
705 nursing positions as determined by the Director, Department of Human Resources.
706 Nursing positions in the executive compensation plan or its salaried equivalent are not
707 covered by this section.

708 (2) Any nurse, except a nurse who is included in the Executive Compensation Plan, will
709 be eligible for pay at twice their base rate for all hours worked on Thanksgiving and the
710 December 25th holiday in accordance with the Federation of Nurses and Health
711 Professionals collective bargaining agreement Section 2.23(4).

712 (23) All nurses shall be eligible for seminar reimbursement and annual certification pay
713 up to a maximum of \$550 per year per employee and \$300 for annual certification and
714 such reimbursement may only be utilized with the prior approval of the appointing
715 authority in the same amount as received by employees covered by the Federation of
716 Nurses and Health Professionals collective bargaining agreement.

717 (4) In addition to paragraph (3) above, Advanced Practice Nurse Prescribers,
718 Occupational Therapists and Music Therapists shall be eligible for up to \$2,000 per year
719 as reimbursement for costs incurred to maintain their practitioner certification.

720 (35) All nurses shall be eligible for tuition reimbursement. Such reimbursement may be
721 approved up to \$3,000 per year per employee, up to a maximum of \$30,000 total for this
722 purpose. Eligibility for such reimbursement shall be established after six (6) months of
723 employment with Milwaukee County. Tuition reimbursement shall be granted in
724 accordance with guidelines established by the Department of Human Resources in the
725 same amount as received by employees covered by the Federation of Nurses and Health
726 Professionals collective bargaining agreement.

727 (46) Specialty certification. Any nurse who meets the qualifications and is awarded a
728 "specialty certification" from a nursing agency approved by the county shall receive a
729 three hundred dollar (\$300) certification payment the same amount as employees covered
730 by the Federation of Nurses and Health Professionals collective bargaining agreement.

731 (57) Any nurse who has been credentialed as an advance practice nurse prescriber, and
732 who is performing the function, shall be paid an additional two dollars and fifty cents
733 (\$2.50) per hour for all hours worked the same amount as received by employees covered
734 by the Federation of Nurses and Health Professionals collective bargaining agreement.
735 The county shall pay the costs of obtaining state certification and the DEA certificate for
736 advance practice nurse prescriber.

737 (8) Shift differential. Nursing employees shall receive shift differential of two dollars
738 and fifty cents (\$2.50) per hour for all hours worked during shifts beginning between

739 1:30 p.m. and 11:00 p.m. provided employees whose shifts do not begin as indicated
740 above shall be paid two dollars and fifty cents (\$2.50) per hour for all hours worked
741 between 6:00 p.m. and 11:00 p.m. For those employees who work overtime from day
742 shift to P.M. shift to meet staffing requirements, two dollars and fifty cents (\$2.50) per
743 hour shift differential shall be paid from the beginning of the P.M. shift. Employees
744 working 10 or 12 hour scheduled shifts in units with 24-hour coverage shall receive two
745 dollars and fifty cents (\$2.50) for all hours worked between 3:15 p.m. and 11:00 p.m.
746 Employees shall receive three dollars and fifty cents (\$3.50) per hour for all hours
747 worked between 11:00 p.m. and 7:00 a.m. Shift premium, when earned, shall be added to
748 the employee's regular rate for purposes of determining overtime compensation.
749

750 (9) Standby pay. Nurses shall be eligible for standby pay at the rate of one dollar and
751 twenty-five cents (\$1.25) per hour for all hours scheduled on standby duty. For purposes
752 of this section, "standby" shall mean the employee, at the direction of the employer, is
753 required to be available for work upon notice during a specified period of time. Standby
754 shall not apply to any employee or group of employees who, as part of their regular duty
755 assignment are expected, but not required, to be available for work at all times in
756 emergency situations. Failure of the employee to respond when called shall be cause for
757 forfeiture of standby pay and disciplinary action where the employee is unable to furnish
758 acceptable justification for his/her failure to respond.

759 (a) If called in while on standby, the employee shall be paid a minimum
760 of 4 hours pay at the employee's regular rate for work in one session and
761 additional pay at the overtime rate when such hours exceed forty (40) hours
762 worked in the week.

763 (10) Call-in pay. Any nurse called in to work outside of the employee's regularly
764 scheduled shift shall be paid a minimum of three (3) hours pay at the regular rate for
765 work in one session and additional pay at the overtime rate when such hours exceed 40
766 hours worked in a week. Call-in pay shall not apply to hours worked outside of an
767 employee's regularly scheduled shift where the regular shift starting time is modified to
768 meet emergency situations.

769 (11) Weekend differential. Registered nurses shall be paid a weekend differential of one
770 dollar (\$1.00) per hour for all hours worked during shifts beginning at or after 6:30 a.m.
771 Saturday and ending at of before 7:15 a.m. Monday. Weekend differential shall be paid at
772 this rate even when hours qualify for overtime compensation.

773 (12) Charge differential. Nurses employed in the Inmate Medical Unit who are assigned
774 Charge Nurse duties shall receive one dollar (\$1.00) per hour differential for the
775 performance of those duties.

776 (13) Mandatory overtime. Nurses who are assigned mandatory overtime shall be paid at
777 twice the normal rate of pay.

813 ~~apply (overtime is only paid for time worked over eight (8) hours in a day or forty~~
814 ~~(40) hours in a week).~~

815 ~~(f) Earned vacation time may be taken on either the quarterly weekend off or as~~
816 ~~paid vacation on weekdays.~~

817 ~~(g) The administration of the weekend program will follow the letter of~~
818 ~~understanding between Milwaukee County and the Federation of Nurses and Health~~
819 ~~Professionals approved February 23, 2001.~~

820 ~~(h) Administration may discontinue the weekend program at any time.~~

821 Section 22. Chapter 62.04 of the General Ordinances of Milwaukee County – Group life
822 insurance, is amended as follows:

823 62.04. Premium payment.

824 (1) The county shall pay the full premium:

- 825 (a) In case of a retirement for disability.
- 826 (b) After attainment of age sixty-five (65) while employed, and after attainment
827 of age sixty-five (65) while retired, provided that at the time of retirement, the
828 employee is eligible for normal retirement benefits under the employees'
829 retirement system of the county, or under the sheriffs' retirement system, and
830 provided that he/she maintains insurance in force in group plan from
831 retirement to attainment of age sixty-five (65) on the employee-employer
832 basis by monthly deductions from his/her monthly retirement allowance.
- 833 (c) After attainment of age sixty-five (65) where person terminated under section
834 62.02(7) provided person has maintained premium payments in force in group
835 plan from date of termination to attainment of age sixty-five (65) by
836 remittances to the department of human resources therefor.
- 837 (d) While an employee is on a leave of absence granted by the civil service
838 commission for military service, but not to exceed a period of two (2) years
839 from date of entry into service.

840 (2) The premium shall be shared by employer-employee:

- 841 (a) While the employee is employed by the county.
- 842 (b) When retirement has been effected before age sixty-five (65), except for
843 employees in title codes 613, 615, 616 and 617.
- 844 (c) The formula for sharing premium payments between the employer and
845 employee shall be as follows:
 - 846 (1) Fifty-eight and eighty-two hundredths (58.82) percent of monthly
847 premium per one thousand dollars (\$1,000.00) shall be charged to the
848 employee, and forty-one and eighteen hundredths (41.18) percent of
849 monthly premium per one thousand dollars (\$1,000.00) shall be charged
850 to the county.
 - 851 (2) Fifty-eight and eighty-two hundredths (58.82) percent of dividend
852 monthly rate per one thousand dollars (\$1,000.00) calculated on

853 estimated dividend shall be credited to the employee, and forty- one and
854 eighteen hundredths (41.18) percent of dividend monthly rate per one
855 thousand dollars (\$1,000.00) calculated on estimated dividend shall be
856 credited to the county.

857 (3) Net premium per one thousand dollars (\$1,000.00) arrived at by
858 deducting the resultant of subsection (2) from the resultant of subsection
859 (1) shall be the employee's cost per month for each one thousand dollars
860 (\$1,000.00), except as provided in subsection (5).

861 (4) The employee's cost, as in subsection (3), deducted from the premium
862 rate per month will yield the county's cost per month for each one
863 thousand dollars (\$1,000.00).

864 (5) The monthly life insurance premiums for ~~non-represented~~ employees
865 and retirees, to a maximum coverage of twenty-five thousand dollars
866 (\$25,000.00), shall be paid for by the county, or as may be included in a
867 collective bargaining agreement.

868 (3) Insufficient earnings—lapse of insurance. When an employee is absent from work
869 without pay in any period to the extent that there are not sufficient earnings to permit
870 deducting the insurance premium, the insurance shall lapse unless the employee shall
871 make a direct payment of such premium to the department of human resources employee
872 group benefits division on or before the date stated on the county notice of employee
873 insurance premium payment due. The mailing of such notice shall relieve the county of
874 any liability for not contacting an employee upon the expiration of the premium payment
875 due date.

876 (4) Except for employees represented by a public safety worker collective bargaining
877 unit, tThe provisions of subsections 62.04(1)(a), (1)(b), (2)(b), and (2)(c)(5) shall not
878 apply to employees ~~not represented by a collective bargaining agreement~~ who become
879 members of the county employees retirement system on or after January 1, 1994, who
880 retire. Employees ~~not represented by a collective bargaining agreement~~ who become
881 members of the county employees' retirement system on or after January 1, 1994, may
882 upon retirement opt to continue their basic life insurance coverage, for which they are
883 eligible, upon payment of the full monthly premium.

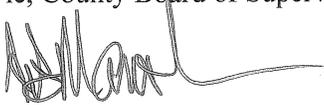
884 (5) The provisions of subsections 62.04(1)(a), (1)(b), (2)(b), and (2)(c)(5) shall not
885 apply to employees represented by the Federation of Nurses and Health Professionals
886 who become members of the county employees' retirement system on or after final
887 approval of the 2013 collective bargaining agreement. Employees represented by the
888 Federation of Nurses and Health Professionals who were hired prior to the final approval
889 of the 2013 collective bargaining agreement and retired after that date shall be eligible for
890 retiree life insurance as set forth above.

891 **SECTION 23.** The provisions of this resolution and ordinance shall be effective upon
892 passage and publication.

**COUNTY OF MILWAUKEE
INTEROFFICE COMMUNICATION**

DATE : October 16, 2013

TO : Chairwoman Marina Dimitrijevic, County Board of Supervisors

FROM : Scott B. Manske, Comptroller 

RE : Fiscal Impact of the Department of Human Resources Request to Amend Various Sections of the Milwaukee County Code of General Ordinances

The Department of Human Resources is requesting to amend various sections of the Milwaukee County Code of General Ordinances (MCGO), to provide clarification on certain employment terms and conditions for employees formerly represented by American Federation of State, County and Municipal Employee (AFSCME) District Council 48 (DC48) and for employees represented by non-public safety worker collective bargaining units. These actions seek to incorporate the financial compensation and fringe benefit provisions of the following contracts into ordinance:

- AFSCME District Council 48 2007 – 2008 Contract
- Association of Milwaukee County Attorneys (Attorneys) 2009 – 2011 Contract
- International Association of Machinists and Aerospace Workers (Machinists) 2009 – 2011 Contract
- Federation of Nurses and Health Professionals (Nurses) 2012 Contract
- Technicians, Engineers, and Architects of Milwaukee County (TEAMCO) 2009 – 2011 Contract
- Milwaukee Building and Construction Trades Council (Trades) 2009 – 2011 Contract

These recommended changes result in the following changes to the status quo and are discussed in detail in the corresponding sections below:

Provision	Cost/(Savings)
Shift Differential	\$3,316
Uniform Allowance	(\$17,138)
Standby Pay	(\$3,321)
Call-In Pay	\$0
Tool Allowance	(\$375)
Weekend Differential	\$1,595
Vacation & Holiday	(\$95,626)
Life Insurance	\$764
Lunch Overtime	(\$5,770)
Pager Pay	(\$6,776)
Pulling Fee	(\$6,520)
Total Estimated Cost/(Savings)	(\$129,851)

Section 1. Repeal of Status Quo Ordinance for DC48

Fiscal Impact: \$0

This action results in the repeal of MCGO 17.015. This section of the ordinance codifies certain provisions of the American Federation of State and Municipal Employees (AFSME) District Council 48 (DC 48) 2007 – 2008 Contract into ordinance.

This action has no direct fiscal impact, although specific provisions may be affected by other changes recommended in the ordinance change.

Section 2. Reallocation of Existing Positions

Fiscal Impact: \$0

This action applies MCGO 17.055, which provides the reallocation policy and procedure for non-represented classification, to all classifications within the County with the exception of elected officials, constitutional officers and classifications provided differently in a collective bargaining agreement.

The practice in MCGO is the same as the practice in prior labor agreements. Therefore, the status quo is maintained resulting in no fiscal impact.

Section 3. Employment Definitions

Fiscal Impact: In Process

This action defines full-time, part-time, seasonal, hourly and pool positions. Based on these definitions, this fiscal note assumes that any employee that exceeds 1,560 hours in a year (30 hours per week) will be considered a full-time employee. The Affordable Care Act will require in 2015 that the County define a full-time employee for health care benefits, who is paid on-average thirty hours or more per week: a full-time employee. The County is reviewing this change to determine if employees who are currently receiving the benefit will no longer be afforded health benefits, and if other employees will now receive the health care benefit. A separate report will have to be submitted to the committee regarding compliance with the Affordable Care Act based on the new definition within the Act. The 2013 Adopted Budget assumes an annual cost of \$15,089 per employee for healthcare.

Section 4. Shift Differential

Fiscal Impact: \$3,316

Employee Group	Current	Proposed	Change
DC48 Designated	\$0.40	\$0.40	\$0.00
Nurses ¹	\$2.50 or \$3.50	\$2.50 or \$3.50	\$0.00
Trades	\$0.35	\$0.40	\$0.05
Machinists	\$0.35 or \$0.40	\$0.40	\$0.05
TEAMCO	None	\$0.40	\$0.40
Attorneys	None	\$0.40	\$0.40
Non-Represented	\$0.35	\$0.40	\$0.05

This action maintains the status quo on shift differential for DC48 designated employees and Nurses members. It **increases** the shift differential for all Trades, Machinists and non-represented staff from \$0.35 to \$0.40.

This change would result in a total of \$3,316 in additional costs in future years as shown below:

	2011	2012	Average	Additional Cost
Trades	1,688	2,836	2,262	\$113
Machinists	13.5	0	7	\$0
Non-Represented	58,095	70,009	64,052	\$3,203
			Total Cost	\$3,316

This change could potentially provide for a \$0.40 shift differential for Attorneys (1 FTE) and TEAMCO (17 FTE) members whose pay grade is less than 30M and whose shift begins at or after 2:30 p.m. It is worth noting that the County may pay shift differential to a TEAMCO member working a third shift

¹ The Nurses shift differential is shown here for illustrative purposes. The actual revision to ordinance occurs in Section 21.

project at the General Mitchell International Airport (GMIA), but these costs would be charged to the project and would not result in any tax levy cost. Therefore, for purposes of this fiscal note, we assume no fiscal impact for the Attorneys and TEAMCO change.

Section 5. Pool Employees

Fiscal Impact: \$0

This action modifies MCGO 17.14(7)(y) to include pool employees as a group not eligible to participate in County health plan unless the pool employee pays the full premium.

The practice in MCGO is the same as the practice in prior labor agreements for pool employees. Therefore, the status quo is maintained resulting in no fiscal impact.

This provision will have to be reviewed for 2015 to ensure compliance with the Affordable Care Act.

Section 6. Uniform Allowance

Fiscal Impact: (\$17,138)

This action maintains the status quo on the amount provided to certain classifications for uniform reimbursement. It does however change the payment mechanism from allowance to reimbursement. Although eligible County employees will still receive reimbursement for uniform purchases, they will only receive reimbursement for actual purchases. This differs from past practice in which employees received the entire uniform allowance, regardless of whether a uniform was purchased.

Uniform allowances have been provided for certain classifications of non-represented employees, DC48 designated employees and for certain classifications of employees represented by other unions. The recommendation is to continue to provide uniform reimbursement to all employees who previously were eligible, but to change the method of payment from an allowance to a reimbursement. As an allowance, employees automatically received the payment, regardless of whether they purchased a uniform or not. Under the allowance method, the payment is subject to income tax, decreasing the value of the payment. If the recommended change is approved, employees will continue to receive reimbursement, but only when presenting a valid receipt for the type of uniform allowed. Under the reimbursement method, employees receive reimbursement for the full value of their uniform cost (it is not taxable). This change may result in savings to the County if employees do not seek reimbursement for their purchases. The average spent on uniform allowances in 2011 and 2012 was \$171,381. Because the County has no historical data to base the rate of reimbursement on, this analysis assumes a 90 percent reimbursement rate in future years. At a 90 percent reimbursement, there is an estimated expenditure savings of \$17,138.

Section 7. Dependent Care Expenses

Fiscal Impact: \$0

This action codifies the current Dependent Care Flexible Spending Account benefit for all employees except those represented by a public safety union. It maintains the status quo and therefore, has no fiscal impact.

Section 8. Short Term Income Continuation Insurance

Fiscal Impact: \$0

This action codifies the current short term income continuation insurance benefit for all employees except those represented by a public safety union. It maintains the status quo and therefore, has no fiscal impact.

Section 9. Standby Pay
Fiscal Impact: (\$3,321)

Employee Group ²	Current	Proposed	Change
DC48 Designated	\$0.60	\$0.60	\$0.00
Nurses ³	\$1.25	\$1.25	\$0.00
Trades	\$0.55	\$0.60	\$0.05
Machinists	None	\$0.60	\$0.60
TEAMCO	None	\$0.60	\$0.60
Attorneys	None	\$0.60	\$0.60
Non-Represented	None	\$0.60	\$0.60

This action maintains the status quo on standby pay for Nurses members and most DC48 designated employees. There are thirteen (13) FTE that are FLSA exempt, who would not be entitled to standby pay under the change in rules. The proposed change increases the standby pay for all Trades members from \$0.55 to \$0.60. It also implements standby pay for all FLSA non-exempt Machinists, TEAMCO, Attorneys and non-represented positions. This action also maintains the current provision that if an employee is called in while on standby, they will be paid a minimum of four hours of pay.

This change would result in a total of \$14,429 in additional costs in future years as shown below:

	2011 - Hours	2012 - Hours	Average - Hours	Additional Cost
Trades	45,213	108,327	76,770	\$3,838
Machinists ⁴	0	0	6,680	\$4,008
Non-Represented ⁵	8,693	13,250	10,972	\$6,583
			Total Cost	\$14,429

This change could potentially provide for \$0.60 standby pay for Attorneys (1 FTE) and TEAMCO (17 FTE) members who are FLSA non-exempt. It is unlikely that these employees would ever be placed on standby pay. Therefore, for purposes of this fiscal note, no fiscal impact is assumed for the Attorneys and TEAMCO change.

MCGO currently has no provision for standby pay for non-represented employees except for district attorney investigators. However, various non-represented employees other than district attorney investigators have been receiving standby pay. Based on the changes recommended, these non-represented, FLSA-exempt employees would no longer be eligible for standby pay which would provide a savings to the County. Assuming an average of 29,584 hours per year paid at \$0.60 per hour, the County would save \$17,750.

In total, these changes result in a savings of \$3,321: Savings of \$17,750 from Non-Represented employees, who currently receive benefit, which will end, offset by payment that will now occur for Trades, Machinists and Non-represented (currently not receiving benefit) with a cost of \$14,429

² Assumes that only employees that are FLSA non-exempt within these groups will be eligible for standby pay.

³ The Nurses standby pay is shown here for illustrative purposes. The actual revision to ordinance occurs in Section 21.

⁴ Assumes that one Machinist will be on call for every hour of the day outside of normal working hours for a total of 6,680 hours.

⁵ For this fiscal note, it is assumed that only non-represented FLSA non-exempt employees will receive standby pay after this change. Currently, various FLSA exempt employees are receiving standby pay.

Section 10. Call-In Pay
Fiscal Impact: \$0

Employee Group ⁶	Current	Proposed	Change
DC48 Designated	3 hours	3 hours	0
Nurses ⁷	3 hours	3 hours	0
Trades	4 hours	3 hours	1 hour
Machinists	4 hours	3 hours	1 hour
TEAMCO	None	3 hours	3 hours
Attorneys	None	3 hours	3 hours
Non-Represented	None	3 hours	3 hours

This action maintains the status quo on call-in pay for Nurses members and DC48 designated employees. It **decreases** the number of hours paid for a call-in occurrence for Trades and Machinists members from four hours to three hours.

This change could potentially provide for call-in pay for Attorneys (1 FTE), TEAMCO (43 FTE) and non-represented (267 FTE) staff who are FLSA non-exempt. It is unlikely that members of the TEAMCO and Attorneys would ever be called in outside of their normal working hours. Therefore, for purposes of this fiscal note, we assume no fiscal impact for the Attorneys and TEAMCO change. It is more likely that non-represented staff may be called in outside of their normal working hours and be eligible for call-in pay. However, because the County's Ceridian Time & Attendance system (CTA) does not track an employee's time worked under the call-in provision, it is impossible to calculate the fiscal impact that this change will have.

Any potential savings from limiting the number of call-in hours from four to three is likely mitigated by any new hours paid out for non-represented staff called in. Therefore, while there is likely a fiscal impact to this recommendation, it is incalculable. Changes will be made to the payroll system to track this payment in the future.

Section 11. Tool Reimbursement
Fiscal Impact: (\$375)

This action maintains the status quo on the amount provided to certain classifications for tool reimbursement. It does however change the payment mechanism from allowance to reimbursement. Although certain County employees will still be eligible for reimbursement for tool purchases, they will only receive reimbursement for actual purchases. This differs from past practice in which employees received the entire uniform allowance, regardless of whether a tool was purchased.

Tool allowances have been provided for at \$100 per calendar year for certain classifications of non-represented employees and DC48 designated employees and for certain classifications of employees represented by other unions. The recommendation is to continue to provide tool reimbursement to all employees who previously were eligible, but to change the method of payment from an allowance to a reimbursement. As an allowance, employees automatically received the payment, regardless of whether they purchased a tool or not. Under the allowance method, the payment is subject to income tax, decreasing the value of the payment. If the recommended change is approved, employees will continue to receive reimbursement, but only when presenting a valid receipt for the type of tool allowed. Under the reimbursement method, employees receive the full value of their tool cost (it is not taxable). This change may result in savings to the County if employees do not seek reimbursement for their purchases.

⁶ Assumes that only employees that are FLSA non-exempt within these groups will be eligible for call-in pay.

⁷ The Nurses call-in pay is shown here for illustrative purposes. The actual revision to ordinance occurs in Section 21.

The average spent on tool allowances in 2011 and 2012 was \$3,750. Because the County has no historical data to base the rate of reimbursement on, this analysis assumes a 90 percent reimbursement rate in future years. At a 90 percent reimbursement, there is an estimated expenditure savings of \$375.

Section 12. Rollback and Wrecker Equipment Operators

Fiscal Impact: \$0

This action maintains the status quo on the amount of differential paid to employees who operate rollback and wrecker equipment; therefore, there is no fiscal impact.

Section 13. Reimbursement for Professional Activities

Fiscal Impact: \$0

This action intends to provide reimbursement to employees for things such as seminar and tuition reimbursement and certification fees. Although not specifically provided for as in prior labor contracts, the intent is to maintain the status quo at the discretion of the department. For purposes of this fiscal note, the status quo is assumed, and therefore, there is no fiscal impact anticipated.

Section 14. Weekend Shift Differential

Fiscal Impact: \$1,595

Employee Group	Current	Proposed	Change
DC48 Designated	\$0.40	\$0.40	\$0.00
Nurses ⁸	\$1.00	\$1.00	\$0.00
Trades	\$0.30	\$0.40	\$0.10
Machinists	\$0.35	\$0.40	\$0.05
TEAMCO	None	\$0.40	\$0.40
Attorneys	None	\$0.40	\$0.40
Non-Represented	\$0.35	\$0.40	\$0.05

This action maintains the status quo on weekend differential for Nurses members plus most DC48 designated employees. It **increases** the shift differential for all non-represented staff, Trades members, and Machinists members to \$0.40.

This change would result in a total of \$1,595 in additional costs in future years as shown below:

	2011	2012	Average	Additional Cost
Trades	1,786	1,300	1,542	\$154
Machinists	12	0	6	\$0
Non-Represented	30,489	27,153	28,821	\$1,441
			Total Cost	\$1,595

This change could potentially provide for a \$0.40 weekend differential for Attorneys (1 FTE) and TEAMCO (17 FTE) members whose pay grade is less than 30M and whose shift is on a weekend. The current fiscal impact due to Attorneys and TEAMCO members would be zero. It is worth noting that the County may pay weekend differential to a TEAMCO member working a weekend shift project at the General Mitchell International Airport (GMIA), but these costs would be charged to the project and would not result in any tax levy cost.

⁸ The Nurses shift differential is shown here for illustrative purposes. The actual revision to ordinance occurs in Section 21.

Section 15. Vacation and Holiday

Fiscal Impact: (\$95,626)

This action results in three changes to the status quo:

- Amends the vacation allotment for TEAMCO members for future years only
- Discontinues the practice of the payout of accrued vacation for Nurses members.
- Provides eight hours of holiday time to any full-time employee who is a Nurse, TEAMCO, Attorney, Machinist or Trade member if in the prior year, that employee used no sick time, and took no time without pay.

All employees, with the exception of employees represented by a public safety union, would be subject to the same vacation policies regarding initial allotment, annual allotment and carryover under this policy change.

For TEAMCO members, the allotment would change for future years as follows:

Years of Service	Current	Recommended
At hire	-	80 hours pro-rated
6 months	50 hours	-
1 year	100 hours	80 hours
5 years	140 hours	120 hours
10 years	180 hours	160 hours
15 years	-	200 hours
20 years	220 hours	240 hours

TEAMCO members will continue to earn their current allotment. The new schedule will only be applicable when the member is entitled to the next increase in their allotment. For example, an employee with 8 years of service would continue to be allotted 140 hours until 10 years of service. At that point, the employee would be allotted 160 hours under the new schedule instead of 180 hours. This recommendation only results in savings when an employee who would have otherwise been eligible for a payout of higher vacation hours becomes eligible for a lesser amount and is actually paid out. This recommendation results in a potential cost when employees with 15 years of service or more become eligible for a potential payout of more vacation hours under the recommended policy. Based on the current tenure of employees, there are 14 employees who will be entitled to additional vacation on January 1, 2014, resulting in 280 hours of additional liability. Based on current salaries, this is an additional annual liability of \$10,137 for the County for 2014.

For Nurses members, the current practice allows any retiring or resigning member to be paid out for vacation both earned and awarded and vacation earned but not yet awarded. For example, an employee is currently earning vacation time for the following year. The County awards that earned time on January 1 of each year. A nurse with 80 hours of vacation who leaves on June 30th would be entitled to any unused portion of the awarded time in the current year and one-half of her annual allotment for the following year (in this scenario, 40 hours). No other employees are currently entitled to the payout of earned, but not yet awarded vacation time. In order to approximate a savings, it is assumed that an average of 38 employees will resign or retire each year with 92 hours of earned, but not yet awarded vacation. Based on an average hourly salary of \$32.1676, this results in an annual savings of \$113,050.

In future years, Nurses, TEAMCO, Attorneys, Machinists and Trades members will be eligible for eight hours of holiday time if in the prior year the employee used no sick time and took no time without pay. In order to approximate a cost, it is assumed that an average of 28 employees will receive an additional eight hours of pay each year or 224 hours of pay. Based on an average salary of \$37.00 of the employees eligible for the benefit at the end of 2012, the result is an annual cost of \$8,287.

The total savings resulting from these changes is estimated to be \$95,626.

Section 16. Personal Days

Fiscal Impact: \$0

This action codifies the current personal days benefit for all employees except those represented by a public safety union. It maintains the status quo and therefore, has no fiscal impact.

Section 17. Voluntary Time Off Without Pay

Fiscal Impact: \$0

This action codifies the voluntary time off without pay provision for all employees except those represented by a public safety union. It maintains the status quo and therefore, has no fiscal impact.

Section 18. Pro-Rata Benefits⁹

Fiscal Impact: \$0

This action codifies the vacation, personal, sick and holiday benefits allotment and accrual for all seasonal, hourly and pool employees except those represented by a public safety union. It maintains the status quo and therefore, has no fiscal impact.

Section 19. Accrued Time Off Donor Program

Fiscal Impact: \$0

This action codifies the accrued time off donor program for all employees except those represented by a public safety union. It maintains the status quo and therefore, has no fiscal impact.

Section 20. Grievance Procedure

Fiscal Impact: Unknown at this time

This action repeals the grievance procedure policy and procedure for non-represented staff and allows the Director of Human Resources to establish a grievance procedure for all staff not represented by a public safety worker collective bargaining unit.

The fiscal impact of a new grievance process cannot be calculated until the process is established.

Section 21. Registered Nurses

Fiscal Impact: \$0

This action codifies the current benefits for all nurses. It maintains the status quo, and therefore, has no fiscal impact.

- Pay at twice the base rate for work on Thanksgiving and December 25th
- Seminar reimbursement and annual certification pay up to \$550 per year per employee
- Annual certification pay of \$300
- Up to \$2,000 per year for cost incurred to maintain their practitioner certification for Advanced Practice Nurse Prescribers, Occupational Therapists and Music Therapists
- Up to \$3,000 per year per employee for tuition reimbursement

⁹ It is worth noting that at the time this fiscal note was created, there exists a discrepancy between the benefits provided to part-time employees under MCGO 17.17 (see Section 15) and this section. It is the Comptroller's understanding that current practice will be maintained, and that the benefits provided under this section will be enforced.

- Specialty certification pay of \$300
- Advance practice nurse prescriber pay of \$2.50
- Standby pay of \$1.25
- Call-in pay at a minimum of three hours of pay
- Weekend differential of \$1.00
- Charge differential of \$1.00
- Pay at twice the base rate for mandatory overtime
- \$50 parking reimbursement for nurses scheduled at the Community Correctional Facility – Central
- Nursing pool employees retain the following
 - Bonus payment - \$250 for 201 – 400 hours; \$600 for 401 – 800 hours; and \$1,000 for 801 or more hours
 - Eligible for participation in group health and dental if monthly premiums paid
 - Pay at time and one-half for major holidays
 - A nurse on permanent appointment that elects pool status and then returns to permanent status shall have all vacation and sick balances restored

This section also eliminates reference to the weekend program. Under current ordinance, the administration has the right to discontinue the weekend program at any time. For purposes of this fiscal note, it is assumed that the one employee who still participates in the weekend program will continue to do so and that upon her departure, the program will be officially eliminated. Therefore, the status quo is maintained and there is no fiscal impact.

Section 22. Life Insurance

Fiscal Impact: \$764

This action affects the following:

- Codifies the current life insurance benefit for all employees not represented by a public safety bargaining unit
- Increases the maximum coverage amount by the County to \$25,000 for Attorneys members
- Requires payment of the full monthly premium for life insurance premiums of Nurses members hired on or after November 7, 2013 that retire from the County

Based on the current premium rates, increasing the portion of salary fully paid by the County from \$20,000 to \$25,000 for Attorneys members would cost the County \$764 annually. All employees, except members of a public safety bargaining unit, would have the same life insurance benefit.

The County currently provides Nurses members with the same life insurance benefit at retirement. This benefit will no longer be provided to nurses hired on or after November 7, 2013. This results in no current year savings, but will reduce the County's Other Post Employment Benefits (OPEB) costs in future years, when nurses hired on or after November 7, 2013 begin to retire without this benefit. This savings will be reflected in future OPEB valuation studies and is not calculated as part of this fiscal note as any notable savings would likely not be recognized for decades.

Other Areas Impacted by Recommendations

Overtime

Fiscal Impact: (\$5,770)

The current practice of paying Nurses members time and one-half for all hours worked through a lunch period is not recommended for continuation. Nurses members will continue to be paid for all time worked through a lunch period, but will only be paid at straight time unless those hours exceed 40 hours

worked in a week. In practice, an employee who works all 40 hours and works through each one-half hour lunch for the entire work would still earn overtime, but not until Friday afternoon. The final two and one-half hours worked on Friday would be paid at time and one-half.

On average, employees work approximately 18.4 hours of overtime during lunch periods. At time and one-half, this is an average cost of \$888 per pay period. Assuming that the County will continue to pay overtime (albeit at a later point in the pay period), it can be conservatively anticipated that the County will continue to pay approximately 75 percent of the average overtime hours for a total savings of \$222 per pay period. This results in an annual savings of \$5,770.

Pager Pay
Fiscal Impact: (\$6,776)

The current practice of paying Pager Pay is not recommended for continuation. Pager Pay is paid as an additional \$2.00/hour on all regular hours worked when an employee is required to carry a pager during non-duty hours.

On average, employees are paid Pager Pay for 3,388 hours annually. Therefore, discontinuing this practice will result in an estimated annual savings of \$6,776.

Nurses – Pulling Fee
Fiscal Impact: (\$6,520)

The current practice of paying employees a pulling fee is not recommended for continuation. The pulling fee is paid to an employee who, when required to work in an area where the employee is not presently assigned, volunteers to do so. When that employee is reassigned, they are paid an additional \$2.50 for all hours worked in the reassigned area.

On average, employees are paid 2,608 hours for reassignment for a total of \$6,520. Assuming that this pulling fee will no longer be paid results in a total savings of \$6,520 annually.