



# Administrative Manual of Operating Procedures

Procedure #: <b>03.07</b>	Procedure Title: <b>Position Change Requests</b>		Revision #: <b>3.2</b>
Original Issue Date: <b>03/10/2020</b>	Revised Issue Date: <b>04/10/2023</b>	Next Review Date: <b>11/17/2024</b>	Responsible Department: <b>SBP &amp; HR-Compensation/HRIS</b>
Statutory References: <b>Wis. Stat. § 59.17</b>		Ordinance References: <b>MCO 17.055</b>	
Appendices: <a href="#">Appendix A – HR Approval Salary Change Guidelines</a> <a href="#">Appendix B – 03.07 LMS Training PowerPoint</a> <a href="#">Appendix C – 03.07 Flowcharts</a> <a href="#">Appendix D – Personnel Change Request Timeline</a>		Forms: <a href="#">Form 03.07(a) – HR Compensation Change Form</a> <a href="#">Form 03.07(b) – Departmental Position Create Report Template</a> <a href="#">Form 03.07(c) – Department Position Create Resolution Template</a> <a href="#">Form 03.07(d) – Department Position Create Fiscal Note Template</a> <a href="#">Form 03.07(e) – SBP Position Create Report Template</a>	

## 1. OBJECTIVE:

- A. This procedure details the process for departments to request positions changes that require approval by Human Resources and the Office of Strategy, Budget, and Performance including:
  - i. Reclassification of filled positions
  - ii. Reallocation of positions from one pay to another
  - iii. Advancement of an employee through the pay range
  - iv. Lump-sum payments
  - v. Abolishing and/or creating positions outside the annual budget process

## 2. DEFINITIONS

- A. Abolish. An action by the County Board to unauthorize a position that is included in the Adopted Budget pursuant to Chapter 17 of Milwaukee County General Ordinances.
- B. Advancement. A salary increase within the range of compensation provided for each position title.
- C. Annual Salary Budget. The total in the most recent adopted budget including social security for full-time positions, salary adjustment and vacancy and turnover by department – with adjustments for Fund Transfer and other policy considerations. The Annual Salary Budget of each department can be found on the [SBP CountyConnect site](#).
- D. Compensation Change Form. A form that a requesting department must submit to HR-Compensation to start the process for reclassifications, reallocations, advancements, and lump-sum payments.
- E. Department Fiscal Staff. The employee responsible for budgeting and/or fiscal transactions for a given department. They may be an employee of another department under a service level agreement.
- F. Filled Annual Salary. The total hourly salary of filled full-time positions times 2088 hours, with social security costs included. The Filled Annual Salary of each department can be found on the [SBP CountyConnect site](#).
- G. HR-Compensation/HRIS (HR). The Division of the Department of Human Resources accountable for administering compensation actions and recording those actions in the system of record.

- H. Lump-Sum Payment. A one-time form of compensation awarded to an employee. Awarded when the employee is at the top of their pay range or fiscal support for an ongoing increase is not available.
- I. Position Create. An action by the County Board to authorize a position that is not included in the Adopted Budget, pursuant to Chapter 17.05(1) of Milwaukee County General Ordinances.
- J. Reallocation. A change in the pay grade of a position due to changing external market forces. Reallocations must be approved by the County Board.
- K. Reclassification. A change in the pay grade and/or title of a filled position due to a change in duties.
- L. Requesting Department. The department submitting a personnel change request. Department is defined by their agency number. Departments that are under the same general management may be considered as though they are a single department for funding purposes.
- M. SBP. The Office of Strategy, Budget, and Performance.

### 3. OVERVIEW

- A. Centralized approval of position requests is required to aid the County in appropriately planning for personnel costs, ensure that salary changes are equitable across all departments, and ensure appropriate reporting to the County Executive and County Board.
  - a. Departments are responsible for managing their salary budget and ensuring they do not take personnel actions that cause a deficit.
- B. Per State Statutes, Behavioral Health Services (BHS) in the Department of Health and Human Services operates under the purview of the Milwaukee County Mental Health Board (MHB) and not the Milwaukee County Board. The MHB has delegated its authority on personnel matters to BHS administration. HR and SBP must approve all position change requests by BHS. All steps requiring approval of the County Board or its committees are not required for BHS actions.
- C. Changes to positions covered by public safety bargaining agreements are governed by the terms of the applicable bargaining agreement. The bargaining agreements supersede this procedure.
- D. Changes to positions covered by non-public safety collective bargaining agreements are governed by Wisconsin Statutes 111.70(4)(mb). Changes to base wages are subject to collective bargaining while changes related to merit pay, performance pay and supplemental compensation (and other items) are subject to this procedure.

### 4. PROCEDURE

- A. Reclassifications
  - i. A reclassification is a change in title and/or pay range based on a change in the duties of the position.
  - ii. Reclassifications may be requested for filled positions when there is a change in duties.
    - a. Requests to change the pay range of vacant positions are considered requests to abolish the existing position and create a new position.
  - iii. If a manager wants to reclass a position, they must first review the request with their department head, HR Business Partner, and Departmental Fiscal Staff.
  - iv. Departmental Fiscal Staff from the requesting department are responsible for ensuring that sufficient funding is available for the requested position change prior to submitting the request to HR.
  - v. After review, the requesting manager submits the [Compensation Change Form](#) to the HR Business Partner.
  - vi. The Compensation Analyst will review the request for the following:
    - a. Department internal equity

- b. Countywide internal equity
  - c. External market competitiveness
  - d. Consistency with applicable personnel laws and collective bargaining agreements
  - e. Consistency with [Appendix A - HR Approval Salary Change Guidelines](#)
  - f. Consistency with state statutes If the request impacts a position covered by collective bargaining
- vii. If approved by the Compensation Analyst, the Compensation Analyst will forward the request to SBP for their approval with an effective date. If the reclassification results in a change in title and the position is represented, the Compensation Analyst will also inform Employee Relations
  - viii. If not approved by the Compensation Analyst, the Compensation Analyst will discuss the outstanding issues with the HR Business Partner and Department Management to resolve the issues.
    - a. If consensus is not reached to resolve the issues, the Compensation Analyst will involve the Compensation/HRIS Director in further discussions.
    - b. If consensus is not reached above, the Compensation/HRIS Director will involve the Chief Human Resources Officer who will engage County Elected Officials, senior staff and Corporation Counsel as required.
  - ix. Sufficient funding is required for all position changes. The calculation for funding required to approve a request for a reclassification is:
    - a. The annual difference in salary and social security costs between the current position and the proposed position.
  - x. SBP will either approve or deny the request:
    - a. If sufficient funding is available, SBP approves the request and shares fiscal information with HR on personnel changes to be reported to the Personnel Committee.
    - b. If sufficient funding is not available in the department personnel services budget, the department may request a fund transfer to increase their Annual Salary Budget.
  - xi. HR will submit an informational report to the Personnel Committee and inform the requesting department that the action has been approved and the effective date of the reclassification.
  - xii. The requesting department informs the employee of the planned change.
  - xiii. HR will implement the reclassification as of the effective date.

B. Reallocations

- i. A reallocation is a change in the pay range of a position due to external market conditions and not due to a change in duties.
- ii. To ensure internal equity, a reallocation changes all positions countywide with the specific title.
- iii. If a manager would like to reallocate a position, they must first review the request with their department head, HR Business Partner, and Departmental Fiscal Staff.
- iv. Departmental Fiscal Staff from the requesting department are responsible for ensuring that sufficient funding is available for the requested position change prior to submitting the request to HR.
- v. After review, the requesting manager submits the [Compensation Change Form](#) to the HR Business Partner.
- vi. The Compensation Analyst will review the request for the following:
  - a. Department internal equity
  - b. Countywide internal equity

- c. External market competitiveness
  - d. Consistency with personnel laws and collective bargaining agreements
  - e. Consistency with [Appendix A - HR Approval Salary Change Guidelines](#)
  - f. Consistency with state statutes If the request impacts a position covered by collective bargaining
- vii. If approved by the Compensation Analyst, the Compensation Analyst will forward the request to SBP for their approval with an effective date. If the reallocation results in a change in title and the position is represented, the Compensation Analyst will also inform Employee Relations
  - viii. If not approved by the Compensation Analyst, the Compensation Analyst will discuss the outstanding issues with the HR Business Partner and Department Management to resolve the issues.
    - a. If consensus is not reached to resolve the issues, the Compensation Analyst will involve the Compensation/HRIS Director in further discussions.
    - b. If consensus is not reached above, the Compensation/HRIS Director will involve the Chief Human Resources Officer who will engage County Elected Officials, senior staff and Corporation Counsel as required.
  - ix. Sufficient funding is required for all position changes. The calculation for funding needed to approve a request for a reallocation:
    - a. For filled positions, the funding required is the annual difference in salary and social security costs between the current position and the proposed position.
    - b. For vacant positions, the funding required is the difference in salary and social security costs between the budgeted position and level the department plans to fill the position at.
  - x. SBP will either approve or deny the request:
    - a. If sufficient funding is available, SBP approves the request and shares fiscal information to HR on personnel changes to be reported to the Personnel Committee.
    - b. If sufficient funding is not available in the department personnel services budget, the department may request a fund transfer to increase their Annual Salary Budget.
  - xi. HR submits an action item, containing a report, resolution, fiscal note to the Personnel Committee. SBP and the requesting department should review and provide input.
  - xii. The requesting department informs the employee of the planned change.
  - xiii. The Personnel Committee and the County Board approves the reallocation based on policy considerations. The requesting department should be present at the Personnel Committee meeting to answer questions from the committee.
  - xiv. HR informs the requesting department that the action has been approved.
  - xv. HR implements the salary change as of the effective date.
- C. Advancements
- i. An advancement is a movement of an employee through the pay range to a higher salary inside the pay range.
  - ii. Advancements may be requested for equity, merit, performance, or retention reasons.
  - iii. If a manager would like to advance an employee's pay, they must first review the request with their department head, HR Business Partner, and Departmental Fiscal Staff.
  - iv. Departmental Fiscal Staff from the requesting department are responsible for ensuring that sufficient funding is available for the requested position change prior to submitting the request to HR.

- v. After review, the requesting manager submits the [Compensation Change Form](#) to the HR Business Partner.
  - vi. The Compensation Analyst will review the request for the following:
    - a. Department internal equity
    - b. Countywide internal equity
    - c. External market competitiveness
    - d. Consistency with personnel laws and collective bargaining agreements
    - e. Consistency with [Appendix A - HR Approval Salary Change Guidelines](#)
    - f. Consistency with state statutes If the request impacts a position covered by collective bargaining
  - vii. If approved, the Compensation Analyst will forward the request to SBP for their approval with an effective date.
  - viii. If not approved by the Compensation Analyst, the Compensation Analyst will discuss the outstanding issues with the HR Business Partner and Department Management to resolve the issues.
    - a. If consensus is not reached to resolve the issues, the Compensation Analyst will involve the Compensation/HRIS Director in further discussions.
    - b. If consensus is not reached above, the Compensation/HRIS Director will involve the Chief Human Resources Officer who will engage County Elected Officials, senior staff and Corporation Counsel as required.
  - ix. Sufficient funding is required for all position changes. The calculation for funding needed to approve a request for a pay range advancement:
    - a. The annual difference in salary and social security costs between the current level of the position and proposed level of the position.
  - x. SBP will either approve or deny the request:
    - a. If sufficient funding is available, SBP approves the requests and shares fiscal information to HR on personnel changes to be reported to the Personnel Committee.
    - b. If sufficient funding is not available in the department personnel services budget, the department may request a fund transfer to increase their Annual Salary Budget.
  - xi. HR will submit an informational report to the Personnel Committee and inform the requesting department that the action has been approved and the effective date of the reclassification.
  - xii. The requesting department informs the employee of the planned change.
  - xiii. HR will implement the pay range advancement as of the effective date.
- D. Lump-Sum Payments
- i. Lump-Sum Payments may be awarded to an employee if the department is unable to award a base salary increase due to fiscal concerns or the employee being at the maximum of the pay range.
  - ii. A lump-sum payment does not increase the base salary of the employee and does not guarantee the employee any future salary increases.
  - iii. If a manager would like to offer a lump-sum payment to an employee, they must first review the request with their department head, HR Business Partner, and Departmental Fiscal Staff.
  - iv. Departmental Fiscal Staff from the requesting department are responsible for ensuring that sufficient funding is available for the requested position change prior to submitting the request to HR.
  - v. After review, the requesting manager submits the [Compensation Change Form](#) to the Compensation Analyst.

- vi. The Compensation Analyst will review the request for the following:
  - a. Department internal equity
  - b. Countywide internal equity
  - c. External market competitiveness
  - d. Consistency with personnel laws and collective bargaining agreements
  - e. Consistency with [Appendix A - HR Approval Salary Change Guidelines](#)
  - f. Consistency with state statutes If the request impacts a position covered by collective bargaining
- vii. If approved, the Compensation Analyst will forward the request to SBP for their approval.
- viii. If not approved by the Compensation Analyst, the Compensation Analyst will discuss the outstanding issues with the HR Business Partner and Department Management to resolve the issues.
  - a. If consensus is not reached to resolve the issues, the Compensation Analyst will involve the Compensation/HRIS Director in further discussions.
  - b. If consensus is not reached above, the Compensation/HRIS Director will involve the Chief Human Resources Officer who will engage County Elected Officials, senior staff and Corporation Counsel as required.
- ix. Sufficient funding is required for all position changes. The funding required is the lump-sum payment and social security costs.
- x. SBP will either approve or deny the request:
  - a. If sufficient funding is available, SBP approves the request and shares fiscal information to HR on personnel changes to be reported to the Personnel Committee.
    - i. For lump-sum payments, one-time revenue sources are allowable funding sources since there is no subsequent year impact.
    - ii. If sufficient funding is not available in the department personnel services budget, the department may request a fund transfer.
- xi. HR will submit an informational report to the Personnel Committee and informs the requesting department that the action has been approved and the expected date of the payment.
- xii. The requesting department informs the employee of the planned change.
- xiii. HR will implement the payment.

E. Creating a New Position

- i. The procedure for creating a new position (not included in the Adopted Budget) is governed by Milwaukee County General Ordinances 17.05(1) and the [Legislative Procedure Manual](#).
- ii. If a manager would like to create a new position, they must first review the request with their department head, HR Business Partner, and Departmental Fiscal Staff.
- iii. Departmental Fiscal Staff from the requesting department are responsible for ensuring that sufficient funding is available for the requested position change prior to submitting the request to HR.
- iv. After review, the requesting manager submits the [Compensation Change Form](#) to the Compensation Analyst by the established HR deadline.
- v. The requesting department creates a memo addressed to the County Board Chair requesting the new position, resolution, and a fiscal note. Refer to Forms 03.07(b), 03.07(c), and 03.07(d).
- vi. The memo should include duties of the position, need/appropriateness for the position, why it was not included in the most recent budget, anticipated date of hire, cost, and the funding source.

- vii. The requesting department sends the memo, resolution, and fiscal note to SBP and HR before the SBP deadline. The documents are not submitted to the County Board or County Clerk's office until approved by SBP and HR.
  - viii. Compensation Analyst will review the request for the following:
    - a. Department internal equity
    - b. Countywide internal equity
    - c. External market competitiveness
    - d. Consistency with personnel laws and collective bargaining agreements
    - e. Consistency with [Appendix A - HR Approval Salary Change Guidelines](#)
    - f. Consistency with state statutes If the request impacts a position covered by collective bargaining
  - ix. If approved, the Compensation Analyst will communicate the title and pay range of the new position to SBP and the requesting department. If any position abolished or created is represented, the Compensation Analyst will also inform Employee Relations.
  - x. If not approved by the Compensation Analyst, the Compensation Analyst will discuss the outstanding issues with the HR Business Partner and Department Management to resolve the issues.
    - a. If consensus is not reached to resolve the issues, the Compensation Analyst will involve the Compensation/HRIS Director in further discussions.
    - b. If consensus not reached above, the Compensation/HRIS Director will involve the Chief Human Resources Officer who will engage County Elected Officials, senior staff and Corporation Counsel as required.
  - xi. Sufficient funding is required for all position changes. The calculation for funding required to approve a request to create a new position:
    - a. For filled positions, the funding required is the difference in salary and social security costs between the current position as budgeted and the proposed position.
    - b. For vacant positions, the funding required is the difference in salary and social security costs between the current position as budgeted and the lowest step of the new position.
  - xii. SBP will either approve or deny the request:
    - a. If SBP approves the request, SBP informs the requesting department and HR. SBP will create the following:
      - i. A report – refer to [Form 03.07\(c\) – SBP Position Create Report Template](#)
  - xiii. The requesting department submits their departmental request report, fiscal note, resolution, SBP report, and HR report to the County Board via Legistar.
  - xiv. The requesting department is responsible for coordinating with SBP and HR-Compensation/HRIS to ensure that all required documents are submitted.
  - xv. The County Board and its committees review the requests and approve/deny based on policy considerations.
- F. SBP Approval Criteria for Position Changes
- i. SBP will verify that position change requests do not cause a department to exceed their Annual Salary Budget.
    - a. SBP may also refer position change requests to the Office of the County Executive to ensure that the request is consistent with the County Strategic Plan. The Office of the County Executive may deny the request if they deem the request to be inconsistent with the County Strategic Plan.



- ii. SBP approval is only required for full-time and benefit-eligible part-time positions. Changes to seasonal, hourly, pool and intern positions may move forward without SBP approval.
- iii. SBP Approval by Funding Source
  - a. The amount of funding that departments have available for position changes under this procedure is the Annual Salary Budget less the Filled Annual Salary for the agency.
  - b. Items approved under this section will be absorbed within the department’s existing salary budget. The department is responsible for managing their personnel services budget and taking appropriate action to avoid a deficit. In the subsequent year requested budget, the department will include these position actions inside their assigned tax levy target.
    - i. For example, if a department uses all available funding in their Annual Salary Budget for position changes, they are responsible for ensuring that filling existing vacant positions does not cause a budget deficit.
- iv. Effective Dates
  - a. The standard effective date for all personnel changes is set by HR-Compensation based on the schedule in [Appendix D - Personnel Change Request Timeline](#) document.
    - i. If the action requires County Board approval, the action is effective as indicated in the resolution approved by the County Board, usually the first pay period after County Board approval.
    - ii. If the action does not require County Board approval, the standard effective date is the first pay period after SBP approval.
    - iii. Retroactive pay may be issued upon joint concurrence of the Director of Compensation/HRIS for appropriateness and SBP for available funds. Retroactive pay should be avoided to the extent possible, as payroll complications may result. Retroactive pay to a previous calendar year should not be considered unless extraordinary circumstances exist, and in that case, the Office of Comptroller’s Payroll Division’s concurrence will be required in advance.

G. Timeline

- i. Requests for personnel changes funded by Non-DOSAA sources are reviewed by HR and SBP based on the schedule set in [Appendix D - 2022 Personnel Change Request Timeline](#) document. Items submitted to SBP after the applicable deadline will be considered during the next monthly cycle.

H. Communication

- i. Departments should not make any commitments to employees of their personnel changes until final approval is secured.

**5. REVISION HISTORY:**

Rev. #	Summary of Changes	Date of Change	Author
3.2	Updated name of CDBP to OEI on fiscal note template	4/10/2023	Amy McKinney
3.1	Clarified in 4.E.xiii that departments must also submit the HR report for creates.	3/29/2023	Amy McKinney/US
3.0	Updated based off new procedure put in place for September 2022 Personnel Committee for position actions. Removed appendix E & F	11/17/2022	Dan Laurila, Amy McKinney



	DOSAA removal		
2.2	Criteria for when funding source may not be required	4/16/2022	Amy McKinney
2.1	PSB name changed to SBP and annual updates	1/10/2022	Dan Laurila
2.0	Annual review Added section 4.F.i.a. Updated Appendix D, E, F	1/5/2021	Dan Laurila
1.0	New procedure.	03/10/2020	Dan Laurila Dean Legler