

PERSONNEL COMMITTEE

1/18/2017

304 E Grand River, Conference Room 4A, Howell, Michigan 48843

8:00 AM

AGENDA

- 1. CALL MEETING TO ORDER**
- 2. APPROVAL OF AGENDA**
- 3. CALL TO THE PUBLIC**
- 4. APPROVAL OF MINUTES**
Meeting Minutes Dated: December 21, 2016
Closed Session Meeting Minutes Dated: December 21, 2016
- 5. TABLED ITEMS FROM PREVIOUS MEETINGS**
- 6. REPORTS**
- 7. RESOLUTIONS FOR CONSIDERATION**

08 Human Resources
RESOLUTION TO APPROVE THE JOB RECLASSIFICATION OF THE ELECTIONS COORDINATOR/DEPUTY CLERK FROM GRADE 7 TO GRADE 8

09 Human Resources
RESOLUTION TO AMEND THE CLASSIFICATION/COMPENSATION ADMINISTRATIVE GUIDELINES

10. ADJOURNMENT

MEETING MINUTES

LIVINGSTON COUNTY

DECEMBER 21, 2016 – 8:30 A.M.

OR IMMEDIATELY FOLLOWING FINANCE
ADMINISTRATION BUILDING – CONFERENCE ROOM 4A
304 E. Grand River Avenue, Howell, MI 48843

PERSONNEL SUBCOMMITTEE MEETING

COMM. VANHOUTEN COMM. GRIFFITH COMM. LAWRENCE COMM. GREEN

JENNIFER PALMBOS, CINDY CATANACH, KEN HINTON, ELIZABETH HUNDLEY, BRUCE HUNDLEY,
CHRIS FOLTS, JON WAGGONER, KELLI HAWORTH

1. **CALL TO ORDER: Meeting called to order by: Comm. VanHouten at 9:10 am.**

2. **APPROVAL OF AGENDA:**

APPROVE THE AGENDA

MOVED BY: GRIFFITH / SECONDED BY: LAWRENCE

ALL IN FAVOR - MOTION PASSED

3. **CALL TO THE PUBLIC:**

- **Bruce Hundley addressed the Committee in regards to his concerns relating to the newly created position that will be discussed later on the agenda. His questions were related to the required certification for the position that if a candidate was 90% qualified, could they be hired at a lower pay rate then after certification is received have their pay rate increased.**

4. **APPROVAL OF MEETING MINUTES of November 16, 2016 and Closed Session Meeting Minutes of November 16, 2016:**

MOTION TO APPROVE THE MINUTES OF NOVEMBER 16, 2016

AND CLOSED SESSION MINUTES OF NOVEMBER 16, 2016

MOVED BY: GRIFFITH / SECONDED BY: GREEN

ALL IN FAVOR – MOTION PASSED

5. **TABLED ITEMS FROM PREVIOUS MEETING: None.**

6. **REPORTS: None.**

7. RESOLUTIONS FOR CONSIDERATION:

- 8. HUMAN RESOURCES: Resolution To Approve The Pay Grade For The Newly Created Veterans Benefits Counselor – Court Liaison Position At Grade 6**

**MOTION TO APPROVE THE ABOVE RESOLUTION
MOVED BY LAWRENCE / SECONDED BY GRIFFITH
ALL IN FAVOR – MOTION PASSED**

- 9. HUMAN RESOURCES: Resolution To Approve The Pay Grade For The Newly Created Assistant Maintenance Mechanic Position At Grade 2**

**MOTION TO APPROVE THE ABOVE RESOLUTION
MOVED BY GRIFFITH / SECONDED BY GREEN
ALL IN FAVOR – MOTION PASSED**

- 10. HUMAN RESOURCES: Resolution To Amend The Step Increases/Merit Step Increases Policy**

**MOTION TO APPROVE THE ABOVE RESOLUTION
MOVED BY GREEN / SECONDED BY GRIFFITH
ALL IN FAVOR – MOTION PASSED**

11. CLOSED SESSION:

**ROLL CALL TO GO INTO CLOSED SESSION AT: 9:35 AM
K. LAWRENCE – YES R. VANHOUTEN – YES B. GREEN – YES C. GRIFFITH – YES
MOTION PASSED**

**RETURN TO OPEN SESSION AT: 9:50 AM
MOVED BY: LAWRENCE / SECONDED BY: GRIFFITH**

12. ADJOURNMENT

**MOTIONED BY LAWRENCE / SECONDED BY GREEN
TO ADJOURN AT 9:51 AM
ALL IN FAVOR – MOTION PASSED**

Respectfully Submitted,

**KELLI HAWORTH
ADMINISTRATIVE SPECIALIST**

RESOLUTION

NO:

LIVINGSTON COUNTY

DATE:

RESOLUTION TO APPROVE THE JOB RECLASSIFICATION OF THE ELECTIONS COORDINATOR/DEPUTY CLERK FROM GRADE 7 TO GRADE 8

WHEREAS, the position of Elections Coordinator/Deputy Clerk is primarily responsible for the election process which has become more technologically oriented and increasingly subject to state and federal rules and regulations; and

WHEREAS, what was once a relatively straightforward process now requires ongoing attention to requirements for training, technology, documentation, county-wide coordination and compliance; and

WHEREAS, this position has been evaluated by Municipal Consulting Services, LLC., who is recommending the Elections Coordinator/Deputy Clerk position be reclassified from a Grade 7 to a Grade 8; and

WHEREAS, funding for this position reclassification requires a budget amendment.

THEREFORE BE IT RESOLVED that the Personnel Committee hereby concurs that the Elections Coordinator/Deputy Clerk position be reclassified from a Grade 7 to a Grade 8.

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MOVED:

SECONDED:

CARRIED:

MUNICIPAL CONSULTING SERVICES LLC

January 11, 2017

Ms. Jennifer Palmbos
Director of Human Resources/Labor Relations
Livingston County
304 East Grand River Avenue, Suite 205
Howell, MI 48843

Dear Ms. Palmbos,

This letter is in regard to your request for our firm to conduct a reclassification analysis for the position of Elections Coordinator/Deputy Clerk in the Livingston County organization. In completing the reclassification analysis for this position I have performed the following tasks:

- Reviewed job-related information including the job description information submitted by the County Clerk.
- Reviewed information regarding Livingston County's classification and compensation system including job evaluation totals and the grade structure.
- Point-factored the classification utilizing the accumulated understanding of the position, the pay structure and the job evaluation (point factor) plan.
- Developed a recommended pay grade level for the classification.

The results of the classification analysis for the position are included in the attached Table A. The position was evaluated based on ten compensable job factors. These are the same factors and values that were utilized to develop Livingston County's pay grade structure.

BACKGROUND FOR THE POSITION OF ELECTIONS COORDINATOR/DEPUTY CLERK

The Elections Coordinator/Deputy Clerk is a key component of the Clerk's Office operations. Over the years, the election process has become more technologically oriented and increasingly subject to state and federal rules and regulations. What was once a relatively straightforward process now requires ongoing attention to requirements for training, technology, documentation, county-wide coordination and compliance. Related workload is borne by the Elections Coordinator/Deputy Clerk position.

The importance and complexity of the position was recognized in the 2015 classification and compensation study. At that time, the position was placed in grade 7. This is a relatively high grade in relation to other deputy clerks. As an example, the Election Assistant/Vital Records Clerk is slotted four grades lower in grade 3.

The County Clerk has now requested a reclassification analysis based primarily on two rationales.

1. The possibility that important job duties were not considered in the past.
2. The County Clerk's opinion that the minimum educational requirement should be increased.

In regard to the former point, the County Clerk has developed a new job description that clearly articulates the various duties of the position. In regard to the latter point, the County Clerk cites feedback that indicates that other counties require a higher level of educational attainment.

In reviewing the submitted materials, I have concluded the following:

1. The new job description submitted by the County Clerk is well written and much lengthier than the original. However, the key duties are present in both. In developing the original job descriptions, it was our intention to create documents that were not overly lengthy but captured the essence of each job. There is nothing in the rewritten job description that was not known and considered in the initial grade analysis.
2. The position of Elections Coordinator/Deputy Clerk now requires a minimum education and experience level of a high school diploma and four years of experience. The justification for this combination was recognition of the importance of in-house experience as opposed to formal education.

In considering the above, it is my opinion that for Livingston County, the educational requirement is too low. A more appropriate rating is an Associate's Degree with coursework that requires technological training. It should be noted that we are speaking of the minimum educational requirement. There is nothing that would preclude the Clerk's Office from hiring a candidate with a higher educational level.

POINT FACTOR ANALYSIS AND RESULTS

As noted above, we have evaluated the position using the ten point factors which comprise the County's job evaluation plan. Our evaluation has resulted in a change in point value for Factor 1: Education and Relevant Experience. The point value is increased to provide for a minimum educational level that includes an Associate's Degree and a continuation of the four years of experience requirement. All other point values remain the same.

The results of the evaluation are summarized in the attached Table A. In summary, the analysis has resulted in a point total of 1,773 for the Elections Coordinator/Deputy Clerk. This would place the position in grade 8 of the County's pay grade structure. This is our recommended grade level.

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We have appreciated the opportunity to assist Livingston County in this important classification analysis. Please feel free to contact me at 734.904.4632 if you have questions or wish to discuss the findings and conclusions.

Very truly yours,

A handwritten signature in black ink that reads "Mark Nottley". The signature is written in a cursive style with a large, stylized "M" and "N".

Mark W. Nottley, Principal
Municipal Consulting Services LLC

TABLE A
LIVINGSTON COUNTY
POINT TOTALS FROM CLASSIFICATION ANALYSIS PROCESS OF JANUARY, 2017

Classification Reviewed:	1	2	3	4	5	6	7	8	9	10	Recommended Total Points:	Recommended Grade:
Elections Coordinator/Deputy Clerk	313	300	260	30	300	90	100	300	60	20	1773	8

**LIVINGSTON COUNTY
JOB DESCRIPTION**

ELECTIONS COORDINATOR/DEPUTY CLERK

Supervised By: County Clerk

Supervises: Serves as a leader

FLSA Status: Non-Exempt

Position Summary:

Under the supervision of the County Clerk, plans, organizes, coordinates, and manages federal, state, and county elections and all facets of the voter registration process in accordance with Michigan Election Law, and other applicable federal, state, and local laws and regulations, including administrative direction from the Michigan Secretary of State Bureau of Elections. Conducts elections for other governmental entities that may contract with the County for elections services. Responsible for maintenance of voter registration databases, training poll workers, staffing and supervising County election night workers, providing technical election support to local city and township clerks, recording minutes for the County Board of Canvassers and County Elections Commission, and preparing final canvassing documents. Responsible for handling all aspects of election recounts and recalls within the County and preserves official election documents, candidate campaign finance disclosures and official records for the County Election Commission.

Essential Job Functions:

An employee in this position may be called upon to do any or all of the following essential functions. These examples do not include all of the duties, which the employee may be expected to perform. To perform this job successfully, an individual must be able to perform each essential function satisfactorily.

1. Oversees day-to-day elections operations for the county. Supervises the receipt and certification of affidavits, nominating and qualifying petitions for state, county, school and library candidates as well as precinct delegates to determine if candidates are eligible to be placed on the ballot.
2. Implements election laws and procedures as necessary; develops written procedures and policies; monitors existing procedures for compliance with state and federal laws; maintains files of all laws, rules, attorney general opinions and relevant court decisions.
3. Programs the ballot design/layout as well as voting equipment programming for the county. Uses special proprietary software (state and federal certification required) to create ballots and the database for election tabulation. Responsible for the ballot proofing process. Programs voter assist terminals for the disabled to properly accept and mark ballots.

4. Provides direction and guidance to local clerks' offices regarding election law and election conduct. Provides technical support and troubleshooting to local jurisdictions relative to voting equipment and election software. Forwards voter registrations, absentee ballot applications, and absentee ballots to local clerks.
5. Manages the canvass and certification of election results by the Board of County Canvassers. Organizes and assists the Board with the ballot container inspection process. Provides training to and advises the Board on election law and proper procedure. Prepares and submits required forms for Board payment of services rendered.
6. Responsible for the setup, conduct, cost calculation, chargeback and certification of all recounts requested within the county.
7. Investigates election and campaign finance violations, ensuring that all provisions of state law have been followed and, when a violation occurs, calculates and assesses the appropriate fee and if necessary, presents it to law enforcement, the County Prosecutor and/or State Attorney General for further investigation.
8. Responds to in-person, email, and phone inquiries from the public, media, judges, state legislators, city/township/ school/library officials, county commissioners and county-wide officials regarding candidacy questions, campaign finance questions and campaign violations.
9. Responsible for staffing and supervising additional staff required for election night.
10. Develops training curriculum and conducts training classes for poll workers and local clerks as required by law.
11. Coordinates the scheduling and assists the County Clerk in conducting post-election audits as mandated by the Bureau of Elections.
12. Reviews existing and proposed legislation to determine the impact on the administration of elections. Communicate with legislators, city and township clerks, and others as necessary to impact election laws and regulations.
13. Maintains and updates the County Clerk elections web page.
14. Ensures proper maintenance and storage of election related records in compliance with federal, state and local record retention requirements.
15. Serves as the local clerk in jurisdictions where the local clerk "opted-out" of conducting school elections.
16. Responsible for invoicing the state, city, townships, school and library districts for costs permitted to be recovered by statute.

17. Responds to election-related FOIA requests within prescribed legal timeframe.
18. Responsible for keeping county precinct and district maps accurate and updated for each elected district.
19. Prepares and posts meeting notices, agendas, minutes and packets of the Board of County Election Commissioners.
20. Monitors vacancies, appointments, and partial terms for county, township, city, village, school and library offices.
21. Performs all the duties of a Deputy Clerk in the Vital Records Division.
22. Performs other duties as directed.

Required Knowledge, Skills, Abilities and Minimum Qualifications:

The requirements listed below are representative of the knowledge, skills, abilities and minimum qualifications necessary to perform the essential functions of the position. Reasonable accommodations may be made to enable individuals with disabilities to perform the job.

Requirements include the following:

- Associate's Degree in business technology, business administration, or related field and four years of progressively more responsible experience in a clerk's office operations and election administration.
- The County, at its discretion, may consider an alternative combination of formal education and work experience.
- Certified as a Notary Public, Deputized Clerk, and Certified Election Official.
- Michigan Vehicle Operator's License.
- Thorough knowledge of the principles and practices of election processes and procedures and all election activities.
- Considerable knowledge of election terminology, Election Day processes and procedures, training election volunteers and staff, voter registration procedures, utilizing maps and tax digest, and maintaining detailed and accurate records in both electronic and non-electronic formats.
- Skill in assembling and analyzing data and preparing accurate reports.
- Skill in effectively communicating ideas and concepts orally and in writing.

- Ability to establish effective working relationships and use good judgment, initiative and resourcefulness when dealing with County employees, contractors to the County, representatives of other governmental units, professional contacts, elected officials, and the public.
- Ability to assess situations, solve problems, work effectively under stress, within deadlines, and in emergency situations.
- Skill in the use of office equipment and technology, including Microsoft Suite applications and the ability to learn software applications and databases utilized by the Clerk's Office.
- Skill in the use of specialized election equipment including, but not limited to, ballot marking devices, scanning equipment, and specialized election software.
- Skill in the use of document imaging software and equipment.
- Ability to attend meetings scheduled at times other than normal business hours.

Physical Demands and Work Environment:

The physical demands and work environment characteristics described here are representative of those an employee encounters while performing the essential functions of the job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

While performing the duties of this job, the employee is regularly required to communicate in person and by telephone, read regular and small print, view and produce written and electronic documents, and enter data on a computer keyboard with repetitive keystrokes. The employee must be mobile in an office setting, stand, sit, stoop and kneel, use hands to finger, handle, or feel and reach with hands and arms. The employee must lift or push/pull objects of up to 15 lbs. without assistance. Accommodation will be made, as needed, for office employees required to lift or move objects that exceed this weight.

The typical work environment of this job is a business office setting where the noise level is quiet and sometimes moderate.

RESOLUTION

NO:

LIVINGSTON COUNTY

DATE:

RESOLUTION TO AMEND THE CLASSIFICATION/COMPENSATION ADMINISTRATIVE GUIDELINES – HUMAN RESOURCES

WHEREAS, the Classification / Compensation Guidelines establishes the Board policy to maintain the non-union job classification and compensation program; and

WHEREAS, department directors have requested review of the guidelines to ensure they meet the intended goal of maintain a competitive compensation program in order to attract, retain and motivate qualified employees; and

WHEREAS, this Resolution has been recommended for approval by the Personnel Committee.

THEREFORE BE IT RESOLVED that the Livingston County Board of Commissioners hereby approves this Resolution and adopts the revised Classification / Compensation Guidelines.

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MOVED:

SECONDED:

CARRIED:

LIVINGSTON COUNTY COMPENSATION/CLASSIFICATION GUIDELINES

RESOLUTION # _____

APPROVED: _____

A. POLICY

1. PURPOSE:

To establish guidelines for the ongoing maintenance of the job classification and compensation program.

2. POLICY STATEMENT:

The intent of the compensation philosophy is to maintain a competitive compensation program in order to attract, retain, and motivate qualified employees. To that end, the following principles will govern our compensation guidelines.

Eleven counties are used for comparative purposes. Included in the comparable group are: Allegan County, Berrien County, Ingham County, Jackson County, Kalamazoo County, Monroe County, Muskegon County, Ottawa County, Saginaw County, St. Clair County and Washtenaw County.

From time to time, the Director of Human Resources and Labor Relations may recommend that other market comparables should be used (other county governments, or private sectors employers) where information from the primary labor market is considered insufficient to attract and retain specific positions or classes.

Livingston County does not want to lead nor does Livingston County want to be average. Generally, our competitive position is based on the median maximum (50th percentile) plus approximately six percent (6%) being made available through two Merit Steps, Merit I, Step 8 and Merit II, Step 9.

A point factor job evaluation is used to determine internal equity. A Job Analysis Questionnaire will be completed to collect data regarding various county jobs. The following factors along with their weights are used:

Factor

1. Education and Relevant Experience
2. Judgment and Independence of Action
3. Internal and External Relations
4. Supervisory or Managerial Responsibility
5. Job Complexity
6. Responsibility for the Welfare and Rights of Others
7. Technology Use
8. Impact on Programs, Services and Operations
9. Document Concentration
10. Work Environment

Once points have been identified for all factors, total points are computed. After point totals have been determined for all jobs, the jobs will be grouped together into pay grades. The assignment of jobs to various pay grades is directly linked to the job evaluation plan and based on the factor ratings.

The salary schedule has been built providing for an adjustment between steps in an amount that is the equivalent to 3.75% between the first and second steps and five to ten percent (5% -10%) between grades.

3. APPLICABILITY:

Applies to all non-union Livingston County employees.

4. DEFINITIONS:

Job Evaluation – The systematic determination of the relative worth of jobs within the organization.

Point Factor Method – Breaking down jobs into various factors and placing weights, or points on them. Once points have been identified for all factors, the total points are computed which determines grade placement.

Anniversary Date – An employee's continuous service in his/her current position. Generally, the anniversary date is the same as the "date of hire." However, a promotion normally changes one's anniversary date. The anniversary date is the date used to determine when an employee becomes eligible for a step increase.

Reclassification – A change in the grade placement of a job as a result of a redefinition of the duties and/or qualification requirements of the position.

Red-Circled – Individual pay is above that of his/her salary range – that employee is considered to be "red circled."

Promotion - An individual is transferred or reassigned to a job in a higher pay grade than his or her existing pay grade which will result in an increase in the rate of pay to the individual being promoted.

Demotion – An individual is transferred or reassigned to a job in a lower pay grade than his or her existing pay grade. Depending upon the circumstances, a demotion may result in a decrease in the rate of pay of the individual.

5. REFERENCE AND LEGAL AUTHORITY:

6. SEE ALSO:

Policy: Merit Steps
Form: Job Analysis Questionnaire (JAQ)
Form: Personnel Action Form (PAR)

7. SUPERSEDES: No. 105-033

8. APPROVED BY:

Full Board 8/31/2015

9. RESOLUTION: No. 2015-08-184

10. REVIEW HISTORY:

Res No 305-127 3/21/05

1. PROCEDURE

Responsibility for Administration

The Director of Human Resources and Labor Relations is responsible for reviewing and providing recommendations with respect to job evaluation and pay grade assignments (e.g., new jobs, reclassifications, etc.) to the Personnel Committee (or other designated committee) of the Board of Commissioners. The Personnel Committee will have the final approval of all job evaluation and pay grade assignments. It is important that any recommendations concerning job evaluation be prepared by individuals with direct knowledge about (1) the specific content and requirements of the job(s) being evaluated, (2) the general content of other classifications within the County to permit a meaningful comparison, and (3) the impact job evaluation decisions may have on the internal equity of the established salary structure.

Adding New Jobs to the Compensation Structure

If a department wants to create a new position, it must first seek and receive approval by the Board Committee the department is assigned to. If the Committee grants approval, the Director of Human Resources and Labor Relations will be responsible for determining if a new classification needs to be established for the new position. The entire process will proceed as follows:

- A. The responsible Department Head/Elected Official shall initiate the process by completing the necessary paperwork to create a new position and submitting it to the Department's assigned Board Committee.
- B. The Committee shall be responsible for evaluating the request for a new position and determining whether approval is to be granted. The decision shall then be communicated to the responsible Department Head/Elected Official.
- C. Upon approval of the position, the responsible immediate supervisor will be asked to further explain or document in writing the position's job duties and responsibilities and minimum qualification requirements through the completion of a Job Analysis Questionnaire. The questionnaire and other job related documentation should be forwarded to the Director of Human Resources and Labor Relations.
- D. The Director of Human Resources and Labor Relations shall be responsible for reviewing the position information and developing a job description. The Director of Human Resources and Labor Relations shall also be responsible for evaluating the new position and recommending grade placement within the compensation structure to the Personnel Committee. Comparable salary information should also be collected when possible to assist in the determination of the pay grade placement of the position. The Personnel Committee will then have the final approval of the pay grade assignment.
- E. The responsible Department Head/Elected Official will be notified of the results.
- F. The new position shall be posted utilizing the County's job posting process.

Reclassification Procedures

A reclassification is a change in the grade placement as a result of a redefinition of the duties and/or qualification requirements of the position. If the duties/responsibilities and/or qualifications of an established position are permanently and significantly changed, the following action should be taken:

- A. The responsible Department Head/Elected Official shall initiate the process by submitting a request for a position reclassification to the Director of Human Resources and Labor Relations, documenting completely the reasons for the position reclassification request.
- B. The position incumbent and the incumbent's immediate supervisor may be asked to further explain or document in writing the position's job duties and responsibilities and minimum qualification requirements through the completion of a Job Analysis Questionnaire. The questionnaire and other job related documentation should be forwarded to the Director of Human Resources and Labor Relations.
- C. The Director of Human Resources and Labor Relations shall be responsible for evaluating the new position and recommending grade placement in the position within the compensation structure to the Personnel Committee. Comparable salary information should also be collected when possible to assist in the determination of the pay grade placement of the position. An upgraded job description will be prepared as warranted. The Personnel Committee will then have final approval of the pay grade placement of the position.
- D. The responsible Department Head/Elected Official will be notified of the results.
- E. Should an existing position be reclassified to a higher pay grade, the pay of the incumbent(s) whose current salary is less than the minimum of the new assigned salary range will be placed on the step closest to but not less than his/her current salary, which will result in at least a five percent (5%) pay increase.
- F. In instances when a job is reclassified to a lower pay grade because a re-evaluation indicated reduced duties, a pay reduction may or may not occur. The decision whether to reduce the pay of the incumbent(s) will be determined on a case-by-case basis by the Director of Human Resources and Labor Relations depending upon circumstances of the reclassification.

Determination of Starting Rates of Pay

The determination of the appropriate starting pay for a new hire should be accomplished through the cooperative efforts of the Director of Human Resources and Labor Relations and the appropriate immediate supervisor. In general, starting rates should be at the minimum of the assigned salary range. Starting pay which is higher than the minimum of the assigned salary range may be acceptable for such reasons as education and/or work experience directly applicable to the job which exceeds the minimum employment requirements, a competitive market situation, a special and specific talent, and the like. The County Administrator and/or the Director of Human Resources and Labor Relations can approve a starting rate of pay up to the one year step. Granting a starting rate of pay above the one year step must be approved by the Personnel Committee.

Note: Care should be taken to avoid establishing the new employee's rate of pay in an amount that exceeds the salary of any existing staff member in the same job classification with comparable years of relevant work experience, education and training. Maintaining appropriate internal equity between a new employee and current job incumbents is critical to the integrity and functionality of the County's compensation system.

Movement within the Pay Structure

- A. Annual Pay Increases/Step Increases

Employees will generally receive a one-step pay increase on their anniversary date after each year of employment. In no instance should an increase to an employee's pay rate be such that the new pay rate exceeds the maximum of their assigned pay range.

Additionally, employees may receive an economic adjustment to their rate of pay each year equal to any adjustment made to the pay structure. This adjustment is granted to every employee whose current rate of pay is at or below the salary range maximum of their assigned pay grade.

Step increases indicated on the Livingston County Salary progression plan are not automatic. Department heads wishing to recommend employees for step increases will submit a County Personnel Action Request (PAR) form to Human Resources. Department heads/elected officials not wishing to recommend personnel for step increases will notify the affected employee prior to the employee's anniversary date.

B. "Red Circled" Employees

If the pay of an individual employee is above that of their assigned salary range, that employee is considered to be "red-circled." Because the maximum of the salary range represents the upper end of the relevant range for a particular pay grade, no adjustments should be made to the base salary of a red-circled employee until such time as the employee's salary falls within the assigned salary range.

Transfer or Reassignment of an Individual

A. Promotion

A promotion occurs when an individual is transferred or reassigned to a job in a higher pay grade than his or her existing pay grade. An increase in the rate of pay of the individual being promoted should be determined jointly by the respective immediate supervisor and the Director of Human Resources and Labor Relations and should take into consideration:

- The individual's qualifications to perform the new job and his or her relevant experience, and
- The rates of pay, qualifications, and experience levels of any other employees assigned to the same job classification, and
- The percentage differential between the existing and new pay grades.

The new rate of pay of the individual being promoted should be at least equal to the minimum of the new salary range and/or the closest step that would result in at least a five percent (5%) increase. **The County Administrator and/or the Director of Human Resources and Labor Relations can approve a starting rate of pay up to the one year step.** Special pay will be considered when setting the rate of pay for a promoted individual to the extent that the employee should not suffer a loss in pay by accepting the promotion if the special pay is to be discontinued. Promotional increases generally should be granted concurrently with the employee's assumption of his/her new job duties.

B. Demotion

A demotion occurs when an individual is transferred or reassigned to a job in a lower pay grade than his or her existing pay grade. A demotion can be initiated for a variety of reasons (e.g., poor performance, employee preference). Depending upon the circumstances, demotions and the impact on pay include:

WHO INITIATES	REASON	IMPACT ON PAY
Individual Employee	Voluntary	Adjusted to reflect: <ul style="list-style-type: none"> • The individual qualifications to perform the new job and his or her relevant experience, and • The rates of pay, qualifications, and experience levels of any other employees assigned to the same job classification, and • The percentage differential between the existing and new pay grade. New rate must be at or below maximum of the new pay grade.
Supervisor or Department Head	Performance Related	Adjusted to reflect: <ul style="list-style-type: none"> • The individual's qualifications to perform the new job and his or her relevant experience, and • The rates of pay, qualifications, and experience levels of any other employees assigned to the same job classification, and • The percentage differential between the existing and new pay grades. The new rate must be at or below maximum of the new pay grade.
Department Manager	Business-related <ul style="list-style-type: none"> • Reduction in Force • Reorganization • Position Requirements Modified 	No adjustment to current rate of pay. If the current rate of pay exceeds the maximum of the new pay range, the individual will be considered "red-circled."

C. Lateral Transfer

A lateral transfer occurs when an individual is transferred or reassigned to a position in the same pay grade as his or her existing job. Generally, no adjustment in the rate of pay should occur.

Annual Pay Structure Analysis

In response to market trends, the salary structure should be reviewed and updated annually, as appropriate. Based upon a market analysis and financial considerations of the County, a percentage

factor should be determined and applied to the salary ranges to update the compensation structure. All ranges should be adjusted consistently by a percentage rate as opposed to a flat dollar amount to assure the integrity of the characteristics of the structure (e.g., range widths, pay grade differentials).

Guidelines for Appealing Compensation Classification

If an individual or their supervisors feel that the placement of a job within the classification (grade) structure is incorrect, an appeal can be made to the Human Resources Department to reevaluate the position. Appeals require the following:

1. The employee and/or the supervisor shall review the existing JAQ and make any changes that are deemed appropriate. Supervisors will approve any changes.
2. The appeal will be forwarded to Human Resources with the revised JAQ, including a cover letter outlining the reason for the appeal and any additional documentation.
3. Human Resources will review the new JAQ and any supporting material.
4. Upon completion of the review, Human Resources will present a recommendation to the Personnel Committee.
5. The Personnel Committee may accept, refuse or modify the recommendation from Human Resources. This Committee's decision will be final.
6. Further appeals require a six-month waiting period and evidence of significant job function changes.

LIVINGSTON COUNTY COMPENSATION/CLASSIFICATION GUIDELINES

RESOLUTION # _____

APPROVED: _____

A. POLICY

1. PURPOSE:

To establish guidelines for the ongoing maintenance of the job classification and compensation program.

2. POLICY STATEMENT:

The intent of the compensation philosophy is to maintain a competitive compensation program in order to attract, retain, and motivate qualified employees. To that end, the following principles will govern our compensation guidelines.

Eleven counties are used for comparative purposes. Included in the comparable group are: Allegan County, Berrien County, Ingham County, Jackson County, Kalamazoo County, Monroe County, Muskegon County, Ottawa County, Saginaw County, St. Clair County and Washtenaw County.

From time to time, the Director of Human Resources and Labor Relations may recommend that other market comparables should be used (other county governments, or private sectors employers) where information from the primary labor market is considered insufficient to attract and retain specific positions or classes.

Livingston County does not want to lead nor does Livingston County want to be average. Generally, our competitive position is based on the median maximum (50th percentile) plus approximately six percent (6%) being made available through two Merit Steps, Merit I, Step 8 and Merit II, Step 9.

A point factor job evaluation is used to determine internal equity. A Job Analysis Questionnaire will be completed to collect data regarding various county jobs. The following factors along with their weights are used:

Factor

1. Education and Relevant Experience
2. Judgment and Independence of Action
3. Internal and External Relations
4. Supervisory or Managerial Responsibility
5. Job Complexity
6. Responsibility for the Welfare and Rights of Others
7. Technology Use
8. Impact on Programs, Services and Operations
9. Document Concentration
10. Work Environment

Once points have been identified for all factors, total points are computed. After point totals have been determined for all jobs, the jobs will be grouped together into pay grades. The assignment of jobs to various pay grades is directly linked to the job evaluation plan and based on the factor ratings.

The salary schedule has been built providing for ~~three percent (3.00%)~~ an adjustment between steps in an amount that is the equivalent to 3.75% between the first and second steps and five to ten percent (5% -10%) ~~nine percent (7.5% or 10%)~~ between grades.

3. APPLICABILITY:

Applies to all non-union Livingston County employees.

4. DEFINITIONS:

Job Evaluation – The systematic determination of the relative worth of jobs within the organization.

Point Factor Method – Breaking down jobs into various factors and placing weights, or points on them. Once points have been identified for all factors, the total points are computed which determines grade placement.

Anniversary Date – An employee's continuous service in his/her current position. Generally, the anniversary date is the same as the "date of hire." However, a promotion normally changes one's anniversary date. The anniversary date is the date used to determine when an employee becomes eligible for a step increase.

Reclassification – A change in the grade placement of a job as a result of a redefinition of the duties and/or qualification requirements of the position.

Red-Circled – Individual pay is above that of his/her salary range – that employee is considered to be "red circled."

Promotion - An individual is transferred or reassigned to a job in a higher pay grade than his or her existing pay grade which will result in an increase in the rate of pay to the individual being promoted.

Demotion – An individual is transferred or reassigned to a job in a lower pay grade than his or her existing pay grade. Depending upon the circumstances, a demotion may result in a decrease in the rate of pay of the individual.

5. REFERENCE AND LEGAL AUTHORITY:

6. SEE ALSO:

Policy: Merit Steps
Form: Job Analysis Questionnaire (JAQ)
Form: Personnel Action Form (PAR)

7. SUPERSEDES: No. 105-033

8. APPROVED BY:

Full Board 8/31/2015

9. RESOLUTION: No. 2015-08-184

10. REVIEW HISTORY:

Res No 305-127 3/21/05

1. PROCEDURE

Responsibility for Administration

The Director of Human Resources and Labor Relations is responsible for reviewing and providing recommendations with respect to job evaluation and pay grade assignments (e.g., new jobs, reclassifications, etc.) to the Personnel Committee (or other designated committee) of the Board of Commissioners. The Personnel Committee will have the final approval of all job evaluation and pay grade assignments. It is important that any recommendations concerning job evaluation be prepared by individuals with direct knowledge about (1) the specific content and requirements of the job(s) being evaluated, (2) the general content of other classifications within the County to permit a meaningful comparison, and (3) the impact job evaluation decisions may have on the internal equity of the established salary structure.

Adding New Jobs to the Compensation Structure

If a department wants to create a new position, it must first seek and receive approval by the Board Committee the department is assigned to. If the Committee grants approval, the Director of Human Resources and Labor Relations will be responsible for determining if a new classification needs to be established for the new position. The entire process will proceed as follows:

- A. The responsible Department Head/Elected Official shall initiate the process by completing the necessary paperwork to create a new position and submitting it to the Department's assigned Board Committee.
- B. The Committee shall be responsible for evaluating the request for a new position and determining whether approval is to be granted. The decision shall then be communicated to the responsible Department Head/Elected Official.
- C. Upon approval of the position, the responsible immediate supervisor will be asked to further explain or document in writing the position's job duties and responsibilities and minimum qualification requirements through the completion of a Job Analysis Questionnaire. The questionnaire and other job related documentation should be forwarded to the Director of Human Resources and Labor Relations.
- D. The Director of Human Resources and Labor Relations shall be responsible for reviewing the position information and developing a job description. The Director of Human Resources and Labor Relations shall also be responsible for evaluating the new position and recommending grade placement within the compensation structure to the Personnel Committee. Comparable salary information should also be collected when possible to assist in the determination of the pay grade placement of the position. The Personnel Committee will then have the final approval of the pay grade assignment.
- E. The responsible Department Head/Elected Official will be notified of the results.
- F. The new position shall be posted utilizing the County's job posting process.

Reclassification Procedures

A reclassification is a change in the grade placement as a result of a redefinition of the duties and/or qualification requirements of the position. If the duties/responsibilities and/or qualifications of an established position are permanently and significantly changed, the following action should be taken:

- A. The responsible Department Head/Elected Official shall initiate the process by submitting a request for a position reclassification to the Director of Human Resources and Labor Relations, documenting completely the reasons for the position reclassification request.
- B. The position incumbent and the incumbent's immediate supervisor may be asked to further explain or document in writing the position's job duties and responsibilities and minimum qualification requirements through the completion of a Job Analysis Questionnaire. The questionnaire and other job related documentation should be forwarded to the Director of Human Resources and Labor Relations.
- C. The Director of Human Resources and Labor Relations shall be responsible for evaluating the new position and recommending grade placement in the position within the compensation structure to the Personnel Committee. Comparable salary information should also be collected when possible to assist in the determination of the pay grade placement of the position. An upgraded job description will be prepared as warranted. The Personnel Committee will then have final approval of the pay grade placement of the position.
- D. The responsible Department Head/Elected Official will be notified of the results.
- E. Should an existing position be reclassified to a higher pay grade, the pay of the incumbent(s) whose current salary is less than the minimum of the new assigned salary range will be placed on the step closest to but not less than his/her current salary, **which will result in at least a five percent (5%) pay increase.**
- F. In instances when a job is reclassified to a lower pay grade because a re-evaluation indicated reduced duties, a pay reduction may or may not occur. The decision whether to reduce the pay of the incumbent(s) will be determined on a case-by-case basis by the Director of Human Resources and Labor Relations depending upon circumstances of the reclassification.

Determination of Starting Rates of Pay

The determination of the appropriate starting pay for a new hire should be accomplished through the cooperative efforts of the Director of Human Resources and Labor Relations and the appropriate immediate supervisor. In general, starting rates should be at the minimum of the assigned salary range. Starting pay which is higher than the minimum of the assigned salary range may be acceptable for such reasons as education and/or work experience directly applicable to the job which exceeds the minimum employment requirements, a competitive market situation, a special and specific talent, and the like. The County Administrator and/or the Director of Human Resources and Labor Relations can approve a starting rate of pay up to the one year step. Granting a starting rate of pay above the one year step must be approved by the Personnel Committee.

Note: Care should be taken to avoid establishing the new employee's rate of pay in an amount that exceeds the salary of any existing staff member in the same job classification with comparable years of relevant work experience, education and training. Maintaining appropriate internal equity between a new employee and current job incumbents is critical to the integrity and functionality of the County's compensation system.

Movement within the Pay Structure

A. Annual Pay Increases/Step Increases

Employees will generally receive a one-step pay increase on their anniversary date after each year of employment. In no instance should an increase to an employee's pay rate be such that the new pay rate exceeds the maximum of their assigned pay range.

Additionally, employees may receive an economic adjustment to their rate of pay each year equal to any adjustment made to the pay structure. This adjustment is granted to every employee whose current rate of pay is at or below the salary range maximum of their assigned pay grade.

Step increases indicated on the Livingston County Salary progression plan are not automatic. Department heads wishing to recommend employees for step increases will submit a County Personnel Action Request (PAR) form to Human Resources. Department heads/elected officials not wishing to recommend personnel for step increases will notify the affected employee prior to the employee's anniversary date.

B. "Red Circled" Employees

If the pay of an individual employee is above that of their assigned salary range, that employee is considered to be "red-circled." Because the maximum of the salary range represents the upper end of the relevant range for a particular pay grade, no adjustments should be made to the base salary of a red-circled employee until such time as the employee's salary falls within the assigned salary range.

Transfer or Reassignment of an Individual

A. Promotion

A promotion occurs when an individual is transferred or reassigned to a job in a higher pay grade than his or her existing pay grade. An increase in the rate of pay of the individual being promoted should be determined jointly by the respective immediate supervisor and the Director of Human Resources and Labor Relations and should take into consideration:

- The individual's qualifications to perform the new job and his or her relevant experience, and
- The rates of pay, qualifications, and experience levels of any other employees assigned to the same job classification, and
- The percentage differential between the existing and new pay grades.

The new rate of pay of the individual being promoted should be at least equal to the minimum of the new salary range and/or the closest step that would result in at least a five percent (5%) increase. **The County Administrator and/or the Director of Human Resources and Labor Relations can approve a starting rate of pay up to the one year step.** Special pay will be considered when setting the rate of pay for a promoted individual to the extent that the employee should not suffer a loss in pay by accepting the promotion if the special pay is to be discontinued. Promotional increases generally should be granted concurrently with the employee's assumption of his/her new job duties.

B. Demotion

A demotion occurs when an individual is transferred or reassigned to a job in a lower pay grade than his or her existing pay grade. A demotion can be initiated for a variety of reasons (e.g., poor performance, employee preference). Depending upon the circumstances, demotions and the impact on pay include:

WHO INITIATES	REASON	IMPACT ON PAY
Individual Employee	Voluntary	Adjusted to reflect: <ul style="list-style-type: none"> • The individual qualifications to perform the new job and his or her relevant experience, and • The rates of pay, qualifications, and experience levels of any other employees assigned to the same job classification, and • The percentage differential between the existing and new pay grade. New rate must be at or below maximum of the new pay grade.
Supervisor or Department Head	Performance Related	Adjusted to reflect: <ul style="list-style-type: none"> • The individual's qualifications to perform the new job and his or her relevant experience, and • The rates of pay, qualifications, and experience levels of any other employees assigned to the same job classification, and • The percentage differential between the existing and new pay grades. The new rate must be at or below maximum of the new pay grade.
Department Manager	Business-related <ul style="list-style-type: none"> • Reduction in Force • Reorganization • Position Requirements Modified 	No adjustment to current rate of pay. If the current rate of pay exceeds the maximum of the new pay range, the individual will be considered "red-circled."

C. Lateral Transfer

A lateral transfer occurs when an individual is transferred or reassigned to a position in the same pay grade as his or her existing job. Generally, no adjustment in the rate of pay should occur.

Annual Pay Structure Analysis

In response to market trends, the salary structure should be reviewed and updated annually, as appropriate. Based upon a market analysis and financial considerations of the County, a percentage

factor should be determined and applied to the salary ranges to update the compensation structure. All ranges should be adjusted consistently by a percentage rate as opposed to a flat dollar amount to assure the integrity of the characteristics of the structure (e.g., range widths, pay grade differentials).

Guidelines for Appealing Compensation Classification

If an individual or their supervisors feel that the placement of a job within the classification (grade) structure is incorrect, an appeal can be made to the Human Resources Department to reevaluate the position. Appeals require the following:

1. The employee and/or the supervisor shall review the existing JAQ and make any changes that are deemed appropriate. Supervisors will approve any changes.
2. The appeal will be forwarded to Human Resources with the revised JAQ, including a cover letter outlining the reason for the appeal and any additional documentation.
3. Human Resources will review the new JAQ and any supporting material.
4. Upon completion of the review, Human Resources will present a recommendation to the Personnel Committee.
5. The Personnel Committee may accept, refuse or modify the recommendation from Human Resources. This Committee's decision will be final.
6. Further appeals require a six-month waiting period and evidence of significant job function changes.