

# **PERSONNEL COMMITTEE**

**\*\*Start Time Immediately Following Finance Committee\*\***

12/21/2016

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: November 16, 2016
  - Closed Session Meeting Minutes Dated: November 16, 2016
- 5. TABLED ITEMS FROM PREVIOUS MEETINGS**
- 6. REPORTS**
- 7. RESOLUTIONS FOR CONSIDERATION**

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**08 Human Resources**  
RESOLUTION TO APPROVE THE PAY GRADE FOR THE NEWLY  
CREATED VETERANS BENEFITS COUNSELOR - COURT LIAISON  
POSITION AT GRADE 6

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**09 Human Resources**  
RESOLUTION TO APPROVE THE PAY GRADE FOR THE NEWLY  
CREATED ASSISTANT MAINTENANCE MECHANIC POSITION AT  
GRADE 2

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**10 Human Resources**  
RESOLUTION TO AMEND THE STEP INCREASES / MERIT STEP  
INCREASES POLICY – HUMAN RESOURCES

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- 11. CLOSED SESSION**
    - Labor Relations Update
  - 12. ADJOURNMENT**

# MEETING MINUTES

LIVINGSTON COUNTY

NOVEMBER 16, 2016 – 8:00 A.M.

**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, DOUG HELZERMAN, DORIAN HARROW,  
FRANCINE ZYSK, JONI HARVEY, CHAD CHEWNING, KEVIN WILKINSON, JENNIFER SLATER, KELLI  
HAWORTH

1. **CALL TO ORDER:** Meeting called to order by: Comm. VanHouten at 8:03 am.

2. **APPROVAL OF AGENDA:**

APPROVE THE AGENDA  
MOTION TO AMEND THE AGENDA TO ADD ITEM #11 AS A RESOLUTION  
MOVED BY: GRIFFITH / SECONDED BY: GREEN  
ALL IN FAVOR - MOTION PASSED

3. **INTRODUCTION:**

- Chair, Comm. VanHouten introduced to the Committee Doug Helzerman who recently was elected to fill the vacancy for District #4

4. **CALL TO THE PUBLIC:** None.

5. **APPROVAL OF MEETING MINUTES of October 19, 2016 and Closed Session Meeting Minutes of October 19, 2016:**

MOTION TO APPROVE THE MINUTES OF OCTOBER 19, 2016 AND  
CLOSED SESSION MEETING MINUTES OF OCTOBER 19, 2016  
MOVED BY: LAWRENCE / SECONDED BY: GRIFFITH  
ALL IN FAVOR – MOTION PASSED

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

7. **REPORTS:**

- Jennifer Palmbo gave the committee an update on the Dependent Verification – we are at 95.8% verified with the final deadline extended a week for any who are still gathering documentation.

**8. RESOLUTIONS FOR CONSIDERATION:**

- 9. HUMAN RESOURCES: Resolution To Approve The Job Reclassification Of A District Court Probation Officer, Grade VIII To Lead Probation Officer, Grade IX**

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

- 10. HUMAN RESOURCES: Resolution Amending Resolution 2016-10-067 PC To Approve The Pay Grade For Lead Inspectors In The Building Department At Grade 10**

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

- 11. HUMAN RESOURCES: Resolution To Modify The Non-Union Employees, Elected Officials, And Judges Benefit Plans For 2017 Fiscal Year**

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

- 12. HUMAN RESOURCES: Resolution Authorizing The Chair To Sign A Letter Of Understanding Regarding A Personal Leave Of Absence Of Erin Stokes**

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

**13. CLOSED SESSION:**

<p>ROLL CALL TO GO INTO CLOSED SESSION AT: <b>8:31 AM</b> K. LAWRENCE – YES   R. VANHOUTEN – YES   B. GREEN – YES   C. GRIFFITH – YES MOTION PASSED</p>
<p>RETURN TO OPEN SESSION AT: <b>8:45 AM</b> MOVED BY: LAWRENCE / SECONDED BY: GREEN</p>

**14. DISCUSSION:**

- **KEN HINTON INFORMED THE COMMITTEE THAT MSU CONDUCTS COMMISSIONER TRAINING EVERY TWO YEARS AND THIS YEAR IT IS SCHEDULED FOR NOVEMBER 30 IN NOVI. KEN HAS BEEN ASKED TO PARTICIPATE ON A PANEL.**
- **DISCUSSION TOOK PLACE REGARDING AN ADDITION TO THE 2018 BUDGET FOR A SECURITY OFFICER FOR COUNTY BUILDINGS – A POSITION THAT WOULD COORDINATE SAFETY IN ALL COUNTY BUILDINGS AND PERFORM SUCH DUTIES AS: HOLD FIRE DRILLS, TORNADO DRILLS, ACTIVE SHOOTER DRILLS, PLAN EXIT STRATEGIES, ETC.**

**15. ADJOURNMENT**

<p>MOTIONED BY GREEN / SECONDED BY GRIFFITH TO ADJOURN AT <b>9:00 AM</b> ALL IN FAVOR – MOTION PASSED</p>
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Respectfully Submitted,

**KELLI HAWORTH**  
**ADMINISTRATIVE SPECIALIST**

RESOLUTION

NO:

LIVINGSTON COUNTY

DATE:

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**RESOLUTION TO APPROVE THE PAY GRADE FOR THE NEWLY CREATED VETERANS BENEFITS COUNSELOR - COURT LIAISON POSITION AT GRADE 6**

**WHEREAS,** the Livingston County Veterans Services department is in need of a full-time Veterans Benefits Counselor position to provide services to Court-involved veterans; and

**WHEREAS,** this new position will be under the supervision of the Veterans Affairs Director and is responsible for providing Veterans Benefit Counselor duties for Court-involved veterans including counseling, research, outreach and all other duties pertaining to benefits and social well-being and will assist other veterans as workload allows; and

**WHEREAS,** this position has been evaluated by Municipal Consulting Services who is recommending this position be classified as a non-union, Grade 6; and

**WHEREAS,** this position was approved in the 2017 budget process, however, at a lower grade. A budget amendment will need to be made if this higher rate is approved.

**THEREFORE BE IT RESOLVED** that the Personnel Subcommittee hereby approves the pay grade for the newly created Veterans Benefits Counselor - Court Liaison position at Grade 6, effective with the approval of this resolution.

***NOTE: This job analysis only needs Personnel Subcommittee Approval and does not need to move forward to any other committees. However, the resolution to create the new position of Veterans Benefits Counselor - Court Liaison has already received Board approval under resolution 2016-11-187 approving the 2017 budget, however it was estimated at a lower wage rate. Therefore, a budget amendment will need to be approved in order to fully fund this position for the year.***

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**MOVED:**

**SECONDED:**

**CARRIED:**

# MUNICIPAL CONSULTING SERVICES LLC

December 11, 2016

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 classification analysis for the new position of Veterans Benefits Counselor – Court Liaison in the Livingston County organization. In completing the classification analysis for this position I have performed the following tasks:

- Reviewed job-related information including the job description information submitted by the Director of Veterans Affairs.
- 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 new pay grade structure.

## **BACKGROUND FOR THE POSITION OF VETERANS BENEFIT COUNSELOR – COURT LIAISON**

With the Veterans Millage approval in November, a determination was made to create a new position that would address the workload generated by the Veterans Treatment Court (VTC). The new position of Veterans Benefits Counselor – Court Liaison will assume these duties and assist in the workload pertaining to veterans' benefit services more generally. The new position will work closely with the VTC Judge, assuring that the administration and coordination of benefit services for this court-involved service population is performed in a timely and consistent manner.

## **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. The results of this evaluation are summarized in the attached Table

A. In summary, the analysis has resulted in a point total of 1,572 for the Veterans Benefits Counselor – Court Liaison. This would place the new position in grade 6 of the County's pay grade structure. This is our recommended grade level.

\* \* \* \* \*

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,



Mark W. Nottley, Principal  
Municipal Consulting Services LLC

**TABLE A**  
**LIVINGSTON COUNTY**  
**POINT TOTALS FROM CLASSIFICATION ANALYSIS PROCESS OF DECEMBER 11, 2016**

Classification Reviewed:	1	2	3	4	5	6	7	8	9	10	Recommended Total Points:	Recommended Grade:
Veterans Benefit Counselor - Court Liaison	267	270	240	0	270	90	80	275	40	40	1572	6



## LIVINGSTON COUNTY JOB DESCRIPTION

### VETERANS BENEFIT COUNSELOR - COURT LIAISON

**Supervised By:** Veterans Affairs Director

**Supervises:** No supervisory responsibility

**FLSA Status:** Non-Exempt

#### **Position Summary:**

Under the supervision of the Veterans Affairs Director is responsible for providing Veterans Benefit Counselor duties for Court-involved veterans; coordinating services with the Department of Veterans Services, other agencies and assisting the Veterans Treatment Court (VTC).

#### **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. Under the supervision of the Veterans Affairs Director is responsible for providing Veterans Benefit Counselor duties for Court-involved veterans including counseling, research, outreach and all other duties pertaining to benefits and social well being. Assists other veterans as workload allows.
2. Coordinates with the VTC judge, Probation Division, County Jail, County Prosecutor's office, and the Veterans' Services Department in assisting veterans with issues and required services.
3. Assists clients with reviewing and understanding veterans' programs and benefits. Assists veterans, dependents, and survivors with preparing and completing claims for benefits, services, and programs.
4. Performs case management by following up with clients, tracking circumstances and conditions, responding to questions and complaints, and preparing related documents.
5. Researches military and medical history, obtains medical and military records, and reviews other documentation to assist veterans in applying for assistance and programs. Corresponds with appropriate agencies to secure affidavits, certificates, and other required papers to properly submit necessary documentation for clients to the U.S. Department of Veterans Affairs and other agencies.
6. Collects, prepares, and updates information for the court, department, and other required

data bases.

7. Coordinates with court mentors and facilitates meetings as directed by the VTC judge, department director, or mentor coordinator.
8. Assists the VTC Judge by providing administrative support duties pertaining to VTC functions.
9. Attends annual training conferences needed to earn continuing education credits to maintain accreditation through the U.S. Department of Veterans Affairs.
10. Interacts with other human service providing agencies to provide expanded services for clients.
11. 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 an appropriate field.
- The County, at its discretion, may consider an alternative combination of formal education and work experience.
- Certification in Training, Responsibility, Involvement and Preparation of Claims (T.R.I.P.) from the U.S. Department of Veterans Affairs.
- Michigan Vehicle Operator's License.
- Thorough knowledge of the principles and practices of Veterans Affairs, social work, counseling, and advocacy for veterans, dependents, and survivors.
- Knowledge of local, state, and federal laws, rules and regulations as they relate to veteran benefits, services and programs, interpreting and applying veterans benefit programs, screening and assessment, conducting investigations, and researching veterans benefit operations.
- Skill in assembling and analyzing data and preparing comprehensive and 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, County applications and federal databases.
- 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 but the employee must also periodically travel to other sites. The employee may be exposed to home situations in which unsanitary or unhygienic materials, individuals and situations are encountered in the course of performing required duties.

RESOLUTION

NO:

LIVINGSTON COUNTY

DATE:

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**RESOLUTION TO APPROVE THE PAY GRADE FOR THE NEWLY CREATED ASSISTANT MAINTENANCE MECHANIC POSITION AT GRADE 2**

**WHEREAS,** the Livingston County Facility Services Department is in need of a full-time Assistant Maintenance Mechanic position; and

**WHEREAS,** this new position will responsible for performing a variety of preventative and routine repair duties on County buildings, facilities, and equipment including, but not limited to, painting and drywall, minor electrical, plumbing, carpentry, welding, engine and auto repair and general custodial maintenance as needed; and

**WHEREAS,** this position has been evaluated by Municipal Consulting Services who is recommending this position be classified as a non-union, Grade 2; and

**WHEREAS,** this position was approved in the 2017 budget process, Resolution 2016-11-187.

**THEREFORE BE IT RESOLVED** that the Personnel Subcommittee hereby approves the pay grade for the newly created Assistant Maintenance Mechanic position at Grade 2, effective with the approval of this resolution.

***NOTE: This job analysis only needs Personnel Subcommittee Approval and does not need to move forward to any other committees. The resolution to create the new position of Assistant Maintenance Mechanic received Board approval under resolution 2016-11-187 which approved the 2017 budget.***

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**MOVED:**

**SECONDED:**

**CARRIED:**

**LIVINGSTON COUNTY  
JOB DESCRIPTION**

**ASSISTANT MAINTENANCE MECHANIC - FACILITIES**

**Supervised By:** Maintenance Supervisor - Facilities

**Supervises:** No supervisory responsibility

**FLSA Status:** Non-Exempt

**Position Summary:**

Under the supervision of the Maintenance Supervisor - Facilities is responsible for performing a variety of preventative and routine repair duties on County buildings, facilities, and equipment including, but not limited to, painting and drywall, minor electrical, plumbing, carpentry, welding, engine and auto repair and general custodial maintenance as needed.

**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. Assists in repair and maintenance activities involving testing and repairing electrical circuits, outlets, and plugs and performs other minor electrical work.
2. Performs regular repair and maintenance activities involving plumbing including, but not limited to, repairing leaks, installing fixtures, and replacing equipment.
3. Performs various carpentry duties to include hanging and finishing drywall, painting, repairing door frames, and constructing storage and shelving units.
4. Performs various other construction duties.
5. Maintains and repairs departmental equipment.
6. Monitors the condition of buildings and related mechanical, electrical and plumbing systems. Performs preventative maintenance tasks.
7. Responds to emergency repairs during and after regular hours of business.
8. Attends workshops, and seminars as assigned. Completes all necessary OSHA and other safety training.
9. Moves and installs furniture.

10. Receives training in techniques and chemicals. Selects the proper chemicals and supplies required for the effective safe cleaning and sanitization of County facilities.
11. Works as a Custodian on an as-needed basis. Sweeps, mops, and vacuums hard surfaces, furniture, vents or carpeted floors.
12. Washes, strips and waxes equipment and floors, performs carpet cleaning and other treatment to floor surfaces.
13. Operates electric floor cleaning machines, automatic buffers, and carpet cleaning machines.
14. Performs special projects in cleaning and refinishing using any or all of the above procedures.
15. 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:

- High school diploma or GED and three years of progressively more responsible experience in building maintenance.
- The County, at its discretion, may consider an alternative combination of formal education and work experience.
- Michigan Vehicle Operator's License
- Good knowledge of the principles and practices of general building repair and maintenance, and the safety issues involved with building repair and maintenance.
- Good knowledge of building trades including, but not limited to, carpentry, plumbing, construction, masonry, and welding - and diagnosing and solving mechanical and plumbing problems.
- Considerable knowledge and skill in the use of a variety of power and hand tools used for the repair, installation, and maintenance of County buildings and property.
- 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.
- Ability to use office equipment and technology sufficient to maintain required records or work documentation.
- Ability to respond to emergencies or service needs on a 24-hour basis.

**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 frequently required to stand, sit, walk, climb, use hands and fingers, talk, hear, and view and create written documents. The employee uses hand strength to grasp tools and may climb ladders or uneven terrain. The employee is frequently required to reach with hands and arms, such as to operate and repair vibrating machinery, use wrenches, hand tools, etc., and operate motorized equipment and vehicles. The employee must lift or push/pull objects of up to 75 lbs. without assistance. Accommodation will be made, as needed, for employees required to lift or move objects that exceed this weight.

While performing the duties of this job, the employee sometimes works in outdoor weather conditions. The employee works near moving mechanical equipment. The noise level in the work environment is usually moderate, but can be loud.

# MUNICIPAL CONSULTING SERVICES LLC

December 6, 2016

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 classification analysis for the new position of Assistant Maintenance Mechanic – Facilities in the Livingston County organization. In completing the classification analysis for this position I have performed the following tasks:

- Reviewed job-related information including the job description information developed and submitted by the Facilities Services Director.
- Spoken with the Director to gain a better understanding of the position, job duties and work environment.
- 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 new pay grade structure.

## **BACKGROUND FOR THE POSITION OF ASSISTANT MAINTENANCE MECHANIC - FACILITIES**

The Assistant Maintenance Mechanic – Facilities is envisioned as a mid-level position that will address many basic maintenance tasks including painting, drywall, carpentry, minor electric and plumbing and other handyman work. The position will also add flexibility to the department in assisting in custodial tasks (as needed) ranging from general maintenance to floor refinishing, as well as special projects in which additional manpower is required. The new position will essentially fill a void between custodial maintenance and the more skilled Maintenance Mechanics; and in the process improve the responsiveness and capabilities of Facilities Services in responding to building maintenance and repair requests.



**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. The results of this evaluation are summarized in the attached Table A. In summary, the analysis has resulted in a point total of 992 for the Assistant Maintenance Mechanic – Facilities. This would place the new position in grade 2 of the County's pay grade structure. This is our recommended grade level.

\* \* \* \* \*

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,



Mark W. Nottley, Principal  
Municipal Consulting Services LLC

**TABLE A**  
**LIVINGSTON COUNTY**  
**POINT TOTALS FROM CLASSIFICATION ANALYSIS PROCESS OF DECEMBER 6, 2016**

Classification Reviewed:	1	2	3	4	5	6	7	8	9	10	Recommended Total Points:	Recommended Grade:
Assistant Maintenance Mechanic - Facilities	197	150	120	0	150	40	60	175	20	80	992	2

**RESOLUTION**

**NO:**

**LIVINGSTON COUNTY**

**DATE:**

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**RESOLUTION TO AMEND THE STEP INCREASES / MERIT STEP INCREASES  
POLICY – HUMAN RESOURCES**

**WHEREAS,** Resolution 2009-05-156 amended the Step Increase / Merit Step Increases policy to require “above good” performance for all non-union employee step increases; and

**WHEREAS,** department directors and Elected Officials have requested the policy be changed to allow “good” and above job performance to be eligible for a step increase; 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 Step Increases / Merit Step Increases policy.

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MOVED:

SECONDED:

CARRIED:

# Livingston County Human Resources Policy Manual

<b>Section: Compensation</b> <b>Subject: Step Increases / Merit Step Increases</b>
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## A. POLICY

### 1. PURPOSE:

To establish policy and procedure that will develop and maintain a clear structure of job responsibility and work activity to ensure employees are aware of expectations for their position and determine eligibility requirements for step and merit adjustment steps. Will identify criteria by which employee's performance will be evaluated.

### 2. POLICY STATEMENT:

Job descriptions will identify criteria (eligibility requirements) that need to be attained prior to employees becoming eligible for merit increase steps.

For non-senior management employees eligible for step increases from **step 2** ~~six~~ months to Step 7 & 6, the criteria used will include the following (see PAR form):

- Quality of Work
- Quantity of Work
- Attendance / Punctuality
- 

For non-senior management employees eligible for Merit Steps 7 & 8 & 9, the criteria will include the following (see Performance / Merit Form):

- Job / Skill Knowledge
- Initiative / efforts in improving skills, department efficiencies.
- Judgment & Analytical Ability
- Productivity
- Teamwork and Flexibility
- Communication
- Efficiency / strives for simpler, faster or less costly ways to produce results.
- Customer Service
- Attendance / Punctuality

### Senior Management:

Before authorizing an increase, the Elected Official/Department Head/County Administrator will evaluate the senior management employee based on the following criteria (for all steps). Criteria for senior management employees, at a minimum, will include:

- Job / Skill Knowledge
- Initiative / efforts in improving skills, department efficiencies.
- Judgment & Analytical Ability
- Productivity
- Teamwork and Flexibility
- Communication

- Efficiency / strives for simpler, faster or less costly ways to produce results.
- Customer Service
- Attendance / Punctuality

The total amount of a step/merit award cannot exceed the annual budget allocation. Step/merit awards are subject to availability of funds. The new base salary of any employee may not exceed the maximum of the range for that classification.

The determination to award a step/merit step in no way affects an employee's at will employment relationship with the County. An employee is not guaranteed employment or compensation for a specified period of time. An employee or the County can terminate this at will relationship at any time.

3. APPLICABILITY:

Applies to all non-union employees excluding temporary, interns and elected officials.

4. DEFINITIONS:

Merit Increases – Salary advancement within a salary range to ~~Step 7 or Step 8~~ **or Step 9** based on meritorious performance. Meritorious job performance is defined as a consistently high level of job performance over a sustained period of time or the successful completion of a significant assigned project that had a major impact on the department or the County.

Cost of Living Adjustments – This is an across-the-board salary adjustment based on economic/market changes to the general level of wages to County employees 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 and are not automatic. Employees may receive a one-step pay increase on their anniversary date after each year of employment. ~~Note: Per resolution 2009-05-156 effective 1/1/10, all wage step increases for non-senior management employees from the six-month 2<sup>nd</sup> step through the seven~~ **six-year step require evaluation at or the above “good” performance level as noted on the PAR form.**

For senior management employees, all wage step increases from the ~~six-month 2<sup>nd</sup> step through Step 9~~ **8** require evaluation **at or** above the “Exceeds Expectation” **level** when evaluated on a whole based on the individual criteria as listed on the Performance / Merit Evaluation Form.

Senior management employees are identified as:

- 914 Director
- Airport Manager
- Animal Control Director
- Building Official
- Facility Building Services Director**
- EMS and Central Dispatch Director**
- ~~EMS / ME Director~~
- Equalization Director
- Financial Officer
- Health ~~Officer~~ **Director**
- HR / Labor Relations Director
- Chief Information Officer** ~~IT Director~~
- ~~Job Training Services Director~~
- LETS Director
- Planning Director

Veterans Affairs Director

5. REFERENCE AND LEGAL AUTHORITY:
6. SEE ALSO:  
Policy: Position (Job) Description  
Policy: Compensation/Classification Administrative Guidelines  
Form: Performance / Step / Merit Evaluation Form  
Form: Personnel Action Request
7. SUPERSEDES:
8. APPROVED BY:  
Personnel Committee 02/23/11  
Finance Committee 03/09/11  
Livingston Board of Commissioners: 03/21/11
9. RESOLUTION:
10. REVIEW HISTORY: Rescinds Resolution No. 1105-437 Approved 11/21/05

**B. PROCEDURE**

Human Resources, with the aid and assistance of supervisors and employees, will be responsible for preparing and maintaining thorough position descriptions on all employees.

Each employee shall receive a written position description at time of hire and at every change thereafter. Each employee will review, sign and date their position description **or may receive and acknowledge receipt electronically**. ~~Criteria for granting merit increase steps will be identified in each position description.~~ Copies of the description will be kept in individual personnel files.

All position descriptions will be reviewed regularly by the immediate supervisor along with Human Resources to determine their continued accuracy, completeness, relevance and compliance with applicable laws. Position descriptions may be revised or altered at the sole discretion of Livingston County or appropriate elected official as a means of operational efficiency and the changing nature of conducting business.

~~Per Resolution No. 2009-05-156 and effective 01/01/10, all~~ **All** wage step increases require evaluation **at or** above 'Good' performance for non-senior management employees as evaluated on their PAR form.

Merit increases (Steps 7 & 8) may be initiated by the Elected Official/Department Head/County Administrator or the employee. The employee may petition their superior for a merit increase through a written narrative request **or by filling out the Performance / Merit Evaluation Form as a self-evaluation**. This request must be dated and signed by the employee. The employee may use the Performance / Merit Evaluation Form as a guideline for content to be included in the narrative submitted; however, the employee should feel free and is encouraged to include all relevant detail that would be considered favorably in awarding a merit step.

If their performance does not warrant a merit adjustment, in the discretion of the elected official, department head, or county administrator, their rate will be frozen until sufficient justification is documented. Merit adjustments may be granted by the elected official, department head or county administrator any time during the calendar year, generally on the employee's anniversary date. However, retro-activity will not usually be awarded, **but is at the discretion of the elected official, department head, or County Administrator**.

Merit increases (at Steps ~~7 and 8~~ **and 9**) are not guaranteed and are based on meritorious performance. Meritorious job performance is defined as a consistently high level of job performance over a sustained period of time or the successful completion of a significant assigned project that had a major impact on the department or the County.

~~Effective 10/10/06, merit~~ Merit increases will not be awarded unless evidence of additional criteria has been identified and communicated to the employee. Additional criteria should be specific to the position being evaluated and go beyond the general expectations for the classifications. The Elected Official/Department Head/County Administrator will complete a recommendation to support the merit award using the Performance Merit Evaluation Form.

If the merit step is denied, by the elected official, department head, or county administrator, the employee may reapply once additional criteria for eligibility are met. All requests for merit increases will be reviewed by Human Resources to ensure compliance with Board policy.

Senior Management Step Increases

Senior management employees will be evaluated once a year, generally on their anniversary date. The County Administrator will evaluate the employees on criteria as listed on the Performance Merit Evaluation Form. Annual step increases will not occur automatically without evidence that this occurred.

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