

PERSONNEL COMMITTEE

9/16/2015

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: August 19, 2015
 5. **REPORTS**
 6. **RESOLUTIONS FOR CONSIDERATION**
-
- 07 **Human Resources**
RESOLUTION TO RECLASSIFY THE CCAB MANAGER/COMMUNITY CORRECTIONS SPECIALIST, GRADE 9, TO A JAIL POPULATION MONITOR/ COMMUNITY CORRECTIONS SPECIALIST, GRADE 7
-
- 08 **Human Resources**
RESOLUTION TO ACCEPT THE CLASSIFICATION AND COMPENSATION STUDY APPEAL RESULTS AS RECOMMENDED BY MUNICIPAL CONSULTING SERVICES, LLC.
-
9. **DISCUSSION**
Reporting relationship for the Emergency Manager
 10. **ADJOURNMENT**

MEETING MINUTES

LIVINGSTON COUNTY

AUGUST 19, 2015 – 8:00 AM

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

PERSONNEL SUBCOMMITTEE MEETING

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

OTHERS: MARGARET DUNLEAVY, MELISSA SCHARRER, DAVID READER, CINDY CATANACH, JENNIFER PALMBOS, TERRY LEE, KEN HINTON

1. **CALL TO ORDER:** Meeting called to order by: Comm. VanHouten at 8:00 am.

2. **APPROVAL OF AGENDA:**

MOTION TO APPROVE THE AGENDA
MOVED BY: LAWRENCE / SECONDED BY: GREEN
ALL IN FAVOR - MOTION PASSED

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

4. **APPROVAL OF MEETING MINUTES of July 22, 2015:**

MOTION TO APPROVE THE MINUTES OF JULY 22, 2015
MOVED BY: LAWRENCE / SECONDED BY: GRIFFITH
ALL IN FAVOR – MOTION PASSED

5. **REPORTS:** None

6. **HUMAN RESOURCES:** Resolution Approving the Reclassification of the Circuit Court Administrator, Gr. 13 to Circuit and Probate Court Administrator, Gr. 14

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

7. **HUMAN RESOURCES: Resolution Granting the Circuit Court's Request for Pay Above the Standard Rate for a Promoted Employee**

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

8. **HUMAN RESOURCES: Resolution to Revise the Classification and Compensation Administrative Guidelines**

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

9. **ADMINISTRATION: Resolution Authorizing an Additional Contribution to MERS**

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

10. **HUMAN RESOURCES: Resolution Authorizing a Strategic Business Partnership Agreement with Cleary University**

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

11. HUMAN RESOURCES: Resolution to Suspend the Voluntary Furlough Policy for Livingston County Employees

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

12. HUMAN RESOURCES: Resolution to Certify Officer and Employee Delegates to the Municipal Employees' Retirement System Annual Meeting

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

13. ADJOURNMENT

**MOTIONED BY GRIFFITH / SECONDED BY LAWRENCE
TO ADJOURN AT 8:17 AM
ALL IN FAVOR – MOTION PASSED**

Respectfully Submitted,

**TERRY LEE
HR COORDINATOR**

RESOLUTION

NO:

LIVINGSTON COUNTY

DATE:

RESOLUTION TO RECLASSIFY THE CCAB MANAGER/COMMUNITY CORRECTIONS SPECIALIST, GRADE 9, TO A JAIL POPULATION MONITOR/COMMUNITY CORRECTIONS SPECIALIST, GRADE 7

To Personnel Committee September 16, 2015

WHEREAS, the Community Corrections department is being restructured under separate resolution; and

WHEREAS, contingent upon the approval of this restructuring by the Board of Commissioners, the duties and responsibilities of the CCAB Manager/Community Corrections Specialist will be changed placing the position under the supervision of the Jail Administrator; and

WHEREAS, the Jail Population Monitor/Community Corrections Specialist will develop strategies to assist in facilitating case progression and alternatives to incarceration for prisoners, interview inmates and determine their needs for services and programs, and assist inmates with accessing services and programs for treatment, mental illness, or employment; and

WHEREAS, this position has been evaluated by Municipal Consulting Services, LLC who is recommending this position be classified as Grade 7; and

WHEREAS, there is a need for continued Community Corrections services prior to the start of the new state fiscal year on October 1, 2015; and

WHEREAS, there are sufficient funds in the current year jail budget to cover the position through the remainder of the year; and

WHEREAS, annual funding for the newly proposed position is expected to be covered 25% from general fund and 75% from the Community Correction grant to be reimbursed back to the Jail quarterly.

THEREFORE BE IT RESOLVED that contingent upon the approval of the restructuring of the Community Corrections Department by the Board of Commissioners, the Personnel Subcommittee hereby approves the reclassification of the CCAB Manager/Community Corrections Specialist to a Jail Population Monitor/Community Corrections Specialist position, Grade 7, for the Sheriff's Department / Jail.

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MOVED:

SECONDED:

CARRIED:

MUNICIPAL CONSULTING SERVICES LLC

August 30, 2015

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

Dear Ms. Palmbo,

This letter is in regard to your request for our firm to conduct a classification analysis for the new position of Jail Population Monitor/Community Corrections Specialist 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 developed and submitted by the Jail Administrator.
- 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.

POINT FACTOR ANALYSIS AND RESULTS

As noted above, I have evaluated the position using the ten point factors which comprise the County's new 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 1,727 for the Jail Population Monitor/Community Corrections Specialist. This would place the new position in grade 7 of the County's pay grade structure.

* * * * *

We have appreciated the opportunity to assist Livingston County in this important classification request. 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 initial "M".

Mark W. Nottley, Principal
Municipal Consulting Services LLC

**LIVINGSTON COUNTY
JOB DESCRIPTION**

**JAIL POPULATION MONITOR/
COMMUNITY CORRECTIONS SPECIALIST**

Supervised By: Jail Administrator

Supervises: No supervisory responsibility

FLSA Status: Non-Exempt

Position Summary:

Under the supervision of the Jail Administrator, develops strategies to assist in facilitating case progression and alternatives to incarceration for prisoners. Interviews inmates and determines their needs for services and programs. Assists inmates with accessing services and programs for treatment, mental illness, or employment.

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. At the direction of the Jail Administration and in consultation with jail staff, assists in tracking inmate case progress and develops strategies to maintain forward progression of their criminal cases. This includes but is not limited to: working with the criminal justice stakeholders to assist in facilitating case progression and alternatives to incarceration – and working with jail staff to identify inmates with special needs and locate alternates to incarceration. Develops related reports as directed.
2. Conducts cognitive behavioral sessions as required in the Department of Corrections Community Corrections grant. Maintains records of number of sessions held as well as client progress in the programs and outcome evaluations for submission to the courts.
3. Performs case management in following up with clients, tracking circumstances and conditions, responding to questions and complaints, and preparing related documents.
4. Contacts other County departments and external agencies to research information, discuss cases and respond to related questions and concerns.
5. Refers inmates that qualify for early release programs and community service programs.
6. Prepares reports based on findings and recommendations and follows up on related cases.

7. Enters data regarding inmates on the tracking of inmates, inmate history, and other statistical information and maintains statistical databases.
8. Verifies information provided by inmates against reports, files, and other documentation.
9. Tracks the status of inmates, records violations, and refers inmates to additional services or additional correctional actions.
10. 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:

- Bachelor's Degree in criminal justice, social work or related field and two years of social service or criminal justice experience.
- The County, at its discretion, may consider an alternative combination of formal education and work experience.
- Michigan Vehicle Operator's License.
- Thorough knowledge of the principles and practices of the state criminal justice system.
- Knowledge of local community organizations and resources, working with the state's offender program database, and applicable local, state and federal laws, rules and regulations.
- Skill in Cognitive Behavioral Group Treatment, specifically Moral Reconciliation Therapy and Thinking matters.
- Skill in interviewing individuals and inmates, matching and assisting inmates to criminal justice and social work programs, and maintaining files.
- 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 and County, court and state software databases.

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 situations in which unsanitary or unhygienic materials, individuals and locations are encountered in the course of performing required duties.

TABLE A
LIVINGSTON COUNTY
POINT TOTALS FROM RECLASSIFICATION ANALYSIS PROCESS OF AUGUST, 2015

Classifications Reviewed:	1	2	3	4	5	6	7	8	9	10	Recommended Total Points:	Recommended Grade:
Jail Population Monitor/Community Corrections Specialist	337	300	260	0	270	90	90	300	40	40	1727	7

RESOLUTION

NO:

LIVINGSTON COUNTY

DATE:

RESOLUTION TO ACCEPT THE CLASSIFICATION AND COMPENSATION STUDY APPEAL RESULTS AS RECOMMENDED BY MUNICIPAL CONSULTING SERVICES, LLC.

WHEREAS, Resolution #2015-02-041 approved and implemented the results of the classification and compensation study for non-union positions performed by Municipal Consulting Services, LLC., updated County policies related to non-union compensations, and established a six (6) month waiting period for appeals to the study; and

WHEREAS, following the tolling of the waiting period, departments submitted appeals for nine(9) classifications. Municipal Consulting Services, LLC. has reviewed those appeals and has recommended responses to those appeals, those responses are attached to this resolution; and

WHEREAS, the nine (9) positions were evaluated by Municipal Consulting Services, LLC. consistent with the County’s Compensation/Classification Administrative Guidelines, as well as fundamental principles of wage and salary administration and internal and external pay factors; and

WHEREAS, Human Resources recommends the Personnel Committee accept Municipal Consulting Services, LLC. appeal responses; and

WHEREAS, pursuant to the County’s Compensation/Classification Administrative Guidelines, the Personnel Committee’s decision is final.

THEREFORE BE IT RESOLVED that the Personnel Committee hereby accepts the attached responses to appeals to the Classification and Compensation Study as recommended by Municipal Consulting Services, LLC.

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MOVED:

SECONDED:

CARRIED:

MUNICIPAL CONSULTING SERVICES LLC

August 29, 2015

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 the request for a classification appeal for the position of Accounting Assistant - Finance. This classification was placed in grade 4 of the new pay grade structure created during the classification and compensation study completed in January, 2015.

As you know, the grade structure was created using a job evaluation plan that contains ten unique factors. Each job included in the study for Livingston County was evaluated based on each of these factors, and placed in a particular grade. Since all positions were evaluated in this manner, the resulting pay grade structure essentially ranks each position in relation to all others.

The review of this appeal and all other appeals focuses on inadvertent errors that may have been made by our firm in the job evaluation process which would have resulted in undervaluing a particular position. Related to this, the documentation submitted for the position of Accounting Assistant - Finance has been reviewed to determine if any errors were made, and in turn, if any changes in point values and grade placement are warranted. The results of this review for the position of Accounting Assistant - Finance are summarized below.

BASIS FOR THE APPEAL AND DECISION

An appeal was submitted by the Deputy County Administrator – Financial Officer including a refactoring sheet. A case was made that the position was much more complex than initially graded and six of the ten factors should be increased in value.

The position was initially graded based on the duties at the time of the study including primary responsibility for accounts payable – a responsibility that was well understood. Based on these duties, I do not consider the appeal to be valid.

This is an important function that requires learning and experience. However, it is a classification that is supportive in nature and generally routine in responsibilities and decision making. The repointing that was submitted presumes a significantly higher level of latitude in the job – a level with which I do not agree. Consequently, I do not recommend any changes to point values or grade level with the current scope of duties.

The incumbent was initially green-circled and has significant growth opportunity within grade 4 as related to compensation. In this regard, there will be yearly increases in compensation to reward continued experience in the position.

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 initial "M".

Mark W. Nottley, Principal
Municipal Consulting Services LLC

MUNICIPAL CONSULTING SERVICES LLC

August 29, 2015

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 the request for a classification appeal for the position of Administrative Aide - Warrant Clerk. This classification was placed in grade 3 of the new pay grade structure created during the classification and compensation study completed in January, 2015.

As you know, the grade structure was created using a job evaluation plan that contains ten unique factors. Each job included in the study for Livingston County was evaluated based on each of these factors, and placed in a particular grade. Since all positions were evaluated in this manner, the resulting pay grade structure essentially ranks each position in relation to all others.

The review of this appeal and all other appeals focuses on inadvertent errors that may have been made by our firm in the job evaluation process which would have resulted in undervaluing a particular position. Related to this, the documentation submitted for the position of Administrative Aide - Warrant Clerk has been reviewed to determine if any errors were made, and in turn, if any changes in point values and/or grade placement are warranted. The results of this analysis for the position of Administrative Aide - Warrant Clerk are summarized below.

BASIS FOR THE APPEAL AND DECISION

An appeal was submitted by the Prosecuting Attorney providing a detailed explanation of some more complex duties performed by the Administrative Aide - Warrant Clerk as well as suggestions on revised point values. In reviewing the position I have studied the appeal, prior point values and the job description. Based on my review, I have concluded the following:

- In most regards the original point values that were assigned were accurate. There are two factors that should be adjusted higher based on the information provided, including:
 - Factor 2 should be increased to 160 to reflect greater judgment and independence of action. However, this remains an administrative and clerical position that should not be valued significantly higher than other grade 3 jobs in other departments that also exhibit judgment in the conduct of their duties.
 - Factor 6 should be increased from 50 to 60 to account for the potential for errors impacting others. Again, this remains an administrative position with checks and balances at higher levels, consequently this level of adjustment is, in my opinion, appropriate.

The appeal also compares the Administrative Aide - Warrant Clerk to the Administrative Specialist classification as a means of illustrating relative job value. It must be noted that there are a number of Administrative Specialist classifications at the County, some of which are more complex in job duties and job latitude than others. This issue was discussed during the study when it was decided to combine the Administrative Assistant and Administrative Specialist classifications. It was also understood that the classification would be graded on the highest level of complexity experienced by any of the incumbents. Essentially, department directors differ in the level of delegation concerning this position and the grade 5 classification recognized the highest level of responsibility in the organization. Based on my point factoring, this is a higher level of job complexity than that held by the Administrative Aide - Warrant Clerk.

Lastly, it is suggested that the position be awarded points for supervision associated with LEIN TAC responsibility encompassing the whole department. This is by virtue of the incumbent's responsibility for training and providing the operator test to users. I do not agree that supervisory points should be awarded for this responsibility. The supervisory factor at a leader level is intended for those administrative employees such as office managers that share and direct the full scope of operational duties, not a particular responsibility provided to employees at all levels of the department. This is the manner in which the factor has been applied to all other positions point-factored during the study.

Summarily, it is recommended that the two point values noted above be increased for a total of 30 combined points. This would result in a new point value of 1,117 which would retain the position in Grade 3.

Very truly yours,



Mark W. Nottley, Principal
Municipal Consulting Services LLC

MUNICIPAL CONSULTING SERVICES LLC

August 29, 2015

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 the request for a classification appeal for the positions of Appraiser, Senior Appraiser and Deputy Equalization Director. These classifications was placed in grades 6, 8 and 12 respectively, in the new pay grade structure created during the classification and compensation study completed in January, 2015.

As you know, the grade structure was created using a job evaluation plan that contains ten unique factors. Each job included in the study for Livingston County was evaluated based on each of these factors, and placed in a particular grade. Since all positions were evaluated in this manner, the resulting pay grade structure essentially ranks each position in relation to all others.

The review of this appeal and all other appeals focuses on inadvertent errors that may have been made by our firm in the job evaluation process which would have resulted in undervaluing a particular position. Related to this, the documentation submitted for the positions of Appraiser, Senior Appraiser and Deputy Equalization Director has been reviewed to determine if any errors were made, and in turn, if any changes in point values and grade placement are warranted. The results of this analysis for the positions of Appraiser, Senior Appraiser and Deputy Equalization Director are summarized below.

BASIS FOR THE APPEAL AND DECISION

An appeal was submitted by the Equalization Director. The narrative details the amount of workload borne by each position, the certifications and level of expertise required as well as an expression of general dissatisfaction with the market survey and grade placements.

In regard to an appeal, workload is not a valid factor for consideration. Additionally, a comparison to the market data is also not valid since this appeal process focuses on job evaluation, not market analysis. However, to be responsive to the appeal, I've addressed the primary concerns below for each of the three positions.

APPRAISER

As noted in the appeal, Livingston County's Appraiser position requires the Michigan Certified Assessing Officer (MCAO) tax assessor certification, which is the entry level certification in Michigan. The evaluation considered the educational requirements for the job and awarded job

evaluation points accordingly. Similarly, other point values were carefully evaluated and decided upon. In my opinion, all are properly valued.

In regard to the survey results, the survey group was selected by the compensation committee as part of the study. Ten of the market comparables responded with valid market data for this position; which is solid market feedback. The ranges for the Livingston County pay system are built to provide a minimum of 15% growth above market midpoint. Consequently, no job was undervalued in the survey and pay range construction process.

Summarily, in my opinion the Appraiser classification should remain in grade 6.

SENIOR APPRAISER

The Senior Appraiser position is currently vacant. The County reports problems in recruiting for this position. Other employers may be encountering these problems as well. Whether this is a short-term phenomenon or a longer-term trend remains to be seen. But for our study, eleven market comparables reported positions with Michigan Advanced Assessing Officer certification and commensurate wage data from the market group selected by the compensation committee.

The pay range that we have developed for the Senior Appraiser had a maximum of \$61,856 at the release of the study. If the County is experiencing recruitment issues, one option may be to hire near the maximum. For purposes of this appeal, there is no evidence provided to warrant a change in point factor values. Summarily, in my opinion the Senior Appraiser classification should remain in grade 8.

Should recruitment continue to be an issue, the County may wish to revisit the market at a future point-in-time. This should not be done in haste, as this may simply be a short-term phenomenon resulting from the changeover in certifications.

DEPUTY EQUALIZATION DIRECTOR

As noted in the appeal, the job description contains the duties of the Deputy Equalization Director. This is the criteria on which the position was evaluated. The position was not undervalued and the part-time/full-time impacts noted in the appeal were not ignored.

The appeal points to the grade placement of other positions as the rationale for a higher grade. No other detail is provided, and lacking any additional rationale for change, in my opinion, the original point values and grade 12 placement should stand.

Very truly yours,



Mark W. Nottley, Principal
Municipal Consulting Services LLC

MUNICIPAL CONSULTING SERVICES LLC

August 29, 2015

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 the request for a classification appeal for the position of Chief Deputy County Clerk. This classification was placed in grade 10 of the new pay grade structure created during the classification and compensation study completed in January, 2015.

As you know, the grade structure was created using a job evaluation plan that contains ten unique factors. Each job included in the study for Livingston County was evaluated based on each of these factors, and placed in a particular grade. Since all positions were evaluated in this manner, the resulting pay grade structure essentially ranks each position in relation to all others.

The review of this appeal and all other appeals focuses on inadvertent errors that may have been made by our firm in the job evaluation process which would have resulted in undervaluing a particular position. Related to this, the documentation submitted for the position of Chief Deputy County Clerk has been reviewed to determine if any errors were made, and in turn, if any changes in point values and grade placement are warranted. The results of this analysis for the position of Chief Deputy County Clerk are summarized below.

BASIS FOR THE APPEAL AND DECISION

An appeal was submitted by the County Clerk including a refactoring sheet. A case was made that the position was much more complex than initially graded and seven of the ten factors should be increased in value.

The position was initially graded based on the duties at the time of the study including primary responsibility for not only court responsibility, but also serving as the second-in-command for the entire Clerk's Office operation.

In regard to the point values submitted, the County Clerk suggests a higher point value for education (i.e. Bachelor's Degree) than that used in the original point factor (Associate's Degree). If the County were to concur with this change, the point value would increase from 313 to 360, an increase of 47 points for a total of 2,129 which would retain the position in grade 10.

In regard to the other suggested changes, I do not agree. The position was pointed-factored accurately in regard to supervision, technology and all other noted factors. The significant experience of the incumbent is also noted in the appeal but this is not a basis for higher grade placement.

Summarily, the Chief Deputy County Clerk is a very important job and should be recognized as such. However, based on what has been submitted I do not see a reason for changes to point values or grade level. A grade 10 placement is still recommended.

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

MUNICIPAL CONSULTING SERVICES LLC

August 29, 2015

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

Dear Ms. Palmbo,

This letter is in regard to the request for a classification appeal for the position of Payroll Clerk. This classification was placed in grade 4 of the new pay grade structure created during the classification and compensation study completed in January, 2015.

As you know, the grade structure was created using a job evaluation plan that contains ten unique factors. Each job included in the study for Livingston County was evaluated based on each of these factors, and placed in a particular grade. Since all positions were evaluated in this manner, the resulting pay grade structure essentially ranks each position in relation to all others.

The review of this appeal and all other appeals focuses on inadvertent errors that may have been made by our firm in the job evaluation process which would have resulted in undervaluing a particular position. Related to this, the documentation submitted for the position of Payroll Clerk has been reviewed to determine if any errors were made, and in turn, if any changes in point values and grade placement are warranted. The results of this analysis for the position of Payroll Clerk are summarized below.

BASIS FOR THE APPEAL AND DECISION

An appeal was submitted by the Director of Human Resources/Labor Relations detailing the amount of workload borne by the position and comparing job complexity to the Administrative Specialist position in Human Resources. Essentially, the case is made that the Payroll Clerk is a more complex job than the Administrative Specialist which is slotted in grade 5. Secondly, that the market data indicates a higher wage level.

In reviewing the position I have reviewed the prior point values as well as the market data. Based on my review, I do not recommend any change in point value or grade placement. Specifically:

- The comparison to the Administrative Specialist classification is only partially valid. There are a number of Administrative Specialist classifications at the County, a number of which are more complex in job duties and job latitude than the incumbent in Human Resources. This issue was discussed during the study when it was decided to combine the Administrative Assistant and Administrative Specialist classifications. It was also understood that the classification would be graded on the highest level of complexity experienced by any of the incumbents. Essentially, department directors differ in the level of delegation concerning this position and the grade 5 classification recognized the

highest level of responsibility in the organization. Based on my point factoring, this is a higher level of job complexity than that held by the Payroll Clerk.

- A comparison to the market data is not valid since this appeal process focuses on job evaluation, not market analysis. However, if it were, a case could still be made that the market data does not necessarily support a higher grade. Livingston County has a Senior Payroll Clerk while a number of the market comparables do not. The market data that was documented for the Payroll Clerk contained some jobs listed as payroll coordinators or other jobs that did not benefit from having a senior payroll clerk. In this sense, some jobs were likely more complex than the Livingston County position.

This is an important function that requires learning and experience. However, in my opinion it was accurately graded in grade 4. I do not recommend any changes to point values with the current scope of duties.

Very truly yours,



Mark W. Nottley, Principal
Municipal Consulting Services LLC

MUNICIPAL CONSULTING SERVICES LLC

August 29, 2015

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 the request for a classification appeal for the position of Public Health Nursing Supervisor. This classification was placed in grade 10 of the new pay grade structure created during the classification and compensation study completed in January, 2015.

As you know, the grade structure was created using a job evaluation plan that contains ten unique factors. Each job included in the study for Livingston County was evaluated based on each of these factors, and placed in a particular grade. Since all positions were evaluated in this manner, the resulting pay grade structure essentially ranks each position in relation to all others.

The review of this appeal and all other appeals focuses on inadvertent errors that may have been made by our firm in the job evaluation process which would have resulted in undervaluing a particular position. Related to this, the documentation submitted for the position of Public Health Nursing Supervisor k has been reviewed to determine if any errors were made, and in turn, if any changes in point values and/or grade placement are warranted. The results of this analysis for the position of Public Health Nurse Supervisor are summarized below.

BASIS FOR THE APPEAL AND DECISION

An appeal was submitted by the Director/Health Officer providing a detailed explanation of the duties and responsibilities of the Public Health Nursing Supervisor. The position, as described in the appeal, has a much greater level of supervisory and organizational responsibility than was initially articulated in the job description and point factoring. This discrepancy was pointed out in January, 2015; consequently the appeal was anticipated.

In regard to the analysis, I have re-factored the position based on the review of the submitted information including a revised job description, organizational chart and explanation of supervisory role and responsibilities. My results are as follows:

SUGGESTED POINTS

- Factor 1: 337
- Factor 2: 420
- Factor 3: 280
- Factor 4: 90

• Factor 5:	420
• Factor 6:	130
• Factor 7:	100
• Factor 8:	400
• Factor 9:	60
• Factor 10:	<u>40</u>
POINT TOTAL:	2277

The point total of 2,277 would move the position of Public Health Nursing Supervisor to grade 11 in Livingston County's pay grade structure. This is my recommended grade level.

Very truly yours,



Mark W. Nottley, Principal
Municipal Consulting Services LLC

MUNICIPAL CONSULTING SERVICES LLC

August 29, 2015

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 the request for a classification appeal for the position of Senior Payroll Clerk. This classification was placed in grade 6 of the new pay grade structure created during the classification and compensation study completed in January, 2015.

As you know, the grade structure was created using a job evaluation plan that contains ten unique factors. Each job included in the study for Livingston County was evaluated based on each of these factors, and placed in a particular grade. Since all positions were evaluated in this manner, the resulting pay grade structure essentially ranks each position in relation to all others.

The review of this appeal and all other appeals focuses on inadvertent errors that may have been made by our firm in the job evaluation process which would have resulted in undervaluing a particular position. Related to this, the documentation submitted for the position of Senior Payroll Clerk has been reviewed to determine if any errors were made, and in turn, if any changes in point values and grade placement are warranted. The results of this analysis for the position of Senior Payroll Clerk are summarized below.

BASIS FOR THE APPEAL AND DECISION

An appeal was submitted by the Director of Human Resources/Labor Relations that essentially contrasted the Senior Payroll Clerk to the HR Coordinator and Benefits Specialist – two positions that were placed in grade 9 based on the point factor evaluation. The argument is made that the position has the same level of complexity as the aforementioned positions. Further, that the job has a high level of technological requirement.

In regard to the latter, the technological requirements of the job were considered in the original evaluation and the point value is relatively high. In regard to the former, the two jobs cited have higher educational requirements and greater job complexity. In any evaluation, there is a tendency to compare people as opposed to positions. Our analysis considers only the positions and has concluded that these are very different and more complex positions.

The Senior Payroll Clerk is a very important job but it is more financial and technical in nature and has been graded accordingly. Based on what has been submitted I do not see a basis for changes to point values or grade level. A grade 6 placement is still recommended.

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