



Manistee County Board of Commissioners

Manistee County Courthouse • 415 Third Street • Manistee, Michigan 49660

CHAIRPERSON
Jeffrey Dontz
VICE-CHAIRPERSON
Karen Goodman

Margaret Batzer
Mark Bergstrom
Pauline Jaquish
Gene Lagerquist
Richard Schmidt

CLERK

Jill Nowak
(231) 723-3331

CONTROLLER/ADMINISTRATOR

David A. Kieft, Jr.
(231) 398-3504

POLICY COMMITTEE

Friday, January 24, 2020
2:15 P.M.

Manistee County Courthouse & Government Center
Board of Commissioners Meeting Room

MINUTES

Members Present: Margaret Batzer, Gene Lagerquist and Karen Goodman,
Chairperson

Members Absent: None

Others Present: David Kieft Jr., County Administrator/Controller; Lisa
Sagala, Human Resources Manager/Assistant
Administrator; Pat Heins, Circuit Court Administrator;
Connie Krusniak, Friend of the Court; Heather Vasquez,
Equalization Director; Mannie Kowalski, MI Child Support
Enf. Spec.; Clayton Kelley, Magistrate; Mike Szokola,
Planner I/GIS Tech; Kyle Storey, Planner I/Zoning Admin.;
and Jill M. Nowak, County Clerk.

The meeting was called to Order at 2:18 p.m.

NOTE – Items requiring Board Action are indicated in BOLD

PUBLIC COMMENT

None.

CONTINUED DISCUSSION REGARDING VACATION POLICY (PTO)

Lisa Sagala, Human Resources Manager/Assistant Administrator, reviewed a newly updated Draft County Vacation (PTO) Policy (Appendix A). Ms. Sagala updated items discussed at the previous policy meeting. If it works out, the proposed policy may become effective January 1, 2021. The Courts PTO Policy differs a bit, as well as a few union contracts. One of the goals is to get all employees on the same policy. Probably the biggest difference in the current policy to the new PTO Policy is a new employee will

be able to accrue time from beginning employment and can use it as they accrue it. Currently, a new employee must wait one (1) year to use vacation. Another goal using PTO is to make it easier for the employees and also administratively. Ms. Sagala used to track vacation and personal time by hand. Currently BS&A HR module is used, but there is still a difference between each group, carryover, years of service, when employees receive an extra day at a certain level, and the amounts of personal and vacation days are still difficult to track.

Currently, carry over is allowed for some employee groups and not for others and different amounts are allowed. Ms. Goodman suggested 40 hour carry over or payout and/or carryover. It was agreed the weekly amount of hours that an employee works (37.50 or 40.0) would be used. It was suggested to either have no maximum hours to be able to carry over or no deadline to use them by. It is difficult when a department has numerous long term employees that accrue a lot of time from the past year, and then accrue new time in the new year. Also, if one starts accumulating PTO and they over use the time accrued and leave county employment, they would have to pay it back at their accrued rate. As far as max accrued time, an example would be a 0-4 year employee would accrue 120 hours plus 37.5 carryover= 157.50 which would be their max accrued time.

Donated Hours were also discussed. This option is intended to help out a colleague when in need. There is no tax incentive for the person donating the hours. The amount donated would be at the person's donating hourly rate to the in-need colleague. Ms. Sagala will come up with a form for this purpose.

On Appendix A2, the paragraph concerning four hours or more of unscheduled absences needs to be reworded. Should it read unscheduled v unexcused?

A few other items Ms. Sagala will work on is updating the carry over and eliminate the use by date; wording for donating hours; explain the impact of 1 additional day over 16 years; first year transition letter and send to the Personnel Committee; explain the maximum carry over and payout.

DISCUSSION REGARDING PERFORMANCE AND SALARY REVIEW POLICY

Discussion continued concerning the Performance and Salary Review Policy process. (Appendix B) Mike Szokola, asked if there was an appeal process for reviews. This would allow an employee to express grievance for disagreement. It was stated that in the evaluations, there will be areas for developmental goals and an area that the employee can write what they want. Evaluations and the performance schedules will be tied to salary increases. Mark Nottely is working on a wage study and classification system with a proposed range schedule. The Department Head/Elected Official will build the wages into the classification system and departments budget. Starting pay for new employees will depend on work history, experience, education etc. if employees are not started at the beginning of the range. A discretion of percentage will be built in and anything over that percentage will be reviewed by the County Board. Mr. Szokola asked if current

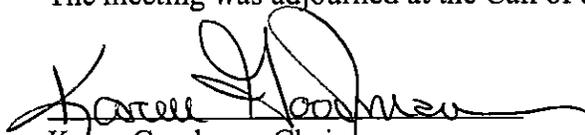
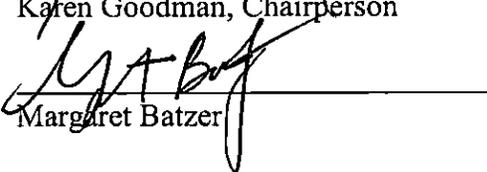
employees who were hired under the current wage classification would be re-looked at and will there be a policy for future policy reviews to avoid the same problem in the future. It is hoped that there will be a policy for review of the wage classification and a time frame, possibly three (3) years for review. Ms. Sagala noted that whether the County wage classification is or is not in the ballpark, the County will decide either to go with the recommended changes and if so, will only be able to implement the recommendations gradually, and not all employees will be happy with all the changes. All were reminded that these policy change discussions are very preliminary. Performance evaluations are difficult and time consuming. There will be tangibles for ratings that are given. There are also self-reviews, peer reviews and professional development that could be implemented. If requested, Ms. Sagala will provide training on effective performance evaluations. Ms. Sagala provided that assistance to the Courts when they implemented performance evaluations and Ms. Krusniak said it was helpful. Performance evaluations help with professional development, accepting constructive criticism, setting goals and expectations and revisiting so there are not any surprises at the annual evaluation. Employees want to know if they are doing well or if expectations are not being met. Employees in each department will have different measurables.

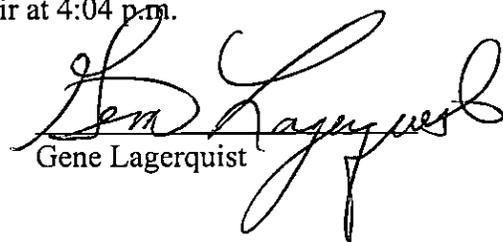
It was noted that the PTO Policy and the Performance and Salary Review Policy will be listed as old business on the Policy Committees Agenda each month as this process moves forward. It was reiterated that the two (2) policies are far from complete and if employees or fellow Board members have any suggestions, please bring them to the attention of Ms. Sagala, your Department Head or any Committee member. Revising these policies are a lot of work, but it is very important to get it right and it takes time. All are always welcome to attend these meetings. Once the new website is active, the proposed policies could be posted on the Intranet (internal County site) for review and feedback.

SCHEDULE NEXT MEETING

The next meeting of the Policy Committee will be held on Friday, February 28, 2020 at 2:30 p.m. in the Board of Commissioners Room.

The meeting was adjourned at the Call of the Chair at 4:04 p.m.


Karen Goodman, Chairperson

Margaret Batzer


Gene Lagerquist

PTO Policy

Purpose

The purpose of Paid Time Off (PTO) is to provide employees with flexible paid time off from work that can be used for such needs as vacation, personal or family illness, doctor appointments, school, volunteerism, and other activities of the employee's choice.

The PTO days you accrue, effective January 01, 2021 replace all existing vacation, sick time, and personal days that you have been allotted under prior policies. The vacation time you accrued will carry over, in excess of the PTO policy, per the guidelines at the time.

Guidelines

Each full-time and part-time employee will accrue PTO bi-weekly in hourly increments based on their length of service as defined below. PTO is added to the employee's PTO bank when the bi-weekly paycheck is issued. PTO taken will be subtracted from the employee's accrued time bank in one-hour increments.

Temporary employees, Elected Officials, and interns are not eligible to accrue PTO.

New Employees are eligible to use accrued PTO on the first of the month following 90 days of employment.

Eligibility to accrue PTO is contingent on the employee either working or utilizing accrued PTO for the entire bi-weekly pay period. PTO is not earned in pay periods during which unpaid leave or short-term disability leave are taken.

An employee injured at the County under circumstances such that Workers' Compensation benefits are paid by the County, shall, with respect to vacation years occurring after the employee's return to work, have the period during which Workers' Compensation benefits were paid counted as continuous employment for the purpose of determining the amount of vacation to which the employee is currently entitled.

Employees may use time from their PTO bank in half hour (.5) increments. The time that is not covered by the PTO policy, and for which separate guidelines and policies exist, include company paid holidays, bereavement time off, required jury duty, and military service leave.

To take PTO requires two days of notice to the department head unless the PTO is used for legitimate, unexpected illness or emergencies. Use the Paid Time Off form to request PTO. In all instances, PTO must be approved by the employee's department head in advance.

Paid Time Off (PTO) Exceptions

- Employees who miss more than three consecutive unscheduled days may be required to present a doctor's release to Human Resources that permits you to return to work.

- PTO taken in excess of the PTO accrued can result in progressive disciplinary action up to and including employment termination. This time off will be unpaid. The only possible exception to this policy must be granted by the Board of Commissioners.
- PTO accrued prior to the start of a requested and approved unpaid leave of absence must be used to cover hours missed before the start of the unpaid leave.
- Under Manistee County's Family Medical Leave Act (FMLA) policy, all accrued PTO time is taken before the start of the unpaid FMLA time.
- Unscheduled absences, due to illnesses of four hours or more, that result in consecutive days absent from work, are considered one absence incident in relation to potential disciplinary action.
 - Progressive disciplinary action relative to incidents of absenteeism is administered on a rolling 12-month calendar as follows:
 - One – three incidents: No disciplinary action. Supervisory coaching.
 - Fourth incident: Verbal Warning with a documented coaching session
 - Fifth incident: Written warning in the employee's file
 - Sixth incident: Employment termination

An employee who receives a second written warning in a rolling 24-month time period will have his or her employment terminated.

- An employee who has used all of his or her FMLA and Short-Term Disability benefits, and is still unable to return to work, will have his or her employment terminated.
- Any employee who misses two consecutive days of work without notice to their supervisor may be considered to have voluntarily quit their job.

Specific Eligibility for Paid Time Off (PTO)

PTO is earned on the following schedule based on a 37.5 or 40 hour work week. PTO is prorated based on the number of hours worked on an employee's regular schedule.

Years of Service

1-4: 120 or 128 hours per year, earned at a rate of .0615 for each full work week in a calendar year.

5-9: 157.5 or 168 hours per year, earned at a rate of .0808 for each full work week in a calendar year.

10-15: 195 or 208 hours per year, earned at a rate of .1000 for each full work week in a calendar year.

16-20: earn one additional day per year until you reach 20 years of service.

16 years

17 years

18 years

19 years

20 years

Maximum Time Accumulated

Although you may carry over unused PTO time from year to year, there is a cap on the amount of PTO time you can accumulate.

Each employee may carry over 60 or 64 hours of accrued PTO over into a new calendar year to be used by March 31st. Employees are responsible for monitoring and taking their PTO over the course of a year so that they do not lose time accrued when the current calendar year ends. (PTO is subject to department head approval and not every employee can take accumulated time in December: Manistee County must continue to serve customers.)

If extenuating business circumstances prevented the employee from taking scheduled PTO, this PTO may be carried over and taken in the first half of the next calendar year with the approval of the department head.

Employees are paid for the PTO they have accrued at employment end. If an employee has used PTO time not yet accrued, and employment terminates, the PTO taken is deducted from the final paycheck. Employees who give two weeks notice of employment termination must work the two weeks without utilizing PTO. If an employee dies, the County will pay to the person the employee designates as the next of kin accrued but unused vacation pay. This provision also applies to employees who are laid off.

Employees who are rehired will receive credit for the former time worked and accumulate current PTO for the combined time.

Donating Hours

Performance and Salary Review Policy

Purpose

The performance appraisal process provides a means for discussing, planning and reviewing the performance of each employee.

Performance appraisals influence salaries, promotions and transfers, and it is critical that supervisors are objective in conducting performance reviews and in assigning overall performance ratings.

Eligibility

All full- and part-time employees are provided an annual performance review and consideration for merit pay increases as warranted.

Performance Review Schedule

Performance appraisals are conducted annually on employee's anniversary date in respect to their current position. Each department head/Elected Official is responsible for the timely and equitable assessment of the performance and contribution of subordinate employees.

Salary Increases

A performance appraisal does not always result in an automatic salary increase. The employee's overall performance and salary level relative to position responsibilities must be evaluated to determine whether a salary increase is warranted. Out-of-cycle salary increases must be preapproved by the Board of Commissioners.

Salary Equity Reviews

A department head/Elected Official may request an analysis of an employee's salary at any time that it's deemed appropriate. This request should be made to the HR Manager/Assistant Administrator, who will review the employee's salary in comparison to other employees in comparable positions and within the guidelines of County's compensation policy and take to the Personnel Committee.

Processes

HR will establish the format and timing of all review processes. The completed evaluations will be retained in the employee's personnel file.

Salary increase requests must be supported by a performance appraisal for salary change processing. Department heads/Elected Officials may not discuss any proposed action with the employee until all written approvals are obtained.

HR will review all salary increase/adjustment requests to ensure compliance with County policy and that they fall within the provided guidelines.

Pay for Performance Merit Program Guidelines

Overview

On October 01, 2020, The Manistee County Board of Commissioners approved the 2019-20 merit program for all employees with a 3% budget. The merit program implements salary increases based on an individual's performance and contributions. The program recognizes and rewards outstanding performance based on employee accomplishments.

Eligibility Requirements

Employees eligible for the merit program include individuals who:

- Have a 2019-20 appraisal completed by their supervisor with a rating of "Met Expectations" or above.
- Are employed as full-time or part-time employees.
- Are still on the payroll as full-time or part-time employee as of the merit increase date.
- Have completed a probationary period on or before July 1, 2019.
- Individuals with contract appointments are only eligible for the merit if it is stipulated in the terms of the contract.

Structure

The merit program seeks to proportionally recognize and reward individuals with salary increases based on performance. The following guidelines are recommended to determine an individual's salary increase.

- Met Expectations or greater performance rating is 0% to 4.5%.
- Recommend a minimum of 2% increase for performance ratings of Met Expectations or greater.
- Allocation must balance within the overall budgeted amount.

Performance Rating:	Unacceptable	Improvement Needed	Met Expectations	Consistently Exceeded Expectations	Exceptional
Recommended Increase:	0%	0%	up to 2.5%	up to 3.5%	up to 4.5%

Information about funding staff salary merit increases can be found in the Manistee County Budget Handbook.

Each Department will need to work within the allocated amount budgeted for merit increases. This information is important to ensure that good performers receive sufficient bottom-line increases to effectively recognize and reward performance.

Appraisals received after the due dates, may result in a delay of pay to the employees.

Salary Increase Determination Process

The recommended increase ranges provide guidelines for individual increases. Departments must allocate the increases within the overall budgeted amount. Any deviations from the budgeted amount must be approved by the Board of Commissioners.

We request that department heads/Elected Officials promptly provide the letters to their respective employees and Human Resources to ensure that they are notified prior to the payroll date. Distribution of the letter should be accompanied by a discussion of the merit increase in order to recognize individual contributions and motivate future efforts. A copy of the merit increase letter will be placed in the personnel file by Human Resources.

DRAFT

Non-Union & Non-Court - Per Nottley 2005 Study

(Plus 2.5% for 2009-10)
(Plus 0.0% for 2010-11)
(Plus 0.0% for 2011-12)
(Plus 0.0% for 2012-13)
(Plus 2.0% for 2013-14)
(Plus 1.0% for 2014-15)
(Plus 1.0% for 2015-16)
(Plus 2.0% for 2016-17)
(Plus 2.0% for 2017-18)
(Plus 2.0% for 2018-19)

Plus 2.25% for 2019-20

GRADE MINIMUM MEDIAN MAXIMUM

HOURLY:

1	\$11.94	\$13.73	\$15.52
2	\$14.03	\$16.13	\$18.23
3	\$15.08	\$17.36	\$19.60
4	\$15.45	\$17.79	\$20.07
5	\$16.22	\$18.65	\$21.10
6	\$17.45	\$20.05	\$22.69
7	\$19.62	\$22.57	\$25.51
8	\$20.60	\$23.71	\$26.79
9	\$22.68	\$26.07	\$29.49
10	\$26.07	\$29.98	\$33.90
11	\$29.98	\$34.50	\$38.98
12	\$30.73	\$35.35	\$39.94
13	\$37.64	\$43.31	\$48.95

SALARY: 1950

1	\$23,290.80	\$26,769.01	\$30,269.24
2	\$27,363.39	\$31,457.99	\$35,552.60
3	\$29,410.69	\$33,857.52	\$38,216.29
4	\$30,137.15	\$34,694.05	\$39,140.88
5	\$31,634.11	\$36,367.11	\$41,144.15
6	\$34,033.63	\$39,096.85	\$44,248.12
7	\$38,260.32	\$44,005.97	\$49,751.62
8	\$40,175.53	\$46,229.38	\$52,239.20
9	\$44,226.11	\$50,830.31	\$57,500.54
10	\$50,830.31	\$58,469.16	\$66,108.02
11	\$58,469.16	\$67,274.76	\$76,014.31
12	\$59,922.08	\$68,925.81	\$77,885.50
13	\$73,394.65	\$84,445.67	\$95,452.67

SALARY: 2080

1	\$24,843.52	\$28,553.61	\$32,287.19
2	\$29,187.62	\$33,555.19	\$37,922.77
3	\$31,371.40	\$36,114.69	\$40,764.04
4	\$32,146.30	\$37,006.99	\$41,750.27
5	\$33,743.05	\$38,791.59	\$43,887.09
6	\$36,302.54	\$41,703.30	\$47,198.00
7	\$40,811.00	\$46,939.70	\$53,068.39
8	\$42,853.90	\$49,311.34	\$55,721.81
9	\$47,174.52	\$54,218.99	\$61,333.91
10	\$54,218.99	\$62,367.10	\$70,515.22
11	\$62,367.10	\$71,759.74	\$81,081.93
12	\$63,916.89	\$73,520.86	\$83,077.87
13	\$78,287.62	\$90,075.38	\$101,816.18

B-5

Non-Union & Non-Court - Per Nottley 2005 Study

(Plus 2.5% for 2009-10)
 (Plus 0.0% for 2010-11)
 (Plus 0.0% for 2011-12)
 (Plus 0.0% for 2012-13)
 (Plus 2.0% for 2013-14)
 (Plus 1.0% for 2014-15)
 (Plus 1.0% for 2015-16)
 (Plus 2.0% for 2016-17)
 (Plus 2.0% for 2017-18)
 (Plus 2.0% for 2018-19)

Plus 2.25% for 2019-20

GRADE	MINIMUM 0 - 3	STEP 2 4 - 6	STEP 3 7 - 9	STEP 4 10 - 12	STEP 5 13 - 15	STEP 6 16 - 18	STEP 7 19 - 21	STEP 8 22 - 24	MAXIMUM 25+
HOURLY:									
1	\$11.94	\$12.38	\$12.84	\$13.28	\$13.73	\$14.18	\$14.63	\$15.07	\$15.52
2	\$14.03	\$14.55	\$15.08	\$15.61	\$16.13	\$16.65	\$17.18	\$17.71	\$18.23
3	\$15.08	\$15.65	\$16.20	\$16.78	\$17.36	\$17.92	\$18.47	\$19.04	\$19.60
4	\$15.45	\$16.05	\$16.62	\$17.18	\$17.79	\$18.37	\$18.94	\$19.51	\$20.07
5	\$16.22	\$16.84	\$17.45	\$18.05	\$18.65	\$19.28	\$19.89	\$20.48	\$21.10
6	\$17.45	\$18.10	\$18.77	\$19.42	\$20.05	\$20.73	\$21.36	\$22.04	\$22.69
7	\$19.62	\$20.37	\$21.10	\$21.83	\$22.57	\$23.31	\$24.05	\$24.78	\$25.51
8	\$20.60	\$21.37	\$22.17	\$22.93	\$23.71	\$24.46	\$25.25	\$26.02	\$26.79
9	\$22.68	\$23.53	\$24.36	\$25.23	\$26.07	\$26.91	\$27.77	\$28.62	\$29.49
10	\$26.07	\$27.06	\$28.03	\$29.01	\$29.98	\$30.97	\$31.95	\$32.91	\$33.90
11	\$29.98	\$31.11	\$32.24	\$33.36	\$34.50	\$35.61	\$36.72	\$37.86	\$38.98
12	\$30.73	\$31.88	\$33.04	\$34.18	\$35.35	\$36.50	\$37.64	\$38.81	\$39.94
13	\$37.64	\$39.05	\$40.46	\$41.87	\$43.31	\$44.71	\$46.12	\$47.54	\$48.95

SALARY:	1950								
1	\$23,290.80	\$24,149.35	\$25,029.91	\$25,888.45	\$26,769.01	\$27,649.57	\$28,530.13	\$29,388.68	\$30,269.24
2	\$27,363.39	\$28,376.03	\$29,410.69	\$30,445.35	\$31,457.99	\$32,470.64	\$33,505.29	\$34,539.95	\$35,552.60
3	\$29,410.69	\$30,511.39	\$31,590.08	\$32,712.79	\$33,857.52	\$34,936.20	\$36,014.89	\$37,137.60	\$38,216.29
4	\$30,137.15	\$31,303.90	\$32,404.59	\$33,505.29	\$34,694.05	\$35,816.76	\$36,939.48	\$38,040.18	\$39,140.88
5	\$31,634.11	\$32,844.87	\$34,033.63	\$35,200.37	\$36,367.11	\$37,599.90	\$38,788.65	\$39,933.38	\$41,144.15
6	\$34,033.63	\$35,288.43	\$36,609.27	\$37,864.06	\$39,096.85	\$40,417.69	\$41,650.47	\$42,971.31	\$44,248.12
7	\$38,260.32	\$39,713.24	\$41,144.15	\$42,575.06	\$44,005.97	\$45,458.89	\$46,889.80	\$48,320.71	\$49,751.62
8	\$40,175.53	\$41,672.49	\$43,235.48	\$44,710.42	\$46,229.38	\$47,704.32	\$49,245.30	\$50,742.25	\$52,239.20
9	\$44,226.11	\$45,877.16	\$47,506.19	\$49,201.27	\$50,830.31	\$52,481.35	\$54,154.42	\$55,805.47	\$57,500.54
10	\$50,830.31	\$52,767.54	\$54,660.74	\$56,575.96	\$58,469.16	\$60,384.38	\$62,299.59	\$64,170.78	\$66,108.02
11	\$58,469.16	\$60,670.56	\$62,871.96	\$65,051.34	\$67,274.76	\$69,432.13	\$71,611.51	\$73,834.93	\$76,014.31
12	\$59,922.08	\$62,167.51	\$64,434.95	\$66,658.37	\$68,925.81	\$71,171.23	\$73,394.65	\$75,684.10	\$77,885.50
13	\$73,394.65	\$76,146.40	\$78,898.14	\$81,649.89	\$84,445.67	\$87,175.40	\$89,927.15	\$92,700.92	\$95,452.67

SALARY:	2080								
1	\$24,843.52	\$25,759.30	\$26,698.57	\$27,614.35	\$28,553.61	\$29,492.88	\$30,432.14	\$31,347.92	\$32,287.19
2	\$29,187.62	\$30,267.77	\$31,371.40	\$32,475.04	\$33,555.19	\$34,635.35	\$35,738.98	\$36,842.62	\$37,922.77
3	\$31,371.40	\$32,545.48	\$33,696.08	\$34,893.64	\$36,114.69	\$37,265.28	\$38,415.88	\$39,613.44	\$40,764.04
4	\$32,146.30	\$33,390.82	\$34,564.90	\$35,738.98	\$37,006.99	\$38,204.55	\$39,402.11	\$40,576.19	\$41,750.27
5	\$33,743.05	\$35,034.53	\$36,302.54	\$37,547.06	\$38,791.59	\$40,106.56	\$41,374.56	\$42,595.61	\$43,887.09
6	\$36,302.54	\$37,640.99	\$39,049.89	\$40,388.34	\$41,703.30	\$43,112.20	\$44,427.17	\$45,836.06	\$47,198.00
7	\$40,811.00	\$42,360.79	\$43,887.09	\$45,413.40	\$46,939.70	\$48,489.48	\$50,015.79	\$51,542.09	\$53,068.39
8	\$42,853.90	\$44,450.65	\$46,117.84	\$47,691.11	\$49,311.34	\$50,884.61	\$52,528.32	\$54,125.07	\$55,721.81
9	\$47,174.52	\$48,935.63	\$50,673.27	\$52,481.35	\$54,218.99	\$55,980.11	\$57,764.71	\$59,525.83	\$61,333.91
10	\$54,218.99	\$56,285.37	\$58,304.79	\$60,347.69	\$62,367.10	\$64,410.00	\$66,452.90	\$68,448.84	\$70,515.22
11	\$62,367.10	\$64,715.26	\$67,063.42	\$69,388.10	\$71,759.74	\$74,060.94	\$76,385.61	\$78,757.25	\$81,081.93
12	\$63,916.89	\$66,312.01	\$68,730.62	\$71,102.26	\$73,520.86	\$75,915.98	\$78,287.62	\$80,729.71	\$83,077.87
13	\$78,287.62	\$81,222.82	\$84,158.02	\$87,093.22	\$90,075.38	\$92,987.10	\$95,922.30	\$98,880.98	\$101,816.18