

## HUMAN RESOURCES AND LABOR NEGOTIATIONS COMMITTEE

### HR COMMITTEE MEMBERS PRESENT: Marsik, Greshay, Hilbert and Schmidt

Minutes of the regular meeting of the Human Resources and Labor Negotiations Committee of the Dodge County Board of Supervisors held on Tuesday, August 20, 2019 at 9:30 a.m. in meeting room 4C located on the fourth floor of the Administration Building.

**ALSO PRESENT:** Sarah Hinze, Human Resources Director; James Mielke, County Administrator; Tonia Mindemann, Assistant Human Resources Director; Megan Firari, Human Resources Specialist; Deanna Wilson, Clearview Executive Director; Russell Freber, Physical Facilities Director; Brian Field, Highway Commissioner; Pete Thompson, Assistant Highway Commissioner; Justin Reynolds, Information Technology Director.

Meeting called to order by Marsik at 9:30 a.m.

Roll call was taken. All members present except Sheahan-Malloy who was excused.

Marsik noted that no Non-Committee County Board Supervisors were present.

Marsik asked if anyone present had any public comments. There were none.

Motion by Schmidt to approve the open and closed session minutes of the special meeting of August 1, 2019, the open and closed session minutes of the regular meeting of August 6, 2019 and the open and closed session minutes of the special session of August 15, 2019. Second by Hilbert. Motion carried without negative vote.

Reynolds and Freber presented a request to increase the on-call pay for employees of Information Technology and Physical Facilities from \$2.25/hour to \$3.50/hour, the same as recently approved for the Human Services and Health Department. Reynolds and Freber provided justification for the increase and stated it would be factored into the 2020 budget. Mielke supported consistency between the departments and recommended the on-call increase be implemented with the 2020 budget for all three departments, including Human Services.

Motion by Schmidt to approve an increase in on-call pay for employees of Physical Facilities and Information Technology from \$2.25/hour to \$3.50/hour effective as of January 1, 2020 and noted the effective date is for all three areas of: Physical Facilities, Information Technology and Human Services and Health. Second by Hilbert. Motion carried without negative vote.

Hinze stated that in an effort to address recruitment, hiring, and retention concerns at the Highway Department she met with Field and Thompson to discuss ideas. Hinze distributed a summary of recommendations for the Highway Department and explained each in detail. Field addressed the Committee with the challenges Highway is experiencing, reviewed the market conditions and endorsed the recommendations.

Motion by Hilbert to approve the recommendations, including wages, as presented, for recruitment, hiring and retention at the Highway Department effective September 12, 2019. Second by Schmidt. Motion carried without negative vote.

Hinze referenced a new Clearview policy "Assisted Living Supervisor Exempt Status". Wilson provided reasoning for the policy.

Motion by Hilbert to approve the Clearview policy, "Assisted Living Supervisor Exempt Status" effective August 20, 2019. Second by Schmidt. Motion carried without negative vote.

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Hinze reviewed the current policy regarding unpaid Military Leave and Worker's Compensation Leave and the effect on vacation accruals. Hinze stated that there have been requests to reconsider the policy so vacation is not pro-rated for unpaid Military Leave and Worker's Compensation Leave. There was discussion regarding the leaves and pro-rated vacation time. Hinze will revise the policy and include as a future agenda item for final approval.

Motion by Hilbert to approve a policy change where unpaid Military Leave hours are included in the vacation accrual calculation, noting that Worker's Compensation Leave is not approved for the policy change. Second by Schmidt. Motion carried without negative vote.

The Committee reviewed the Personnel Requisitions. Mielke recommended approval of these requests.

One (1) Utility II / Truck Driver	Highway
One (1) Social Services Aide I, II or III – CPS Ongoing	Human Services
One (1) Deputy Sheriff	Sheriff

Motion by Schmidt to approve the Personnel Requisitions as presented. Second by Hilbert. Motion carried without negative vote.

Mindemann presented an unpaid General Leave request for an employee with Human Services and Health. Mindemann stated it was for a medical reason for the employee but no medical documentation was able to be provided.

Motion by Hilbert to send the leave back to the supervisor for his/her discretion. Second by Schmidt. Motion carried without negative vote.

The Committee reviewed the Salary, Wage, and Status changes as presented.

STEP INCREASE – UNION – None. NEW HIRE – UNION – None. RECLASSIFICATION – UNION – None. APPOINTED OFFICIAL - None. NEW HIRE – Jesse Rodriguez, Utility II / Truck Driver West, Highway, \$18.59, DC04, ST01, 08/12/2019; Rachel Giese, Social Worker I – CPS Ongoing, Human Services, \$22.89, DC06, ST01, 08/12/2019, Shaun Ready, Social Worker I – CPS Ongoing, Human Services, \$22.89, DC06, ST01, 08/12/2019. LIMITED TERM/SEASONAL NEW HIRE – None. LIMITED TERM/SEASONAL RE-HIRE - None. REHIRE – None RECLASSIFICATION – None. WAGE INCREASES– None.

The Committee reviewed the Orientation Period Reports as presented.

**HR Director's Report:**

- a) Summary of Employee Resignations/Retirements: Hinze and Firari presented a summary of recent employee resignations/terminations.
- b) Hinze stated that there is nothing to report regarding grievances.
- c) Hinze provided an update on the 2019 Human Resources Budget and notified the Committee of an overage in legal fees that will require review by the Finance Committee. Hinze provided a preliminary report of the 2020 Human Resources Budget noting an increase of approximately \$24,000 over the 2019 budget. Hinze stated that she has reached out to her counterparts regarding estimates for a Compensation Study and will work on a Request for Proposal (RFP) in order to receive responses prior to November for budgetary purposes. It was the consensus of the Committee to include benefits in the RFP.

There was no closed session.

Future Agenda Items: Short Term Disability Presentation on September 17<sup>th</sup>, Special session for Paid Time Off (PTO) on September 19<sup>th</sup>, RFP for Compensation Study, RFP for Employee Assistance Program, Wages and Benefits, Negotiations.

It was the consensus of the Committee to schedule the next regular meetings of the Human Resources and Labor Negotiations Committee as follows: **Tuesday, September 3, 2019 at 9:30 a.m.** and **Tuesday, September 17, 2019 at 9:30 a.m.** which will be held in room 4C of the Administration Building and special meeting for negotiations on **Wednesday, September 4, 2019 at 9:30 a.m.** which will be held in room 4B of the Administration Building and special meeting for PTO on **Thursday, September 19, 2019 at 3:00 p.m.** which will be held in room 4C of the Administration Building.

Meeting adjourned by order of the Chairperson at 10:28 a.m.

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**Richard Greshay, Secretary**

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**Joseph Marsik, Chairperson**

Disclaimer: The above minutes may be approved, amended, or corrected at the next committee meeting.

Score

- 0 Unacceptable
- 1 Still learning/needs to build; Needs to improve
- 2 Meets expectations/valued contributor; Solid and dependable employee
- 3 Exceeds Expectations; performs at a significantly higher level
- 4 Consistently exceptional; always above and beyond the scope of the job; Superstar

**DRAFT**

COMPETENCY CATEGORIES

**1 Looking back on the past review period, please give examples of what you feel you did well.**

**2 Looking back on the past review period, please give examples what you feel you are areas you could improve your performance in.**

**3 Looking back on the past review period, please list any important accomplishmetns you made.**

**4 Looking back on the past review period, what changes could be made to improve your performance?**

**5 What have you done in the last preview period, to improve yourself or the quality and quantity of your work?**

**6 Last Year's Goal: Please identify your goal for last year, please indicate if you feel you achieved your goal and list any indicators that either helped you achieve your goal or that made you fall short of your goal.**

7

**Next Year's Goal:** Please identify your goal for the next review period making sure to list any indicators you will need from your supervisor in order to achieve it.

8

**Overall Score:** Looking back on the previous review period, please rate your overall performance using the scoring listed above and explain why you meet the definition of that score.

9

**Please list any training you would like to go to which would help you in your current position.**

10

**Additional Employee Comments:**

Score

- 0 Unacceptable
- 1 Still learning/needs to build; Needs to improve
- 2 Meets expectations/valued contributor; Solid and dependable employee
- 3 Exceeds Expectations; performs at a significantly higher level
- 4 Consistently exceptional; always above and beyond the scope of the job; Superstar

**DRAFT**

COMPETENCY CATEGORIES

<b>A</b>	<p><b>Knowledge/Learning</b></p> <div style="border: 1px solid black; padding: 5px;"> <p>Score of 2: The employee demonstrates a thorough understanding of their job, its processes and procedures and of the departmental functions, procedures and operations and integrates this knowledge to efficiently accomplish the requirements of the job; understands and complies with the various regulatory components required of their job (e.g. laws, ordinances, administrative regulations, polices and procedures); gives priority to development and continuous learning, identifies opportunities to build skills, knowledge and expertise, keeps up-to-date on information in their areas (s) of expertise and makes decisions based on up-to-date information in their field; utilizes their knowledge to assist/train other employees as necessary. Do not make a comment below. Please make your comment in Section "N. Explanation" if score is below or above a "2".</p> </div>	Category Score	<input style="width: 100%;" type="text"/>
<b>B</b>	<p><b>Productivity/Quality</b></p> <div style="border: 1px solid black; padding: 5px;"> <p>Score of 2: The employee regularly produces the expected volume of work; demonstrates a high degree of accuracy and thoroughness in work; consistently produces quality work and strives to improve quality to meet changing County/Customer needs; meets deadlines and maintains an appropriate balance between quality and quantity of work; regularly exercises sound judgement in completing job tasks and follows procedures; reacts well under pressure. Do not make a comment below. Please make your comment in Section "N. Explanation" if score is below or above a "2".</p> </div>	Category Score	<input style="width: 100%;" type="text"/>
<b>C</b>	<p><b>Customer/Client Service</b></p> <div style="border: 1px solid black; padding: 5px;"> <p>Score of 2: The employee demonstrates a clear understanding of who comprises the client/customer base for their position or department; demonstrates understanding of customer needs (both internal and external), anticipates the needs of their customers and responds to customers in a timely manner; establishes and maintains effective contacts with customers; genuinely listens to customer concerns, complaints, ideas and suggests ways to improve processes to fulfill customer needs; treats all customers with dignity and respect and handles customer interactions with diplomacy and tact. Do not make a comment below. Please make your comment in Section "N. Explanation" if score is above or below a "2".</p> </div>	Category Score	<input style="width: 100%;" type="text"/>
<b>D</b>	<p><b>Accountability/Integrity/Availability</b></p> <div style="border: 1px solid black; padding: 5px;"> <p>Score of 2: The employee accepts accountability for their own actions; takes responsibility for the results of the decisions they made; acknowledges mistakes and takes corrective measures when appropriate; demonstrates ability to make difficult decisions when necessary, and provides sounds rationale for these decisions; builds and models respect and trust by acting ethically, keeping word, maintaining confidentiality and honoring commitments; reliable, shows up for work when needed or scheduled, and makes themselves available when need arises. Sick Leave Usage/Unpaid Time (do not include FMLA or approved Leaves of Absences): Score of a 2: _____; Score of a 3: _____; Score of a 4: _____ Do not make a comment below. Please make your comment in Section "N. Explanation" if score is above or below a "2".</p> </div>	Category Score	<input style="width: 100%;" type="text"/>

E

**Planning**

Score of 2: The employee collects relevant data/information and analyzes problems as required; effectively and efficiently makes use of time and resources; demonstrates ability to changing job requirements and/or volume of work, adjusts to plans in the face of adversity and/or change. Appropriately copes with change, risk and uncertainty; considers others when developing a plan including possible impacts, others' schedules and priorities and the need to build consensus when appropriate. Do not make a comment below. Please make your comment in Section "N. Explanation" if score is above or below a "2".

Category Score

F

**Communication Skills**

Score of 2: The employee effectively, clearly, and appropriately exchanges information and ideas utilizing the appropriate methods/means of communication (verbal, written, email, texting, etc.); adjusts style to fit the environment or the situation; listens attentively to the ideas and concerns of others, reacts appropriately; addresses and effectively mediates conflict. Do not make a comment below. Please make your comment in Section "N. Explanation" if score is above or below a "2".

Category Score

G

**Cooperation/Teamwork**

Score of 2: The employee consistently operates outside of own self-interests; maintains cooperative and collaborative working relationships with peers, management, customers, and other divisions and/or departments; demonstrates flexibility and consideration during interactions with peers, management and customers; follows instructions and consistently supports management decisions as demonstrated by their actions; assists co-workers when they are in need of assistance; influences others in a positive way. Do not make a comment below. Please make your comment in Section "N. Explanation" if score is above or below a "2".

Category Score

H

**Innovation/Initiative**

Score of 2: The employee displays a willingness to take new or different approaches to familiar situations/projects and approaches unfamiliar situations/projects with an open mind; approaches projects or problems with a creative mindset and views situations from multiple perspectives; utilizes technology appropriate to their job and applies new technology to enhance efficiency, productivity, knowledge, and communication; anticipates potential problems or opportunities and acts in a proactive manner to suggest new ideas to address these problems/opportunities; displays a willingness to initiate and complete projects with minimal supervision; demonstrates an ability to honestly reflect on their own strengths and weaknesses and make appropriate adjustments to improve performance; provides honest, helpful feedback in a tactful manner. Do not make a comment below. Please make your comment in Section "N. Explanation" if score is above or below a "2".

Category Score

I

**Work Culture/Diversity**

Score of 2: The employee acknowledges and appreciates individual differences of employees and customers and understands how these differences can be a determining factor in both collaboration and conflict; modifies their approach, when appropriate, in their dealings with employees and customers with diverse values and priorities; demonstrates the ability to work with people of various cultures, ages and backgrounds; recognizes and eliminates biased or inappropriate words, humor, gestures and behaviors. Do not make a comment below. Please make your comment in Section "N. Explanation" if score is above or below a "2".

Category Score

J

**Employee Safety/Loss Control**

Score of 2: The employee informs management of hazards and/or unsafe working conditions; reports any work related accidents, injuries or illnesses, processes the required paperwork in a timely manner and takes appropriate precautions to prevent future instances; performs duties in a safe manner and exercises preventative safety precautions; exercises appropriate care in the use and handling of County property and equipment. Do not make a comment below. Please make your comment in Section "N. Explanation" if score is above or below a "2".

Category Score

K

**Management/Supervisor: Leadership and Supervision**

Only provide category score if employee is a Department Head, Supervisor, or Manager. Leave as N/A if they do not. Score of 2: The employee establishes clear missions, goals, and objectives for department or unit; influences and guides others in an enthusiastic manner to achieve the goals and objectives of the department and/or County; sets a positive example for others in the organization, establishes clear and effective relationships with department managers/staff; provides appropriate direction to employees; gives immediate feedback and provides direction to employees with unsatisfactory performance by suggesting ways employees can improve; mentors and develops staff; meets regularly one-on-one with staff; conducts thorough and timely performance reviews; ensures that employees follow county policies and directives; follows and enforces county disciplinary policy; undertakes thorough and appropriate investigations when necessary and uses good judgment in making disciplinary decisions. Do not make a comment below. Please make your comment in Section "N. Explanation" if score is above or below a "2".

Category Score

L

**Management/Supervisor: Problem Solving and Decision Making**

Only provide category score if employee is a Department Head, Supervisor, or Manager. Leave as N/A if they do not. Score of 2: The employee identifies and solves problems by securing necessary information, analyzing possible solutions, and rendering appropriate decisions; solicits the involvement of other managers, staff, or others when appropriate to help find solutions; keeps departmental goals and objectives in mind when evaluating possible solutions; uses sound judgment and analytical reasoning to choose solutions that produce end results and minimize problems; anticipates consequences of decisions; makes the best decision possible with limited information when necessary, and is able to make decisions with certainty and self assurance even when under stress. Do not make a comment below. Please make your comment in Section "N. Explanation" if score is above or below a "2".

Category Score

M

**Management/Supervisor: Financial Management**

Only provide category score if employee is a Department Head, Supervisor, or Manager. Leave as N/A if they do not. Score of 2: The employee carefully manages available resources, is creative in finding alternative funding sources; keeps abreast of changes and is aware of fiscal constraints that affect departmental programs; understands and works within budget limitations while seeking to achieve maximum efficiency in using allocated funds. Do not make a comment below. Please make your comment in Section "N. Explanation" if score is above or below a "2".

Category Score

N

**N. Explanation (Leave Score as N/A)**

Please explain why the employee's score in each of the any above categories was less than a "2" or above a "2". Specific information/examples must be given.

Category Score

Comments



**GOAL CATEGORIES**

<b>1 of 3</b>	<b>Prior Year's Performance Goal (copy and paste from last review)</b> <input type="text"/>	Category Score	<input type="text"/>
		Category Score	NA
<b>2 of 3</b>	<b>Next Year's Performance Goal (Leave Score as N/A)</b> <input type="text"/>	Category Score	NA
<b>3 of 3</b>	<b>Overall Comments Regarding Goals (Leave Score as N/A)</b> <input type="text"/>		
<b>4 of 3</b>	<b>Training and Development Opportunities (Leave Score as N/A)</b> <input type="text"/>	Category Score	NA

General Employee Comments

Overall Score

Review Comments

Dodge County has adopted a performance management system focused on creating a work environment in which employees are empowered to perform to the best of their ability. Managers play a critical role in the performance management system and are responsible for clarifying job duties, defining performance standards, and discussing and documenting performance throughout the year.

In order keep Dodge County's compensation structure competitive, Dodge County will review the market conditions and determine if a Cost of Living Adjustment (COLA) will be made to the compensation structure. If a COLA is approved it will go into effect on January 1<sup>st</sup> of each year, all employees in the Dodge County labor grade structure will receive the established COLA increase. This includes employees who are in steps 1-4 and max as well as those who are in merit (step 5). This increase is not based on the overall score of the annual performance evaluation.

#### Performance Evaluations

- (1) Performance evaluations are based on the principle of no surprises – nothing should appear on the performance evaluation that the employee has not seen or heard before. The performance evaluation process requires equal participation of employees and managers.
- (2) Employees shall be evaluated annually. The performance evaluation shall be based only on job related behavior and reflects the cumulative performance of the employee throughout the review period. Events that occurred outside of the rating period shall not be included.
- (3) All annual performance evaluations must be completed in Kronos under the following timelines:
  - Employee self evaluations are all launched on February 20th and will be **due by March 14th**. This allows employees 23 days to complete the self evaluation.
  - Employee annual evaluations are all launched to the Supervisors on March 15th and will be **due by June 15th**. This allows 3 full months to complete the annual evaluations.
- (4) Progression through the wage schedule is dependent on an employee's cumulative score received on the annual performance evaluation. Employees will be eligible for a step increase or merit increase on July 1st of each year as follows:
  - (a) An employee's progression through the wage schedule from Step 1 to Step 3 is based on overall job performance which meets or exceeds job requirements. This is defined to be a cumulative score of at least 2 on the employee performance evaluation. Employees will move one step.

- (b) An employee's progression from Step 4 through the open merit range is based on performance that consistently exceeds proficient performance levels for incumbents in the class of positions as follows:

<b>Score</b>	<b>Percent increase</b>
2	COLA increase only
3	1%
4	2%

(5) Performance Ratings

It is possible to earn any of the following ratings. Managers must provide specific documentation for any rating that is above or below a rate of a "2".

<b>Score</b>	<b>Definition</b>
0	Unacceptable
1	Still learning/needs to build; Needs to improve
2	Meets expectations/valued contributor; Solid and dependable employee
3	Exceeds Expectations; performs at a significantly higher level
4	Consistently exceptional; always above and beyond the scope of the job; Superstar

Failure to Meet Performance Standards

- (1) Managers must make employees aware of performance concerns as soon as reasonably possible. When a manager becomes concerned that the employee is not meeting performance standards a performance evaluation should be conducted.
- (2) A non-probationary employee will be deemed to not meet performance standards when his or her cumulative performance score is less than 1 on the 4 point scale.
- (3) Managers must utilize the following performance improvement process when an employee fails to meet performance standards. The Human Resources Department is available to assist managers through this process.
  - (a) The manager must meet with the employee to review the performance evaluation. The performance evaluation must specify the unsatisfactory work performance.
  - (b) The manager must provide the employee with a written performance improvement plan that describes the steps necessary to achieve a satisfactory performance evaluation. Performance Improvement Plan forms can be obtained from the Human Resources Department.
  - (c) The manager must provide the employee a reasonable period of time to correct unsatisfactory performance.

- (d) The manager must identify the next meeting timeframes to communicate with the employee during the performance improvement process to give the employee feedback and coaching.
- (e) If the employee successfully completes the performance improvement plan he or she will be notified in writing of successful completion, along with a statement of expectations for the future. If the employee fails to meet performance standards in the future, the manager is not under any obligation to offer another performance improvement plan.
- (f) If the employee fails to successfully complete a performance improvement plan the manager must contact the Human Resources Director to discuss next steps.

## **New Hires**

### **Orientation Period**

All new full-time and part-time benefit eligible employees will serve a six (6) month orientation period. The orientation period may be extended by any days the employee is absent due to unpaid leave of absence or other extended absences. A new hire orientation period may be extended beyond the six (6) month period if the Department Head determines that an additional amount of time is needed to effectively evaluate the employee's ability to assume the responsibilities of the position.

The orientation period for new full-time non-sworn employees of the Sheriff's Office will be one year beginning when the employees complete the CTO Program.

An employee who is transferred into a different position may be required to serve an orientation period of up to six months (6) in the new position. The Department Head will make the determination of whether the employee will serve an orientation period, determine the length of the orientation period, and will make the determination at any time during the orientation period whether the employee has shown the ability to assume the responsibilities of the position. An orientation period may be extended if the Department Head determines that an additional amount of time is needed to effectively evaluate the employee's ability to assume the responsibilities of the position.

Managers will be required to complete two orientation period evaluations. If the Department Head decides to extend the orientation period they must communicate in writing to the Human Resources Director the reason(s) why the extension is needed prior to the expiration of the six (6) month orientation period.

Newly hired employees will receive the COLA increase on January 1<sup>st</sup> of each year regardless of the amount of time that employee has been in the position. Newly hired employees will progress through the wage schedule as follows:

**HUMAN RESOURCES AND LABOR NEGOTIATIONS COMMITTEE**  
**September 3, 2019**

**PERSONNEL REQUISITION REQUESTS**

One (1) Highway Maintenance Technician	Highway
One (1) I.T. System Analyst	I.T.
Two (2) Correctional Officers(2 requisitions)	Sheriff
One (1) Transport Officer Occasional	Sheriff
One (1) Extension Lead	UW Extension

**LEAVE OF ABSENCE REQUESTS FOR COMMITTEE APPROVAL**

None.

**PERSONNEL CHANGES:**

NEW HIRE – UNION

None.

RE-HIRE – UNION

None.

RECLASSIFICATION – UNION

None.

STEP INCREASE – UNION

None.

ANNUAL WAGE INCREASE

None.

APPOINTED OFFICIAL

None.

NEW HIRE

LIMITED TERM/SEASONAL NEW HIRE

None.

LIMITED TERM/SEASONAL RE-HIRE

None.

RE-HIRE

None.

RECLASSIFICATION

Jason E. Roy  
\$34.49 (+\$1.64)

Parks Supervisor  
DC09, ST05

LR&P  
09/12/2019

**HUMAN RESOURCES AND LABOR NEGOTIATIONS COMMITTEE – September 3, 2019**

**ORIENTATION PERIOD REPORTS**

Jessica Biermann	First Report	Child Support
Morgan Leistekow	First Report	Human Services
Alexandra Schneider	First Report	Human Services
Anna Marie Schroeder	Final Report	Sheriff