



POLICY COMMITTEE

Friday, July 28, 2023
2:30 P.M.

Courthouse & Government Center
Board of Commissioner's Room

AGENDA

1. Call to Order
2. Public Comment
3. New Business
4. Old Business
 - a. PTO Policy – Appendix A
 - b. Performance Merit Program Guideline Policy – Appendix B
 - c. Performance Evaluation – Appendix C
5. Other items from Committee members
6. Adjournment

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 1, 2023 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 employee will receive 45 or 48 hours of PTO on January 1st of each year. Part-time employees will receive a pro-rated number of hours based on the number of hours they worked during the previous year on January 1st.

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 half hour (.5) 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 that result in consecutive days off, excessive call ins, pattern absences may all be considered as absence incidents 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

0-4: 75 or 80 hours per year, earned at a rate of 1.443/1.539 for each full work week in a calendar year.

5-9: 112.50 or 120 hours per year, earned at a rate of 2.163/2.309 for each full work week in a calendar year.

10-15: 150 or 160 hours per year, earned at a rate of 2.885/3.077 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: 157.5 or 168 hours per year, earned at 3.029/3.230 for each full work week in a calendar year.

17: 165 or 176 hours per year, earned at 3.173/3.384 for each full work week in a calendar year.

18: 172.5 or 184 hours per year, earned at 3.317/3.538 for each full work week in a calendar year.

19: 180 or 192 hours per year, earned at 3.461/3.692 for each full work week in a calendar year.

20: 187.5 or 200 hours per year, earned at 3.605/3.846 for each full work week in a calendar year.

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 37.5 or 40 hours of accrued PTO over into a new calendar year. At the end of each calendar, employees may cash out up to 3 days of PTO time. 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 PTO. 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

Employees who wish to donate PTO leave to another employee, he/she will complete the PTO Donation Form and submit to Administration.

The minimal amount of leave donation allowable is – eight (8) hours; the maximum allowable leave donation is – forty (40) hours. The employee donating the leave must have a balance of at least eighty (80) hours remaining in his/her PTO Bank, after the donation. Accrued and unused paid leave donated by any one employee may not exceed 160 hours.

PTO Donation Form – Donor Application Form

For Payroll Period Ending _____.

I. DONOR INFORMATION

_____	_____	_____	_____
(Last)	(First)	(M.I.)	(Social Security Number)

DEPARTMENT: _____

JOB TITLE: _____

SUPERVISOR'S SIGNATURE _____ DATE: _____

TYPE OF LEAVE DONATED:

PTO [] # HOURS DONATED _____

Note: The minimal amount of leave donation allowable is – eight (8) hours; the maximum allowable leave donation is – forty (40) hours. The employee donating the leave must have a balance of at least eighty (80) hours remaining in his/her PTO bank, after the donation. Accrued and unused paid leave donated by any one employee may not exceed 160 hours.

II. PERSON TO RECEIVE LEAVE

_____	_____	_____	_____
(Last)	(First)	(M.I.)	(Social Security Number)

DEPARTMENT: _____

JOB TITLE: _____

SUPERVISOR'S SIGNATURE: _____ DATE: _____

- 1. Use of donated leave is limited to the average number of hours in the employee’s weekly schedule.
- 2. Donated leave **may not** be used to supplement paid benefit program(s) (i.e. Disability Leave, Worker’s Compensation)
- 3. Donated leave hours will be subject to taxes for both the employee donating and the employee receiving the donation.

III. CERTIFICATION

I hereby certify that this request is made voluntarily. By signing I hereby relinquish all rights to the leave shown above and the benefits accruing to or attached to the same. I certify that I will have a remaining balance of 80 hours or more of combined leave (sick, vacation, personal and compensatory) after making this donation. I also understand that my identity as a donor is to be kept confidential and I will also honor that confidentiality.

SIGNATURE: _____ DATE: _____

Donating Employee

IV. VALIDATION – TO BE COMPLETED BY ADMINISTRATION

Annual Leave Balance		Number of		New Annual	
Before Donation	_____	Hrs. Hours Donated	_____	Hrs. Leave Balance	_____ Hrs.

ADMINISTRATION REVIEW: _____

SIGNATURE

DATE

Performance Merit Program Guidelines

Overview

On <insert date> the Manistee County Board of Commissioners approved the 2023-24 merit program for all employees with a <insert %> 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.

Purpose

To define the policy of the County to assure that employees receive periodic performance feedback, recognition, and corrective instructions to promote effective job performance. The function of a performance evaluation is to provide staff with positive recognition of strengths and special abilities, and opportunity to correct poor performance. Evaluations also provide an ongoing performance record, which may be used in making personnel actions. The performance evaluation provides staff with a structured opportunity to discuss means for improvement and assists in keeping job descriptions current. The performance evaluation provides probationary staff with a report of their progress and allows for the correction of deficiencies.

The performance evaluation process should be used to set a positive tone for department heads by having a defined system which treats department heads in a uniform manner. It should also be used to emphasize the skills and activities that department heads must demonstrate to ensure the success of the County and their respective departments. Evaluations should be used as a tool to provide a plan for improvement of performance where performance problems are identified. The evaluation process should also provide feedback as to what is expected on the job and provide an opportunity to identify performance problems in a cooperative controlled manner. The process should also provide for recognition of strengths and good performance.

It is intended that the performance evaluation process be a meaningful and productive experience where administration, department heads, elected officials, Judges, and staff openly discuss job performance and expectations. The County expects that positive and constructive relationships be maintained between administration, department heads, elected officials, and staff to foster open communication regarding job performance.

Eligibility Requirements

Employees eligible for the merit program include individuals who:

- Have a 2023-24 appraisal completed by their supervisor with a rating of “Effective” 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, 2023.
- Individuals with contract appointments are only eligible for the merit if it is stipulated in the terms of the contract.
- Not included, Elected Officials

Structure

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

- Effective or greater performance rating is ___% to ___%.
- Recommend a minimum of ___% increase for performance ratings of Effective or greater.
- Allocation must balance within the overall budgeted amount.

Performance Rating:	Unsatisfactory Scoring (8-15)	Inconsistent/Needs Improvement Scoring (16-23)	Effective Scoring (24-31)	Highly Effective Scoring (32-39)	Exceptional Scoring (40)
Recommended Increase:	0%	0%	up to ___%	up to ___%	up to ___%

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 letter 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 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.

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Employee Performance Appraisal Form

Employee Name:		Position:	
Supervisor:		Department:	
Hire Date:		Position Date:	
Appraisal Period:		Date Delivered:	

INSTRUCTIONS: In completing this appraisal, the following sequence should be followed:

- Review the attached Job Description. Notify Human Resources of any changes/additions to the Job Description.
- Complete the following pages by checking the appropriate ratings, providing supporting comments, and indicating the overall rating.
- After review noted above, the appraisal will be returned for discussion with the employee. The current Job Description will also be included. Have the employee sign and date the Job Description.
- Once you discuss the appraisal with the employee and obtain their signature, sign and return the Performance Appraisal and the Job Description to Human Resources for placement in their personnel file.

JOB KNOWLEDGE

Knowledge of services, policies and procedures, techniques, skills, equipment, and materials

Has in-depth grasp of all phases of job; very well informed; a "go-to" person for others.	5 <input type="checkbox"/>
Has thorough grasp of most phases of job; seldom requires assistance and instruction beyond consultation.	4 <input type="checkbox"/>
Satisfactory job knowledge; understands and performs most phases of job well; occasionally requires assistance or instruction beyond expected consultation.	3 <input type="checkbox"/>
Limited knowledge of job, further training required, frequently requires assistance or instruction beyond expected consultation.	2 <input type="checkbox"/>
Lacks knowledge to perform job properly.	1 <input type="checkbox"/>

QUALITY OF WORK

Freedom from errors and mistakes. Accuracy, quality of work in general

Outstanding quality with consistent accuracy and attention to detail.	5 <input type="checkbox"/>
Quality very satisfactory, usually produces error free work.	4 <input type="checkbox"/>
Quality average; often accurate.	3 <input type="checkbox"/>
Room for improvement, frequent errors, work requires checking & re-doing.	2 <input type="checkbox"/>
Excessive errors and mistakes, very poor quality.	1 <input type="checkbox"/>

QUANTITY OF WORK

Work output of the employee

Consistently does more than is expected or required; consistently exceeds agency expectations for productivity; consistently produces more than most.	5 <input type="checkbox"/>
Routinely does more than is expected or required; often exceeds agency expectations for productivity; often produces more than is expected.	4 <input type="checkbox"/>



Employee Performance Appraisal Form

Handles a satisfactory volume of work; consistently meets agency expectations for productivity; occasionally does more than is required.	3 <input type="checkbox"/>
Minimally acceptable, low output, below average.	2 <input type="checkbox"/>
Extremely low output; not acceptable.	1 <input type="checkbox"/>

RELIABILITY

The extent to which the employee can be depended upon to be available for work, do it properly, and complete it on time...The degree to which the employee is reliable, trustworthy, and persistent

Highly reliable, always gets the job done on time.	5 <input type="checkbox"/>
Very reliable, consistently gets the job done on time, communicates timely when deadlines may be missed.	4 <input type="checkbox"/>
Reliable; often gets the job done on time and communicates timely when deadlines may be missed.	3 <input type="checkbox"/>
Minimally reliable; seldom gets the job done on time and seldom communicates timely when deadlines may be missed.	2 <input type="checkbox"/>
Usually unreliable, does not accept responsibility; gives up easily.	1 <input type="checkbox"/>

INITIATIVE AND CREATIVITY

The ability to plan work and to go ahead with a task with minimal direction/guidance, and the ability to make constructive suggestions

Self-starter; displays exceptional drive and perseverance; anticipates needed actions, frequently suggests better ways of doing things; ideas are often implemented.	5 <input type="checkbox"/>
Consistently high initiative; regularly displays drive and perseverance; anticipates needed actions, regularly provides suggestions for improvement.	4 <input type="checkbox"/>
Average initiative; proceeds on own with little or no direction; makes some suggestions for improvement.	3 <input type="checkbox"/>
Minimal initiative; waits for direction.	2 <input type="checkbox"/>
Lacks initiative, less than satisfactory performance.	1 <input type="checkbox"/>

JUDGMENT

The extent to which the employee makes decisions which are sound...Ability to remain objective

Uses exceptionally good judgment when analyzing facts and solving problems in most situations.	5 <input type="checkbox"/>
Consistently handles situations well and makes sound decisions in sometimes unusual circumstances.	4 <input type="checkbox"/>
Handles most situations well and usually makes sound decisions under normal circumstances.	3 <input type="checkbox"/>
Uses questionable judgment at times, room for improvement.	2 <input type="checkbox"/>
Uses poor judgment often.	1 <input type="checkbox"/>

COOPERATION

Willingness to work harmoniously with others in getting a job done...Readiness to respond positively to instructions and procedures

Extremely cooperative; consistently displays collaborative/cooperative behaviors in situations; consistently evokes teamwork and promotes a positive culture.	5 <input type="checkbox"/>
Very cooperative; regularly displays collaborative/cooperative behaviors in situations; often evokes teamwork and a positive culture.	4 <input type="checkbox"/>
Cooperative; gets along well with others.	3 <input type="checkbox"/>
Makes little effort to cooperate and/or display collaborative/cooperative behaviors in situations.	2 <input type="checkbox"/>
Negative; detracts from a positive culture/contributes to a negative culture.	1 <input type="checkbox"/>



Employee Performance Appraisal Form

ATTENDANCE

Committed to coming to work daily and working scheduled hours.

Consistently regular and prompt for work, meetings, etc.; impeccable attendance; exceptional planning for coverage during absence.	5 <input type="checkbox"/>
Routinely regular and prompt; above average attendance; few unplanned absences.	4 <input type="checkbox"/>
Usually present and on time; normally pre-planned absences.	3 <input type="checkbox"/>
Lax in attendance and/or reporting on time; improvement needed to meet expectations.	2 <input type="checkbox"/>
Often absent without sufficient notice and/or frequently reports to work late or leaves early.	1 <input type="checkbox"/>

SUPERVISOR COMMENTS

Noteworthy strong areas of present performance:

Areas requiring improvement in job performance:

Developmental Plans (there should be at least 3 goals to promote development):

Goal/Activity	Expected Results	Timing
Click here to enter text.	Click here to enter text.	Click here to enter text.
Click here to enter text.	Click here to enter text.	Click here to enter text.
Click here to enter text.	Click here to enter text.	Click here to enter text.



Employee Performance Appraisal Form

Click here to enter text.

Click here to enter text.

Click here to enter
text.

What is the progress status for plans from the past year?

Click here to enter text.

PERFORMANCE LEVELS

- (5) Exceptional – Significantly and consistently exceeds performance expectations; consistently demonstrates exceptional behaviors; serves as a role model
- (4) Highly Effective – Consistently achieves and often exceeds performance expectations;
- (3) Effective – Consistently demonstrates good performance with incumbent fulfilling all position requirements and may, at times, generate results above those expected of the position.
- (2) Inconsistent – Inconsistently achieves performance expectations. Needs improvement. This performance level may be the result of a new or inexperienced incumbent on the job or an incumbent not responding favorably to instruction.
- (1) Unsatisfactory – rarely achieves expected performance level; requires significant and immediate corrective action.



Employee Performance Appraisal Form

Overall Rating	<input type="checkbox"/> Exceptional <input type="checkbox"/> Highly Effective <input type="checkbox"/> Effective <input type="checkbox"/> Inconsistent/Needs Improvement <input type="checkbox"/> Unsatisfactory	<i>If employee receives an overall rating of "Inconsistent" or "Unsatisfactory" there must be formal documented efforts aimed at improving performance on file and a formal performance improvement plan is required.</i>			
Employee Name		Signature		Date	
Supervisor Name		Signature		Date	

Signatures acknowledge that this form was discussed and reviewed.

Employee Comments:

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