



# Manistee County Board of Commissioners

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

CHAIRPERSON  
Jeffrey Dontz  
VICE-CHAIRPERSON  
Karen Goodman

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Mark Bergstrom  
Pauline Jaquish  
Gene Lagerquist  
Richard Schmidt

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## POLICY COMMITTEE MINUTES

Friday, February 28, 2020  
2:30 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: Lisa Sagala, Human Resources Manager/Assistant  
Administrator; Pat Heins, Circuit Court Administrator;  
Heather Vasquez, Equalization Director; and Jill M.  
Nowak, County Clerk.

The meeting was called to Order at 2:30 p.m.

**NOTE – Items requiring Board Action are indicated in BOLD**

### PUBLIC COMMENT

None.

### NEW BUSINESS:

#### REVIEW VERBIAGE FOR POLICY COMMITTEE DESCRIPTION

The current Rules of Order and Procedure for the Policy Committee were reviewed (Appendix A). Discussion took place of how different Committees would develop their own policies, i.e. financial to Ways & Means, and then the draft policy would be reviewed by this Policy Committee. There is sometimes confusion on a policy versus a procedure. Policies are just statements not directives. Procedures are making sure that the policy is carried out correctly and consistently. The Policy Committee will review policies and if changes are needed, forward to the appropriate Committee for development, and then back to the Policy Committee for recommendation, and if appropriate, then to the full Board.

Also per the Policy Committee description, new Resolutions that are presented to the Board, have not been reviewed by the Policy Committee as noted in the description. When a new resolution is presented to the Board, a Board member should then ask the Chair to recommend the Resolution be referred to Policy Committee, the Policy Committee will then forward make a recommendation (or not) to the full Board. This would occur for all non-recurring annual Resolutions.

**Moved by Lagerquist, seconded by Batzer to recommend the following verbiage for the new description for the Policy Committee to read; This Committee provides review and management to policies applied through individual Committees. This Policy Committee serves as a catalyst for policy review, serves as a clearing house, and shall compile and maintain a central policy handbook. Makes recommendations as necessary. Reviews all Resolutions received by members of the Board of Commissioners, reviews, and presents the same back to the full Board with a recommendation (or not). Ayes: All. Motion Carried.**

**OLD BUSINESS:**  
**CONTINUED DISCUSSION REGARDING**  
**VACATION POLICY (PTO)**

Lisa Sagala, Human Resources Manager/Assistant Administrator, reviewed a newly updated Draft of the County Vacation (PTO) Policy (Appendix B) and the changes that were made from last month's recommendations. Ms. Sagala discussed on page B-2, Unscheduled absences and disciplinary actions, and whether these guidelines should be listed in the policy; as all situations cannot be covered in a policy. It was discussed that HR should be used for help regarding excessive time off issues. This PTO Policy is pretty much the same as the current vacation and personal time policy, except now paid time off will be in one bank, an employee does not have to wait a year to have time off and employees with 16 or more years will earn one additional day per year until one reaches 20 years of service. A couple other changes from the previous draft is there is no date to use carry over time by. Donating hours is new and it will be handled by a person donating to another person (not by a bank that then would entail a committee) or by an anonymous donor. Taxes would be assessed in accordance with the law.

After review, the Committee was satisfied with the revisions. Ms. Sagala will notify all employees once a recommendation is made by the Personnel Committee, then to the full Board for adoption of the PTO Policy. However, comments are still being taken as the policy will not take effect until January 1, 2021 if Board approval is reached.

**Moved by Batzer, seconded by Goodman to recommend draft of the Paid Time Off (PTO) Policy (formally vacation and personal time off Policy) be forwarded to the Personnel Committee for review. If there are any recommended changes, the PTO Policy will return to the Policy Committee to review those changes, then to the full Board with an anticipated adoption date of January 1, 2021. Ayes: All. Motion Carried.**

**DISCUSSION REGARDING PERFORMANCE AND  
SALARY REVIEW POLICY**

Ms. Sagala informed the Policy Committee that she received a two-part proposal from Mark Nottley for a classification and compensation study. This information will be given to the Personnel Committee for review. If the Personnel Committee agrees with the information, the Pay Per Performance Policy would fall into place. Nottley is recommending that instead of using the current pay scale of 27 years, to use the same beginning and ending salaries but have a minimum, median and maximum. The two options of work Nottley could do would be a wage and classification study for a cost of \$31,350, or a full review of all job descriptions at a cost of \$175 per 66 job titles equaling \$11,550 for a total of \$42,900 for both options, plus travel expenses. Completion would be 90-120 days, near the end of summer. Funding for the project may be able to be partially funded by the County Contingency Fund or possibly spread into the next budget year. The proposal will be forwarded to the Personnel Committee. Ms. Sagala brought this proposal to the Policy Committee's attention because it coincides with the Performance and Salary Review Policy being considered.

The Policy Committee will continue to review the performance-based evaluation system (Appendix C) and wait to see what the Personnel Committee decides on the salary portion of the wage classification as the two policies coincide with each other.

**SCHEDULE NEXT MEETING**

The next meeting of the Policy Committee will be Friday, March 27, 2020 at 2:30 p.m. and the fourth Friday of each month thereafter, except in the months of November and December (due to the Holidays), when the meetings will take place on the third Friday of the month. All meetings will take place in the Board of Commissioners Room.

The meeting was adjourned at the Call of the Chair at 3:48 p.m.

\_\_\_\_\_  
Karen Goodman, Chairperson

\_\_\_\_\_  
Gene Lagerquist

\_\_\_\_\_  
Margaret Batzer

VI.

STANDING COMMITTEES AND SPECIAL ASSIGNMENTS

A. Standing Committees. In addition to its regular duties, each committee shall act as liaison between the Board and the various County offices, boards and agencies which are applicable to that committee. The committee will formulate a recommendation and refer the matter to the full Board or another appropriate committee. The Board of Commissioners shall have the following Standing Committees which shall consist of the number of members listed:

- |    |   |              |
|----|---|--------------|
| 1. | Policy Committee  | 3            |
| 2. | Ways & Means/Finance/Equalization/Investment/<br>Physical Resources Committee | 3            |
| 3. | Public Safety Committee   | 3            |
| 4. | Technology/Information Committee  | 3 ( + Staff) |
| 5. | Executive/Joint Court Committee   | 3            |
| 6. | Personnel Committee   | 3            |
| 7. | Green Team/Recycling Committee  | 3            |
| 8. | Regional Summit Committee   | 3            |

B. Duties of Standing Committees.

1. Policy Committee. This Committee reviews all policies in an effort to achieve standardization, serve as a clearinghouse, and shall compile and maintain a central policy handbook. Makes recommendations as necessary. Reviews all Resolutions received by the members of the Board of Commissioners and presents the same to the full Board for review and adoption. Committee shall meet at least quarterly.
  
2. Ways & Means/Finance/Equalization/Investment/Physical Resources Committee. This Committee serves as the financial watchdog of the County. This Committee works with the County Controller/Administrator, the Finance Officer and all Departments, Courts and agencies in the preparation of the annual budget. Reviews and makes recommendations on all requests for new funding, including staff, new programs and equipment. Reviews all claims for payment, approves payment as provided in the Appropriation Act. Reviews status of approved capital improvements. This committee is also responsible for Equalization Department issues. Works with the County Treasurer on policy regarding the County's investments. Functional areas of responsibility include Building Authority, Equalization Department, County Treasurer, non-profit organizations, insurance, and unemployment.

## 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 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: 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 37.5 or 40 hours of accrued PTO over into a new calendar year. At the end of each calendar year, 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 donate PTO leave to another employee 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.

B-4

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: \_\_\_\_\_

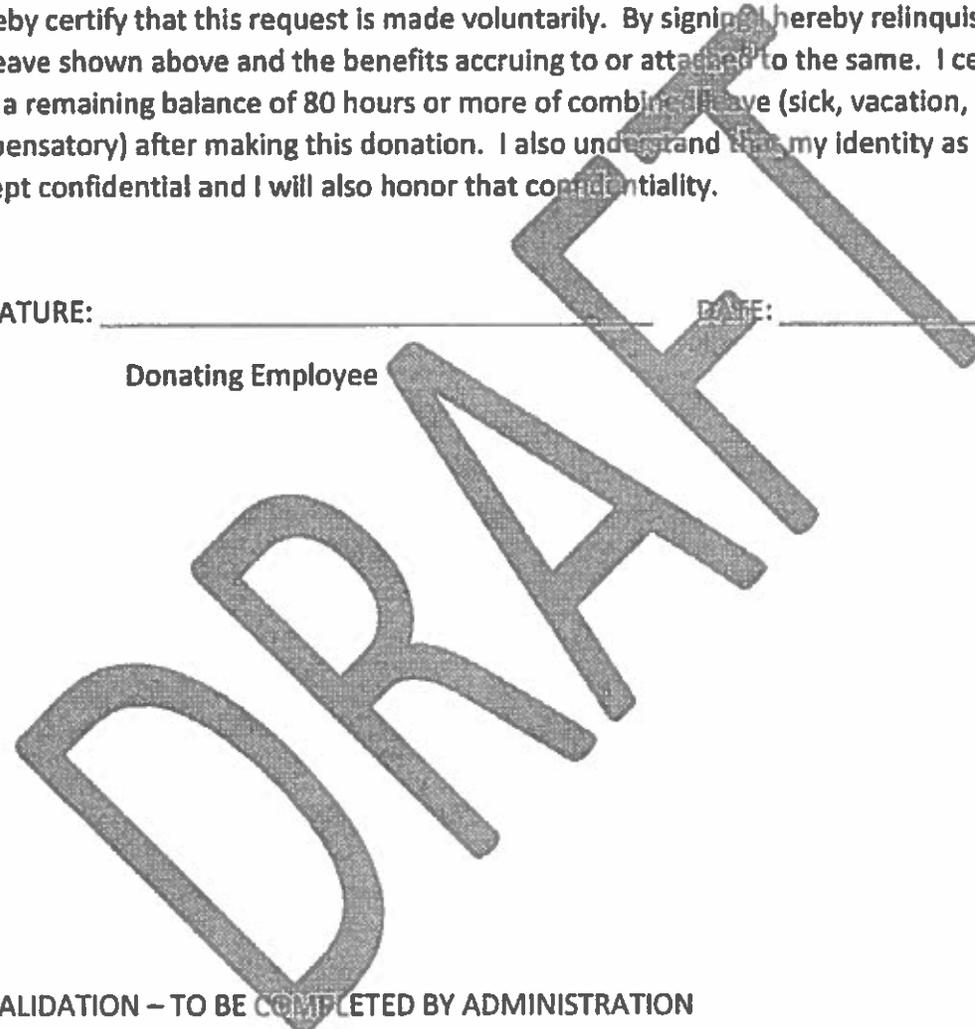
- 1. Use of donated leave is limited to the average number of hours in the employee's weekly schedule.
- 2. Donated leave may not be used to supplement paid benefit program(s) (i.e. Disability Leave, Worker's Compensation)

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

# 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

## **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.