

**LINN COUNTY, IOWA**

**POLICIES AND PROCEDURES**

**FOR MANAGEMENT**

**AND CONFIDENTIAL PERSONNEL**



**JULY 1, 2015 – JUNE 30, 2016**



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## **Introduction**

The goal of the Linn County Board of Supervisors is to provide the highest possible standard of public services to the citizens of Linn County at the most economical cost to the taxpayers of Linn County.

Success in achieving this goal is dependent upon the close cooperation, coordination and professional work atmosphere among the managerial, confidential staff and the Board of Supervisors. The Board of Supervisors is committed to establishing equitable policies and procedures to promote professional working relationships. They will continually review these procedures and reserve the right to change or terminate any or all of them at any time.

Just as employees retain the right to terminate employment at any time with Linn County, for any reason, the Board of Supervisors retains the right to terminate an employee's employment with the County at any time, for any reason. No policy or practice of the County should be construed to change this relationship. Only the Board of Supervisors has the right to modify or change this practice and such action must be in writing.

### **The Definition of Managerial and Confidential Personnel**

For the purposes of these policies and procedures, managerial personnel are considered as department heads and their immediate assistants, line supervisors and other personnel as the Board of Supervisors may specifically designate. Confidential employees are those employees defined by Chapter 20.3, Subsection 7 of the State Code of Iowa and so designated by Linn County Board of Supervisors. The term "Board" may be defined as the Board of Supervisors or Health Board or Conservation Board, whichever may have the appropriate authority for management and/or confidential employees. The Board of Supervisors recommends the adoption of these policies and procedures for appointed deputies of elected officials. Civil Attorneys are those employees in the County Attorney's Office who are not designated as deputies of the County Attorney and not part of the County Attorney bargaining unit.

### **Recruitment**

When a management or confidential position vacancy is created, the position will be posted throughout the County for the benefit of all County employees who may wish to apply for a transfer or promotion to a confidential or management position. Subsequent or concurrent with the County posting, the Human Resources Department will recruit candidates for the position through advertisement and/or other sources recommended by the department head.

Affirmative Action guidelines will be followed for the transfer, promotion or hiring of all confidential, attorney and management positions. The selection criteria will include, but not be limited to, the qualifications set forth in the job classification,

demonstrated professional competency and commitment to serve the public and evaluation of the candidate's ability to accomplish the goals established by the department head and the Board of Supervisors.

The candidate selected for the position will be submitted to the Board of Supervisors for final approval. All management and confidential employee candidates are subject to post-offer criminal history review, credit review and drug screening.

## **Salary**

There is a 2.50% increase to the salary ranges from June 30, 2015 (FY15) to July 1, 2015 (FY16). The salary ranges effective July 1, 2015, the list of job classifications for management and confidential employees and the salary range assigned to each classification are included in this document.

It is the policy of the Linn County Board of Supervisors that employees classified as management and confidential employees receive their salary increase based on an evaluation of their job performance. To document the employee's performance, annual performance evaluations are completed April 1 –June 30 for the preceding twelve (12) months (See *Management and Confidential Evaluations* on page 3). Note: Public Health managers receive their performance evaluations on their work anniversaries per the Linn County Board of Health.

Employees at or above the midpoint on the salary range June 30, 2015 will receive a salary increase effective July 1, 2015 of 2.50% (this increase is concurrent with the 2.50% increase to the salary ranges and not in addition to the salary range increase). For the FY16 evaluation cycle, the Board of Supervisors did not allocate FY16 dollars for merit pay. Employees below the midpoint on June 30, 2015 and whose overall performance level is rated as "effective" or above will be eligible for movement to the next increment level on the salary ranges effective July 1, 2015.

Any manager or confidential employee who receives less than an "effective" overall performance evaluation will be placed on a Performance Improvement Plan (PIP) and should receive a second performance evaluation before September 30, 2015 to determine satisfactory job performance. If the employee receives a rating of "effective" or greater at that time, the salary increase would be effective October 1<sup>st</sup> of the new fiscal year. If a manager or confidential employee is unable to bring his/her performance up to an "effective" or greater level in this time frame he/she will receive no annual raise and will be subject the Performance Improvement Plan (PIP) to bring their performance up to a satisfactory level in a defined time frame. At the end of this time frame, if the employee is still unable to bring his/her performance up to a satisfactory level, he/she will be terminated for inability to perform the job.

Department heads will start new employees at the minimum of the salary range unless a new employee has credentials, experience or other relevant criteria to warrant a starting salary above the minimum. The department head may start employees above

the minimum but below the midpoint upon approval from the Human Resources Director. Employees with a starting salary below the midpoint are always placed on an increment level. Salaries set at or above the midpoint require approval from the Human Resources Director and the Board of Supervisors (or Health or Conservation Board). Employees do not receive an increase in salary at the end of their probationary period unless there are extenuating circumstances. Assuming “effective” performance, step movements occur annually on July 1<sup>st</sup> of each fiscal year. Date of hire during a fiscal year determines whether or not an employee is eligible for a step movement on July 1<sup>st</sup>. Typically, employees hired or promoted in the last quarter of the fiscal year are not eligible for a step movement on July 1<sup>st</sup>, but must wait until the following July 1<sup>st</sup>. Any exceptions must be approved by the Human Resources Director.

The salary schedule for the confidential employees classified as Clerk Typist, Clerical Specialist and Administrative Secretary will parallel that of a comparable position and pay grade in the Linn County/AFSCME Labor Agreement with the exception that each hourly rate is twenty-five cents (\$.25) above the corresponding hourly rate of the AFSCME Labor Agreement. Employees in the above listed job classification will receive a Performance Evaluation but a certain level of performance is not required for a salary increase on July 1, 2015.

### **Probationary Status**

All management and confidential personnel other than department heads will be on probationary status for a six (6) month period. This probationary period may be waived or reduced by the department head. A review of job performance shall be conducted by the immediate supervisor and reviewed by the department head prior to the end of the probationary period. The Performance Evaluation for Management and Confidential Personnel form is to be used for this purpose. As noted in the above Salary section, employees who complete their probation period successfully do not move up a step on the salary schedule. Employees on probationary status may be terminated from employment for any reason.

### **Management and Confidential Evaluations**

Annual performance evaluations based upon a comparison of job performance and job expectations will be conducted by the Board of Supervisors, appropriate department heads and supervisors. Employees are evaluated using the *Performance Evaluation for Management Personnel* and the *Performance Evaluation for Confidential Personnel*. These forms are included at the end of this document and can be found on the Intranet under Human Resources forms. Instructions for completing the evaluation are on page one of each form. Performance evaluations must be completed during April 1 – June 30th of each fiscal year. The overall performance level will determine the appropriate salary increase effective July 1<sup>st</sup> of the next fiscal year assuming dollars are allocated by the Board of Supervisors for merit pay. Absent merit pay for a particular fiscal year, employees with “effective” or higher performance evaluations will receive any across the board increase approved by the Board of Supervisors.

## **Flexible Time**

Many times the duties of department heads and management or confidential employees require more work than the normal forty (40) hour work week. In recognition of this fact, the Board of Supervisors endorses the concept of flexible work time. Flexible work time allows management employees to leave early when the work load is light, provided:

- a. The individual's work performance is not impaired or decreased;
- b. The change in time is not detrimental to the overall efficient operation of the department;
- c. The individual has received approval and notified their immediate supervisor (and preferably their department head) as to where they may be reached in case of emergency; and
- d. Department heads should keep their particular offices informed as to their schedule when not in the office.

The use of flexible time does not require documentation of hours of work accumulated over the normal forty (40) hour work week nor the use of paid leave for absences attributed to a flexible schedule. Flexible time may not be used in increments of eight (8) or more consecutive hours.

## **Salary Basis**

Employees who are salaried and otherwise exempt from the Fair Labor Standards Act (FLSA) will not have their pay reduced for absences from work of less than one (1) day unless taking unpaid leave under FMLA. Any disciplinary action that includes suspension without pay may not be for less than one calendar week. Deductions from pay may be made for partial day absences and absences of one (1) or more full days occasioned by sickness or disability if the deduction is made in accordance with the Paid Leave policy. Deductions for full day absences may also be made before the employee has qualified under the Paid Leave Policy, and after the employee has exhausted the leave allowance provided under the policy

## **Pay Deductions from Exempt Employees**

It is our policy to comply with the salary basis requirements of the FLSA. Therefore, we prohibit all managers from making any improper deductions from the salaries of exempt employees. We want employee to be aware of this policy and that Linn County does not allow deductions that violate the FLSA.

If you believe that an improper deduction has been made to your salary, you should immediately report this information to your direct supervisor, or to the Human

Resources Department. Reports of improper deductions will be promptly investigated. If it is determined that an improper deduction has occurred, you will be promptly reimbursed for any improper deduction made.

### **Compensatory Time and Overtime**

Compensatory time and overtime will only be accumulated and paid out for employees who are not exempt as defined by the Fair Labor Standards Act (FLSA). All confidential positions designated as such on the salary structure for Management and Confidential employees are considered non-exempt (hourly). All paid leave hours shall be regarded as hours worked for the purpose of overtime computation.

### **Extraordinary Circumstance Pay Policy**

In an emergency that requires the activation of the Emergency Operations Center (EOC), the Board of Supervisors will authorize straight time pay for any hours worked beyond forty-eight (48) hours in a work week for exempt employees. Employees may choose to be paid for this time or take an equivalent amount of time (compensatory) off as operational requirements permit. The maximum period of time during which this extra compensation will be allowed will be limited to a total of four (4) work weeks per emergency event. Exempt employees covered under this section include department heads, division directors, managers, supervisors, foremen and civil attorneys.

In addition, the Board of Supervisors may authorize extra compensation for exempt employees under appropriate extenuating or extraordinary circumstances outside of an emergency event. Such extenuating or extraordinary circumstances may include critical project completion or departmental operational emergencies. The Board may authorize straight time pay or compensatory leave for an exempt employee for hours worked over forty-eight (48) in a work week at a rate not to exceed equivalent time. Department Heads are required to obtain prior approval of the Board of Supervisors for exempt employees under their supervision with the exception of departmental operational emergencies in which case the approval of the Board must be sought and obtained as soon as is reasonably possible.

If compensatory time is granted, it must be used within the immediate twelve (12) month period following the end of the work week in which the excess hours were worked at a rate not to exceed equivalent time. Compensatory time not used within the twelve (12) month period will be forfeited.

### **Paid Leave**

**Purpose:** As of July 1, 2001, the Paid Leave policy combined the previous policies regarding paid sick leave, vacation and personal days. The Paid Leave policy is comprised of (1) Short Term Leave and (2) Long Term Leave. The employee's accumulated and prorated vacation at the time of implementation of the policy began the Short Term Leave balance and the employee's sick leave accumulation began the

Long Term Leave balance. This policy does not supercede any federal laws including the Family and Medical Leave Act (FMLA).

## **Scope**

This policy applies to full-time and part-time management and confidential employees as defined by Chapter 20 of the Code of Iowa.

## **Exclusions**

This policy does not include the paid leave attributable to the eleven (11) paid holidays (New Year's Day, Presidents Day, Memorial Day, Independence Day, Labor Day, Veteran's Day, Thanksgiving, the day after Thanksgiving, Christmas Eve, Christmas Day and New Year's Eve Day), worker's compensation, jury duty, bereavement leave or military leave.

## **Definitions**

1. **Anniversary Date:** Employee's date of hire as a regular (not seasonal or temporary) employee with the County.
2. **Short Term Leave:** Paid leave accrued according to Section 1(a) through 1(d) of the Specific Policy Provisions and available for use by employees subject only to the operational requirements of the employer.
3. **Long Term Leave:** Paid leave for employee illness or injury or another person's illness or injury, as defined in Section 5(a) and accrued according to Section 2 of the Specific Policy Provisions. This leave is accessible after an initial use of twenty-four (24) consecutive hours of Short Term Leave or unpaid leave. The twenty-four (24) hours will be prorated for part-time employees.
4. **Chronic Illness or Injury:** Debilitating long term or re-occurring illness or injury that requires continuing treatment by a health care provider. A health care provider must verify, in writing, the employee's or another person's debilitating chronic illness or injury according to Section 5(b). For more information, please refer to the Family Medical Leave Act Policy in the Employee Handbook.
5. **Immediate Family:** Employee's spouse, mother, father, son, daughter, brother, sister and a grandparent, grandchild, stepchild, stepparent or legal ward living in the employee's household.

## Specific Policy Provisions

1. Employees will accrue Short Term Leave on the employee's monthly anniversary date with the County based on the following schedule. Short Term Leave for part-time employees is prorated based on the number of regularly scheduled hours of work.
  - a) Completion of one (1) month through seventy-two (72) months (up to and including six (6) years of service): 15 hours/month or 180 hours (4.5 weeks) annually
  - b) Completion of seventy-three (73) months through one hundred thirty-two (132) months (or more than six (6) years of service up to eleven (11) years of service): 18.33 hours/month or 220 hours (5.5 weeks) annually
  - c) Completion of one hundred thirty-three (133) months of service through two hundred four (204) months of service (or more than eleven (11) years of service up to seventeen (17) years of service): – 21.67 hours/month or 260 hours (6.5 weeks) annually
  - d) Completion of two hundred five (205) months of service (or more than seventeen (17) years of service), and thereafter: – 25 hours/month or 300 hours (7.5 weeks) annually
2. Employees with less than sixty-five (65) months of service as an employee of Linn County will accrue up to four (4) hours Long Term Leave upon completion of a calendar month of employment until they have completed sixty-five (65) months of service.
3.
  - a) When the Short Term Leave balance exceeds twelve (12) times the employee's monthly accrual rate on their annual anniversary date, he or she **may** exercise their option according to Section 3(b) below. Employees who accrue paid leave in excess of twenty-four (24) times the employee's monthly accrual rate on the employee's anniversary date **must** exercise their option according to 3(b) below.
  - b) Accrued Short Term Leave which would bring the Short Term Leave balance above the maximum set out in Section 3(a) above will transfer into the Long Term Leave balance until such time as that leave balance reaches an accumulation of 520 hours. The maximum long term leave balance is prorated for part-time employees based on the number of regularly scheduled hours of work.
  - c) When an employee has at least 520 hours in the Long Term Leave balance and has accrued a Short Term Leave balance in excess of twenty-four (24) times the employee's monthly accrual rate on the employee's anniversary date, 25% of the excess leave will be added to the Long Term Leave balance and 50% of the excess leave will be paid at the employee's regular rate of pay. If an employee is in an overage situation on his/her anniversary date

and has not taken the required annual paid leave as specified in Section 4 below, the required hours not yet taken will be forfeited and are not subject to the pay out provisions as defined in this Section.

- d) Employees who terminate employment with Linn County who have an Short Term Leave accrued balance above the twenty-four (24) times the monthly accrual rate prior to their anniversary date will be paid out the accrued balance at 100%. Employees are not paid cash for the balance in their Long Term Leave at any time during employment or at termination of employment. Terminating employees are allowed to use Short Term Leave to obtain one additional month of insurance coverage.
4. All leave is subject to the operational requirements of the Employer. Paid leave will be deducted from either the Short Term Leave balance or the Long Term Leave balance pursuant to the provisions of this policy. An employee cannot use paid leave accrued for the month until the anniversary day of the month has passed (i.e., an employee hired on June 16<sup>th</sup> cannot use paid leave accrued for the month of July until July 17<sup>th</sup>. All management and confidential employees are required to take a minimum of eighty (80) hours (or 2 weeks) of paid leave annually. The eighty (80) hours do not have to be taken consecutively. The Board of Supervisors may require their direct reports to take consecutive time off depending on the nature of the employee's duties.
5. a) An employee needing to take leave for personal medical reasons in excess of an initial twenty-four (24) consecutive hours may use accrued leave from the Long Term Leave balance for additional consecutive hours of leave. The employee must provide the Employer with a statement from the employee's health care provider certifying the employee's disability, illness or injury and the expected duration before the accrued leave from the Long Term Leave balance will be approved (FMLA Certification). Upon return from leave, the employee must submit to their supervisor a doctor's release authorizing them to return to work.

Employees needing more leave for medical reasons for their immediate family, upon approval of the department head and in excess of the initial twenty-four (24) consecutive hours, may use an aggregate of eighty (80) hours each fiscal year. The eighty (80) hours is prorated for part-time employees.

- b) Employees with a chronic illness or injury, as defined herein, are not required to use twenty-four (24) consecutive hours of paid leave before accessing the Long Term Leave balance for each incident after the initial occurrence and use of twenty- four (24) hours of short term leave related to the chronic illness or injury.

Employees caring for an immediate family with a chronic illness or injury, as defined herein, upon approval of the department head, may use an aggregate

of one hundred and twenty (120) hours per fiscal year from their Long Term Leave balance. The one hundred and twenty (120) hours includes the eighty (80) hours set forth in Section 5(a). The one hundred and twenty hours (120) is prorated for part-time employees.

- c) Paid leave for health care provider appointments will be deducted from the Short Term Leave balance. Paid leave for employees with a chronic illness or injury, as defined herein, for a health care provider appointment which is related to the illness, will be deducted from the Long Term Leave balance. Paid leave for employees needing to take leave for their immediate family with a chronic illness or injury, as defined herein, for health care provider appointments, which are related to illness, will be deducted from the Long Term Leave balance and included in the allowable 120 hours.
6. An employee may use paid leave to the extent it is available to supplement worker's compensation to a maximum of the amount of weekly compensation the employee would have been entitled to receive as net pay for the hours worked. The paid leave hours shall be deducted from the Long Term Leave balance until exhausted and then from the Short Term Leave balance.
7. An employee will earn Short Term Leave and Long Term Leave pursuant to Special Policy Provisions Section 1 (a) – (d) and Section 2 when the employee is using leave from either their Short Term Leave or Long Term Leave accounts. Except in the case of partial disability where the employee receives partial LTD benefits while continuing to work for the County, an employee will not earn paid leave when receiving benefits from the Long Term Disability Insurance plan.
8. An employee who is eligible to receive benefits from the County's Long Term Disability Insurance plan may choose those benefits or continue to use leave pursuant to this policy.

### **Donated Leave**

Subject to the following conditions and limitations, Short Term Leave, floating holidays, comp time (leave) or holiday bank hours may be donated to an employee with a disabling or confining illness or injury who has exhausted all paid leaves, excepting only a maximum of 40 hours of accrued vacation/short term leave available to them:

1. All donated leave must be from the donor's Short Term Leave, floating holiday, comp time or holiday bank account. All Requests to Donate Leave must be submitted to Human Resources in writing and signed by the donor. Human Resources shall administer the Donated Leave Program.
2. The Request To Donate Leave shall be submitted to Human Resources within 14 days of the Notice of Request to Receive Donated Leave being disseminated and shall include the number of hours the donor is requesting to donate. Once

submitted, a Request to Donate Leave cannot be withdrawn. A donor may donate leave not yet accrued as long as it has accrued by the time it is scheduled to be utilized by the donee. Leave donated but not utilized shall be restored to the donor's leave account. Compensatory time and personal time which is restored to the donor's account during a succeeding fiscal year shall be restored as time off.

3. Donated leave will be deducted from donors' accounts in the order Requests To Donate Leave are submitted and will be deducted on a rotational basis with a maximum of four (4) hours leave deducted from each donor each time through the rotation until the donated leave is exhausted or the need for donated leave is met.
4. Multiple Requests to Donate Leave can be submitted within the 14 day period referred to in Paragraph 2 above. Additional Requests to Donate Leave from a donor shall be added to the end of the list of Requests To Donate Leave and deducted in the same manner as set forth in numbered paragraph three (3).
5. Donated leave must be used continuously, without interruption, until exhausted. Once donated leave time is exhausted, it cannot be restarted.
6. Donated leave shall not count toward the accrual of any leaves, Short Term Leave or other benefits under the Policies and Procedure for Management and Confidential Personnel. However, health and dental insurance coverage shall continue to be provided during the use of donated leave on the same basis as is provided during the use of Long Term Leave under this policy. Though Short Term Leave shall not accrue during use of donated leave, the donee's anniversary date and last hire date shall be unaffected by use of donated leave for all purposes, including calculating years of service for short term accrual pursuant to the Paid Leave policy and the longevity schedule contained herein.
7. All Requests to Donate Leave shall be kept confidential and are on a voluntary basis.
8. Donated leave can be utilized until the donee returns to work or for a maximum of sixty (60) calendar days, whichever occurs first.
9. A donee shall receive one hour of leave for each hour of leave donated.
10. Requests to Receive Donated Leave necessitate the release of a limited amount of personal information. Employees requesting to receive donated leave shall waive any and all privacy rights or interests necessary to disseminate a Request to Receive Donated Leave to Linn County employees setting forth the name of the person requesting to receive donated leave, the county department in which they work, and the amount of donated leave anticipated to be needed. Only one Request to Receive Donated Leave shall be disseminated for a utilization of the

Donated Leave Program. The Donated Leave Program can be utilized no more than once in a six (6) month period.

## **Holidays**

There shall be eleven (11) regular paid holidays, namely: New Year's Day; President's Day; Memorial Day; Independence Day; Labor Day; Veteran's Day; Thanksgiving Day; the Friday after Thanksgiving Day; the day before Christmas, Christmas; and the day before New Year's Day. The Board of Supervisors may schedule additional paid holidays as, in its judgment, appear appropriate.

The salary paid to management and confidential employees who work the holiday (particularly the continuous twenty-four (24) hour operations) will be determined by the department head. Confidential employees who work the holiday will be compensated at double his/her hourly rate for all hours worked on the holiday plus the holiday pay.

To qualify for holiday pay, the employee (full-time, part-time or temporary) must have been in the employ of the Employer for not less than thirty (30) calendar days and have worked the full scheduled work day immediately preceding and following the holiday unless excused by the Employer for good cause. Note: In the case of newly hired exempt employees who do not yet qualify for holiday pay, the FLSA does not allow a deduction to be made from their weekly pay. Exempt employees who terminate employment with Linn County on a holiday do not need to be on pay status for the day following the holiday to receive holiday pay.

Paid holidays falling on a Saturday will be celebrated on the preceding Friday and those falling on a Sunday will be celebrated on the succeeding Monday.

An employee will not receive holiday pay while on leave of absence unless he/she is on an authorized worker's compensation leave or an authorized paid leave and is entitled to paid leave benefits for the holiday, in which case he/she will receive holiday pay for the holiday in lieu of paid leave.

For the purpose of computing overtime, all holiday (worked or not worked) for which an employee is compensated (in cash or with compensatory time off) shall be regarded as hours worked.

Employees who are not exempt from the Fair Labor Standards Act (FLSA) and who work in a continuous twenty-four (24) hour operation will be compensated for the holiday according to the following section: Paid Holidays for Continuous Operations.

## **Paid Holidays for Continuous Operations**

There shall be eleven (11) paid holidays namely: the day before New Year's Day, New Year's Day, President's Day, Memorial Day, Independence Day, Labor Day, Veteran's Day, Thanksgiving Day, the Friday after Thanksgiving, the day before Christmas, and Christmas Day (totaling eighty-eight (88) hours) to be scheduled between the employee and the department head. The Employer may schedule additional paid holidays as, in its judgment, appear appropriate.

A non-exempt continuous operations employee will be credited with eighty-eight (88) hours in the employee's holiday bank on July 1st of each year. If the division to which an employee is assigned is closed on the designated holiday, eight (8) hours will be deducted from the employee's holiday bank and paid to the employee. A non-exempt continuous operations employee who works on a designated holiday shall be paid at double his/her regular straight time hourly rate for all such hours worked and no hours shall be deducted from the employee's holiday bank.

To qualify for holiday pay, the employee (full-time, part-time or temporary) must have been in the employ of the Employer for not less than thirty (30) calendar days and have worked the full scheduled work day immediately preceding and following the holiday unless excused by the Employer for good cause. Employees who are hired during the fiscal year will be credited with the number of holidays remaining in the fiscal year subject to the foregoing qualifying requirements. Note: In the case of newly hired exempt employees who do not yet qualify for holiday pay, the FLSA does not allow a deduction to be made from their weekly pay.

The paid holidays will be celebrated on the actual calendar day of the holiday. The holidays of President's Day and Memorial Day will be celebrated on the day designated as the federal holiday.

Should a paid holiday fall on an employee's paid leave, the hours shall be paid as paid leave and no deduction will be made from the employee's holiday bank.

An employee will not receive holiday pay while on leave of absence unless he/she is on an authorized worker's compensation leave or an authorized paid leave and is entitled to paid leave benefits for the holiday, in which case he/she will receive holiday pay for the holiday in lieu of paid leave.

For the purpose of computing overtime all holiday hours (worked or not worked) for which an employee is compensated (in cash or with compensatory time off) shall be regarded as hours worked.

Employees shall schedule the use of holiday bank hours between the employee and the department head. Any holiday bank hours unused on June 30 of each year shall be paid to the employee during the second pay period of the succeeding July at the employee's regular rate of pay as of the preceding June 30th. Holiday bank hours

used during the fiscal year shall be paid at the employee's regular straight time hourly rate in effect when the hours are used.

Employees who cease employment with the Employer for any reason or are laid off out the door and have used all their holiday bank hours shall have any holidays not yet celebrated deducted from their remaining short term leave balance or hours worked during their last pay period.

### **Military Leave**

Employees shall be entitled to the military leave benefits provided under the Iowa Code at Section 29A.28 and the Federal Selective Service Act, which includes a leave of absence for the period of active service without loss of status or efficiency rating, and without loss of pay during the first thirty (30) calendar days of such leave of absence. Proof of service must be returned to the department head before any salary or wage reimbursement is paid. If Leave of Absence is less than thirty (30) calendar days, only the working days will be counted towards the thirty (30) calendar days.

### **Court and Jury Leave**

1. Employees who are called to and report for jury duty in any State or Federal Court or grand jury and who, by virtue of such duty, lose time from work shall receive for each day of jury duty performed the difference between the employee's normal straight time earnings for the day and the jury fee (excluding mileage and other expenses) to which the employee is entitled, subject to the following conditions:

- a. Such employee when released from jury duty before 12 noon should report for work within one (1) hour after his/her release, if possible;
- b. Such employee shall notify the Employer within five (5) work days from the date he/she received notice of his/her selection for any jury service, if possible;
- c. Such employee shall provide the Employer with a written statement from the appropriate public official showing the date and time of service and the amount of pay received;
- d. In computing the daily sum due to such an employee, his/her normal straight time earnings shall be reduced to reflect the actual hours worked by such employee's shift if less than normal.

2. Employee required to by subpoena to testify in a State or Federal Court action in a matter in which they are not personally involved as participants (e.g. plaintiff, defendant, criminal act of the employee, etc.) shall be granted leaves of absence for the period necessary to fulfill the Court obligation and shall receive the difference between any compensation received for testifying and their regular straight time hourly rate for

hours lost as a result thereof. Employees will, as soon as possible, return to work upon completion of their required testimony.

### **Bereavement Leave**

The amount of time and occasions on which the management or confidential employee will be allowed bereavement leave will be determined by the department head.

### **Civic Duty**

Management or confidential personnel may receive time off from work, with pay, for the fulfillment of civic duties with the prior approval of the department head.

### **Professional Leave**

Application and arrangements for professional leave must be made and approved by the department head and/or whichever Board is appropriate.

### **Leaves for On-The-Job Injuries**

A leave of absence will be granted by the Employer to any employee for a temporary absence required as a result of an on-the-job injury for which the employee is receiving temporary or healing period benefits under Iowa Workers' Compensation Insurance. During such leave, the employee at his/her option may apply his/her accumulated paid leave benefits to be prorated against the difference between his/her regular straight time wages and the compensation to which he/she is entitled under the Iowa Workers' Compensation Law. Injuries should be reported to the Risk Management Department as soon as possible. Although a county-directed physician may direct an employee to be off work completely, Linn County will reasonably accommodate any restrictions assigned by the treating physician.

### **Retirement and Resignation**

Management or confidential employees who wish to resign or retire must notify the appropriate department head or the Board of Supervisors at least thirty (30) days prior to the desired date of resignation or retirement.

### **Appeal Procedure**

Management and Confidential employees with a complaint concerning the interpretation and application of the Policies and Procedures for Management and Confidential Personnel shall be settled according to the following procedure:

1. The employee shall present the complaint in writing to his/her department head within ten (10) working days of the date of the complaint or the date when he/she

first should have had knowledge of its occurrence. The department head will respond to the employee within five (5) working days.

2. If the answer is not satisfactory, the complaint may be presented in writing to the chairperson of the Linn County Board of Supervisors within ten (10) working days after the department head's response is due. The Board of Supervisors will respond in writing within thirty (30) working days after the complaint is presented.

It is the determination of the Board of Supervisors that the time guidelines shall be strictly followed and only extended for good cause and upon mutual agreement of both parties. In addition, any time limits not met by the department head shall advance the complaint to the next step. If the Board of Supervisors does not meet the time limit, the complaint and requested remedy is considered denied.

### **Interdepartmental Meetings**

Department heads should plan to attend all departmental meetings held by the Board of Supervisors. The purpose of these meetings is to develop better communication and to assist with countywide planning for issues that effect all departments.

### **Group Insurance**

1. The following sections describe the County's group health, dental and life insurance policies offered to each full- time and qualified continuous part-time employee. A qualified continuous part-time employee is an employee regularly scheduled to work twenty (20) or more hours per week.

The Employer contribution toward the monthly premiums for each insurance policy will continue as long as the employee works at least three (3) regular work days in the calendar month in which the premium is due. Days worked shall include paid leaves of absence.

The Employer contribution for qualified continuous part-time employees will be reduced to a pro-rata share of the single or family contract rate according to the number of hours worked per week by the qualified continuous part-time employee, e.g., an employee working twenty (20) hours per week would receive fifty percent (50%) contribution from the Employer toward the single or family contract.

2. **Group Health Insurance:** The Linn County Alliance Select (Preferred Provider) Program with Blue Cross and Blue Shield, as provided in the Linn County Employee Health Benefit Plan – Alliance Select (Preferred Provider Program), or its equivalent, will have a deductible of two hundred seventy five dollars (\$275.00) on the single contract and five hundred fifty dollars (\$550.00) on the family contract. The deductible will be waived for covered services received from

a physician listed with the Alliance Select Program and if the services are performed in the physician's office.

The coinsurance will be paid at 90% by Wellmark Blue Cross and Blue Shield and 10% by the employee after the deductible has been met (if applicable) and the services are performed by a provider listed with the Alliance Select Program. Prescription drugs covered under the Alliance Select Program will apply toward the deductible. After the deductible is satisfied prescription drugs will be paid at 70% by Blue Cross and Blue Shield and 30% by the employee.

If the services are performed by a provider not listed with the Alliance Select Program, the deductible will apply for all covered services and the coinsurance will be paid at 80% by Blue Cross and Blue Shield and 20% by the employee.

Effective January 1, 2014, the out-of-pocket maximum will be nine hundred seventy five dollars (\$975.00) for the single contract and one thousand nine hundred fifty dollars (\$1,950.00) for the family contract per calendar year.

After the out-of-pocket maximum has been met, the insurance coverage pays 100% of the remaining covered expenses per calendar year.

Effective July 1, 2015, the employee will pay forty dollars (\$40.00) per month toward the single contract premium and one hundred thirty five dollars (\$135.00) toward the family contract premium with the Employer paying the balance of the monthly single or family premium under the County's Alliance Select Program.

The County's Alliance Select Program requires employees to pay a fifty dollar (\$50.00) co-pay for emergency room care in a hospital in addition to any other employee costs under the County's Alliance Select Program.

Preventive claims for one routine physical per year (including labs and tests), one mammogram per year, well-child care to age 7, pre-admission testing seven days prior to surgery, and out-patient surgery (including colonoscopy) are covered at 100%.

3. **Group Dental Insurance:** The Employer will make available to employees the existing group dental plan or an equivalent plan in terms of coverage provisions. This plan provides benefits as provided in the Delta Dental Premier Summary Plan Description.

The Employer will pay the monthly premium for the single contract for participating employees. In addition the Employer will pay eight dollars and twenty-four cents (\$8.24) toward the monthly premium for the family contract.

4. **Group Life Insurance:** The Employer will pay the monthly premium to provide employees covered by these policies and procedures with a \$25,000 life insurance policy. In addition, all full-time and eligible part-time employees may

purchase a supplemental life and accidental death and dismemberment policy in increments of \$5,000 of coverage guaranteed up to \$50,000 and increased to a maximum of \$100,000 (subject to underwriting) at the employees' expense.

5. **Group Long Term Disability Insurance:** The County will provide a long term disability insurance plan with benefits as set forth by the Madison National Life insurance policy. The Board of Supervisors reserves the right to change benefits and/or insurance carriers to provide quality benefits, reasonable premiums and responsible service. Effective July 1, 2011, the elimination period before benefits begin is sixty (60) calendar days. An optional buy-down program is available upon hire to reduce the elimination period to thirty (30) calendar days.
6. **Vision Examinations:** Each employee covered by these policies and procedures upon presentation of an Explanation of Benefit form, shall be eligible to be reimbursed once up to one hundred twenty-five dollars (\$125.00) during a two (2) fiscal year period for the purchase of vision examinations for that employee. The county offers a voluntary vision plan for purchase (refer to the Linn County Employee Handbook).
7. **Wellness Program:** The Linn County Board of Supervisors is very supportive of wellness at Linn County and encourages all employees to take advantage of County-sponsored wellness activities. The Board funds a variety of wellness activities in which employees may participate. A healthy lifestyle is a personal choice and these county programs provide employees with information and opportunities that help them make healthy changes and healthy choices. Wellness opportunities include an annual biometric screening (a \$50 gift card will be provided to employees who participate in the health screening/risk assessment), monthly coaching services, two on-site fitness centers, an annual employee Health and Safety Fair, healthy living seminars and challenges. Please reference the Employee Handbook for the Employee Well-Being Policy and Fitness Reimbursement Policy. The Board of Supervisors has adopted a Healthy Vending Policy which is available on the Intranet under View Board of Supervisors Policies.

## **Nondiscrimination**

It is the policy of Linn County that no person shall be discriminated against on the basis of race, color, religion, sex, sexual orientation, gender identity, genetic information, national origin, age, physical or mental disability, political affiliation, citizenship or any other characteristic protected by law.

This policy shall be followed in all areas of personnel administration, as set forth in the Linn County Affirmative Action Program. In addition, all management personnel are responsible for understanding and complying with the nondiscrimination/affirmative action policies as set forth in the Affirmative Action Program and the Workplace Harassment Policy (see Linn County Employee Handbook).

## **Direct Deposit**

All newly hired management and confidential employees are required, as a condition of employment, to participate in the direct deposit of their wages into a financial institution of their choice unless any of the following conditions exist:

1. The costs to the employee of establishing and maintaining an account for the purposes of the direct deposit would effectively reduce the employee's wages to a level below the minimum wage provided under Iowa Code 91D.1.
2. The employee would incur fees charged to the employee's account as result of the direct deposit.

## **Pay Periods**

All management and confidential employees are paid biweekly on Friday through pay day. Time spent for the week of pay day is estimated and may be adjusted on the following pay period if the estimated time is different from the worked time (i.e., if an employee used paid leave or have unpaid time for some reason). Employees who retire or terminate with the County and give at least a three (3) week notice, may choose to have his/her last paycheck paid to them on their last day of employment.

Note: For exempt employees, FLSA does not require full week pay for first and final partial weeks.

## **Risk Management Program**

All department heads are to ensure that a safe work place is provided to employees. In providing a safe work place, it will be the department head's responsibility to conduct an active accident prevention program in coordination with the Risk Management Department. This program should consist, in part, of a weekly give and take discussion with employees, covering safe procedures and equipment used for the forthcoming period. Special and timely subjects and materials may be furnished by the Risk Management Department from time to time. Risk Management is also available for safety related training of employees on a scheduled basis.

**Salary Structure for  
Management, Civil Attorney and Confidential  
July 1, 2015 – June 30, 2016**

	<b>Job #</b>	<b><u>Minimum</u></b>	<b><u>Level 1</u></b>	<b><u>Level 2</u></b>	<b><u>Midpoint</u></b>	<b><u>Maximum</u></b>
<b>Grade 32</b>		<b>\$85,477</b>	<b>\$91,533</b>	<b>\$97,588</b>	<b>\$99,756</b>	<b>\$137,615</b>
LCCS Executive Director	10-04	\$3,287.58	\$3,520.50	\$3,753.38	\$3,836.77	\$5,292.88
Finance Director	10-05	\$41.09	\$44.01	\$46.92	\$47.96	\$66.16
<b>Grade 31</b>		<b>\$78,618</b>	<b>\$84,104</b>	<b>\$89,592</b>	<b>\$95,078</b>	<b>\$125,791</b>
Budget Director	10-08	\$3,023.77	\$3,234.77	\$3,445.85	\$3,656.85	\$4,838.12
Conservation Director	10-13	\$37.80	\$40.43	\$43.07	\$45.71	\$60.48
County Engineer	10-02					
Public Health Department Director	10-03					
IT Director	10-01					
<b>Grade 30</b>		<b>\$72,454</b>	<b>\$77,434</b>	<b>\$82,406</b>	<b>\$87,384</b>	<b>\$115,200</b>
Assistant County Engineer II	20-02	\$2,786.69	\$2,978.23	\$3,169.46	\$3,360.92	\$4,430.77
Director of Policy and Administration	10-15	\$34.83	\$37.23	\$39.62	\$42.01	\$55.38
Human Resources Director	10-06					
Facilities Manager	01-50					
Financial Management Director	20-06					
Options of Linn County Director	20-03					
Planning & Development Director	20-04					

	<b>Job #</b>	<b><u>Minimum</u></b>	<b><u>Level 1</u></b>	<b><u>Level 2</u></b>	<b><u>Midpoint</u></b>	<b><u>Maximum</u></b>
<b>Grade 29</b>		<b>\$66,902</b>	<b>\$71,423</b>	<b>\$75,950</b>	<b>\$80,471</b>	<b>\$105,702</b>
		\$2,573.15	\$2,747.04	\$2,921.15	\$3,095.04	\$4,065.46
Administration & Preparedness Manager	20-23	\$32.16	\$34.34	\$36.51	\$38.69	\$50.82
Assistant County Engineer I	20-08					
Child and Youth Development Director	20-15					
Deputy Conservation Director	20-27					
Environmental Public Health Manager	10-16					
Juvenile Detention & Diversion Director	20-09					
LCCS Deputy Director of Community Planning	20-14					
LIFTS Director	10-11					
Operations Superintendent	20-37					
Risk Manager	10-09					
<b>Grade 28</b>		<b>\$61,888</b>	<b>\$66,004</b>	<b>\$70,117</b>	<b>\$74,234</b>	<b>\$97,167</b>
		\$2,380.31	\$2,538.62	\$2,696.81	\$2,855.15	\$3,737.19
		\$29.75	\$31.73	\$33.71	\$35.69	\$46.71
Air Quality Services Branch Manager	90-06					
Assessment and Health Promotion Manager	90-77					
Assistant IT Director	20-01					
Building Division Manager	30-02					
Communications Director	20-38					
Community Project Director	20-33					
Corrections Center Health Service Coordinator	30-04					
Counseling Services Coordinator	30-14					
Environmental Health Services Branch Manager	90-07					
Financial Analyst	20-25					
GIS Data Base Administrator	30-15					
Healthy Homes Services Branch Manager	90-08					
Home Health/Ryan White Program Director	30-20					
IT Network Administrator	20-31					
Laboratory Supervisor	20-13					
Planning & Zoning Division Manager	10-14					
Public Health Nurse Supervisor	20-12					
Purchasing Director	01-51					
Youth Services Coordinator	20-09					

	<b>Job #</b>	<b><u>Minimum</u></b>	<b><u>Level 1</u></b>	<b><u>Level 2</u></b>	<b><u>Midpoint</u></b>	<b><u>Maximum</u></b>
<b>Grade 27</b>		<b>\$57,349</b>	<b>\$61,100</b>	<b>\$64,852</b>	<b>\$68,598</b>	<b>\$89,465</b>
		\$2,205.73	\$2,350.00	\$2,494.31	\$2,638.38	\$3,440.96
		\$27.57	\$29.38	\$31.18	\$32.98	\$43.01
General Assistance Director	20-19					
Maintenance Foreman Supervisor	30-24					
Shops Manager	20-21					
Veterans Affairs Director	20-16					
<b>Grade 26</b>		<b>\$53,242</b>	<b>\$56,666</b>	<b>\$60,092</b>	<b>\$63,518</b>	<b>\$82,528</b>
		\$2,047.77	\$2,179.46	\$2,311.23	\$2,443.00	\$3,174.15
		\$25.60	\$27.24	\$28.89	\$30.54	\$39.68
Assistant Facilities Manager	01-52					
Associate Director of Program Services	30-16					
Child/ Family Specialist	30-13					
Conservation Community Outreach Manager	20-40					
Conservation Operations Manager	60-53					
Conservation Resource Manager	90-51					
Office Manager	15-01					
Outdoor Recreation Planner	90-55					
Road Maintenance Supervisor	30-03					
Vegetation Management Specialist	30-22					

	<b>Job #</b>	<b><u>Minimum</u></b>	<b><u>Level 1</u></b>	<b><u>Level 2</u></b>	<b><u>Midpoint</u></b>	<b><u>Maximum</u></b>
<b>Grade 25</b>		<b>\$49,518</b>	<b>\$52,649</b>	<b>\$55,783</b>	<b>\$58,912</b>	<b>\$76,246</b>
Assistant Program Coordinator	30-23	\$1,904.54	\$2,024.96	\$2,145.50	\$2,265.85	\$2,932.54
LIFTS Operations Manager	20-20	\$23.81	\$25.31	\$26.82	\$28.32	\$36.66
Resource Conservationist	20-22					
Youth Services Supervisor	30-06					
<b>Grade 24</b>		<b>\$46,157</b>	<b>\$49,022</b>	<b>\$51,889</b>	<b>\$54,754</b>	<b>\$70,618</b>
Facility Coordinator	90-33	\$1,775.27	\$1,885.46	\$1,995.73	\$2,105.92	\$2,716.08
Human Resource Assistant - Confidential	20-34	\$22.19	\$23.57	\$24.95	\$26.32	\$33.95
Legal Assistant - Confidential	20-35					
<b>Grade 23</b>		<b>\$43,095</b>	<b>\$45,726</b>	<b>\$48,358</b>	<b>\$50,986</b>	<b>\$65,504</b>
AA I Confidential	40-12	\$1,657.50	\$1,758.69	\$1,859.92	\$1,961.00	\$2,519.38
Human Resources Coordinator - Confidential	40-15	\$20.72	\$21.98	\$23.25	\$24.51	\$31.49

**Paid at a percentage (%) of the Sheriff's salary as determined by the Sheriff**

Correction Center Administrator	
Lieutenant	20-29
Captain	20-17
	02-13

The Civil Attorney salary is paid at Grade 30 of the Assistant County Attorney Contract.

	<b>Job #</b>	<b><u>Beginning</u></b>	<b><u>Level 1</u></b>	<b><u>Level 2</u></b>	<b><u>Level 3</u></b>
<b>Grade 30</b>		<b>\$83,141.95</b>	<b>\$87,299.05</b>	<b>\$91,664.00</b>	<b>\$96,247.20</b>
		\$3,197.77	\$3,357.66	\$3,525.54	\$3,701.82
Civil Attorney	90-45	\$39.97	\$41.97	\$44.07	\$46.27

**Salary Schedule for  
Confidential Employees  
July 1, 2015 – June 30, 2016**

	<u>Step A</u>	<u>Step B</u>	<u>Step C</u>	<u>Step D</u>	<u>Step E</u>
<b>SALARY SCHEDULE A</b>					
<b>Grade 53</b>	\$14.85	\$15.63	\$16.37	\$17.30	\$18.22
Clerk Typist - Confidential					
<b>Grade 55</b>	\$17.21	\$18.05	\$18.99	\$20.00	\$21.10
Clerical Specialist - Confidential					
<b>Grade 57</b>	\$20.01	\$21.09	\$22.14	\$23.31	\$24.58
Administrative Secretary - Confidential					



# PERFORMANCE EVALUATION MANAGEMENT PERSONNEL

EMPLOYEE NAME: \_\_\_\_\_ DEPT: \_\_\_\_\_

JOB TITLE: \_\_\_\_\_ GRADE/STEP: \_\_\_\_\_

DATE OF HIRE: \_\_\_\_\_ LENGTH OF TIME IN CURRENT POSITION: \_\_\_\_\_

REVIEW PERIOD FROM: \_\_\_\_\_ TO: \_\_\_\_\_

PURPOSE OF EVALUATION:  Mid-Probation  Probation  Annual  Other \_\_\_\_\_

PREPARED BY: \_\_\_\_\_ DATE: \_\_\_\_\_

REVIEWED BY: \_\_\_\_\_ DATE: \_\_\_\_\_

DISCUSSED WITH EMPLOYEE BY: \_\_\_\_\_ DATE: \_\_\_\_\_

### INSTRUCTIONS

1. This Performance Evaluation is to be used for management and assistant attorney personnel. The Performance Evaluation consists of three sections: *Part I - Performance Factors, Part II - Performance Summary and Part III - Goal Setting.*
2. In the *Performance Factor* section, study each factor carefully before rating the employee. It is important that each employee be compared to the same standard. Each factor description defines "Effective" performance. Individual factors should be rated as follows:

\*\*\*\*\*

**Exceptional:** *Performance is substantially and consistently higher than the requirements of the job and is characterized by high initiative and sound judgment. The employee frequently uses discretionary effort and repeatedly makes contributions which significantly exceed the position requirements.*

**Effective:** *Performance is very good and meets the requirements of the position. Responsibilities are being handled and job knowledge is effective. The employee is considered to be performing satisfactorily although the supervisor may indicate one or two areas that could be improved.*

**Must Change:** *Performance is substantially lower than job requirements. The majority of duties are being performed unsatisfactorily and are unacceptable. An action plan and immediate improvement is necessary for continued employment. Employee will be placed on a Performance Improvement Plan.*

\*\*\*\*\*

You must decide which value comes closest to describing the employee by checking the appropriate box. Do not check more than one box. The descriptions shown for each factor are to be used as a guide. Based on the responsibilities of the employee, a portion of the description may not be applicable; however, there should be a part of the description that fits the proper category of employee.

3. Space is provided below each factor for you to explain your rating. The best approach is to use actual experiences or incidents. Keep comments based on observed behaviors rather than personality traits or personal biases. Rate the employee on the entire evaluation period rather than the last few months of the evaluation period.
4. In the *Performance Summary* section, you will summarize your factor ratings and determine an overall performance category based on the each factor's performance level using the guidelines on page 6. A supervisor may use his/her discretionary judgment in assigning the overall performance category.
5. In the *Goal Setting* section, you will review past goals and set new priorities as well as make recommendations for skill development or enhancement if needed. Meet with the employee to go over the review, discuss any issues with the employee, allow the employee to make comments and have him/her sign it.

**Part I - Performance Factors**

**1. ACCOUNTABILITY**

Accepts responsibility for actions and/or accomplishments of both department/division and self. Schedules vacation and other time off in accordance with department policy. Completes work thoroughly, accurately and with attention to detail. Has the ability to follow instructions and deliver a timely product or service. Can be depended upon for results desired.

Must Change

Effective

Exceptional

Comments:

**2. PLANNING & ORGANIZING**

Sets and prioritizes realistic goals for accomplishment of individual and county objectives. Ability to organize and implement work to meet schedules and deadlines. Anticipates future needs or problems. Effective and efficient use of time. Utilizes good time management skills including goal setting, planning, prioritizing, delegating and scheduling. Keeps meetings on time and on point.

Must Change

Effective

Exceptional

Comments:

**3. PROBLEM SOLVING & INITIATIVE**

Ability to identify problems and to gather and analyze the information needed to develop solutions. Ability to conceive new ideas and techniques and apply where applicable. Accepts responsibility, requires minimum direction, and strives for improvement. Allows for flexibility in work activities to meet changing needs by developing contingency plans for crisis situations and anticipating variations in work flow. Exercises good judgment, neutralizes potentially hazardous or illegal conditions or situations, and functions effectively in emergency situations.

Must Change

Effective

Exceptional

Comments:

#### 4. DECISION MAKING

Able and willing to make decisions and include the appropriate people in the process. Exhibits sound judgment and is able to support and explain reasoning for decisions. Follows the expectations regarding the ethical conduct of profession and position.

Must Change

Effective

Exceptional

Comments:


#### 5. JOB KNOWLEDGE & SKILLS

Possesses and applies the necessary common and technical knowledge required for position and demonstrates proficiency in specialized areas where applicable. Participates in training programs and/or professional organizations or association and takes advantage of continuing education opportunities. Demonstrates skills necessary to effectively perform responsibilities of position. Develops and/or implements policies and procedures consistent with legal or organizational guidelines to achieve results and monitors same for compliance. Understands and follows general policies and procedures of the County. Follows department policies, procedures, regulations, work instructions and directions. Able to work independently. Has attended the Core Values Academy and consistently promotes the County's Core Values.

Must Change

Effective

Exceptional

Comments:


#### 6. RESOURCE & RISK MANAGEMENT

Utilizes established budgetary system to acquire and allocate necessary funds for department operation in meeting specific department goals. Submits requests with appropriate justification. Monitors and operates within the budget. Suggests cost saving measures and watches expenses on projects and assignments to prevent overruns. Streamlines processes, and uses the right tools and technology for the job. Maintains and uses facilities, equipment and supplies appropriately to accomplish assigned goals and objectives. Demonstrates consistent safe work habits and complies with applicable safety rules and regulations and related policies and procedures. Identifies and reports unsafe conditions and does not take unnecessary risks. Ensures employees are properly trained and perform duties in compliance with policies and procedures.

Must Change

Effective

Exceptional

Comments:


## 7. STRATEGIC PLAN IMPLEMENTATION

Sets individual goals to enhance knowledge of job, unit, department, and County to better contribute to the achievement of department, division and County goals and objectives. Demonstrates an understanding of the County's missions, goals and values. Initiates and recommends process improvements to achieve strategic objectives. Measures outcomes/results against desired objectives. Understands the importance of one's job relative to the department and County as a whole. Helps subordinates understand and value their role in achieving County goals. Demonstrates awareness of and performs work with attention to diversity in the County and the community.

Must Change

Effective

Exceptional

Comments:


## 8. EMPLOYEE SELECTION & DEVELOPMENT

Effective in interviewing, hiring, training, motivation, delegation, utilization, recognition and supervision of staff. Documents behavior and takes timely and appropriate action regarding staff performance problems. Actively supports and implements the County's internal bidding process, recruitment and affirmative action programs. Clarifies objectives by clearly communicating performance standards and job duties to subordinates. Provides on-going training to ensure effective and consistent job performance and to instruct personnel in new methods or techniques. Sends employees to training offered by the County or external agencies. Provides written performance evaluations for subordinates. Serves as a resource to other departments on policies and procedures.

Must Change

Effective

Exceptional

Comments:


## 9. CUSTOMER SERVICE & PUBLIC RELATIONS

Creates and maintains a professional image and develops cooperative associations with the public. Responds to customers in a timely manner and treats customers with empathy and respect. Investigates complaints and recommends appropriate action to resolve them. Remains even-tempered during difficult conversations and shows flexibility and consideration during customer interactions. Offers alternatives and referrals if unable to meet customer's initial request. Provides excellent customer service both externally and internally to employees and works cooperatively with outside agencies to accomplish departmental, division or county goals. Conveys a positive image of the County when acting as a County spokesperson.

Must Change

Effective

Exceptional

Comments:


## 10. TEAMWORK

Cooperates to effectively and efficiently accomplish work, helps create and sustain effective working relationships with subordinates and co-workers as well as across departments. Identifies partnership opportunities with outside agencies. Provides a positive atmosphere for employee feedback. Establishes and maintains a respectful work environment and promotes harmony and enthusiasm. Provides effective assistance and backup. Accepts and benefits from suggestions and constructive feedback. Exhibits a positive attitude toward change and redirection of duties and responsibilities.

Must Change

Effective

Exceptional

Comments:


## 11. ORAL & WRITTEN COMMUNICATION

Ability to communicate effectively both verbally and in writing. Proper use of grammar and spelling. Conveys ideas and information in a clear, concise manner. Exhibits good listening skills. Demonstrates ability to gather and organize information in a manner that is understandable. Conducts and/or participates in meetings and committees effectively and demonstrates knowledge of proper procedures. Maintains accurate recordkeeping systems and submits reports in a timely manner.

Must Change

Effective

Exceptional

Comments:


## 12. LEADERSHIP

Sets high standards and provides a good role model. Fosters sincere, open communication with staff and encourages employees to perform efficiently. Ability to build rapport and control emotions for positive interaction with the public, staff members and/or co-workers. Displays an attitude that projects knowledge, confidence, and a positive image of the County. Has attended the Core Values Academy, Actively demonstrates behaviors and attitudes consistent with same.

Must Change

Effective

Exceptional

Comments:


\*\*\*\*\*

OVERALL SUPERVISOR COMMENTS:


Signature of Supervisor:

**Part II – Performance Summary**

	Must Change		Effective		Exceptional
PERFORMANCE FACTORS	PERFORMANCE LEVELS				
1. Accountability					
2. Planning and Organizing					
3. Problem Solving & Initiative					
4. Decision Making					
5. Job Knowledge & Skills					
6. Resource & Risk Management					
7. Implementation of Strategic Plan					
8. Employee Selection & Development					
9. Customer Service & Public Relations					
10. Teamwork					
11. Oral & Written Communication					
12. Leadership					
NUMBER OF CHECKS PER LEVEL					

OVERALL PERFORMANCE THIS PERIOD: (Check box which best reflects performance of employee based on overall score)\*

- Must Change
  Effective
 Exceptional

\*Note: Approximately 85% of the performance factors should be rated as *Exceptional* for the employee to receive an overall rating of *Exceptional*. In other words, 10 out of 12 factors must be rated as *Exceptional* and no factor is rated as *Must Change*. Conversely, when approximately (33%) or 4 of the performance factors are rated as *Must Change*, then the employee should receive an overall rating of *Must Change* and be placed on a Performance Improvement Plan (PIP). All other employees would fall into the *Effective* category.

**RECOMMENDATION REGARDING PROBATION IF APPLICABLE:**

- Probation period satisfied
  Probation period extended to \_\_\_\_\_
  Probation period failed

\*\*\*\*\*  
 Exceptional: Performance is substantially and consistently higher than the requirements of the job and is characterized by high initiative and sound judgment. The employee frequently uses discretionary effort and repeatedly makes contributions which significantly exceed the position requirements.

Effective: Performance is adequate and meets the requirements of the position. Responsibilities are being handled and job knowledge is effective. The employee is considered to be performing satisfactorily although the supervisor may indicate one or two areas that could be improved.

Must Change: Performance is substantially lower than job requirements. The majority of duties are being performed unsatisfactorily and are unacceptable. An action plan and immediate improvement is necessary for continued employment. Employee will be placed on a Performance Improvement Plan.

## Part III - Goal Setting

DEGREE TO WHICH GOALS IDENTIFIED ON PRIOR REVIEW WERE ACCOMPLISHED:

1.	<input type="checkbox"/> Exceeded Goal <input type="checkbox"/> Met Goal <input type="checkbox"/> Goal Not Met
2.	<input type="checkbox"/> Exceeded Goal <input type="checkbox"/> Met Goal <input type="checkbox"/> Goal Not Met
3.	<input type="checkbox"/> Exceeded Goal <input type="checkbox"/> Met Goal <input type="checkbox"/> Goal Not Met
4.	<input type="checkbox"/> Exceeded Goal <input type="checkbox"/> Met Goal <input type="checkbox"/> Goal Not Met
5.	<input type="checkbox"/> Exceeded Goal <input type="checkbox"/> Met Goal <input type="checkbox"/> Goal Not Met
6.	<input type="checkbox"/> Exceeded Goal <input type="checkbox"/> Met Goal <input type="checkbox"/> Goal Not Met

GOALS TO BE ACCOMPLISHED BY NEXT APPRAISAL:

NEXT REVIEW DATE: \_\_\_\_\_

1.
2.
3.
4.
5.
6.

RECOMMENDATIONS FOR SKILL DEVELOPMENT (CLASSES, SEMINARS, ETC.):


\*\*\*\*\*

*I have read this evaluation and have discussed it with my supervisor. I further acknowledge that I have been encouraged to provide any comments or disagreements I may have about this evaluation in writing. My signature does not indicate my approval or disapproval of this evaluation.*

*I have chosen to:*  *provide comments (see below or attachment)*     *not make any further comment*


**Signature of Employee** \_\_\_\_\_ **Date** \_\_\_\_\_



PERFORMANCE EVALUATION  
CONFIDENTIAL PERSONNEL

EMPLOYEE NAME: \_\_\_\_\_ DEPT: \_\_\_\_\_

JOB TITLE: \_\_\_\_\_ GRADE/STEP: \_\_\_\_\_

DATE OF HIRE: \_\_\_\_\_ LENGTH OF TIME IN CURRENT POSITION: \_\_\_\_\_

REVIEW PERIOD FROM: \_\_\_\_\_ TO: \_\_\_\_\_

PURPOSE OF EVALUATION:  Mid-Probation  Probation  Annual  Other \_\_\_\_\_

PREPARED BY: \_\_\_\_\_ DATE: \_\_\_\_\_

REVIEWED BY: \_\_\_\_\_ DATE: \_\_\_\_\_

DISCUSSED WITH EMPLOYEE BY: \_\_\_\_\_ DATE: \_\_\_\_\_

INSTRUCTIONS

1. This Performance Evaluation is to be used for confidential personnel. The Performance Evaluation consists of three sections: *Part I - Performance Factors, Part II - Performance Summary and Part III - Goal Setting.*
2. In the *Performance Factor* section, study each factor carefully before rating the employee. It is important that each employee be compared to the same standard. Each factor description defines "Effective" performance. Individual factors should be rated as follows:

\*\*\*\*\*

**Exceptional:** *Performance is substantially and consistently higher than the requirements of the job and is characterized by high initiative and sound judgment. The employee frequently uses discretionary effort and repeatedly makes contributions which significantly exceed the position requirements.*

**Effective:** *Performance is very good and meets the requirements of the position. Responsibilities are being handled and job knowledge is effective. The employee is considered to be performing satisfactorily although the supervisor may indicate one or two areas that could be improved.*

**Must Change:** Performance is substantially lower than job requirements. The majority of duties are being performed unsatisfactorily and are unacceptable. An action plan and immediate improvement is necessary for continued employment. Employee will be placed on a Performance Improvement Plan.

\*\*\*\*\*

You must decide which value comes closest to describing the employee by checking the appropriate box. Do not check more than one box. The descriptions shown for each factor are to be used as a guide. Based on the responsibilities of the employee, a portion of the description may not be applicable; however, there should be a part of the description that fits the proper category of employee.

3. Space is provided below each factor for you to explain your rating. The best approach is to use actual experiences or incidents. Keep comments based on observed behaviors rather than personality traits or personal biases. Rate the employee on the entire evaluation period rather than the last few months of the evaluation period.
4. In the *Performance Summary* section, you will summarize your factor ratings and determine an overall performance category based on the each factor's performance level using the guidelines on page 6. A supervisor may use his/her discretionary judgment in assigning the overall performance category.
5. In the *Goal Setting* section, you will review past goals and set new priorities as well as make recommendations for skill development or enhancement if needed. Meet with the employee to go over the review, discuss any issues with the employee, allow the employee to make comments and have him/her sign it.

## Part I - Performance Factors

### 1. ACCOUNTABILITY

Accepts responsibility for actions and/or accomplishments of both department/division and self. Schedules vacation and other time off in accordance with department policy. Completes work thoroughly, accurately and with attention to detail. Has the ability to follow instructions and deliver a timely product or service. Can be depended upon for results desired.

Must Change

Effective

Exceptional

Comments:


### 2. PLANNING & ORGANIZING

Sets and prioritizes realistic goals for accomplishment of individual and county objectives. Ability to organize and implement work to meet schedules and deadlines. Anticipates future needs or problems. Effective and efficient use of time. Utilizes good time management skills including goal setting, planning, prioritizing, delegating and scheduling. Keeps meetings on time and on point.

Must Change

Effective

Exceptional

Comments:


### 3. PROBLEM SOLVING & INITIATIVE

Ability to identify problems and to gather and analyze the information needed to develop solutions. Ability to conceive new ideas and techniques and apply where applicable. Accepts responsibility, requires minimum direction, and strives for improvement. Allows for flexibility in work activities to meet changing needs by developing contingency plans for crisis situations and anticipating variations in work flow. Exercises good judgment, neutralizes potentially hazardous or illegal conditions or situations, and functions effectively in emergency situations.

Must Change

Effective

Exceptional

Comments:


#### 4. DECISION MAKING

Identifies the existence of problems from observation and interaction with others. Evaluates the nature of a problem, gathers information, makes logical assumptions, considers a range of alternate responses, and selects an appropriate solution. Adapts to changing information and situations and remains effective. Independently performs routine tasks. Follows the expectations regarding the ethical conduct of profession and position.

Must Change

Effective

Exceptional

Comments:


#### 5. JOB KNOWLEDGE & SKILLS

Possesses and applies the necessary common and technical knowledge required for position and demonstrates proficiency in specialized areas where applicable. Participates in training programs and/or professional organizations or association and takes advantage of continuing education opportunities. Demonstrates skills necessary to effectively perform responsibilities of position. Develops and/or implements policies and procedures consistent with legal or organizational guidelines to achieve results and monitors same for compliance. Understands and follows general policies and procedures of the County. Follows department policies, procedures, regulations, work instructions and directions. Able to work independently.

Must Change

Effective

Exceptional

Comments:


#### 6. PRODUCTIVITY

Volume of work completed is consistent with established standards and expectations. Completes all assigned tasks or makes provision for their completion. Seeks out additional work when workload allows. Assists others to complete their work as situation warrants. Looks for alternative ways to do work in order to accomplish more with available resources. Adapts effectively to unexpected workload fluctuations. Keeps supervisor apprised of fluctuations in workload.

Must Change

Effective

Exceptional

Comments:


## 7. SAFETY & RISK MANAGEMENT

Demonstrates consistent safe work habits and complies with applicable safety rules and regulations and related policies and procedures. Identifies and reports unsafe conditions and does not take unnecessary risks. Maintains and ensures proper care and use of supplies, tools, equipment, and/or vehicles; demonstrates an awareness of and attention to costs resulting from misuse. Proactively identifies opportunities and challenges in own work area and identifies areas of potential liability for the department and/or County. Reports accidents and injuries immediately and according to County policy.

Must Change

Effective

Exceptional

Comments:


## 8. QUALITY OF WORK

Work produced is free of errors and does not have to be redone. Identifies errors or problems with assigned work and initiates corrective steps or actions as appropriate so that work produced can be relied upon by others. Provides technical or specialized information to improve the quality of work product. Continually strives to improve efficiency and quality of work produced. Successfully adapts to new responsibilities and asks for training and guidance as needed.

Must Change

Effective

Exceptional

Comments:


## 9. CUSTOMER SERVICE & PUBLIC RELATIONS

Creates and maintains a professional image and develops cooperative associations with the public. Investigates complaints and recommends appropriate action to resolve them. Provides excellent customer service both externally and internally to employees and works cooperatively with outside agencies to accomplish departmental or county goals.

Must Change

Effective

Exceptional

Comments:


**10. TEAMWORK**

Cooperates to effectively and efficiently accomplish work, helps create and sustain effective working relationships with subordinates and/or co-workers. Provides a positive atmosphere for employee feedback. Establishes and maintains a respectful work environment and promotes harmony and enthusiasm. Provides effective assistance and backup. Accepts and benefits from suggestions and constructive feedback. Exhibits a positive attitude toward change and redirection of duties and responsibilities.

Must Change

Effective

Exceptional

Comments:


**11. ORAL & WRITTEN COMMUNICATION**

Ability to communicate effectively both verbally and in writing. Proper use of grammar and spelling. Conveys ideas and information in a clear, concise manner. Exhibits good listening skills. Demonstrates ability to gather and organize information in a manner that is understandable. Conducts and/or participates in meetings and committees effectively and demonstrates knowledge of proper procedures. Maintains accurate recordkeeping systems and submits reports in a timely manner.

Must Change

Effective

Exceptional

Comments:


**12. LEADERSHIP**

Sets high standards and provides a good role model. Ability to build rapport and control emotions for positive interaction with the public, staff members and/or co-workers. Displays an attitude that projects knowledge, confidence, and presents a positive image of the County. Dresses in professional attire consistent with department or County policy. Has attended the Core Values Academy, consistently promotes Core Values and demonstrates behaviors and attitudes of same.

Must Change

Effective

Exceptional

Comments:


\*\*\*\*\*

OVERALL SUPERVISOR COMMENTS:


Signature of Supervisor:

--

**Part II – Performance Summary**

	Must Change		Effective		Exceptional
PERFORMANCE FACTORS	PERFORMANCE LEVELS				
1. Accountability					
2. Planning and Organizing					
3. Problem Solving & Initiative					
4. Decision Making					
5. Job Knowledge & Skills					
6. Productivity					
7. Safety & Risk Management					
8. Quality of Work					
9. Customer Service & Public Relations					
10. Teamwork					
11. Oral & Written Communication					
12. Leadership					
NUMBER OF CHECKS PER LEVEL					

OVERALL PERFORMANCE THIS PERIOD: (Check box which best reflects performance of employee based on overall score)\*

**Must Change**

**Effective**

**Exceptional**

\*Note: Approximately 85% of the performance factors should be rated as *Exceptional* for the employee to receive an overall rating of *Exceptional*. In other words, 10 out of 12 factors must be rated as *Exceptional* and no factor is rated as *Must Change*. Conversely, when approximately (33%) or 4 of the performance factors are rated as *Must Change*, then the employee should receive an overall rating of *Must Change* and be placed on a Performance Improvement Plan (PIP). All other employees would fall into the *Effective* category.

RECOMMENDATION REGARDING PROBATION IF APPLICABLE:

Probation period satisfied     Probation period extended to \_\_\_\_\_     Probation period failed

\*\*\*\*\*

**Exceptional:** Performance is substantially and consistently higher than the requirements of the job and is characterized by high initiative and sound judgment. The employee frequently uses discretionary effort and repeatedly makes contributions which significantly exceed the position requirements.

**Effective:** Performance is adequate and meets the requirements of the position. Responsibilities are being handled and job knowledge is effective. The employee is considered to be performing satisfactorily although the supervisor may indicate one or two areas that could be improved.

**Must Change:** Performance is substantially lower than job requirements. The majority of duties are being performed unsatisfactorily and are unacceptable. An action plan and immediate improvement is necessary for continued employment. Employee will be placed on a Performance Improvement Plan.

**Part III - Goal Setting**

**DEGREE TO WHICH GOALS IDENTIFIED ON PRIOR REVIEW WERE ACCOMPLISHED:**

1.	<input type="checkbox"/> Exceeded Goal <input type="checkbox"/> Met Goal <input type="checkbox"/> Goal Not Met
2.	<input type="checkbox"/> Exceeded Goal <input type="checkbox"/> Met Goal <input type="checkbox"/> Goal Not Met
3.	<input type="checkbox"/> Exceeded Goal <input type="checkbox"/> Met Goal <input type="checkbox"/> Goal Not Met
4.	<input type="checkbox"/> Exceeded Goal <input type="checkbox"/> Met Goal <input type="checkbox"/> Goal Not Met
5.	<input type="checkbox"/> Exceeded Goal <input type="checkbox"/> Met Goal <input type="checkbox"/> Goal Not Met
6.	<input type="checkbox"/> Exceeded Goal <input type="checkbox"/> Met Goal <input type="checkbox"/> Goal Not Met

**GOALS TO BE ACCOMPLISHED BY NEXT APPRAISAL:**

**NEXT REVIEW DATE:**

1.	
2.	
3.	
4.	
5.	

**RECOMMENDATIONS FOR SKILL DEVELOPMENT (CLASSES, SEMINARS, ETC.):**


\*\*\*\*\*

*I have read this evaluation and have discussed it with my supervisor. I further acknowledge that I have been encouraged to provide any comments or disagreements I may have about this evaluation in writing. My signature does not indicate my approval or disapproval of this evaluation.*

I have chosen to:     provide comments (see below or attachment)     not make any further comment


**Signature of Employee** \_\_\_\_\_ **Date** \_\_\_\_\_



## LONGEVITY

The Confidential employees classified as Clerk Typist, Clerical Specialist and Administrative Secretary will qualify for and receive longevity on the following basis:

- a. The employee must have received payment for work performed or have been paid benefits (e.g., vacation, holiday, sick leave, Workers' Compensation) during the year of employment involved.
- b. Payment of longevity will be paid in a lump sum the week following the last pay period in November.
- c. Employees regularly scheduled for sixty (60) hours or more per pay period at some point during the employment year and who have completed five (5) years of such employment while continuously employed with employer shall be eligible to receive longevity payments on a prorated basis.

Any year of employment that the employee is not at some point in time regularly scheduled for sixty (60) or more hours per pay period shall not constitute eligible employment and will not be included in the calculation of the longevity payment.

- d. After completing five (5) years of continuous service, an employee is entitled to a longevity payment of Five Hundred Dollars (\$500.00), as provided under (b) above. Such payments will continue for each year of continuous service thereafter up to ten (10) years of continuous service.
- e. After completing ten (10) years of continuous service, an employee is entitled to a longevity payment of Six Hundred Dollars (\$600.00). Such payments will continue for each year of continuous service thereafter up to fifteen (15) years of continuous service.
- f. After completing fifteen (15) years of continuous service, an employee is entitled to a longevity payment of Seven Hundred Dollars (\$700.00). Such payments will continue for each year of continuous service thereafter up to twenty (20) years of continuous service.
- g. After completing twenty (20) years of continuous service, an employee is entitled to a longevity payment of Nine Hundred Dollars (\$900.00). Such payments will continue for each year of continuous service thereafter up to twenty-five (25) years of continuous service.
- h. After completing twenty-five (25) years of continuous service, an employee is entitled to a longevity payment of One Thousand One Hundred Dollars (\$1,100.00).

**In the event that an employee entitled to longevity pay is terminated prior to the last pay period in November, he/she will receive his/her longevity pay earned as of his/her last anniversary date. Such payment will be made as part of the employee's final check.**



This Policies and Procedures manual is intended for informational purposes only. Neither this manual nor any County practices, or other communications create an employment contract. This manual does not contain all of the information you will need during the course of your employment. You will receive information through various notices as well as orally.

Management is committed to reviewing its policies and benefits continually. Accordingly, the policies and benefits outlined in this handout are subject to review and change by management or through negotiation of the labor agreements. No communication or practice limits the reasons or procedures for termination or modification of the employment relationship.

I, \_\_\_\_\_, have read and understand my benefits as a Linn County employee, and have received the necessary information regarding these benefits from the Human Resources Office.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date



This Policies and Procedures manual is intended for informational purposes only. Neither this manual nor any County practices, or other communications create an employment contract. This manual does not contain all of the information you will need during the course of your employment. You will receive information through various notices as well as orally.

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I \_\_\_\_\_ have read and understand my benefits as a Linn County employee, and have received the necessary information regarding these benefits from the Human Resources Office.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date