



ROCK COUNTY
WISCONSIN



HUMAN RESOURCES AND ORGANIZATIONAL TRANSFORMATION IN ROCK COUNTY



Human Understanding & Engagement

Introduction:

Dear Rock County Leaders

HueLife is delighted to present this final report from the Rock County Organizational System Review. The report is a culmination of the collaborative information gathering, analysis, and employee engagement activities that have been taking place since last July (2021) and ending a few short weeks ago. As a matter of fact, it was actually last April when we first became interested in the project but not simply to obtain more work, it goes much deeper than that at HueLife.

We were looking for an organization to partner with us to incorporate a new, employee-centered approach to an organizational system review and we found it at Rock County. The project began in earnest in July with a review of the purpose of the project outlined in the request for proposal: “to conduct an organizational review for ensuring that Rock County remains an organization of excellence and enhances its reputation in the community as an employer.” Our task was to evaluate, make recommendations, compare and contrast with best practices, and analyze the information using an equity lens in two specific areas:

- Personnel ordinance, policies, procedures, practices, and departmental work rules
- Department mission statements and alignment with the County’s Mission, Vision, and Values

Because of the significant scope of the project and the resulting impact to all employees in the system, we knew an approach and methodology that revolved around securing stakeholder input and feedback up front would be essential. It is only through the use of an employee-centered collaborative framework that the County has the greatest potential for success.

The project was comprised of two phases, **Listening & Learning** and **Responding**. The Listening and Learning phase included:

- (1) General information gathering.
- (2) Employee survey development and deployment.
- (3) Interviews & listening sessions.
- (4) Supplemental data gathering and analysis.

During the listening & learning phase perspectives were gathered from 800 employees via a survey. Over 40 individual interviews and 12 employee focus groups (total of 80 employees) were conducted. In addition, many hours of conversations with HR staff and Administration helped us learn more about the County and provided valuable insight leading to the recommendations you will read in this report.

The Responding phase included two areas: (1) information review & recommendation development, and (2) Generation of final report and presentation. Note that prior to being submitted to the County Board for approval, Human Resources employees, County Administration, and members of the Blue Ribbon Commission were all provided with an opportunity to provide feedback and discuss implications.

The report has been organized into six chapters using a car dashboard as a metaphor for the transformational journey the County has already embarked upon. On the dashboard are gauges that must be monitored, resources and fluid levels maintained, and warning lights that may require adjustments along the way.

The first chapter (Strategic Management) is all about preparing for the journey, determining the destination, and how to get there (the roadmap.) The remaining chapters are all about supporting the journey by optimizing resources, staying on route, and assuring safety along the way. Think of the report as an 'owner's manual' for the journey. Use it as a resource to assist you along the way.

Although we encountered a few challenges over the last few months, the support and flexibility provided by the County was instrumental in allowing us to deliver on our promise. Throughout the report you will be hearing and reading the voices of Rock County employees. In some cases, you might be surprised at what they had to say. However, the one observation that keeps resounding from our experience with the people at the County, is their pride in the county and their genuine commitment to serving the community. This was shared with us at every turn. They are ready and eager to move forward and that is something to be valued and nurtured indeed.

There are so many people we need to thank who have helped us immensely along the way beginning with Josh, Randy and the entire Human Resources team. We have learned so much from each of you and truly appreciated your support and responsiveness throughout the process. Many thanks to all the leaders (Directors, Supervisors, Managers) who supported the work, took time to talk with us, and encouraged employees to get involved. Thank you to the Human Resources leaders at Brown County and Outagamie County for providing us with comparative information and a different perspective, and many thanks to our HueLife team members who reviewed the information through an equity lens providing critical feedback.

Most importantly, our deepest thanks to every employee who completed the survey, participated in a focus group, or found just enough time in their busy day to sit with us for an interview. Your contribution to the project and the ongoing success of Rock County speaks volumes.

Finally, we'd like to thank the Blue Ribbon Commission on Excellence and the County Board of Supervisors for believing in HueLife and for placing your trust in our methods and approach. This was a great experience for HueLife, and we will bring with us our memories of a leadership team and workforce truly committed to community and to excellence.

Although you have a long journey ahead, we hope this report provides clarity and inspiration for moving forward. Let's get started! Put your seatbelt on and get that compass locked in. It is time to roll into Chapter One – Strategic Management!

Table of Contents

INTRODUCTION

CHAPTER 1 Strategic Management	8
ROCK COUNTY STRATEGIC FRAMEWORK	9
• Mission	9
• Values	9
• Vision Statements	9
• Rock County Personnel Ordinance and Administrative Policy and Procedure Manual	10
ORGANIZATIONAL CULTURE	10
• Workplace Climate	10
• Rock County Workplace Climate	10
• Workplace Communication and Trust	11
• Workplace Climate and Support	12
STRATEGIC PLANNING	13
• Why is it important?	14
• Impact of not having a strategic plan	14
• What we observed	14
• Consistency	15
• Terminology and Language	15
• Mindset and Philosophy	15
• Change management	16
• Why is change management important?	16
• What we observe	16
• Impact	17
RECOMMENDATIONS	17
CHAPTER 2 – Recruitment & Retention	19
STRATEGIC FRAMEWORK	20
• Mission, Values, Vision	21
• Ordinance/Policies	21
• Equal Employment Opportunity/Affirmative Action Policy	21
RESPONSIBILITY AND AUTHORITY	21
RECRUITMENT PROCESS	22
• Phase 1 - Sourcing and Recruiting	22
• Phase 2 - Screening and Selection	22
• Phase 3 - Orientation and Onboarding	23
SOURCING AND RECRUITING	23
• Ordinance & Policy Guidance	23
• Position Posting and Advertising	24
• Applicant Experience	24

- SCREENING AND SELECTION 25
 - Affirmative Action Plan 26
 - Survey and Focus Group Insights 27
 - Employee Survey 27
 - Focus Groups 28
- ORIENTATION AND ONBOARDING 29
 - New Employee Orientation 29
 - New Employee Onboarding 29
- RETENTION 30
 - Impact on Workforce Diversity 31
 - Workplace Climate 32
- BEST PRACTICES 33
- RECOMMENDATIONS 34
 - Sourcing and Recruiting 34
 - Screening and Selection 34
 - Retention and Workforce Diversity 34
 - Racial Equity 34
 - Affirmative Action Plan 35
 - Prepare the Workforce & Develop the Plan 35
 - Sourcing and Recruitment 36
 - Screening and Selection 37
 - Orientation, Onboarding & Retention 37
 - Measurement and Metrics 38
- CHAPTER 3 - Total Rewards** 39
 - SALARY AND WAGES 40
 - Compensation Plan 40
 - Organizational Compensation Philosophy 40
 - Compensation System Structure 40
 - RESPONSIBILITY AND AUTHORITY 41
 - INSIGHTS AND OBSERVATIONS 41
 - Employee Survey 41
 - Insights from Focus Groups 42
 - Paychecks 42
 - Salary Advancement 42
 - Job Descriptions 42
 - Recognition 42
 - Career Ladder 42
 - Benchmarking 43

• Salary Schedules and Structure	43
• Brown County Salary Schedule	43
• Outagamie Salary Schedule	44
• Rock County Salary Schedule	44
• Salary Schedule Comparison	45
• Overtime and Paid Leave	45
GROUP INSURANCE AND FRINGE BENEFITS	47
BEST PRACTICES	47
RECOMMENDATIONS	48
CHAPTER 4 – Employee Performance Management	50
SECTION 1: PERFORMANCE MANAGEMENT - EMPLOYEE EVALUATIONS	51
RESPONSIBILITY AND AUTHORITY	51
OBSERVATIONS AND INSIGHTS	52
• Supervisory Practices Survey	52
• Employee Survey	52
• Survey Insights	53
• Focus Group Insights	54
• The potential consequence	54
BEST PRACTICES	55
RECOMMENDATIONS	55
SECTION 2: PERFORMANCE MANAGEMENT – EMPLOYEE DISCIPLINE	57
RESPONSIBILITY AND AUTHORITY	58
INSIGHTS AND OBSERVATIONS	58
• Supervisory Practices Survey	58
• Tracking and Accountability	59
• Leadership Development	59
BEST PRACTICES	59
RECOMMENDATIONS	60
CHAPTER 5 TRAINING & ORGANIZATIONAL DEVELOPMENT	61
RESPONSIBILITY AND AUTHORITY	62
CURRENT ROCK COUNTY TRAINING PROGRAMMING	63
• New Employee Orientation	63
• New Employee Onboarding	63
• Leadership Development	63

• WAT Grant Leadership Training Program	64
• Additional Leadership Training	64
OBSERVATIONS AND INSIGHTS	64
• New Employee Orientation & General Training	64
• Supervisory Practices	65
• All Employee Survey	65
• Supervisory Survey	67
BEST PRACTICES	68
RECOMMENDATIONS	68
• Strategies	69
• Programming	69
• New Employee Orientation	69
• Onboarding	69
• All Employee Training	70
• Leadership Development Plan	70
CHAPTER 6 HUMAN RESOURCES OPERATIONS AND SERVICE DELIVERY	74
RESPONSIBILITY AND AUTHORITY	74
INSIGHTS AND OBSERVATIONS	75
• Notable Areas of Strength	75
• Personnel Ordinance & Policies Administration	75
• Employee wellness	75
• Employee Newsletter	75
◦ Notable Areas for Improvement	76
• Maintaining Confidentiality	76
• Decision-making	76
• Behavior and Conduct	77
◦ HR Information Administration	77
• Human Resources Management System (HRMS)	77
• Personnel Files and Related Records Maintenance	78
◦ Planning	79
◦ HR to Staff Ratio	79
◦ HR Culture, Confidentiality and Trust	79
• Behavior and Modeling	80
• Confidentiality	80
◦ Overall Impact	80
BEST PRACTICES	80
RECOMMENDATIONS	81
EXECUTIVE SUMMARY	83

STRATEGIC MANAGEMENT



Where are we going and
what will it look like
when we get there?

A comprehensive organizational review begins with the strategic framework of the organization and includes organization's mission, values, and vision. These three components are essential for defining both internally and externally what the organization stands for (purpose); it's values (a guide for human behavior) and vision (sense of inspiration and direction.)

According to Gallup's Organizational Effectiveness Framework, to be effective, organizations must first have the right purpose, which answers the question, "Why do we exist?" The organization's strategy and culture flow from this purpose and together they answer the question, "How will our organization fulfill its purpose?"

Source: <https://www.gallup.com/workplace/310562/organizational-effectiveness.aspx>

ROCK COUNTY STRATEGIC FRAMEWORK

Rock County's Mission, Values, and Vision are published as:

Mission: The County's purpose is "To enhance the quality of life, health, safety, and trust of all citizens by providing top quality public services through a creative and responsive team committed to excellence, integrity, accountability, and respect."

Values: The County values: "Honesty - Integrity - Respect"

Vision Statements:

- SERVICE to the public is our fundamental reason for being. We strive to treat citizens with courtesy and as valued customers.
- COOPERATION among our staff and departments creates a smooth-running organization. These collaborative attitudes and efforts are reflected in our working relationships with other public entities, the business community, nonprofit organizations, and citizens.
- DILIGENCE is the foundation of our work ethic. We challenge and inspire all staff to be efficient and effective in carrying out day-to-day tasks and activities.
- ACCOUNTABILITY is vital to maintaining public trust. We ensure accountability for our actions by adopting and enforcing policies, procedures, and processes that withstand the test of public review and scrutiny.
- FISCAL RESPONSIBILITY is fundamental to the way we conduct business. We maximize our human, physical, and financial resources in order to provide effective stewardship of public funds.
- COMMUNICATION and an informed citizenry are essential to the democratic process. We are committed to providing citizens with relevant, accurate, and timely information about our goals, services, and the decisions that will affect the public.
- INNOVATION and creativity shape our future. We encourage staff to challenge the status quo and discover new ideas or better methods. We foster staff development in order to respond to changing needs in our community.
- SAFETY is critical to a high standard of living. We protect the citizenry through prevention, early intervention, treatment services, and enforcement of the law.
- ENVIRONMENT is central to our community. Preservation of our natural environment ensures that generations to come will enjoy the resources we value and preserve. Caring for our social environment ensures that community remains a vital part of our culture.
- DIVERSITY & INCLUSION - Rock County commits to a diverse workforce that increases creativity and provides a safe, inclusive, and motivating environment for all employees, citizens, and those we serve. Rock County promotes a workplace that provides respect, fairness, and work-life balance; maintains opportunities for all to excel in their careers; and is void of discrimination and prejudice.

The Rock County Personnel Ordinance and Administrative Policy and Procedure Manual: The purposes of the Rock County Personnel Ordinance are to: “Establish uniform County Personnel Policy and procedures to recruit, select, develop and maintain an effective and responsive workforce for the County by aspiring to provide a system of standardized titles and standardized class descriptions for the effective administration of personnel activities such as: manpower planning and budgeting, standards of job performance, fair and equitable pay, valid selection and recruitment programs, training programs and career development.”

Under the Ordinance, it is the responsibility of Human Resources (HR) to administer the Ordinance, develop and administer a standard set of policies and procedures (work rules) that support the Ordinance, and to ensure the provisions contained in the Ordinance are “fairly designed and administered.” The Ordinance also assigns the responsibility to Department Heads (or supervisory personnel when appropriate) to enforce the Ordinance and policies.

ORGANIZATIONAL CULTURE

The combination of the County’s Mission, Values, Vision statements and work rules (Ordinance & Policies) reflect the desired culture of the County. How close the current culture is to achieving the desired culture is defined and measured in the County’s Vision statements. For example, the County’s Diversity & Inclusion Vision statement would manifest in the workplace in the form of (1) priorities set, resources allocated, and a plan designed to recruit and retain top talent; (2) employees expressing satisfaction with how they are treated in the workplace (respect, fairness); (3) employees enjoying a suitable work-life balance.

The better aligned Rock County’s current culture is to the desired culture the closer the County is to achieving the Mission. Therefore, periodically measuring the culture of an organization is required to measure and celebrate progress. Progress is measured by analyzing the climate in the workplace.

Workplace Climate: It is in the workplace that the culture of an organization is reflected. It is found in observable manifestations of assumptions, values, norms and tangible behaviors demonstrated by employees in the workplace. The workplace climate reflects how employees feel when they are at work and their opinion around how well the County is functioning overall. It is the workplace climate that will have a direct influence on how motivated and satisfied employees are at work.

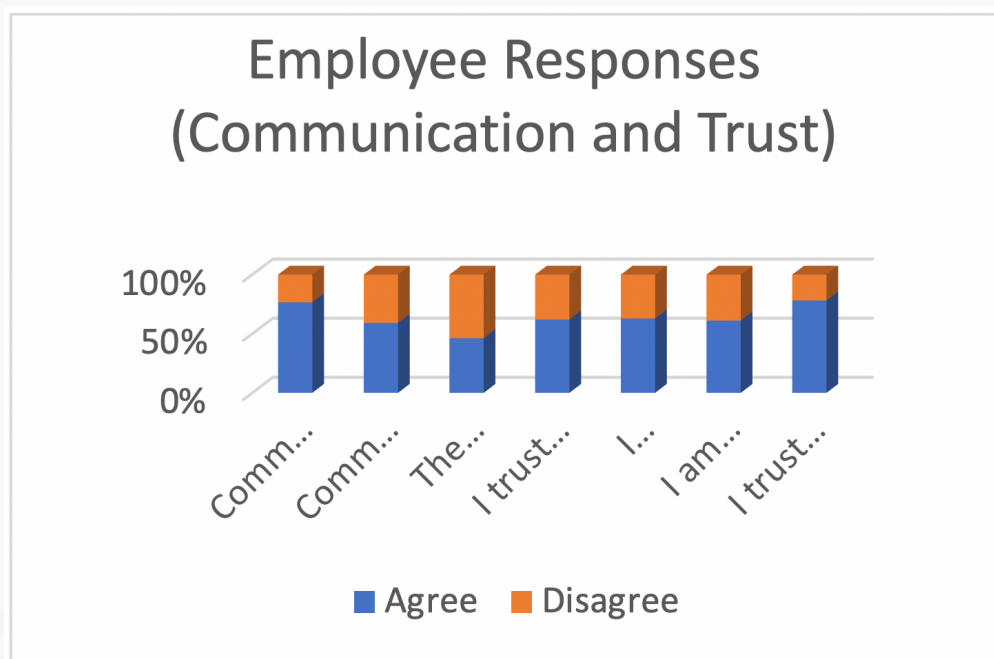
As part of this process, information and insights into the County workplace climate were gathered from employee survey responses, employee focus group insights, individual stakeholder interviews and past County employee engagement surveys. The results varied, requiring a deeper look to begin to understand the culture.

Rock County Workplace Climate: The employee survey deployed in September of this year (2021) included questions designed to measure workplace climate. The questions asked employees to rate their level of agreement or disagreement with statements that would affirm a culture of excellence. The statements were organized into two distinct areas: (1) Workplace Communication and Trust and (2) Workplace Climate and Support.

Workplace Communication and Trust: The questions presented in the communication and trust section of the survey requested employees to indicate how much they agreed or disagreed to statements that reflect a culture of excellence in an organization:

- Communication channels are very open among my team/peers.
- Communication channels are very open among the leadership team and staff.
- The leadership team actively solicits input from employees before major decisions are made.
- I trust our leadership team.
- I believe what our leadership team says.
- I am able to openly discuss any work-related problems and concerns without fear of retaliation.
- I trust my peers.

The chart below is the cumulative of employee responses to the above statements and clearly reflects that, while over 77% of staff members agree there is a high level of trust and communication among their peers, only 62% of staff members trust their leadership team and only 61% of employees believe they can openly discuss work problems without any fear of retaliation. The low levels of agreement around leadership are concerning and representative of a culture of fear as opposed to a culture of trust and inclusion.



LEGEND

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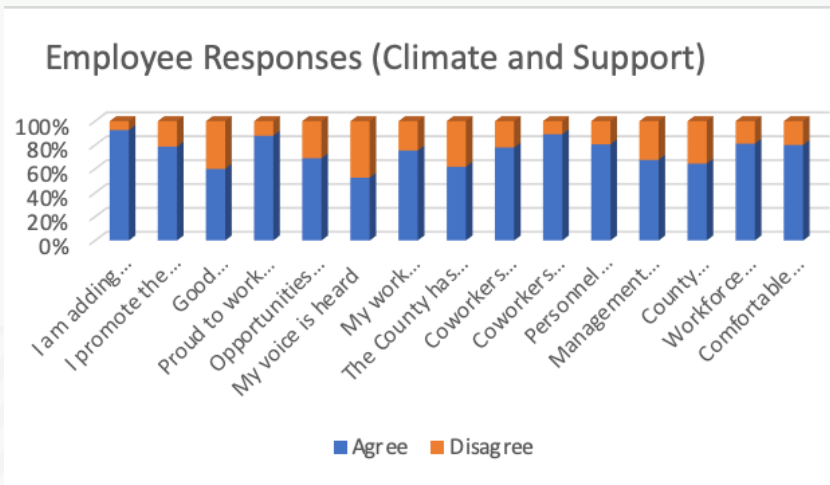
Highlights: 78% of employees trust their peers and 77% of employees feel communication channels are very open among team-members or peers

Lowlights: Less than 65% of all staff members feel that communications channels are open among leadership team and staff, believe their input is solicited prior to making major decisions. 62% trust their leadership team, 63% believe what their supervisor says and 61% believe they can openly discuss work problems without any fear of retaliation.

Workplace Climate and Support: The questions presented in the Workplace Climate and Support section of the survey requested employees to respond to these statements:

- I am adding value to our organization.
- I often promote the County as an employer in the community.
- I feel there is good cooperation between departments.
- I am proud to work for the County.
- I have opportunities to provide feedback to the organization.
- I feel my voice is heard within the organization.
- I consider my work environment inclusive.
- The County has my interest and well-being in mind.
- My coworkers actively promote and support county policies and procedures.
- My coworkers actively promote and support ethical conduct.
- The County's personnel policies are reflective of Rock County's values: honesty, integrity, respect.
- The County's management practices are reflective of Rock County's values: honesty, integrity, respect.
- The County communicates changes that impact me in a timely manner.
- Workforce diversity is valued in our organization.
- I am comfortable discussing topics related to race, gender, and age diversity with my peers.

The chart below is the cumulative of employee responses to the above statements and clearly reflects that over 90% of employees feel they are adding value to the County, are proud to work for the County and promote the County in the community. On the other hand, only a little more than 1/2 of the employees believe their voices are heard in the organization less than 2/3 of respondents believe the County has their best interest at heart.



LEGEND

- I am adding value to our organization.
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- I feel there is good cooperation between departments.
- I am proud to work for the County.
- I have opportunities to provide feedback to the organization.
- I feel my voice is heard within the organization.
- I consider my work environment inclusive.
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- My coworkers actively promote and support county policies and procedures.
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- The County's personnel policies are reflective of Rock County's values: honesty, integrity, respect.
- The County's management practices are reflective of Rock County's values: honesty, integrity, respect.
- The County communicates changes that impact me in a timely manner.
- Workforce diversity is valued in our organization.
- I am comfortable discussing topics related to race, gender, and age diversity with my peers.

Highlights: Over 90% of employees feel they are adding value to the County, are proud to work for the County and believe their co-workers promote the county as an employer in the community

Lowlights: Only a little over 50% believe their voice is heard in the organization, 60% of employees feel there is good cooperation between departments and a little over 60% feel that the County has their best interest at heart

The survey responses described above reflect that most employees are proud to work for the County, promote the County in the community and enjoy a prominent level of communication and trust among peers. On the opposite end of the spectrum, the survey reflects some dissatisfaction on the part of employees in the areas of trust and communication between staff and leadership. It must be noted that employees refer to department level leadership, program leadership (specifically in Human Services), County Administration and County Board as "leadership" interchangeably.

The next step analyzed the root cause(s) behind the employee's responses. In the following chapters, the root cause of employee satisfaction (or dissatisfaction) are explored in the context of key functional areas and operations: Chapter 2 – Recruitment and Retention; Chapter 3 – Total Rewards; Chapter 4 – Performance Management; Chapter 5 – Training and Organizational Development; and Chapter 6 – Human Resources Operations and Service Delivery. It might appear that the root causes identified in chapters 2 through 6 largely focused on HR, however that is not the case. Due to the complexity of organizational design, where departments function as independent units, yet depend on the core administrative services such as Human Resources and Financial Services, the responsibility for the key functional areas lie with both the department management and administration, inclusive of Human Resources.

This chapter is focused on strategic management and what will be required to affect the transformational change necessary to positively impact the culture. Although the responses from the survey participants themselves describe strong relationships with peers, the lower ratings in the areas of trust and communication need further analysis to determine root cause. Here are some quotes pulled out of the survey that describes the sentiment of some respondents. Keep in mind these comments, and most comments in the survey, are generated by employee dissatisfaction and is not necessarily representative of the entire workforce:

- *"So many policies/mission statements/vision statements are just on paper and are not practiced nor taken seriously" – quote from the survey participant.*
- *"My job involves work with many different county departments and a common theme is trying to collaborate on the same projects for the benefit of the community. Sure we have committees that involve different depts. but not dept partnerships on public education or improvement projects. In the past it seems like it's been every dept for themselves. I am surprised pretty frequently on projects that depts. have started and dropped that our dept had been looking at starting. Maybe had we partnered, a successful project could have continued" – quote from the survey participant.*
- *"Internal and external communications need serious improvement. Coordination and consistency are lacking from one department to the next. Overall branding and style guide needs to be implemented" - participant comment.*
- *"I cannot believe that anyone would award a County that has high turnover, low pay/staffing shortages, poor morale, aged policies/procedures/etc., and delayed leadership." – participant comment.*
- *"Many departments have departmental work rules, policies and handbooks that are separate from the County Policies and Procedures. Having several documents guiding an employee experience and life at Rock County is not an easy task to navigate, thus creates many opportunities for conflicting interpretations, selective enforcement, and biased management practice" – survey participant.*

The above comments describe an organization that is misaligned, operates in silos, has potential for polarization, and is lacking collaboration towards shared success. To address the deficiencies described above it is essential that the County defines a clear, understandable, and relatable strategic plan. Departments can then build upon this plan in the development of their departmental priorities, cross-departmental collaborations and initiatives, and resource allocation.

STRATEGIC PLANNING

Strategic plans serve a single purpose, they answer three questions: why we exist, what products or services will we produce, and how should we go about delivering those products and services to our stakeholders or communities we serve. In the public sector, especially counties in Wisconsin, these questions have pre-determined answers and outcomes mandated by the State. It is the legislature that primarily determines the purpose and services that the County should be providing. One might say, it is a moot point to have a strategic plan that has little or no flexibility as to what we can or would like to do. Understandable, but wrong.

Why is it important?

A strategic plan is critical in situations when the agency needs to be creative and innovative in their efforts to deliver services or expand services within their capacity to achieve better outcomes for the community. Additionally, a strategic plan will support the design of operational systems that will advance the work and provide the type of infrastructure necessary to achieve the desired results. It is hard to know what to do though, when there is no clarity as to what those desired results are.

Impact of not having a strategic plan:

There are many different schools of thought about strategic planning. However, organizations without a planned destination or unobstructed vision of the future tend to 1) spend more time and resources with fewer results; 2) get paralyzed by inability to change, stuck in archaic practices that no longer serve the purpose; and, 3) be highly reactionary, tending to forget what they are designed to do and focus on self-service and preservation.

What we observed:

At Rock County, the organization-wide strategic plan is incomplete, and it is difficult to discern what the County is striving to achieve based on the current Mission, Vision, and Values statements. For example, the County's vision statement around cooperation requires that the County "staff and departments create a smooth-running organization..." However, from the information gathered, the County may not be running as smoothly as it can. In a smooth-running organization, all departments are aligned with the organizational strategic plan, working in concert with each other to achieve the most that can be achieved while staying within the limited resources available. Department directors and supervisors have expressed an interest in networking with each other to find out why they do what they do, and how other departments are advancing the overall Mission.

Although each department in Rock County is unique and provides unique services that may or may not be connected to other departments, they are all part of the bigger system and are connected through resource allocation (budgeting process) and political capital (accumulation of resources and power built

through relationships, trust, goodwill, and influence between politicians or parties and other stakeholders, such as constituents). Both the budgeting process and the political capital are primary drivers for making policy decisions and allocating resources, thus they need to be fully understood and explored by all departments in order to achieve the Mission.

With a strategic plan, the work can begin to transform the current culture of the County. However, the strategic plan is only a document or guide, it must actually be implemented to be useful. The success or failure of a strategic plan will depend on the County's ability to manage the transformational change towards organizational excellence that is desired by the County.

Below are some key points gathered through a feedback session convened with a select group of subject matter experts and persons of color. The purpose of the session was to gain their insights around what the County currently has in place and to provide feedback using a Diversity, Equity and Inclusion lens.

Consistency

- The departments' disconnected from the overall Rock County's Vision/Mission is consistent.
- There is consistency between IT and PW departments in how they are reflective of RC's vision/mission/values.
- Human Services pulled in the Rock County values; also references some language that was in District attorneys "doing the right thing for the right reason."
- The facilities maintenance includes Rock County mission at the very top of the doc; provide the program description- this is helpful.
- Departments' values are not aligned with the Rock County values.
- Overall code of conduct and expectations should be coming from HR, allowing unique work rules focus on the specifics of the department.
- Lack of consistency leads to inequitable practices.
- Consistent expectations are about equity - this should be coming from HR/Administration (this influences performance evaluations).

Terminology and Language

- Rock County's vision is not actually a vision, but reads more like a set of values, they are broad enough that every department should be able to fit into.
- Language/terminology inconsistency (what is used to describe mission, vision, values) -need definitions.
- Language: "citizens" vs "residents"
- DA's code of conduct reads as core values; not sure what to call their core values (more of employee expectations).

Mindset and Philosophy

- DA's core values are "compliance" vs "inspiration" driven (what is expected might be different than what is valued).
- A lot of the missions describe the function vs philosophy.
- Rock County talks about itself, not the community.
- Nothing inspirational and community focused in the overall County Mission/Vision/Values (some departments are more community focused).
- Power structure (distant from the workforce/community).
- DEI is not represented in values and mission.

- Diversity and Inclusion is a statement about the workforce, but not recognizing the policies and structures.
- Mission is not people centered, should be focused on the community (this is what we want for our community, what we do); currently missions are “operational” / program descriptions.

Change management

It is no secret that most organizational change efforts fail. According to Gallup* “...70% of change initiatives that fail have an inaccurate, ambiguous, or misdirected definition of change -- one done at people, not with them.” Regardless of the intent, when not planned and managed well, efforts that require change in the process, practice, behavior, or simply said “the way things are done” will be met by employees with resistance at the most, and a “that too shall pass” attitude at the least, making the effort doomed to fail. Gallup and other sources report that change efforts fail due to lack of clear communication, understanding the need for change, and lack of change management skills and process.

*Source: https://www.gallup.com/topic/change_management.aspx

What is change management?

As defined by SHRM** (Society of Human Resource Managers), “change management is the systematic approach and application of knowledge, tools and resources to deal with change.” Change management is a practice that is typically adopted by HR professionals, managers, and others concerned with the organizational health, growth, and development during the time of transition from old to new reality. These new realities could be as simple as adoption of modern technology or as complex as new cultural norms, i.e., inclusivity and collaboration. Successful large-scale change requires a leadership team approach where individual team members bring different competencies and skills to the work, and all team members demonstrate “appreciative” qualities: visionary capacity, ability to learn and adapt, affirmative style, and a collaborative approach.

**Source:<https://www.shrm.org/resourcesandtools/tools-andsamples/toolkits/pages/managingorganizationalchange.aspx>

Why is change management important?

Leaders must be aware and equipped with change management practices, tools, and processes in order to lead the change. Resistance to change will prevail if there is no compelling vision for change, sense of urgency or understanding of the consequences of not changing, and clear first steps one should take toward the change. Critical to the success of any change effort is ensuring that those impacted by the change are included and involved in the planning. When change is happening to people rather than with people, higher levels of resistance are inevitable. Change management practices provide leaders with the path and a roadmap to follow and bring others along. However, if leaders are unwilling or resistant to the change, there is no other solution but to replace them or build a parallel coalition of new leaders who will eventually make them obsolete.

What we observed

At Rock County, several departments have experienced leadership change, and with that, more progress towards creating an organization of excellence. According to some employees, new leaders have made strides towards providing opportunities to engage and share employee perspective; however, many leaders at Rock County are not equipped with the tools they need to manage change effectively. The result is reflected in the lower survey scores around employees “being heard” and in “leadership considering their input before major decisions are made.”

Leaders who were able to implement meaningful change successfully all have a clear vision and plan to move forward (i.e., IT Department) and they are supported by the County administration and the Board. In contrast, leaders who struggle the most are ones who not only lack the skills necessary to lead the change, but who also must continually navigate the more complex dynamics of Board relations when employees go directly to the Board for airing their concerns.

Impact

What could go wrong? Most of what could have happened has already happened: lower morale, sense of unfair treatment, undermining the efforts and leaders, perceptions of favoritism, not feeling heard or valued. Good employees will continue to leave for better opportunities.

RECOMMENDATIONS

It is clear that substantial commitment, planning, and advocacy on the part of leaders at every level of the County will be required for the work to change the culture. The remainder of this report contains numerous detailed recommendations within each chapter. The Strategic Management Chapter, however, is the most crucial because it is at this level where the desired culture is created. Below is a summary of key recommendations the Board should consider around Strategic Management:

- The County should work collaboratively with a diverse group of stakeholders that leaders, community representatives and employees to build a County-wide strategic plan. It is through the use of a collaborative process to create the plan that will provide the County the best chance of obtaining stakeholder buy-in and support for the plan.
- Develop and implement a County-wide marketing and branding strategy that will project the desired image for the county and help to improve communications. The strategy will help to clarify messaging, support alignment, and cement the image of the County as an employer of choice. The fact that most employees are proud to work for the county and promote the County to others should be celebrated and shared. Their remarkable stories and passion need to be captured, leveraged, acknowledged, and communicated throughout the system and the communities.
- Connect the County budgeting processes to the organizational strategic plan in order to assure decision-making and financial/human resources are aligned to support the strategic plan.
- Ensure leaders are well prepared to manage the increasing changes that will most certainly increase stress on the workforce and spend time with leaders to assist them in translating the County Vision statements into what the workplace climate should look like and feel like. In order to achieve this, leaders will require training in the skills such as facilitation, process improvement, participatory decision making, collaboration, trust building, and coaching others.
- Identify champions for change and provide support necessary for them to move the culture change forward. Champions should include employees at every level and every department. An existing structure could be utilized with the Blue Ribbon Commission issuing the Charge and providing guidance and an accountability system for change initiatives moving forward.
- Once a County-wide strategic plan is in place, conduct a detailed audit of each department's mission, vision, values, and work rules to assure consistency and alignment system wide. The audit should be structured to differentiate process improvement from training needs and from equity & inclusion needs in order to get to the root cause of the challenges that exist. Included in this report is a crosswalk detailing how various components connect. Although incomplete, it should serve as a good foundation on which to build. (See Appendix A.)

- Create and implement a plan to improve the County's workplace climate by connecting the climate to the desired culture and organizational mission. The plan should be multifaceted and focused on what helps employees grow - personally and professionally and instilling a culture of inclusion within the organization. This begins with employees, leaders and community stakeholders coming together to first agree to how equity and inclusion will be defined at the County. Once defined, employees will need to be prepared and ready to commit to the desired outcomes.
- Provide employees with a variety of training and skill development opportunities for growth (See Chapter 5 – Training and Organizational Development) and aspire to provide engaging and high quality instruction in Diversity, Equity and Inclusion concepts and strategy. These efforts typically have a high impact on employees. For example, a recent survey from Deloitte found that 80% of employees believe inclusion is important in choosing an employer, 72% would leave their current company for one with a more inclusive culture and 30% of Millennials have already left an organization for another more inclusive one.
- Modify the annual employee engagement survey tool and process. Because of the current low level of employee's trust in leadership, future employee engagement surveys should be done by a third party. For example, an organization like Polco™ (a community research firm) could be utilized to conduct the survey, gather the information, and benchmark the results against other counties all within a highly confidential framework that employees can trust.
- Consider hiring a temporary organizational development consultant who has the background and experience to assist the County Board and leaders in this critical endeavor. An organizational development consultant can help internal staff to look at themselves critically and to hold themselves accountable. A consultant can provide candid feedback and guidance to employees without negatively impacting the level of trust between the employees and leadership. An external consultant can also assist in developing the internal capacity of the organization to continue the work once the consultant is gone.
- Develop and implement an information sharing and decision-making process that will provide alignment between the County Board, County Administration, and Department Directors. Currently, the County Board of Supervisors is intimately involved in day-to-day organizational performance through the existing governance structure and committee decision making process. The County is loosely coupled, by design, and that requires extraordinary effort to effectively communicate, coordinate, and engage all stakeholders who might be impacted by the decisions.
- Incorporate a strategy to provide for a safe place for employees to express their viewpoint without fear of retaliation. Sometimes an entity external to the County (or a trusted body) could temporarily provide that safe place for employees to go until a higher level of trust can be restored in the workplace.
- Develop clear expectations and boundaries between the Administration and the County Board in relationship to the strategic plan and organizational change work that is necessary. Ensure that the Administrator is empowered and supported to implement the change.

Applicable Ordinance & Policies
18.102 Ordinance Purpose
18.105 Policies & Procedures Manual
18.112 Responsibilities & Authority
P1.02 Compliance

RECRUITMENT & RETENTION

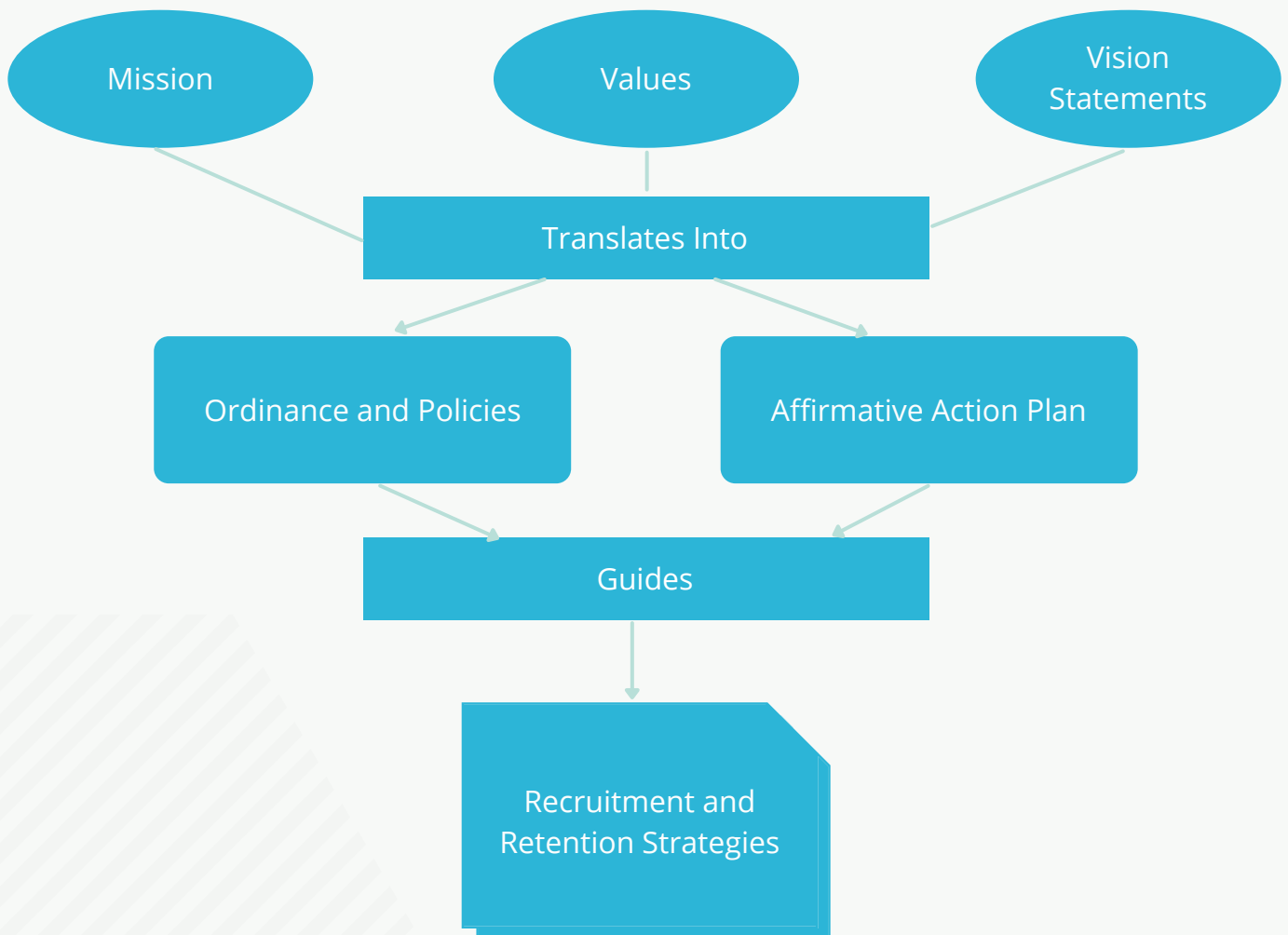


How will we refresh our human resources along the way?

The goal of an organization's recruitment and retention policies is to attract and retain individuals to the organization who demonstrate the best mix of skills and attributes for both the organization and the positions currently available. The main objective is to ensure a consistent and highly diverse pool of applicants. This includes applicants with disabilities, who are excited to be considered for employment, are available to fill vacant positions and who will commit to the organization for the long term and add value to the workforce in terms of productivity, performance, commitment to the organization and the stakeholders served.

STRATEGIC FRAMEWORK

The strategic framework that supports and guides recruitment and retention priorities begin with the overall Mission of the county; added to the Mission are the values around what the county stands for and the vision statements that provide the direction and the inspiration. Those three components are translated into the County Ordinance, Policies and Affirmative Action Plan. Finally, the Ordinance, Policies and Affirmative Action Plan provide the guidance and parameters for the hiring process and recruitment strategies.



Mission, Values, Vision: In the prior chapter (Strategic Management), Rock County's Mission, Values and Vision statements were highlighted and connected to the County's Ordinances and Policies. In this chapter the vision statement that provides the clearest guidance and direction around recruitment and retention activities is the County's Diversity and Inclusion vision statement:

"Rock County commits to a diverse workforce that increases creativity and provides a safe, inclusive, and motivating environment for all employees, citizens, and those we serve. Rock County promotes a workplace that provides respect, fairness, and work-life balance; maintains opportunities for all to excel in their careers; and is void of discrimination and prejudice."

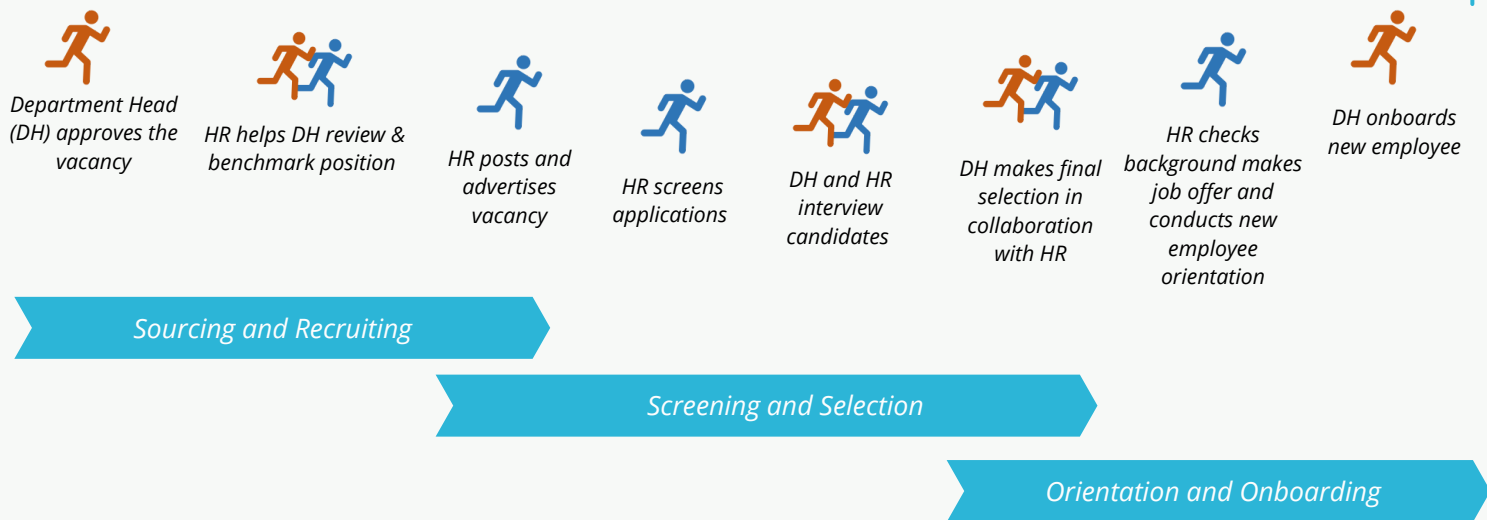
The above declared commitment to a diverse workforce makes it very clear the direction in which the County wants to go.

Ordinance/Policies: The purpose of the Rock County Ordinance and related Policies is to translate the County Vision statements into concrete work rules, responsibilities, and practices. In the area of recruitment and retention the County Ordinance/Policies include multiple provisions and connect to provide the guidance and parameters necessary to "recruit and select the most qualified persons for positions in County service" through: (1) ensuring open competition; (2) providing equal employment opportunity and (3) assure members in protected classes (e.g., gender, race, disability, etc.) are fairly represented in the County workforce." The County's Affirmative Action is the mechanism that is used to measure the County's progress in developing a diverse workforce. It provides an outline for goal setting, action planning, benchmarking, and measuring progress.

Equal Employment Opportunity/Affirmative Action Policy: The purpose of the Affirmative Action policy is to assure that equal opportunity is promoted, employment practices are non-discriminatory and comply with applicable Equal Employment/Affirmative Action laws, policies, plans, rules, regulations, and ordinances. This assurance is regulated and measured by the County's Affirmative Action Plan. The plan helps to ensure the utilization of members of protected classes at all levels and departments of the County and to demonstrate commitment to making a good-faith effort toward implementing the actions steps described in the plan.

RESPONSIBILITY AND AUTHORITY

According to the Ordinance, The Human Resources Department, under the authority of the County Administrator, is responsible for developing and administering the overall recruitment and selection program. Below is a visual that describes the recruitment and hiring process currently in practice in the county:



The above visual describes the major steps contained in the County's recruitment process. The blue ribbons beneath the people icons are the three phases of the County recruiting process: (1) Sourcing and Recruiting; (2) Screening and Selection and (3) Orientation and Onboarding. Within the three phases are the action steps the hiring manager and Human Resources (HR) execute to fill the vacant position.

Phase 1 - Sourcing and Recruiting:

- Review/Benchmark Position: The recruitment process begins with the hiring manager making the determination that a vacancy is valid and initiates the recruitment process by reviewing and benchmarking the applicable position and requesting the position be posted and advertised.
- Post and Advertise: HR reviews the information and, provided everything is in order, posts the position for application and initiates all applicable advertising and/or recruitment strategies required for the position. (Note, the posting process includes both internal and external notifications that can be posted consecutively or simultaneously.)

Phase 2 - Screening and Selection:

- Application Screening: Once the position posting closes, the employment applications are screened by HR for minimum qualifications and, if necessary, narrowed down to a manageable number for the hiring manager (Department Head) to consider. The final batch of applications are provided to the hiring manager (or designee) who is responsible for making sure the applications are screened by a subject matter expert (SME). Once the SME screen is done, the final list of candidates to be interviewed is submitted to HR for movement to the next stage* in the process:

*Note: In some cases, the applicant may be required to submit to additional screening and/or testing depending on the requirements of the position.

- **Candidate Interviews:** Once the list of candidates is finalized, preparations for interviewing begins. HR works with the hiring manager to develop the interview schedule, interview questions, select interview panel members and interview scoring criteria. Once everything is ready, interviews with candidates are conducted by HR in collaboration with the hiring manager.
- **Select Candidate and Make the Offer:** When the interviews are complete and the final candidate is selected, HR checks the candidate's background and references. When everything clears, HR offers the candidate the position.

Phase 3 - Orientation and Onboarding

- **Orientation:** Upon acceptance of the job offer, the candidate moves to the new employee Orientation phase where the candidate comes into the HR office and completes necessary employment forms (e.g., payroll, group insurance, I-9, etc.). The new employee also receives information about the County's Ordinance, Policies and Procedures and receives mandatory training on Sexual Harassment, Safety and Diversity, Equity, and Inclusion.
- **Onboarding:** Once the new employee completes orientation, the employee transitions to the Onboarding process at the workplace.

It is important to note that HR participates in every aspect of the hiring process from the very beginning (posting) all the way through to HR making the offer of employment. The level of involvement on the part of HR is unusual for such a large organization and may be contributing to the problem of timeliness in filling vacancies. It will be important to engage in some further analysis to determine the reason and rationale for the substantial involvement of HR in so many of the steps contained in the recruitment process.

The above described phases (Sourcing and Recruiting, Screening and Selection and Orientation and Onboarding) are comprised of many practices and rules so a closer look at each phase is necessary in order to truly understand how everything is connected.

SOURCING AND RECRUITING

The sourcing and recruiting phases are essential to make sure the County has access to a high quality and diverse pool of applicants to fill positions. The activities included in the Sourcing and Recruiting phase are designed to increase interest in the organization and in the positions posted for hire. Sourcing and recruiting defines what strategies will be used to increase or enhance the applicant pool for the entire County or for a specific position. The goal of sourcing and recruiting is to increase the volume, the quality, and the diversity of applicants available for consideration in an effort to increase the County's potential to hire those employees who will move the Mission forward.

Ordinance & Policy Guidance: County Policy requires that job vacancies be posted for a minimum of five working days prior to the closing date for filing applications. Depending upon the vacancy and the scope of the recruitment process, the duration of posting may be adjusted accordingly. County Policy also requires that employees within the department who apply for an open position "will be given consideration"; and it is the candidate who best meets the qualifications for the position who is offered the position. The determination of such qualifications shall rest with the Department Head.

County Ordinance and Policies also provide guidance and expectations centered on the County's Affirmative Action plan purpose: "...to ensure utilization of members of protected classes at all levels

and divisions of the organization and by demonstrated commitment to making a good-faith effort toward achieving the objectives of the Plan.” The County’s Affirmative Action plan measures the effectiveness of the recruitment process in terms of the County’s goal of developing a high performing, diverse workforce.

Position Posting and Advertising: Vacancies are posted by HR on the Neo-Gov™ applicant tracking system. Contained in the Neo-Gov system is a utility that HR and the hiring manager uses to create a position advertising strategy that describes where the posting will appear (e.g., professional journals, websites, on search engines, the County’s affirmative action contacts, etc.) and how applicants will be sourced (e.g., job fairs, community events, etc.). Note: The Neo-Gov applicant tracking system automatically places the posting on Government Jobs.com (a national clearing house for government jobs). The sourcing and recruitment phase also covers the submission of applications for positions and frequently is the first encounter with the County prospective applicants will have.

Applicant Experience: When vacancies occur in the County, service delivery to the community will suffer so it is essential that those vacancies be filled as quickly and effectively as possible. What the applicant experiences during the application process reflects the image of the County and directly impacts the County’s ability to attract applicants.

Part of the information gathering activities for this project included experiencing the County application through the eyes of an applicant. Below are the observations and insights that surfaced during the process.

- Application Process: The employment application at the County is incredibly detailed and lengthy which may serve as a barrier for individuals who might have special needs, who have limited English skills or who have trouble navigating and typing on a computer. One nice attribute to the posting was the quick link to the actual position description. The position description was comprehensive and informative. The posting included a helpful tab that displayed the benefits associated with the position; however, did not go far enough in selling the value of the benefits package in terms of total rewards. In addition, some of the text in the application included undefined acronyms which is an area of concern.

Undefined acronyms such as Full Time Equivalency (FTE) may be clear to individuals who are familiar with the public employment sector, but it might be confusing for individuals who could be coming from the private sector as a potential applicant. Using organizational-wide acronyms without definitions in public documents reflects a communications style that is unaware of the characteristics of the intended audience. Concerns around the application itself and the information it gathers is also a concern.

Although it may be unavoidable, the application requires the applicant enter confidential information (e.g., social security number, driver’s license number) that a potential applicant could be unwilling to share. The application is also very lengthy and requires the applicant to complete an additional thirty questions in addition to the basic information requested. In comparison, other Wisconsin counties in the area average around 13 to 15 questions additional questions on the application. The overall application process is too detailed, lengthy, confusing and does little to motivate the applicant to continue through the process.

- Website Advertising: Many job posting websites include a link on the posting to a location where applicants can view ratings of the employer, on the posting, and can view remarks from other applicants or past employees about working conditions at the organization. When top potential applicants see low ratings and/or negative comments about the employer they may naturally avoid applying for the employer's jobs. Moreover, those who do apply may drop out once they encounter an unwelcoming environment or frustrated and disengaged employees once the applicant experiences the interview process. The messages below were pulled from the Indeed™ website. Although the comments are dated, they do point to dissatisfaction with management which has been a continuing theme. Overall, the employer rating for Rock County is acceptable but the comments next to the rating describe an unwelcoming environment and an unattractive place to work. These messages are unavoidable but still tell the wrong story to a potential applicant.

Employee Rating: Rock County

Work-Life Balance 3.7
 Pay & Benefits 3.8
 Job Security 3.1
 Management 3.5

Comment: 4.0 Loved the job but management was terrible.

Child Support Specialist (Former Employee)- Janesville, WI – Oct 30, 2017

I would've stayed there forever if management was dedicated to employees instead of looking for reason to break someone. No matter how hard a person worked it was never enough. When the director was personal friends with someone they could do nothing and were never reprimanded. It became exhausting.

Pros: Valuable work for the community
 Cons: Too many to list

1.0 Toxic environment full of gossip and backstabbing

911 Dispatcher (Former Employee) - Janesville, WI – January 5, 2017

Management plays favorites. They lose a lot of good people because of the godawful management Constant/daily negativity and criticism. Extremely poor training considering people lives are in your hands. Trainers are condescending and rude. The supervisors will nitpick and literally harass you to the point you can't take it anymore and find a job elsewhere. Do yourself a favor and dispatch at another communication center.

Pros: livable wage
 Cons: long hours, impromptu mandatory overtime

Comment: 4.0 Good Pace to work

Intake Worker, energy Services (Current Employee) – Beloit, WI – April 18, 2020

For the most part it was a great job. HP has the potential to be amazing program. There tended to be lots of disagreements/rule changes between shifts which made care difficult as clients had different rules depending on who was working. Management was not very understanding of any kind of difficult life situations and were not accommodating.

SCREENING AND SELECTION

The activities during the Screening and Selection phase include application screening, candidate interviewing and background checking. The goal of screening and selection is to incorporate best practices and strategies designed to select the best candidate for a position. According to County policy “The selection process shall maximize reliability, objectivity, and validity through a practical and job-related assessment of applicant attributes necessary for successful job performance and career potential. The selection process shall also be balanced to provide promotional opportunities as well as open competitive opportunities at all levels of County employment.”

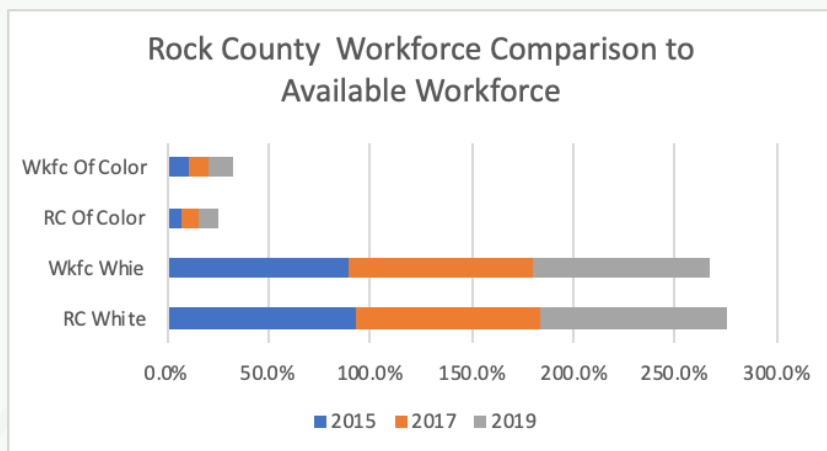
According to the County Ordinance, Human Resources is responsible for screening all applications in preparation for consideration of applicants by the hiring managers. The County's applicant screening process does an excellent job in keeping the identity and the demographics of the applicant private from the screener(s) which optimizes the privacy of each applicant while minimizing the risk of legal exposure around discriminatory practices.

Affirmative Action Plan

An Affirmative Action Plan is the framework that is used by administration to create equal employment opportunities for all applicants and existing employees. It is designed to be action-oriented and contains specific steps or strategies that the County uses to address the underemployment of members of protected classes. Below are a few of the action-steps outlined in the County's current Affirmative Action Plan:

- The Human Resources Department has and will make reasonable accommodations for disabled applicants.
- Job analyses are performed when there is a change in knowledge, skills, abilities, and other qualification requirements in order to assure that selection of the applicant is based on correct job requirement information.
- Training seminars in EEO/AA have been and will continue to be conducted for front-line supervisory staff, Human Resources staff and others identified as needing such training.
- The staff of the Human Resources Department has received formal training in interviewing and selection, conducting job analyses and/or the Uniform Guidelines in Employee Selection..
- Participation in workshops, job fairs and other informational and/or educational programs will be continued and encouraged.

The plan goes on to outline training that is either pending or completed along with a utilization rubric that compares the percentage of County employees in gender and race categories to the available workforce. Below is a chart that compares the racial demographics of the available workforce in the community to the racial demographics of the County workforce. The chart is used to measure progress the County is making in its' goal to build a diverse workforce that mirrors the population of the community served.



The years shown on the chart (2015, 2017 and 2019) pertain to the last three County Affirmative Action reports (2015, 2017, 2019) and the bars reflect the reported demographic percentage of the available workforce compared to the County workforce percentage in each report (2015 - Blue, 2017 - Orange, 2019 - Taupe.)

The bottom two bars on the chart compare the County workforce of color to the available workforce of color in the community for each of the last three reports. Assuming the action steps contained in the Affirmative Action report are having a positive impact, the percentage of County workforce of color should be moving closer to the available workforce of color over time. The chart definitely reflects progress over the last three reporting periods and so it is reasonable to assume the action steps contained in the plan are having a significant effect on increasing workforce diversity.

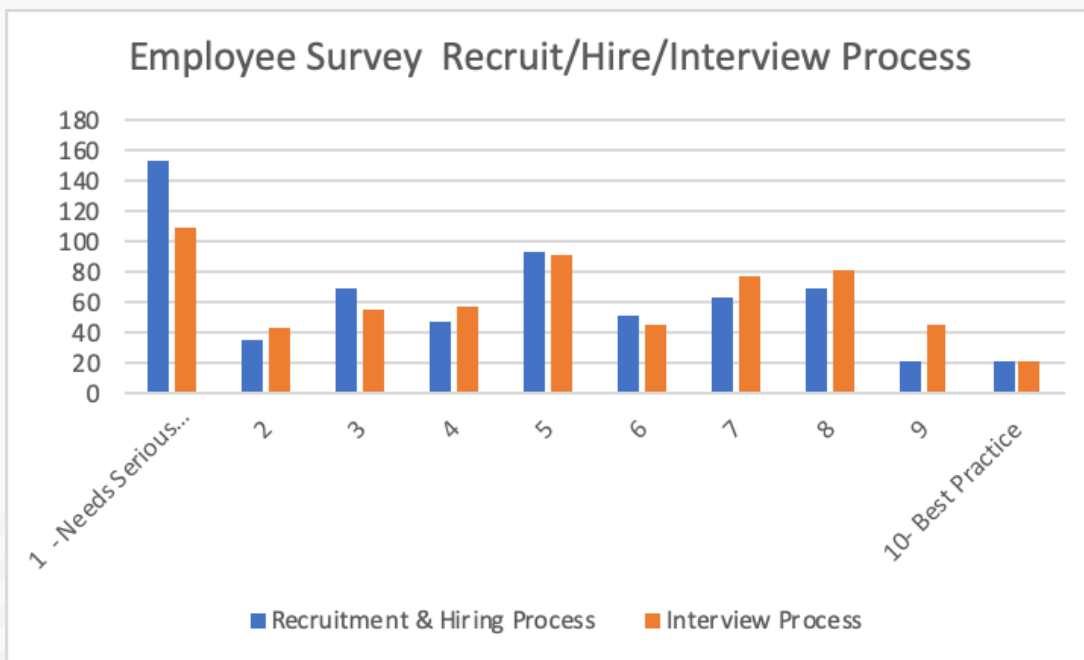
	2015	2017	2019
Percentage of Available Workforce:	10.2%	11.9%	11.9%
County Workforce:	7.4%	10.1%	9.7%

Looking at the actual data (see above) the County workforce diversity definitely increased since 2015. Note: The Retention segment of this report, will compare the County's staff of color hire rate to the County's staff of color attrition rate to measure the overall impact on the County workforce. (See Appendix B for the County's Affirmative Action Plans)

Survey and Focus Group Insights

- Employee Survey:** Questions were included in the employee survey to measure the effectiveness of the County hiring process and, specifically the candidate interview process. The survey questions asked the employee to rate, on a scale of one to ten, how well the processes are functioning. A rating of one would indicate the process was in serious need of improvement and a rating of ten would indicate the process is highly functioning at a best practices level.

The responses on the chart are heavily weighted to the left (unsatisfactory) side of the chart in both the Recruitment/Hiring process and the Interview process and most importantly, over 20% of employees indicated that these processes are in serious need of improvement.



- Focus Groups: The insights from the employee focus groups around screening and selection fall into three primary areas: Timeline, Interview Process, and Decision-making.

- **Timeline:** The most common frustration shared in the focus groups and in the survey was the excessive amount of time it takes to fill a position. Employees believe that the County is losing strong candidates who; although interested in working in the County, exit the process too early because they become weary of waiting for the County to act. The County's metrics around "time to offer" a position indicates that it takes about 30 days between the time a position is posted until it is filled in the County. That rate is higher than the Industry Average (between 20 to 25 days), but the real insight occurs when considering the impact at the worksite.

Rock County's average of 30 days to fill a position becomes much more significant when examined within the current provisions in the Ordinance and the current recruitment and hiring practice. According to current County practice the recruitment process is not activated until the formal resignation or retirement notice is submitted by the employee to the supervisor. The Ordinance requirements for separation notice are 2 weeks for resignation and 2 weeks for retirement (Note, some unique groups of employees are required to provide 4 weeks notice). These two factors may impact the amount of time the position will be vacant.

Because of the language in the Ordinance, employees are probably abiding by the requirements for the two week notice but not providing any additional notice (this is what was heard anecdotally but not quantified). If that assumption is correct and employees are consistently providing only two week's notice, the hiring manager is assured the position left vacant by the existing employee will remain vacant for a minimum of three weeks (5 weeks minus 2 weeks). Any subsequent delays in the process that might be caused by other variables such as limited availability from HR to support the process or lack of suitable applicants, the duration of the vacancy remaining unfilled can increase dramatically. Some of the feedback received during the information gathering process described it taking up to two months to fill positions.

- **Interview Process:** During the employee focus group sessions, participants consistently described the candidate interview process as "cold", "unnatural" and "sterile" and leaves a "poor impression" of the County leading to a candidate who, in turn, may share that poor impression throughout the community. Other comments frequently expressed concern with the perceived lack of quality of the interview questions used, the absence of any differentiation of questions between external and internal candidates and the inflexibility of the interview process when it comes to engaging the candidate in genuine dialog.
- **Decision-Making:** Many focus group participants describe the hiring decision-making process as "disconnected" from the actual position to be filled. For example, most of the questions used in the interview are the same or similar, regardless of the position requirements and do not provide sufficient insight into the skills and values the candidate will bring to the team. Some survey respondents feel that, because the time to fill a vacancy is very slow, some hiring managers may be sacrificing quality in finding the best candidate in favor of finding a person who can simply "cover the vacancy." Ultimately, the problem falls on the shoulders of the other team members who may now have to spend considerable work time covering for the new employee.

ORIENTATION AND ONBOARDING

At the County, new hire orientation and onboarding at the work site occur on the same day with the orientation process facilitated by HR in the central office in the morning and the onboarding process beginning at the site in the afternoon.

New Employee Orientation: At Rock County, New Employee Orientation is facilitated by HR and is mostly comprised of employee new hire paperwork completion, learning and decision-making about options contained in the new employee's benefits package, training around the County Ordinance and Policies along with mandatory training diversity, harassment, and safety.

Survey respondents describe the new employee orientation process as “problematic” and not meeting the needs of the new employee or the County. For example, the orientation process only occurs on the first Monday of each pay period (twice a month). Assuming the employee might be available to begin work immediately, still as much as two weeks might be lost because the employee cannot report for work until orientation is completed.

New Employee Onboarding: According to the County Board, the activities contained in its' onboarding process should welcome the new employee into Rock County and familiarize the employee with the associated job duties, co-workers, policies, and day to day operations in a manner that is engaging, well thought out, and not overwhelming. The reality is that many employees felt the onboarding process was way too short and too hurried to be effective. The process is not standardized and many supervisors either choose not to engage in onboarding at all and/or provide the very minimal onboarding information and resources to the new employee.

Overall, numerous employees described the orientation and onboarding process as too short, “not very caring or professional,” too limited in scope and hurried. Additional and more detailed information around new employee orientation and onboarding can be found later in this report in Chapter 5 – Training and Organizational Development

SECTION 2

RETENTION

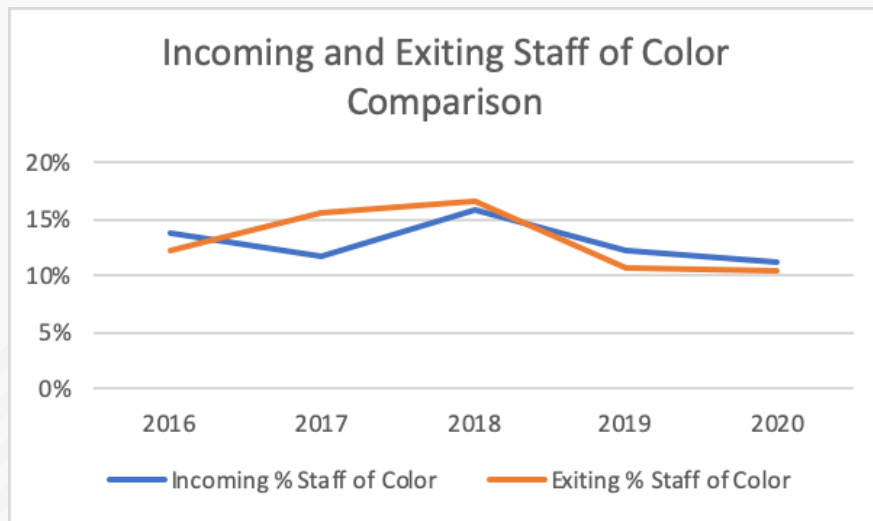


How will we make sure
we aren't leaving
employees behind?

Employee retention is essential to building a high performing and diverse workforce and its importance cannot be overstated. Employers who suffer high rates of employee turnover most commonly experience a loss of continuity in operations, loss of institutional knowledge and high costs associated with replacing the exiting employees. The stress on the remaining employees increases while employee morale and productivity decreases. Cohesion in the workplace suffers and trust among workers is diminished because the workers cannot rely on each other to stay the course.

Impact on Workforce Diversity: An excellent example of the challenges associated with retention at Rock County can be found within the metrics surrounding recruiting and retaining staff of color. Earlier in the report, the County's Affirmative Action Plan was highlighted and the fact that, over time, progress has been made around increasing the number of staff of color in the County workforce. Although the demographics of the County's hiring data reflects a significant increase in the number of candidates of color who have been welcomed into the workforce, the increased number of candidates of color coming into the system may be somewhat diminished by the rate employees of color are leaving the system.

The chart below compares the percent of newly hired staff of color each year (the blue line) and the corresponding percent of staff of color leaving each year (the orange line). The closeness of the lines, especially to the right side of the chart, shows that almost the same percent of staff of color are coming into the County workforce as exiting. Therefore, some of what is gained by bringing more new staff of color into the workforce may be having less effect on the workforce demographic. To interrupt this cycle, additional analysis will need to be done to determine the root cause of staff of color leaving the system.



Workplace Climate: The information gathered from the employee survey and focus groups provided additional insights that were highly informative as it relates to workplace climate which can have a substantial impact on employee retention. For instance, a surprising number of employees who responded to the survey chose not to disclose their gender or race. This could be reflective of an overall lack of trust that the information they provide will remain confidential. In some cases, employees answered the question of their race with comments like: "I am an American!" or "MEAT POPSICLE" to describe their race. These kinds of remarks demonstrate behaviors in the workplace that are not reflective of inclusion but reflect a tone of bitterness, anger, and ridicule. Unfortunately, the two examples above are not isolated, thus may be reflective of a much deeper and/or more global issue.

When staff members of color shared their perspective, many expressed frustrations with their peers' attitude and behaviors towards not only them but other employees and clients around them. An example can be found in the employee responses to the question about the quality of the County Diversity, Equity, and Inclusion (DEI) training program. Many employees described the training as not helpful and pointed out that a lack of understanding and readiness on the part of white staff members adds to confusion, frustration, and defensiveness all around.

DEI training, or any kind of training can only go so far in creating an inclusive workplace. Below are some examples of around DEI and the experience of staff of color in the workplace:

- "I am white, but I have heard that my coworkers of color have had a rough time bringing forward issues related to racial harassment with HR"
- "I feel people are not fair to people of color. There are not enough African American people, and we are not treated right"
- "As a worker of color, I have never worked in an agency that has such blatant discriminatory practices. I have also not worked in an agency where I felt so unheard on issues around race. The message in how workers of color are treated seems to be clear that you are on your own and at risk of being disciplined or worse if you make your white counterparts uncomfortable. I have also not worked in an organization where personal relationships between human resources and staff in the building created the level of conflicts in interest."

It is clear much work is needed around DEI to prepare the workforce to embrace the concepts and to support the priority. Fortunately, the County has recently demonstrated commitment to DEI by creating and filling two Equity Manager positions (Equity Managers) who can begin to address the challenges and lead the change effort. It is important that DEI work continues forward. Not doing so will make it challenging to increase hiring and retaining people of color. In addition, the cost associated with consistent turnover is too costly for the County and the communities served.

"Racial equity is about applying justice and a little bit of common sense to a system that's been out of balance. When a system is out of balance, people of color feel the impacts most acutely, but to be clear, an imbalanced system makes all of us pay."

~ Glenn Harris, President, Race Forward and Publisher, Colorlines

BEST PRACTICES

The discussion of Best Practices begins with returning to the County Mission, Values and Vision statements which reflects the Board's commitment to Diversity, Equity, and Inclusion (DEI). That commitment will be the driving force around which any "best practice" revolves. County Board members and organizational leadership should be reminded that a high performing, diverse workforce leads to:

- **Increased capacity for creativity and problem-solving:** A diverse workforce consists of many people who bring with them a wealth of different skills, experiences, and perspectives. That diversity allows individual team members to draw on their unique experiences and knowledge resulting in more effective problem-solving and new practices (AKA innovations).
- **Better decision-making:** A diverse workforce provides a much wider range of talent and experiences that provide the necessary insights and perspectives to afford better decision-making.
- **Increased productivity:** Ambitious and high performing talent are often attracted to more inclusive organizations. The result is a more motivated, efficient workforce where productivity is optimized.
- **Strong employee engagement and retention:** Many employees feel more comfortable and happier in inclusive environments. This results in greater loyalty and longevity within the organization because each employee's unique contributions are recognized and respected. The result is increased confidence on the part of employees in achieving their best which, in turn, enhances employee morale.
- **More positive organizational reputation:** Organizations that promote diversity are regarded as more dependable and socially responsible. This improves the overall reputation of the organization leading to increased interest from available workforce members.

As outlined above, the benefits of a diverse workforce are great, but with diversity also comes conflict and challenging team dynamics if the organizational culture does not support inclusivity and acknowledges equity needs. Shifting to an inclusive culture is the journey that requires a well thought out and planned process and measurement. A multi-faceted approach will be required to address challenges and leverage opportunities in many areas. Some of the most significant areas of attention include strategies for recruiting diverse applicants, ensuring hiring managers have access to a sizable number of both white applicants and applicants of color during the selection process, re-thinking the definition of "qualifications" in the context of County priorities and intentionally building a support structure for all employees of color to assure retention.

The best recruitment and retention plans are developed using a collaborative process where a group of diverse stakeholders (internal and external) are engaged in creating the plan. This will ensure ongoing commitment and support for the plan. In preparation for the collaborative process, the organization must be certain that the organizational leadership and workforce are committed and ready to engage in the work of workforce readiness.

RECOMMENDATIONS

Sourcing and Recruiting: The recommendations from the surveys and focus groups strongly suggest significant improvement in County advertising and messaging is needed to attract top talent. For example, highlighting and celebrating the value of the employee compensation and benefits package (which is substantial) might be a significant way to attract more applicants. Many other recommendations pointed to the need to improve and expand marketing, branding, advertising, and overall recruiting efforts.

Serious time and resources must also be allocated to expanding recruitment efforts to include more effective strategies including representing the County at career fairs, hosting a career fair, enhancing the County's presence on social media platforms, and having a presence at County-wide special events and at local schools.

Screening and Selection: The entire screening and selection process requires a complete "overhaul" with priority placed on reducing the amount of time it takes to fill a position. Other recommendations focused on increasing transparency, standardization of practice, improving efficiency, and increasing employee collaboration in the interview process. Specific suggestions included:

- Modifying the selection criteria to provide greater emphasis on the value of experience and knowledge that internal candidates bring to the position
- Attaining a balance between objective measurement (scoring) and screening for more intangible qualities (personal values, communication abilities, decision-making tendencies and building relationships)
- Reducing the hiring timeline by posting all positions (internal & external) simultaneously and placing more responsibility and authority with the hiring manager
- Relieving HR of some of the responsibility for coordinating and conducting interviews.

Retention and Workforce Diversity: Increasing the number of diverse employees depends on not only increasing the number of candidates of color who are hired but, just as important, retaining all employees going forward. To retain employees, they must feel welcome and included in the practices and decision-making at all levels of the County. That will require re-thinking how decisions are made and how employees can be included in the process. Just as important, paying special attention to racial equity and implementing racial equity tools will help to build the welcoming and inclusive environment that is necessary for employees to thrive.

Racial Equity: Racial inequities are not random; they have been created and sustained over time and will not disappear on their own. Strategies and tools must be designed and used to change the policies, programs, and practices that perpetuate inequities. As an outcome, we achieve racial equity when race no longer determines one's socioeconomic outcomes and when everyone has what they need to thrive, no matter where they live or work.

As a process, we apply racial equity when those most impacted by structural racial inequity are meaningfully involved in the creation and implementation of the institutional policies and practices that impact their lives. The County should work to build a racial equity framework designed to normalize the concept of racial equity and organize the work such that the impact on racial inequities is systematic, continuing automatically and becoming the way the County functions and conducts business.

- Normalize
 1. Use a racial equity framework: Jurisdictions must use a racial equity framework that clearly articulates the vision for racial equity and the differences between individual, institutional, and structural racism—as well as implicit and explicit bias.
 2. Operate with urgency and accountability: While it is often believed that change is hard and takes time, we have seen repeatedly that when we prioritize change and act with urgency, change is embraced and can occur quickly. The most effective path to accountability comes by creating clear action plans with built-in institutional accountability mechanisms. Collectively, we must create greater urgency and public will to change in order to achieve racial equity.
- Organize
 1. Build organizational capacity: Jurisdictions need to be committed to the breadth and depth of institutional transformation so that impacts are sustainable. While the leadership of elected and top officials is critical, change takes place on the ground, and it is necessary to build infrastructure that creates racial equity experts and teams throughout local and regional government.
 2. Partner with other institutions and communities: The work of government on racial equity is necessary, but not sufficient. To achieve racial equity, government must work in partnership with communities and other institutions to achieve meaningful results.

One reliable method the County might consider for integrating equity into all aspects of the County's operations could be through the use of a racial equity tool. For example, the County might consider using GARE's Racial Equity Tool which facilitates the integration of racial equity into routine decision-making. Using a racial equity tool, the County's policies, procedures, and processes can be reviewed and measured through an equity lens. The measurement should take place at two levels—first, to measure the success of specific programmatic and policy changes, and second, to develop baselines, set goals, and measure progress towards goals. Use of data in this manner is necessary to ensure accountability.

Affirmative Action Plan: Continue the strategies that have been delivering positive results and modify the current action steps in the plan with new steps that might have a greater impact on the diversity of the County workforce, especially around retention. Continue to monitor the plan every year to assure the action steps in the plan are having the desired effect. Monitor the diversity of new employees of color hired every year in comparison to the number of employees of color leaving the workforce. Analyze the data and, if warranted, implement strategies to interrupt any unwanted trends.

Prepare the Workforce & Develop the Plan: The challenges the County is facing around workforce development is substantial and a structured and organized approach to the work is necessary. Many aspects of the process must be aligned, and development of the plan cannot even begin until leadership is certain the workforce is ready and prepared to move forward with the vision.

The path towards building a workforce that reflects the demographics of the Rock County community is not a straight line and many activities must be pursued simultaneously to achieve the intended outcome. A comprehensive recruitment and retention plan will provide direction and assist in prioritizing the work. The visual below represents what components might be contained in a recruitment and retention plan. The larger circles in the chart represent the key functional areas of the recruitment process: Marketing, Recruiting, Metrics, Applicant Experience, Screening & Selection and Retention. Within each key functional area, many activities and processes are included to assure that all the main components of each functional area are addressed.



Of course, developing the plan is just the beginning. Once the plan is in place, implementation must be initiated, progress monitored, and impact measured. Monitoring and measuring will require:

- Consistently monitoring the County's progress toward the vision.
- Continuously analyzing decision-making on the part of hiring managers in regard to hiring demographics, workforce availability and employee separation of employment trends.
- Reviewing and maintaining all related County Ordinances and Policies to assure parameters support and do not serve as a barrier to achieving the vision.
- Collaboration with stakeholders both internal and external to increase the potential for comprehensive support and buy-in around the transformational work.
- Re-engineering current practices such as applicant sourcing, application process, selection process, orientation & training, employee retention to assure best practices.

Sourcing and Recruitment

Marketing: Develop and implement a comprehensive marketing plan that includes a social media presence and branding Rock County as the employer of choice in the community. Some of the work to be done in this area includes:

- Gathering critical information related to optimal recruiting sources via advertisements, social media, community outreach, and ethnic websites with the goal of increasing awareness of the County's goal to recruit and retain a high performing and diverse workforce.
- Evaluating the experience of the applicant during the hiring process in the context of the image Rock County is projecting to the community.
- Connecting with organizations like "Handshake," a college and career website that many universities and colleges are using to open up more opportunities for companies to reach out to their students. Handshake is a centralized location where organizations can post jobs, schedule student interviews, attend events, and job fairs.

- Developing strategies and allocating resources to build internship opportunities that serve as a pipeline to employment in the county.
- Building and nurturing mutually beneficial relationships with local community organizations, colleges, and universities to develop an aggressive recruitment strategy that includes, but is not limited to attending multiple job fairs, collaborating with local community groups to facilitate community career fairs, and sourcing candidates at local community events.
- Improving the application process placing priority on reducing the amount of time required to apply for employment and offer application in multiple languages.

Screening and Selection: Endeavor to optimize the applicant screening, interviewing and selection process by placing the overall authority and responsibility with the hiring manager. Some of the activities will include:

- Interviewing hiring managers and analyzing existing screening and selection methods to define best practices for Rock County.
- Developing procedures to pre-screen applicants and assemble hiring pools from which hiring managers can draw.
- Training hiring managers on cultural responsiveness specifically in developing state of the art interviewing strategies.
- Placing control and responsibility around the selection and interviewing process with the hiring manager by building a framework that will ensure minimal legal exposure and maximized potential to select the right person for the job. Providing hiring managers with training along with a candidate screening, selection, and interview guide will help to improve the quality of the screening and selection process while continuing to ensure compliance and minimized legal exposure.

Orientation, Onboarding & Retention: The work to recruit and select employees who mirror the population of the community is only the beginning. The county must also be intentional about retaining those employees who are going to work collaboratively to achieve the Mission of the County. Retention strategies must be incorporated to assist in creating a welcoming climate and work environment. Some of the work required will be to:

- Develop a comprehensive new employee orientation and onboarding process that includes comprehensive training and support provided intermittently throughout the first year of employment.
- Review and analyze all applicable Ordinances and Policies for the purpose of modifying the language to interrupt current last in/first out staffing practice that serve as obstacles to retaining highly performing employees.
- Review employee evaluations and discipline data through an equity lens to assure decisions and evaluations that result in a negative impact to employees do not tend to be overly representative of employees in protected classes.

- Consider periodically convening a focus group of staff members of color for the purpose of gathering their insights and perspective around their individual experience working in the County as a person of color and to discuss opportunities to build a more unified and highly productive and inclusive workforce. The overall goal would be to reduce isolation and encourage connections between staff of color.
- Assure an effective system is in place that can support succession planning and career ladder strategies to increase employee retention and satisfaction. It is especially important to develop a career ladder with the assumption that most of the leaders in the County will come from those employees who are already committed to the County and invested in the community.

Measurement and Metrics

Develop a plan for continual monitoring of workforce analytics to measure impact of implemented strategies toward the vision. The plan should provide for readily available metrics along with an integrated applicant and employee system so information can be transported, and analytics developed to measure effectiveness and efficiencies of the plan. Special attention must be given to developing a reporting system for hiring managers to measure individual progress in workforce diversity goal setting and retention as well.

Applicable Ordinance/Policies
 18.102 Purposes
 18.112 Responsibility and Authority
 18.301 Recruitment Relocation Expense
 18.302 Selection
 18.303 Eligibility Lists
 18.304 Certification and Appointment
 18.622 Resignations
 1.03 Mission Statement
 1.05 Workplace Inclusion and Diversity
 5.01 Americans with Disabilities Act
 5.10 Equal Employment Opportunity/Affirmative Action
 5.13 Filling Vacancies
 5.15 Harassment Prohibited
 5.22 Job Posting
 5.28 New Employee Orientation
 5.35 Reference Checks

TOTAL REWARDS



What will keep the workforce engaged and motivated to move forward?

Total Rewards includes much more than base salary, it includes everything of value that the organization provides to employees including group insurance and fringe benefits and is an integral part of overall organizational and people strategy. The best Total Rewards packages are designed to attract, motivate, and keep the right talent all the way from the most basic positions to the highest levels of the organization. A good Total Rewards strategy balances the needs of the organization and the community with the needs and interests of the employees.

SALARY AND WAGES

Compensation Plan: A compensation plan consists of salary schedules that are used for determining an employee's base salary along with other forms of monetary compensation (e.g., overtime, shift differentials, on-call compensation, etc.) It defines how employees will be initially paid and how employees will be monetarily rewarded as their employment continues in the organization.

The essential goal of any base compensation plan is to attract people to work for the organization and to retain employees who are already employed in the organization. The design of a good plan can help to motivate employees to perform at the highest levels and improve overall morale in the organization. Providing clarity and transparency around how employees are compensated increases understanding thereby increasing employee satisfaction and commitment by reducing the frequency of employee confusion and/or errors in pay. A good compensation plan begins with the overall compensation philosophy.

Organizational Compensation Philosophy: The overall organizational compensation philosophy is the foundation for the rest of the compensation plan development. This foundation drives decision-making around pay and related pay practices. It is especially important that the philosophy is consistent in its application and practices.

The components of the compensation philosophy can include intentional decisions the governing body makes around various components of the plan. For example, consider salary benchmarking, the philosophy should describe whether the intention is to lead the market, match the market, or lag the market. Another part of the philosophy includes a declaration of how the compensation should be determined (e.g., salary ranges & job classes as compared to assigning salaries on an individual job basis.) Salary ranges help organizations control their pay expenses and ensure pay equity among employees; however, regardless of the philosophy, it is critical that any organization can rationally explain to its employees the reason they are paid a certain rate.

Compensation System Structure: In many large organizations, the first and most foundational component of the compensation system (after the compensation philosophy) begins at the position description level. The position description reflects the activities, responsibilities, and essential qualifications necessary to perform the job. To build the compensation structure, position descriptions are organized into job families (aka classes) that include similar levels of responsibilities and qualification, etc.

Once the job families are determined, they are organized into a relative worth ranking or “grading” system where the job families (classes) are arranged in order of those classes beginning with those positions that reflect the highest levels of responsibility, authority and complexity or training to those positions that may be task oriented and require minimum training to perform. The higher the job class, the higher the compensation and vice versa. Once the job families are defined and ordered, benchmarking occurs where the compensation attached to each job family is compared to the compensation in the market. The resulting grades are attached to a salary range that explain the starting salary for the grade, and how the salary will change over time of employment.

RESPONSIBILITY AND AUTHORITY

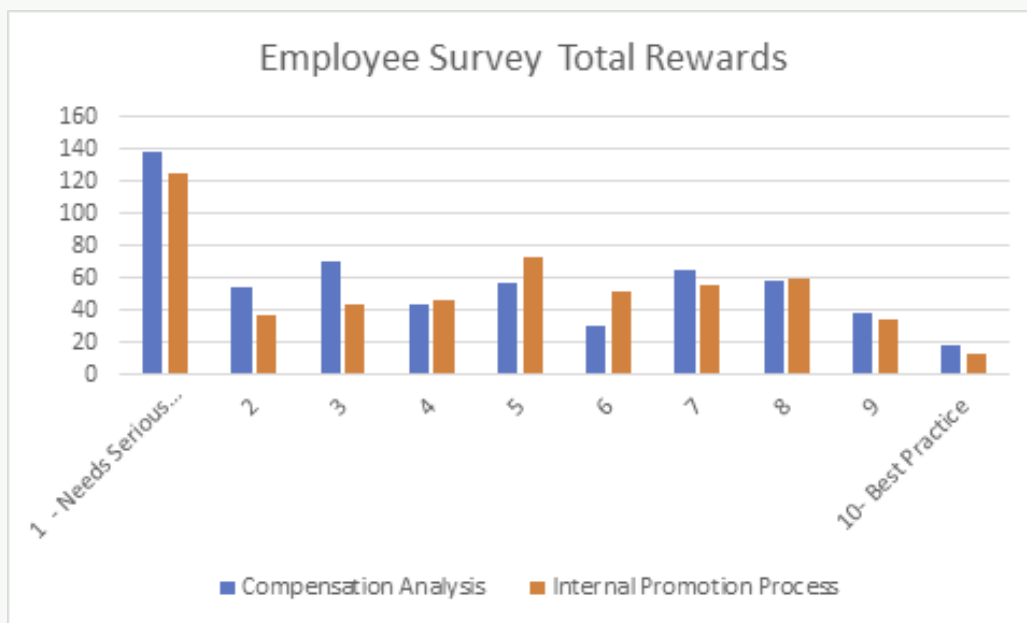
The Human Resources Department is responsible for the administration of the Pay Plan. Administration of the plan comes in the form of periodic reviews and comparative studies of pertinent factors affecting levels of pay. When appropriate, the Human Resources Director shall recommend necessary amendments of the pay plan to the County Administrator and the County Board Staff Committee. Normally, changes to the pay plan occur during the annual budgeting process.

The County requires that the Pay Plan be directly linked to the Job Classification Plan and shall be based on the principle of equal pay for equal work. Pay ranges within the Pay Plan shall be determined by considering such factors as: uniformity of pay for each class, relative difficulty, complexity, and responsibility of work, recruiting experience, prevailing rates of pay for similar jobs in public and private service, changes in cost of living indices, and the financial policies of the County.

Human Resources is responsible for the overall development and administration of the Classification Plan, in cooperation with Department Heads, key staff employees and other appropriate resources.

INSIGHTS AND OBSERVATIONS

Employee Survey: Below are the results from the employee survey on the subject of compensation and internal promotions. The responses clearly indicate that the majority of employees believe serious improvement is required in both the compensation plan and the internal promotion process.



Insights from Focus Groups: Many of the insights that came from the focus groups mirror the ratings shown in the graphs above.

- Paychecks: Employees have many questions around their individual paychecks and experience incorrect or “short paychecks” on a regular basis. The overall sentiment is that the payroll process is unclear and many mistakes are made. This might be attributed to the complexity of the provisions in the Ordinance and/or lack of adequate functionality in the payroll system.
- Salary Advancement: Employees highlighted the fact that it takes a long time to get to the top of the salary schedule for hourly employees but only 5 years for management employees and that salary schedule advancement is only limited to the length of time employed and does not connect to any other variable (e.g., performance, skills, etc.)
- Job Descriptions: Many remarks centered around the fact that the compensation system is based on a large volume of job descriptions that are out-of-date and duplicated throughout the system. Many of the job descriptions are almost the same with only one or two different responsibilities that do not warrant a separate job description. This adds to more complexity in the system and confusion among employees.
- Recognition: Many remarks were centered on pervasive interest in monetarily recognizing commitment to the organization and recognition for excellent performance. In addition, many focus group participants expressed concern around the number of employees who are currently at the top of the salary schedule and are eligible to receive no additional compensation other than whatever the County Board authorizes for cost of living adjustments (COLA). The following comment from one of the focus group participants does an excellent job in describing the impact of the situation:
 - " Burned out staff aren't rewarded for efforts but, new employees are getting the same money."
- Career Ladder: Many remarks centered on the fact that opportunities for advancement are extremely limited in the County and the required minimum qualifications (e.g., education, certifications, experience, etc.) serves as a barrier for current employees who believe they have the knowledge and skills to successfully perform the job but do not meet the minimum qualifications. Another potential barrier to internal career growth can be found in the Ordinance provision that specifies where an internally promoted employee is to be placed on the salary

schedule. The provision, in many cases, limits the amount of increase to salary a current employee who is promoted can receive. In many cases, the overall increase to compensation is not enough to support the higher level of responsibility and accountability required of the new position so internal employees may see only minimal return on investment and may not even bother to apply.

- **Benchmarking:** One common theme that surfaced from both the survey and the focus groups was around paying competitive wages. At Rock County the last market study was completed in 2016 and has not been done since. Pay scale adjustments are made, primarily, during the budget process when a reclassification or reallocation is requested and supported by the County Administrator and included in the budget. COLA adjustments are done on an annual basis and typically are linked to bargained wage increases with all groups getting the same CLOA percentages. The information gathering highlighted the fact that the County really has no structure in place to support periodic benchmarking resulting in position descriptions and salary schedules that are outdated and not competitive. Instead of following a process that is clear and that employees can rely on, the County Board tends to use a “catch up” strategy where additional money is simply added to the salary schedule when the pressure to increase wages reaches a critical point and the solution is to overcompensate across the salary schedules in an effort to “make up” the difference between the last salary schedule increase.

Salary Schedules and Structure: According to the Rock County Ordinance, salary schedules shall consist of minimum and maximum rates of pay and include intermediate pay steps. The objectives of the Pay Plans shall be to (a) provide an appropriate salary structure, to recruit and retain an adequate number of competent employees; and (b) provide appropriate pay incentives for satisfactory or outstanding job performance.

Pay ranges within the Pay Plan shall be determined in consideration of such factors as: uniformity of pay for each class, relative difficulty, complexity, responsibility level of work, recruiting experience, prevailing rates of pay for similar jobs in public and private service, changes in cost of living indices, and the financial policies of the County.

- **Brown County Salary Schedule:** Below is an example of how salary schedule ranges work. The salary schedule below is from Brown County, WI and is based on a salary range that runs from beginning to mid-range to maximum. The ranges allow for advancement throughout the range based on various criteria set by the Brown County Board and the total number of salary schedules is two, one for exempt (salary) employees and one for non-exempt (hourly) employees. (See Appendix C)

BROWN COUNTY, WI SALARY SCHEDULE

Positions	Hourly Rates Mid		
	Base	Range	Maximum
Account Clerk II - Treasurer Account Clerk II – Treasurer Customer Service Clerk, Clerk of Courts	17.05	19.54	22
Health Unit Secretary Health Unit Secretary HHS-CTC			

BROWN COUNTY, WI SALARY SCHEDULE

Hourly Rates Mid

Positions	Base	Range	Maximum
Account Clerk I (Payee) Account Clerk I (Payee) HHS-COMM SERVICES	16.27	18.45	20.68
Account Clerk II Account Clerk II SHERIFF & PORT & RESOURCE RECOVERY			
Administrative Secretary Administrative Secretary PLANNING			
Administrative Secretary-Contracts Administrative Secretary-Contracts HHS-COMM SERVICES			
AODA Secretary-CTC AODA Secretary-CTC HHS-CTC Central Services Specialist Central Services Specialist PLANNING			
Classroom Aide +++			

- Outagamie Salary Schedule: Below is another example of a salary schedule with ranges. This salary schedule is from Outagamie County. The range of the rates are based on the same concept as Brown County (beginning, midpoint and maximum) and goes further to explain how employees advance through the range. In the Outagamie case, advancement is based on yearly increments. It takes 10 years to advance to the top of the salary schedule and the total number of salary schedules is two, one for exempt (salary) and one for non-exempt (hourly.) (See Appendix D)

EXCERPT FROM OUTAGAMIE COUNTY, WI HOURLY SALARY SCHEDULE

	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
GRADE 1	14.26	14.71	15.14	15.59	16.05	16.5	16.96	17.41	17.88	18.34
AIRPORT OPERATIONS SPECIALIST										
BREAST FEEDING PEER COUNSELOR										
HOMEMAKER AIDE										
MAIL SERVICES ASSISTANT										
RECEPTIONIST – BV										
STAFF ASSISTANT										
SUPPORT SPECIALIST I										
GRADE 2	14.49	14.81	15.11	15.43	15.76	16.07	16.4	16.73	17.06	17.4
ENVIRONMENTAL SERVICES SPECIALIST										
HOMEMAKER										
LIFE ENRICHMENT SPECIALIST										
GRADE 3	14.92	15.23	15.53	15.85	16.16	16.47	16.8	17.11	17.43	17.75
CULINARY SPECIALIST										
HOMEMAKER – LEAD										

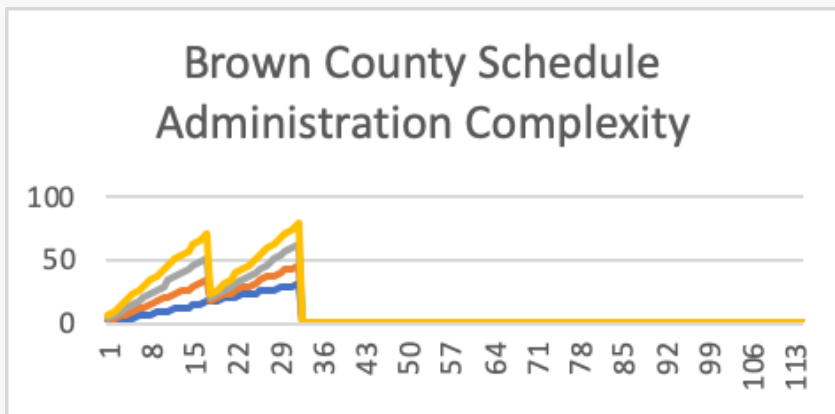
- Rock County Salary Schedule: The Rock County Salary Schedules are more complex and incorporate a total of 15 different pay grids that vary in the number of steps on the salary schedules. Some salary schedules require only 3 years to get to the top of the schedule whereas other salary schedules require up to 20 years to reach the maximum.

Salary	Grades	Steps	Salary	Grades	Steps
AFSCME	10	5	SEIU	4	4
POOL	5	2	Unilateral	1	7
AFSCME 1256	5	7			
AFSCME 2489	17	6	AFSCME 1258	41	4
Human Svc	9	11			
Rock Haven	3	11	2489-1	1	8
AMHS	3	11	DSA	4	2
Atty	3	2	DSS	1	2
Command	1	8			

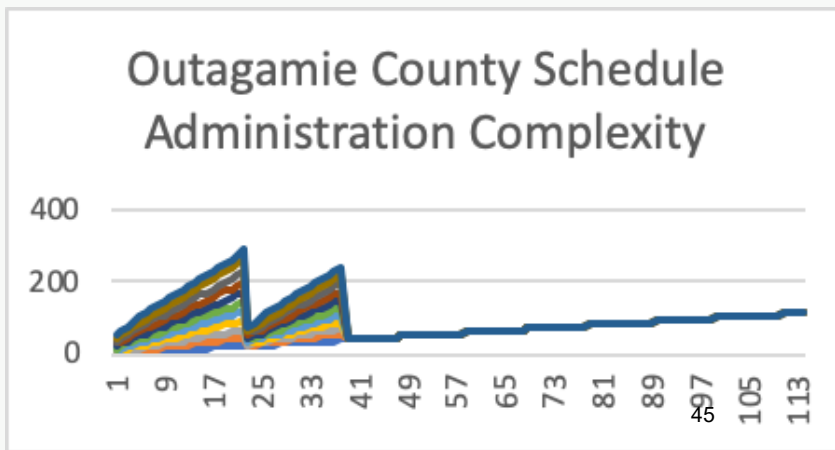
Salary Schedule Comparison: Below is a comparison of all three counties along with a visual representation of the complexity required in administering the salary schedules. You will see, for example, although Brown County has the highest population of all three counties (268,740), the number of decision points (436,480) that reflects the complexity of the overall matrix (both salary schedules) is much less than the other two counties. Interestingly enough, Rock County is the smallest county (Population 163,354), the decision points (1,521,432) in the entire matrix are over three times the complexity in administration compared to the other compensation plans.

The impact of the salary schedule complexity can be directly correlated to the amount of time it takes to administer salary schedules and update employee records, the volume of errors that occur on paychecks, and unequal comparisons and confusion on the part of employees that reduces employee satisfaction and trust. Below is a more detailed visual comparison of all three counties in terms of salary schedule and complexity in administration:

BROWN COUNTY - Population 268,740	
# Of Grades	# Of Steps
31	10
310	Decision Options
1,408	Employees
<u>436,480</u>	Decision Points



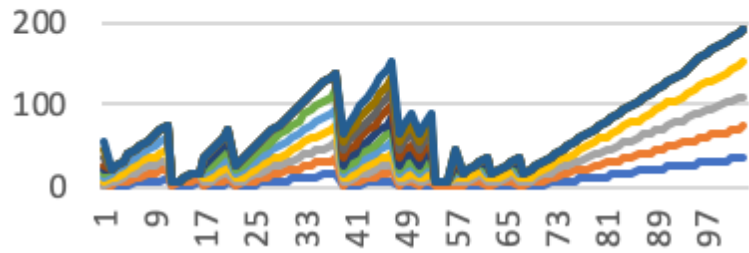
OUTAGAMIE COUNTY - Population 187,885	
# Of Grades	# Of Steps
58	10
580	Decision Options
1,408	Employees
<u>816,640</u>	Decision Points



ROCK COUNTY - Population 163,354

# Of Grades	# Of Steps
113	11
1243	Decision Options
1224	Employees
1,521,432	Decision Points

Rock County Schedule Administration Complexity



Inconsistencies due to differences in number of steps on each salary schedule along with 15 salary schedules create massive decision point tree. Impact is substantial resources and time spent on administering the schedules, clarifying for staff, and correcting errors

Overtime and Paid Leave

The same level of complexity described above also occurs when administering overtime, paid leave, and eligibility for paid premium for health insurance. For example, during the review of the County pay-register, it was observed that the number of overtime hours for part-time employees seemed to be inordinately high. Knowing that the County overtime provisions are very attractive for part-time employees it was important to see how those provisions are working for the employees and the County.

In the first row, the annual base salary for a .6 FTE employee (placed at the top of the salary schedule) is \$24,918 (4th column from the left). Subtract that amount from the employee's projected annual earnings (\$71,625 - 2nd column from the right) and the difference is \$46,707 earnings in excess of the employee's base salary. The subsequent rows on the chart simply represent other employees and is a subset of a larger number of part-time employees. The data is significant enough to be mentioned and a recommendation for a full review of the data and impact on workforce behavior will be found in the recommendations section of this chapter.

Rock County Pay Register Extract 07/01/2021 Annual Earnings Projections for select Part Time Staff Position Name	FTE	FTE Annual Hours	Annual Fte Salary	Employee Projected Overtime Hours	Total Projected Annual Earnings	Earnings in Excess to Fte Salary
Certified Nursing Assistant	.6000	1,253	\$24,918	1,565.50	\$71,625	\$46,707
Certified Nursing Assistant	.7000	1,462	\$29,071	1,258.50	\$66,619	\$37,547
Certified Nursing Assistant	.6000	1,253	\$24,918	942.00	\$53,023	\$28,105
Certified Nursing Assistant	.6000	1,253	\$24,918	785.00	\$48,339	\$23,420
Certified Nursing Assistant	.6000	1,253	\$24,918	716.00	\$46,280	\$21,362
Certified Nursing Assistant	.8000	1,670	\$33,224	700.50	\$54,124	\$20,899
Certified Nursing Assistant	.6000	1,253	\$24,918	614.00	\$43,237	\$18,319
Certified Nursing Assistant	.6000	1,253	\$24,918	585.00	\$42,372	\$17,453
Certified Nursing Assistant	.6000	1,253	\$24,918	462.00	\$38,702	\$13,784
Certified Nursing Assistant	.7000	1,462	\$29,071	436.00	\$42,079	\$13,008
Food Service Worker	.5000	1,044	\$20,765	570.50	\$36,199	\$15,434
Licensed Practical Nurse	.9000	1,879	\$37,377	506.00	\$67,038	\$29,660
Licensed Practical Nurse	.7000	1,462	\$29,071	469.00	\$54,391	\$25,320
Registered Nurse	.7000	1,462	\$29,071	1,489.50	\$104,175	\$75,104
Registered Nurse	.9000	1,879	\$37,377	688.50	\$97,344	\$59,967
Registered Nurse	.8000	1,670	\$33,224	550.00	\$84,678	\$51,454

GROUP INSURANCE AND FRINGE BENEFITS

Group insurance such as health insurance, dental, life, other fringe benefits and the Employee Assistance Program (EAP) are all included in the context of a “Total Rewards” compensation package. Adding to that, employees are required to participate in the Wisconsin Retirement System (WRS) pension plan. Group Insurance, fringe benefits, and pension contributions add significant additional value to the employee overall rewards and, in addition to salary, are extremely important in attracting and retaining top talent.

Information from Survey: Below is the information from the employee survey reflecting their response to two questions. One question asked the employee to rate the value of the County Employee Health and Wellness programs and the other asked about the County employee recognition program. The weighting to the left of the chart reflects a very strong satisfaction on the part of employees in both the areas.



The high ratings should be celebrated and market to potential applicants more intentionally in the future.

BEST PRACTICES

Creating the right Total Rewards strategy is directly linked to overall employee performance and satisfaction. If employees believe they are compensated fairly for their services, they will contribute immensely to a more loyal, productive and engaged workforce. However, employers must be careful not to make assumptions about the needs of the workforce but, rather, endeavor to collaborate with employees to build a package that is flexible, fair, clear, and defensible.

A Total Rewards strategy must not be allowed to become stagnant and should be reviewed and updated as frequently as every other year to assure employee needs are being met and the package consistently attracts and helps to retain a high performing and diverse workforce.

RECOMMENDATIONS

Rock County leaders should collaborate with employees to design a comprehensive Total Rewards strategy and an organizational compensation philosophy that will serve as the foundation for future decision-making. The work of the team should be to develop strategies and structures designed to:

- Reduce the variability and complexity of the Ordinance, Policy, compensation salary schedules and paid leave language in order to improve efficiency and effectiveness.
- Uncover current practices that are creating problem areas and might be serving as barriers to employment, especially to staff of color.
- Determine where errors are occurring by analyzing the information workflow for the purpose of designing solutions that will minimize errors.
- Value employees with longevity and/or who are on the top of the salary schedule by designing creative solutions to compensate and recognize employees for their continued commitment to the organization and/or higher levels of productivity and service delivery.
- Reduce the volume of job descriptions to an acceptable level and re-evaluate the minimum qualifications to remove any unnecessary obstacles to current employees and even external applicants. Specifically analyze the minimum qualifications on job description in the context of past success and commitment demonstrated by current employees in Rock County. As part of the job description update process, review each job description through the lens of the County Mission, Values and Diversity Vision Statement to assure a direct connection can be made between the job description and the strategic framework of the County.
- Align the County grading and point system with the new job descriptions and reduce the number of salary schedules to a reasonable number in order to afford efficiency and clarity.
- Conduct a comprehensive market analysis taking into consideration the County's interest in being fiscally responsible while being competitive enough to attract the best talent.
- Market the entire compensation package so employees and potential applicants can see the added value of the high quality benefits package the County offers.
- Review how the salary schedules are administered and interpreted to assure the salary schedules are functionally reliable and reduce the frequency of exceptions to the guidance contained in the Ordinance and policies.

Applicable Ordinance/Policies

18.112 Responsibilities and Authority	18.619 Payday
18.201 Development and Administration	18.901 Transactions and Records Management
18.202 Position Description:	118.403 Linkage
18.203 Allocation of New Positions	18.1006 Board
18.204 Abolition of Unnecessary Classifications	18.1007 Class
18.205 Reclassification Requests	18.1008 Class Description
18.206 Reallocation Requests	18.1009 Class Title
18.207 Reorganization of Department	18.1010 Classification Plan
18.208 Position Description Questionnaires/Job Audits	18.1012 Demotion
18.209 Underslotting	18.1019 Entrance Pay Rate
18.401 Pay Plans	18.1026 In Range Increment
18.402 Development and Administration	18.1030 Pay Grid
18.404 Entrance Pay Rate	18.1031 Pay Range
18.405 In Range Increment	18.1032 Pool
18.406 Seasonal Employment	18.1033 Position
18.407 Temporary Employment	18.1034 Position Description
18.408 Pay Rate Adjustments	18.1037 Promotion
18.409 Overtime	18.1038 Reallocation
18.410 Red Circled Classifications	18.1039 Reclassification
18.501 Holidays	18.1053 Underslotting
	18.1054 Unilateral Employees
18.502 Health and Dental Insurance	5.03 Policy: Benefit Contribution for Seriously Ill Employees
18.503 Life Insurance	5.04 Policy: Compensatory Time
18.504 Retirement	5.07 Policy: Employee Assistance Program
	5.10 Policy: Equal Employment Opportunity/Affirmative Action
18.506 Vacation	5.16 Policy: Hazard Pay
18.508 Leave of Absence Policy	5.17 Policy: Health Insurance
18.509 Bereavement Leave	5.18 Policy: Holiday Pay
18.515 Sick Leave	5.21 Policy: Insurance Coverage – Conditions After Initial Refusal
	5.30 Policy: Overtime Procedures
18.606 Demotions	5.31 Policy: Overtime, Flex and After Hours Payments
18.612 Hours of Work	5.37 Policy: Shift Differential/Incentive Pay
	5.38 Policy: Sick Leave Payout
	5.40 Policy: Step Progression

EMPLOYEE PERFORMANCE MANAGEMENT



How will we make sure
our workforce has the
right capacity and skills
needed?

The essential components of a high quality performance management system require: (1) alignment of the performance management system with the County Mission, Values, Vision, and priorities; (2) leadership preparation, commitment and support; (3) building a growth culture in which performance appraisals and employee discipline is seen as a way of improving and identifying good performance and not a burden that is used to chastise poor performers; (4) intentional and continuous stakeholder involvement in decision-making; and (5) continuous monitoring, feedback, dissemination, and learning from results.



"I would like you to be more self-reliant, show more initiative, and take greater personal responsibility – but check with me first!"

An effective performance management system should serve to foster communication and collaboration

between staff members, motivate staff to perform at their highest level, and encourage employees to communicate with their peers and supervisors to train, learn and get support. The system must include standardized evaluation forms, performance measures, feedback guidelines and disciplinary procedures.

SECTION 1: PERFORMANCE MANAGEMENT - EMPLOYEE EVALUATIONS

RESPONSIBILITY AND AUTHORITY

According to County Ordinance and Policies, the Human Resources Director is responsible for the overall administration of the employee performance evaluation programs. HR staff are responsible for advising and assisting employees to ensure that performance evaluation procedures are managed correctly. The HR department is also responsible for maintaining employment and performance records for all County employees.

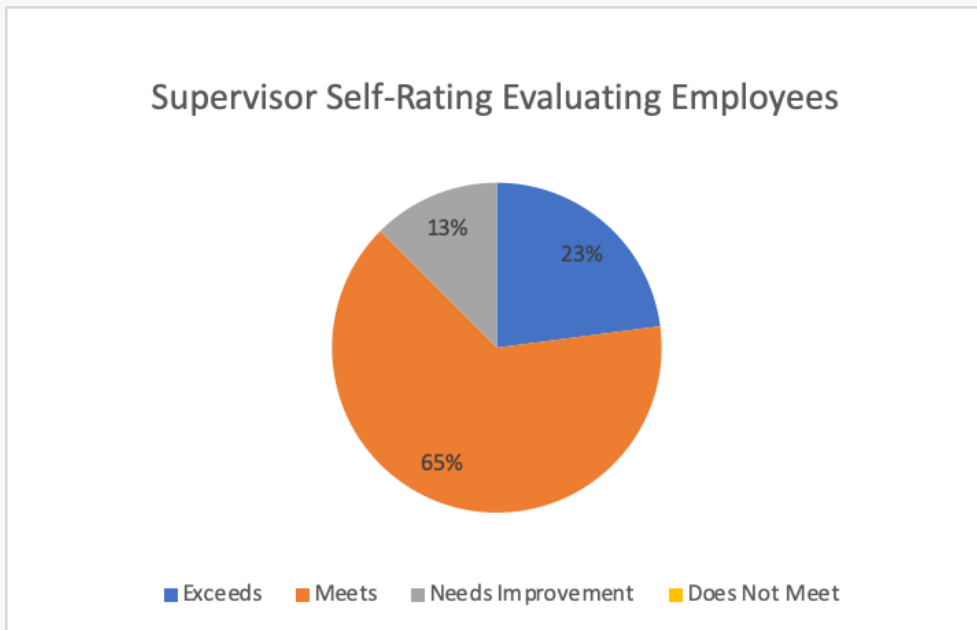
Supervisors and Department Heads are responsible for conducting performance reviews of all immediate subordinate employees on an annual basis (probationary employees receive two.) The provisions in the Ordinance and Policies require that supervisors who conduct performance evaluations are required to review all performance reports with Department Heads before discussing the report with the employee and before submitting the evaluation to HR for filing.

The County provisions around employee advancement on the salary schedule require that an employee must meet performance expectations prior to advancing on the salary schedule so anytime a decision by a supervisor would result in a denial of advancement the evaluation must be discussed with the HR Director prior to review with the employee; however, this requirement only applies to employees on the unilateral pay scale and is not a County-wide requirement.

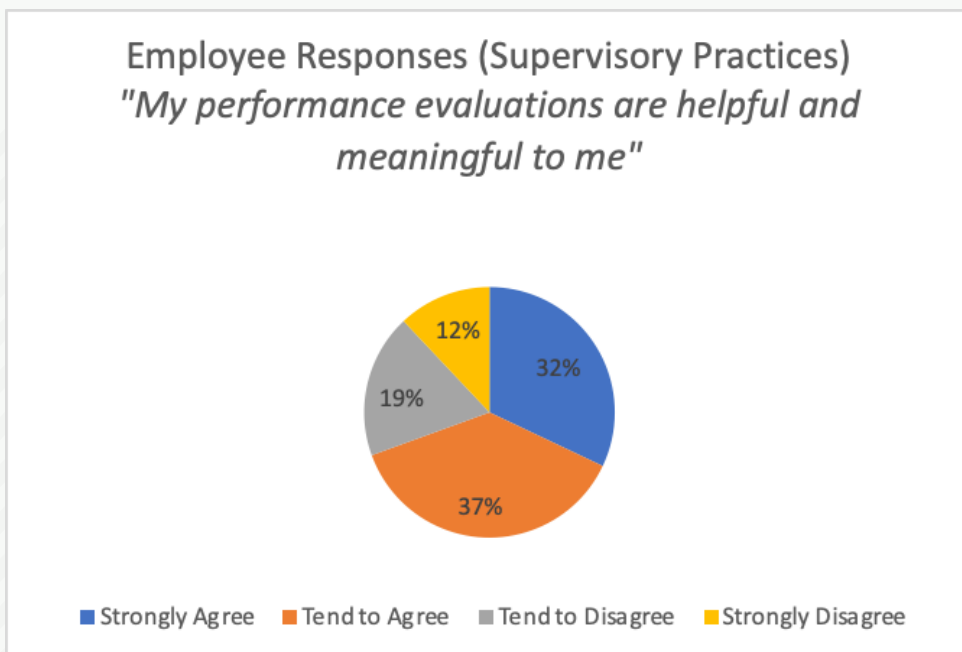
OBSERVATIONS AND INSIGHTS

In order to obtain a comprehensive picture of the County performance evaluation system, questions were included in both the employee survey and in the supervisor practices survey to find out how employees see the value of the performance evaluations and to measure supervisors' level of performance (self-reported) in conducting performance evaluations.

Supervisory Practices Survey: The supervisor survey reflected an exceptionally high level of confidence and performance in conducting performance evaluations. The pie chart below reflects that 88% of supervisors rated their level of performance at meeting or exceeding expectations.



Employee Survey: The employee survey reflected exceptionally low ratings when it comes to the quality of the performance review process. The pie chart below reflects that 31% of the County workforce do not think their performance evaluations are helpful or meaningful.



Survey Insights: Although 88% of the supervisors believe they are meeting or exceeding expectations, this does not align with 31% of employees thinking the performance evaluations are not helpful. Employees describe the current performance evaluation system using phrases like “not helpful” and “a struggle.” This lack of alignment may be due not to the supervisor’s competency but may be attributed to other factors such as how often employee evaluations are late or even the quality of the evaluation design itself.

- Performance Evaluation Form Design: The outline in the evaluation form is generic and reveals outdated practices which reduces any effectiveness the actual evaluation might have on employee performance. Although the performance evaluation process includes a review of the employee’s job description, many respondents believe the job descriptions are outdated. In addition, rating scale (exceeds, meets, or does not meet expectations) lacks intentional focus on areas or markers for growth.
- Tracking and Accountability: Human Resources is responsible for administering the employee performance evaluation process. Administration of the process includes reviewing evaluations submitted by supervisors for content, completeness, and timeliness.
- **Content and Completeness:** A good number of employee performance evaluations are submitted to HR with missing or incorrect information. Many contain minimal narrative, if any, and frequently simply reflect the supervisor checking off the boxes.
- **Evaluation Timeliness:** The following table reflects the number of employees who have not received their evaluations on time. The total number of missing evaluations at the end of August was (270) representing about 20% of the County workforce. This number fluctuates from one point in time to another, but is representative of the average on an annual basis. The table does not indicate how long the employee has gone without a performance evaluation but suffice it to say that some on the list are well over a year past due and some are even multiple years past due.

Department	Outstanding Evaluations	
Child support	8	26.67%
Circuit Court	30	56.60%
Corp Counsel	7	63.64%
Financial	5	33.33%
Human Services	58	12.92%
IT	4	12.90%
Misc	17	N/A
Public Health	14	26.42%
Public Works	52	55.32%
Rock Haven	6	2.49%
Sheriff	69	31.80%
Total: 270		

A number of reasons for the inordinate number of unsubmitted evaluations may be influencing the lack of compliance. Although Department heads are provided an overdue evaluation report on a quarterly basis, perhaps leaders are not aware of the extent of the backlog or choose not to complete the evaluations due to other reasons. Lack of accountability for leaders may be missing as well as a lack of motivation on the part of more senior employees to engage in the performance evaluation process because it is of no monetary value for them. The focus group insights also provide some clarity as to the root cause.

Focus Group Insights: Insights from the employee focus groups reflect a performance evaluation system that is outdated, not useful and lacking in consistency, interrater reliability, and alignment with the County Mission, Values and Objectives. The evaluation framework reflects a “punitive” approach as opposed to a growth mindset. The completed performance evaluations are poorly written, consistently contain errors, and any narrative is either extremely short or completely missing. Considering that some employees are required to meet performance expectations in order to advance on the salary schedule and the above-described lack of attention to timely evaluations and reporting, the result is a negative impact on the County in many ways.

- Payroll: Late submissions of performance evaluations result in a hold on any salary advancement and once the performance evaluation is submitted payroll must take time to calculate back pay to compensate for the amount of time between when the evaluation was due and when it actually came in. This is an inefficient use of time and resources. Calculating retroactive pay would not be necessary if the supervisor had submitted the evaluation on time.
- Human Resources: HR tracks submissions of the employee performance evaluations and notifies Department Heads on a quarterly basis. Late or missing forms require HR to spend time chasing down missing performance evaluations, correcting errors, and requesting supervisors to complete missing information required on the evaluation form.
- County Image and Reputation: Damaged employee-employer relationship may occur when employees are not compensated on a timely basis and/or receive feedback or consequences for performance or behaviors they frequently don't even know were a problem.

The potential consequence:

- **Legal Exposure:** Failure to pay employees their rightful salary advancement could result in penalties, fines, and potential legal claims
- **Strain on County Resources:** Processing evaluations on an anniversary date based timeline as opposed to a County-wide deadline significantly reduces opportunities for efficiencies and adds complexity to the process thereby wasting valuable time and resources.
- **Lack of Performance Evaluation Reliability & Integrity:** Employees report that leaders have “been instructed” or reluctant to rate employees as exceeding expectations or not meeting expectations. The employees think it might be due to the fact that supervisors are required to write a narrative on the form if the employee is rated as exceeding or not meeting expectations.
- **Lack of Employee Involvement in Supervisor Evaluation:** The current system provides little to no involvement of employees in the performance evaluation of supervisors and multiple recommendations from the focus groups requested employee involvement in the evaluation process

BEST PRACTICES

The purpose of an organizational performance evaluation program is to recruit, select, retain, develop, and maintain an effective and responsive workforce. The purpose is achieved by aspiring to recognize excellent job performance, reward exceptional performance and correct inadequate performance in a fair and timely manner. The performance evaluation program is used to assess an employee's work effectiveness and to suggest constructive actions on how they may improve. Performance evaluation reports are often considered in decisions that affect salary schedule advancement, overtime assignments, promotions/demotions, training, discipline, and re-employment.

Ideally, performance evaluations provide a stepping-stone for the employee and supervisor to identify and discuss areas where performance can be improved and/or enhanced. It can also be an important opportunity for employee and manager expectations to be reinforced or clarified. Performance evaluations benefit both employee and employer by taking time to provide candid feedback, recognize quality performance and set expectations for future job performance.

RECOMMENDATIONS

The following recommendations should be considered when transforming the current performance evaluation process to achieve best practices:

- **Alignment:** The performance evaluation program must be aligned with organizational strategy so that everyone coordinates their individual goals with those of the County and don't lose sight of the County's overall Mission, Values, and Vision.
- **Immersion:** Explore the potential for adding performance indicators in key areas described in the County Ordinance and Policies. For example, in addition to the provisions already included related to salary advancement and performance evaluations, the current language around "employee lay-off" might include a qualifier for return based on performance considerations in addition to seniority.
- **Relevance:** Assure the performance evaluation system is based on clear, up-to-date position descriptions and that both the position descriptions and the performance evaluations reflect expectations and measurement in progress toward realizing the County Mission, Values and Vision. In order to achieve this goal, the current position description and classification system may need to be completely overhauled to align with the County's strategic framework.
- **Leadership Feedback:** Incorporate a framework that includes an employee feedback component for leadership performance evaluations. Employee feedback in the performance evaluation process provides an opportunity for leaders to improve their performance and listen to their team. Additionally, frequent communication ensures employees feel heard which helps to prevent employees from becoming disconnected from leaders and coworkers.
- **Modernize & Automate:** The County performance evaluation process must be redesigned and automated to achieve best practices in administration and efficiency. A robust automated system allows managers to more frequently track and record employee performance coaching, evaluation and goal setting periodically throughout the year. Through the real-time measurement of progress, managers can quickly identify gaps and make corrections.
- **Timeline:** Consider movement away from an anniversary-based performance evaluation schedule to a systemic timeline with multiple markers so that all employees and leaders are clear around the annual markers contained in the new system. This will assure the annual performance evaluation process supports a growth-based strategy where feedback, reflection and coaching occur multiple times throughout the year.
- **Evaluation Components & Strategy:** Re-engineer the performance evaluation process to:

- place the primary focus of employee evaluations on development and growth.
- define clear performance standards county-wide and supplement the basic form by incorporating a section for specific standards by program and/or position.
- design forms and content that is clear and include reliable rubrics for performance measurement.
- highlight past employee positive action (e.g., picking up shifts, taking on additional assignments, modeling values, etc.) in the performance evaluation.
- optimize collaboration and dialog by developing a system that provides employees with clear expectations upfront, provides space for setting measurable and realistic goals; includes opportunities for coaching and/or mentorship and encourages discussion around goal setting and opportunities for advancement.
- include a section in each evaluation form that speaks to the County's strategic framework and how the employee's behaviors and actions align with the framework.
- Prepare Leaders and Hold Them Accountable: Assure leaders are well informed and agile in administering employee performance evaluations by holding them accountable to complete the evaluation process in a timely manner with complete forms that contain helpful feedback to the employee. Consider providing leaders training in the areas of:
 - Goal setting
 - Strategic thinking and modeling core values
 - Emotional intelligence
 - Active listening
 - Inclusion and diversity
 - Time management
 - Working with teams
 - Writing and delivering performance evaluations
 - Having a difficult /hard conversation

SECTION 2

PERFORMANCE MANAGEMENT- EMPLOYEE DISCIPLINE



What if something
goes wrong?

The purpose of employee discipline is to motivate employees to improve their performance in the workplace and to deliver consequences to employees who continue to fail to meet expectations for conduct and behavior in the workplace.

RESPONSIBILITY AND AUTHORITY

The County Ordinance and related policies indicate that it is the responsibility of Human Resources to establish standards and procedures to ensure uniformity in the application of discipline and the processing of employee grievances. Department Heads administer discipline and/or delegates such authority to supervisory personnel.

The Ordinance and policies demand that no disciplinary action will be taken until a thorough investigation has been completed and the employee must be allowed to have a representative of their choice (not a supervisor or manager) to attend any investigatory meeting; however, is not allowed to speak in place of the employee. During the investigation process an employee may be placed on Paid/Non-Paid Administrative Leave to ensure the integrity of the investigation and to protect the confidentiality of all individuals involved.

When an employee disagrees with a disciplinary decision, that employee can submit an appeal to their immediate supervisor in writing. The supervisor has 7 days to respond and must respond in writing. If the employee is still unsatisfied, they submit the appeal to the department director, then to HR, then to an impartial hearing officer and to the County Board of Supervisors.

Overall, the disciplinary process and parameters outlined in the Ordinance provides a comprehensive framework that leaders can use as a guide when being faced with the prospect of administering employee discipline. However, leaders who are responsible for administering discipline must be confident and well versed in the numerous components and activities that revolve around the process.

INSIGHTS AND OBSERVATIONS

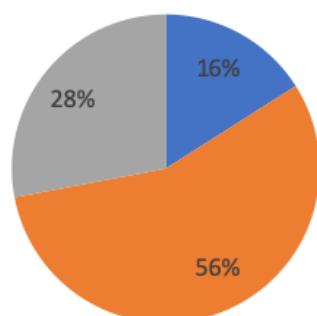
Much of the information gathered for this section was through analyzing the responses received from the Supervisory Practices Survey and through review of County-wide discipline data. It is important to note that no review or analysis of actual disciplinary documents was done as a part of this process because access to the County personnel files was not authorized.

Supervisory Practices Survey

The supervisor survey reflected an exceptionally high level of confidence and performance in conducting performance evaluations; however, some supervisors may need additional training and support when it comes to administering employee discipline.

The pie chart below reflects that only 72% rated their level of performance in administering at meeting or exceeding expectations. The remaining 28% indicated they need improvement.

Supervisor Self-Rating Administering Employee Discipline



■ Exceeds ■ Meets ■ Needs Improvement ■ Does Not Meet

Leadership Development: The employee discipline process can be extremely complex, and the stakes are high for both the employee and the County. Not only is the process bound by legal requirements, but outcomes of employee discipline can spread like wildfire through the informal employee communication pipeline, quickly tarnishing the image of the County in the eyes of employees and in the eyes of community members served. Because of this, it is essential that leaders are confident and aligned in their approach to employee discipline. Leaders must clearly understand how important it is to address unwanted behaviors or conduct up front before any discipline is necessary. They also must understand and apply the parameters set forth by the Board via the Ordinance. They must know how to conduct confidential and effective workplace investigations and be prepared to document and hold employees accountable for behavior and conduct after the discipline is administered.

BEST PRACTICES

The ultimate objective of progressive discipline is to help employees correct conduct problems and resolve performance issues in the earliest stages. An effective progressive discipline system:

- provides a consistent, objective, and fair process for disciplining.
- promotes open communication between a supervisor and his or her employee.
- improves employee productivity.
- increases employee retention by resolving issues.
- provides important documentation should a termination become necessary.

RECOMMENDATION

The following recommendations should be considered when transforming the current disciplinary system to achieve best practices:

- Improve the discipline tracking system and the quality of the data currently being tracked in the discipline spreadsheet so that it can be used for needs assessments and compliance.
- Transform the discipline system to connect with a growth-based performance evaluation system so that leaders have access to the employee's full history as it relates to employee performance.
- Design the system in readiness for transition to an automated system that will provide essential data to be used to inform future priorities and decision-making.
- Build a quality control/feedback process to measure system effectiveness, efficiency, and compliance. The process must include a consistent, periodic review of major disciplinary actions (suspension, demotion, transfer, and termination) to assure compliance, consistency, and defensibility.
- Assure leaders are well informed and agile in administering employee discipline by providing training in the following areas:
 - Interrupting unwanted employee behaviors and conduct up front before a pattern can begin to form.
 - Understanding County standards of conduct, grounds for disciplinary action and "Just Cause.
 - Conducting workplace investigations.
 - Administering discipline verbally and in writing.
 - Mitigating the negative information pipeline.
 - Maintaining relationships while holding employees accountable.
- Establish ground rules for decision-making between the County Board and Administration in order to minimize the appearance of lack of trust. Strive to avoid the necessity of the County Board overriding disciplinary decisions made by administration. Note: Intensive work with the County Board may be necessary in order to make sure there is solid trust in decision-making between administration and the Board.

Applicable Ordinance/Policies

18.102 Ordinance Purpose
18.112 Responsibility and Authority
18.607 Discipline/Investigations
18.701 Performance Evaluation Policy
18.702 Administration
18.703 Rater:
18.704 Review of Performance Report:
18.705 Performance Evaluations the Human Resources Director
18.706 Performance Evaluations – Employee:
18.802 Grievance Definition
18.806 Grounds for Disciplinary Action
P5.24 Layoff Procedures

TRAINING & ORGANIZATIONAL DEVELOPMENT



How do we optimize
employee performance and
growth along the way?

Training and Organizational Development is about providing employees with information and instruction for the purpose of enhancing their knowledge and skills. Development activities can range from basic skills and refresher courses to comprehensive leadership institutes that are designed to create a career ladder for current employees to move up into the organization. The advantages that both employees and employers gain through a high quality plan are many:

An effective training and development plan provides opportunities for staff to learn and grow which increases engagement and reduces turnover. Employee productivity and performance increases dramatically, in fact a from The International Journal of Business and Management Research cited in a 2019 report that 90% of employees surveyed agreed or strongly agreed that training and development programs improved their job performance. High quality learning programming also attracts top talent to an organization and improves organizational culture by enhancing transparency and enhancing morale.

Effective programs are designed to help employees build on their individual strengths and/or to address areas of deficiency. Employees, and the organization, benefit from opportunities provided for employees to strengthen their soft skills (resilience, emotional intelligence, agility, relationship building), and to learn the skills they need to be successful in their current job and prepare for greater responsibilities.

RESPONSIBILITY AND AUTHORITY

From the start, Rock County's Vision statement around "Innovation" provides the authority to engage in the important work of training and organizational development:

"Innovation and creativity shape our future. We encourage staff to challenge the status quo and discover new ideas or better methods. We foster staff development in order to respond to changing needs in our community."

Fostering staff development means that training and development activities are to be encouraged and promoted.

The Rock County Ordinance provides greater clarity around the Vision beginning with responsibilities of administration and begins first by stating that planning and scheduling training and programming is a managerial right. The Ordinance goes on to describe specific areas of responsibility around training and development indicating that...

- Department Heads are expected to collaborate with HR on developing employee orientation and in-service training programs.
- Human Resources is responsible for
- Developing, operating, maintaining, and coordinating county-wide programs designed to improve employee effectiveness, training, and career counseling.
- Assuring the cost of training and development is within budgetary limitations.
- Maintaining an eligibility list of applicants currently enrolled in worker training/career exploration programs for future priority consideration.
- Assuring annual training on diversity and inclusion is completed.
- Providing supervisory training around the County's substance and abuse program.

CURRENT ROCK COUNTY TRAINING PROGRAMMING

Much of the programming the County currently offers is focused on new employee orientation and onboarding. Blackhawk Technical College does provide some development for County leaders . It is important to note that most of the training is done at the departmental level and is customized around the particular program aligned with need for specific training and/or licenses and certifications. HR is currently assigned a training budget of \$20,000 and is only enough to cover new employee orientation and some limited leadership development.

New Employee Orientation: All new employees with Rock County are required to attend general orientation on their first day of employment with the HR Department. During the new employee orientation, employees complete required paperwork, learn about specific policies and procedures, understand and choose options around group insurance and fringe benefits. At new employee orientation employees also receive the required training in the areas of Diversity, Harassment and Safety.

New Employee Onboarding: The employee onboarding process includes activities designed to set the employee up for success during the time the employee is transitioning into a new job or role. The first step is normally an introduction of the organizational mission, vision, core values and strategic plan to assure the new employee is clear around what the organization stands for and what it values. With this information the new employee is given the opportunity to connect their own work not only with their immediate department but as a member of a larger organization with an especially important mission.

Onboarding is normally the responsibility of the leader at the work site. This is where the new employee receives the necessary information, tools and training required in order to meet expectations for behavior and performance. It is during onboarding where the new employee is introduced to the worksite culture, meets members of the team, and learns about their department's mission, priorities, work rules and ground rules for behavior. The most successful onboarding systems occur over time and include time specifically allocated for the employee to engage in learning the new job, dialoguing about performance expectations and progress, receiving training and coaching around work tasks and responsibilities and sharing experiences, challenges and success.

At Rock County, new employee onboarding occurs at the worksite and is the responsibility of Department Heads and Supervisors. From the information gathered it is apparent that onboarding procedures vary significantly between departments and even programs. From the feedback reviewed, most, if not all, of the new employee onboarding activities occur immediately after new employee orientation, and continues only for the duration of the afternoon at the site.

Note: Onboarding information by department was not available for review so no formal insights can be made; however, best practices and recommendations around the new employee onboarding process can be found at the end of this chapter.

Leadership Development: The County has been actively engaged in providing more comprehensive training for leaders in the workforce and include:

- WAT Grant Leadership Training Program (Partnership with Blackhawk Technical College): The WAT Grant is a new leadership development program at Rock County that was initiated in 2019. The WAT Grant program provides funding and resources for continued leadership development through a partnership with Blackhawk Technical College. The program is intended to promote an investment in the current County workforce, encourage employees to be life-long learners, and positively impact employee retention.

A cohort model is used for learning where participants attend intermittent sessions (½ day or full day) customized for three leadership groups: (1) Current Supervisors, (2) New Supervisors and (3) Current Lead Workers. Participants engage in training in many common areas of content and attend some specific training customized for the employees' current level of leadership and/or readiness.

Examples of common training content areas for all three groups include topics around Equity & Inclusion, Change Management, Managing Conflict, Creating a Supportive Work Environment, and Increasing Personal & Leadership Effectiveness. A more detailed list of the program purpose, goals and courses available to leaders can be found in:

Appendix E: Rock County 2019/2020 Leadership Schedule

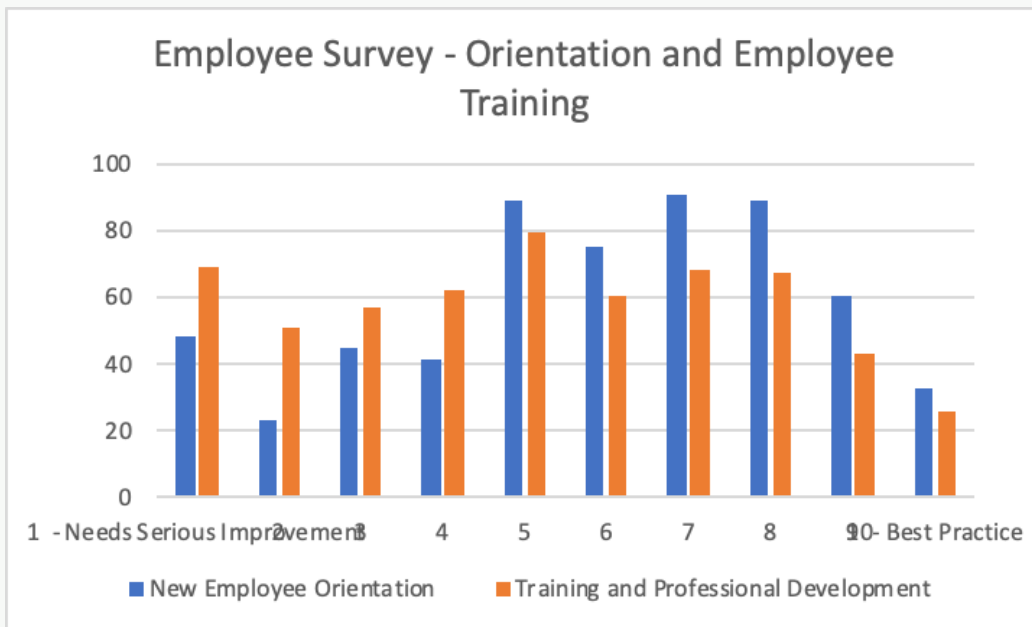
Appendix F: Rock County Final Report WAT New Leadership Training FY20

- Additional Leadership Training: New supervisors are required to attend a Human Resources operations workshop where new supervisors learn the “nuts and bolts” of supervising employees (e.g., hiring process, salary administration, affirmative action, workforce overview, etc.) Below is a list of training opportunities provided for leaders since 2019:
 - 2019 - Implicit/Explicit Bias Training (Mark Perry - Community Action Beloit)
 - 2020-WMMIC Diversity Training (Required)
 - 2020-WMMIC Sexual Harassment Training
 - 2021- “Break the Bias Habit” Dr. William Cox, Principal Investigator, UW Madison

OBSERVATIONS AND INSIGHTS

Because the majority of training is delivered at the department level, the information gathered for this report does not include a comprehensive review of onboarding, training, or programming at the department level. As such, this section contains two components: New Employee Orientation & General Training and Leadership Development.

New Employee Orientation & General Training: Below is a graph of the employee survey reflecting their response to two questions. One question asked the employee to rate the value of the County New Employee Orientation process and the other asked about the current employee training programming at the County. Both questions reflect more of a bell curve with responses evenly distributed across the rating markers. However, it is important to understand that the County-wide training program offers very little in the terms of employee training and the new employee orientation process is in need of a makeover.



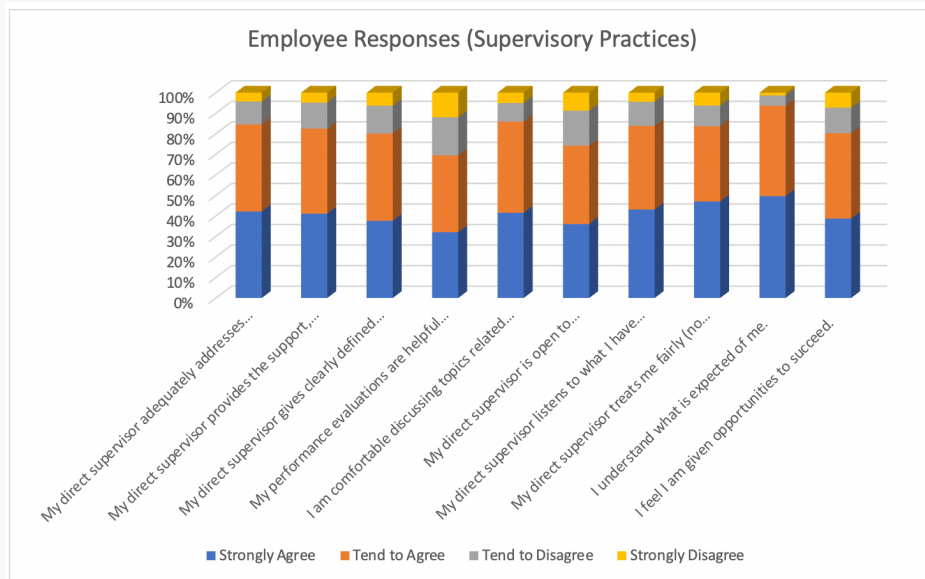
The training content and training videos used in new employee orientation are described as antiquated and of poor quality by the survey and focus group participants. Concerns were also expressed around the need for more flexibility and/or frequency of new employee orientation sessions so that new employees can get onboarded faster.

Interestingly, the majority of the feedback and insights around general training described a void or an absence of County-wide programming in a number of areas including:

- Workplace expectations and rules.
- Building on strengths and addressing deficiencies described in performance evaluations.
- Training in basic skills.
- Opportunities for professional and career growth.
- Diversity, Equity and Inclusion.

Supervisory Practices: During the information gathering and analyzing phase, additional time was spent learning about the effectiveness and efficiency of supervisory practices. Along with the questions contained in the employee survey, a separate survey was sent to County supervisors for the purpose of obtaining their perspective around individual levels of knowledge and self-evaluation of individual performance in specific supervisory practice areas.

- All Employee Survey: The chart below reflects the responses of all employees to the survey questions around Supervisory Practices and reflects that over 93 % of employees tend to, or strongly agree, that their supervisors provide clarity around expectations for employees. Over 86% of employees tend to or strongly agree that they are comfortable talking about diversity with their supervisor. On the opposite end of the spectrum, only 69% of employees agree that individual performance evaluations are helpful and only 74 % believe their supervisor is open to constructive criticism.



Supervisory Practices (Employee Response) Legend from Left to Right

- 1 My direct supervisor adequately addresses my employment needs in a timely manner.
- 2 My direct supervisor provides the support, tools and training I need to do my job.
- 3 My direct supervisor gives clearly defined performance goals and objectives.
- 4 My performance evaluations are helpful and meaningful to me.
- 5 I am comfortable discussing topics related to race, gender and age diversity with my supervisor.
- 6 My direct supervisor is open to constructive criticism.
- 7 My direct supervisor listens to what I have to say.
- 8 My direct supervisor treats me fairly (no favoritism).
- 9 I understand what is expected of me.
- 10 I feel I am given opportunities to succeed.

In general, the employee evaluation of supervisory practices is positive and many of the comments contained in the employee survey described supervisors as “very supportive”, “professional”, “courteous and respectful,” and “fair”. Many employees indicated that they feel their supervisors listen to, support, and advocate for them and that supervisors are accessible and very responsive to job related needs. On the other hand, some comments surfaced that reflected a need for improvement.

Most of the concerns expressed by staff can be categorized into four (4) areas around supervisory practices: (1) Capacity & Readiness (2) Collaboration & Communication; (3) Consistency; (4) Modeling Professional Behaviors and Building Relationships:

1. Capacity & Readiness: Some comments reflected the opinion that some supervisors might not be ready, have the right skillset, or are not qualified for the role of supervisor. A few believe some supervisors were selected for the leadership position because they have a “personal relationship with management”. Other comments expressed concerns with the supervisor's communication styles, described as “ineffective” and/or “may never change.” Concerns were also expressed around the workload of supervisors. There are concerns that this may be getting in the way of the work that needs to be done to build critical relationships and high performing work teams.

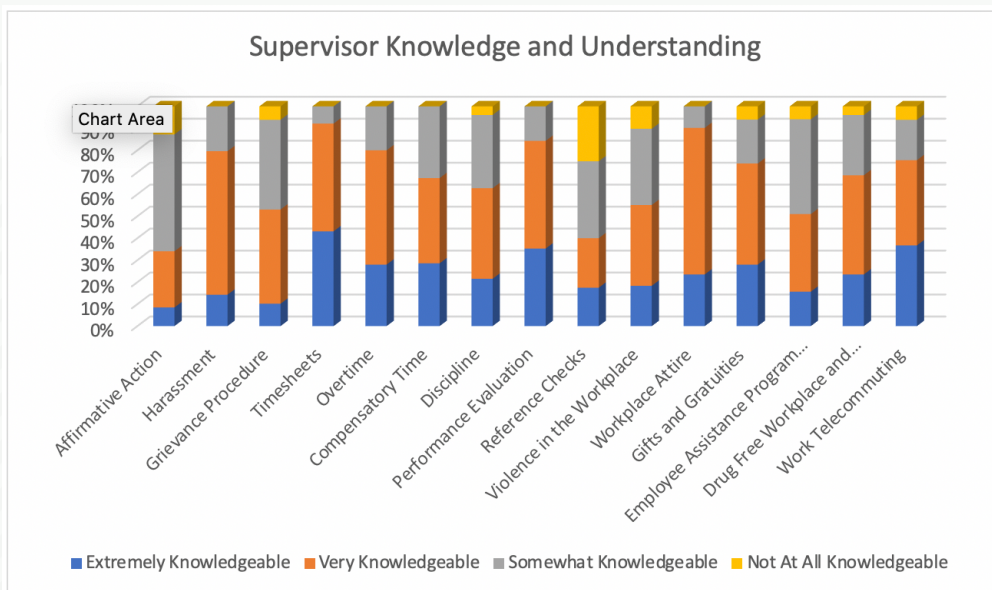
2. Collaboration and Communication: Many of the insights centered on the lack of effective team-building and the need for improvement in communicating information from the “top down.” Many staff members also do not feel they are provided with time or opportunities to provide feedback. Not all staff feel open to sharing feedback with direct supervisors or upper management because they have a sense that some supervisors are not “open-minded” to innovative ideas or receptive to feedback.

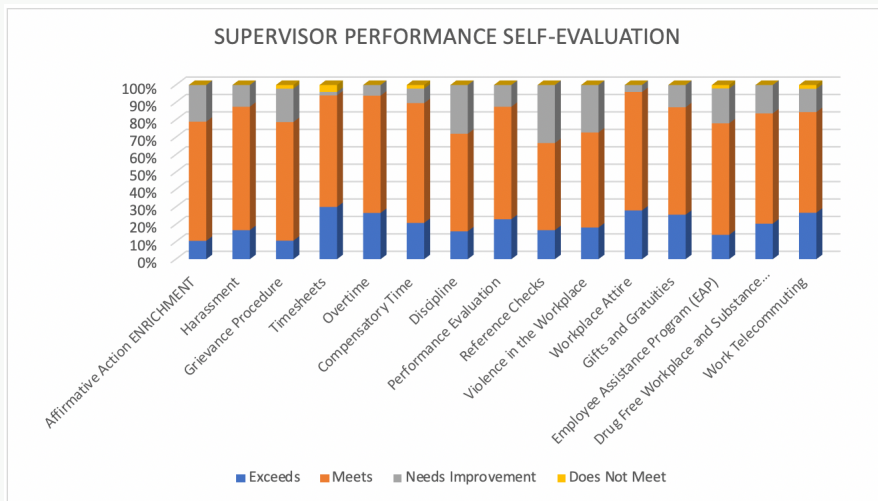
3. Consistency: Many comments related to a lack of consistency between supervisors when it comes to management practices, the work environment and transparency. For example, comments describe what is perceived to be clear differences between programs/departments, as to whether employees feel supported, connected, and welcome. The most common themes that surfaced were the lack of consistency of supervisors around administration of: Work rules; Attendance and Timeliness; Hiring & Onboarding Practices, Performance Appraisals, and Information Sharing. Other comments described the lack of consistency in terms of “Distrust”, “Uncertainty”, “Lowers morale”, and “Favoritism”.

Note: Some believe that distrust or barriers occur more often at the program manager level, not at the supervisory level. According to focus group participants, there is a common belief that some supervisors circumvent the required hiring procedures but receive no consequence.

4. Modeling Behaviors and Building Relationships: Some comments spoke to what they perceived as poor attitudes and behaviors on the part of a few supervisors. The supervisor’s behavior was described as indifferent and unenthusiastic instead of motivated and excited. Some employees do not feel they can be vulnerable with their supervisor and are not comfortable sharing personal information or challenges they might be experiencing around work/life balance. Many comments also expressed a great need for building trust between employees and team-building.

- Supervisory Survey: The charts below reflect the responses from supervisors who completed the survey (50 out of a possible 139) In the survey, supervisors were asked to self-evaluate their knowledge and understanding level of specific supervisory practices and were asked to self-evaluate their performance in each supervisory practice.
 - Supervisor Knowledge and Understanding: The responses to the survey questions reflect that 92% of supervisors are knowledgeable in the area of timesheets and over 90% of supervisors are knowledgeable in expectations for workplace attire. In contrast to that, only 34% of supervisors said they were knowledgeable in Affirmative Action and 53% are knowledgeable in the grievance area.
 - Supervisor Performance: The responses to the survey questions reflect that 96% of supervisors are meeting or exceeding performance expectations in the category of workplace attire and 94% of supervisors believe they meet or exceed performance in timesheet processing and overtime administration. In contrast to that, only 67 % meet or exceed performance in reference checks, 72% in employee discipline and 73% in violence in the workplace.





In general, the supervisor performance self-evaluation clearly reflects an elevated level of knowledge and performance in the majority of supervisory practice areas.

Some of the more notable areas of vulnerability that may require attention include Affirmative Action, Employee Discipline, Grievances, and reference checks. Some other insights from comments and focus groups included a need for continuing education and “just in time” resources to assist supervisors in fulfilling their individual work responsibilities.

BEST PRACTICES

Effective training and organizational programs provide all employees with education and support in enhancing current skills and learning new skills. Opportunities for learning are made available at flexible times, dates and venues and provide for the needs of all staff beginning with basic skills and refresher training opportunities to long term educational opportunities. Many options are included for employees to prepare for increased responsibilities and career advancement and there is a strong focus on building employee soft skills (e.g., resilience, emotional intelligence, agility, and relationship building).

High quality training programs must include a comprehensive and robust new employee orientation and onboarding program. The most effective onboarding programs provide incremental learning over time. Onboarding new hires should be a strategic process and last at least one year to ensure high retention. It is during this time that new employees engage in learning the technicalities of their new position and in building relationships with colleagues and team-members that are essential to future success. Time spent with the new employee learning the culture of the organization and assisting the new employee to adjust to both the performance aspects and the social aspects of the job are so often overlooked. Onboarding and orientation should not be looked at as a single event. This should be an ongoing talent strategy. Same principles of onboarding should apply in a hybrid work environment.

RECOMMENDATIONS

The information gathered via surveys, focus groups, and individual interviews all describe a major need for a systematic and comprehensive, high quality employee training and organizational development plan. The plan must be broad and flexible enough to meet the needs of all employees in terms of content and scheduling, contain incentives for employees to participate, and offer opportunities for employees to refresh learning and/or to engage in higher levels of learning in preparation for career growth. A high quality training plan begins with the overall philosophy of the County around training and development and includes intentional strategies, programming and content designed to recruit the best talent and to build and retain a highly productive and engaged workforce.

Strategies: Programming and content must be high quality, relevant, and deliver instruction and resources that are aligned both at the county-wide level and at the departmental level. Options for employees should include training in basic skills (for employees to build on or enhance necessary job skills) as well as opportunities for high level proficiency learning. The plan must be directly connected to the employee performance appraisal system and the employee discipline system. The connection to the performance appraisal/discipline system not only informs plans for future programming, but also provides employees with the ability to build individualized learning plans. This allows employees to build on current strengths and, if needed, address deficiencies described in their performance evaluation.

The county will need to incorporate a variety of types of learning (e.g., just-in-time, in-person, remote.) The county will also need to incorporate a high level of flexibility in scheduling in order to accommodate the needs of employees who work different schedules. Resources and information must be readily available, clear, understandable, and offered in a variety of formats (online, in-person, written.) Finally, leadership must encourage, support, and accommodate all employees to participate in training and provide the time employees need to engage in learning without consequence.

Programming: The County training plan should consist of numerous components including but not limited to: New Employee Orientation, Onboarding, All Employee Training (e.g., skills mandatory subjects and a Leadership Development Plan.

- New Employee Orientation: Reconstruct the new employee orientation process and begin with defining exactly what the purpose of new employee orientation is and what the outcomes for learning should be. The new employee orientation is, in most cases, the new employee's first detailed contact with the County and that experience creates a lasting impression of the County in the eyes of the employee. Naturally, it is important that that impression be a good one so special attention must be paid to assure the new employee: feels welcome; receives effective and efficient training and resources; understands the County Mission, Vision, Values & priorities; and is ready and committed to advancing the work. In addition, HR should spend considerable time engaging new employees in learning, understanding, and practicing County policies and rules in preparation for the onboarding process. *66 percent of companies with onboarding programs claimed a higher rate of successful assimilation of new hires into company culture, 62 percent had higher time-to-productivity ratios, and 54 percent reported higher employee engagement. Source: <https://www.shrm.org/resourcesandtools/hr-topics/talent-acquisition/pages/onboarding-key-retaining-engaging-talent.aspx>
- Onboarding: Just like new employee orientation, the onboarding program begins first by defining the purpose of onboarding and the intended outcomes of the program. HR, Department heads and administration need to work together to build a consistent and effective onboarding program for both new employees and employees who have changed assignments. The program must be aligned with New Employee Orientation so as not to duplicate content and should be designed to familiarize the employees with their new job duties, establish relationships with co-workers or team-members and internalize workplace rules and day-to-day operational procedures. An effective onboarding program must be highly engaging, comprehensive and distributed over time so as not to overwhelm the employee and to provide ongoing support and learning so that the employees quickly become confident around where to get questions answered and where to obtain guidance and coaching.

The onboarding program must incorporate multiple strategies to assure the employee has a keen sense of connection to the department, team members and County culture as early on as possible. For example, many organizations provide a mentor to every employee during the onboarding process to assure the employee is not left alone and is able to assimilate quickly and successfully into the work team. Provide ample time for new employees to build relationships, learn from others (e.g., shadowing opportunities) and learn essential job duties and departmental operations.

- All Employee Training: The All Employee Training component should provide all employees with the foundational training and resources necessary to effectively meet and/or exceed expectations for performance. Learning content should be focused on helping employees understand and internalize the County Mission, Values, Vision, and priorities, improving or enhancing current job skills and preparing employees for future, higher-level responsibilities.

Special attention must be paid to developing a learning system around County Ordinance and Policies that delivers engaging instruction, information that is easy to understand, “just-in-time” updates to rules, and system functionality for measuring employee skill sets and progress in learning. The learning system should include opportunities for employees to ask questions, share learning and best practices with others and opportunities to apply their learning. In addition to instruction, clear, concise written guides and reference materials must be available to employees.

One excellent strategy frequently used to achieve this goal comes in the form of an employee handbook.

- Employee Handbook: An effective Employee Handbook is user friendly and accessible to all employees. The handbook content should contain high level concepts around policies/work rules, expectations for conduct & performance, where to locate information or help, and information employees need to know about compensation, benefits, holidays, time-off, etc. Note: Included in the appendix of this report are three examples of employee handbooks (Osseo Area Schools, Brown County and Outagamie County). These handbooks are excellent examples of high quality employee handbooks. (See Appendix G for employee handbook samples.)
- Additional Subject Matter: The subject matter mentioned in the information gathered throughout this process suggested that learning in customer service, working with others or in a team, diversity, equity & inclusion, basic job skills and career advancement preparation be the priority.
- Leadership Development Plan: An effective leadership development plan should include specialized programming for current and aspiring leaders to learn and apply techniques and strategies that will improve or enhance their supervisory and leadership skills. A good deal of leadership training should include content such as communication skills, coaching and motivating others, team building, modeling organizational culture and inspiring employees. It is also essential that the program includes a quality control function that will gather feedback from learners for the purpose of assessing training needs and effectiveness, in order to assess and revise leadership training as needed. It is notable that Rock County has already initiated a leadership training program through a partnership with Blackhawk Technical College (WAT grant) where employees new to leadership positions receive specialized training and current leaders receive more advanced, high level training around leadership concepts and techniques.

Rock County should plan on continuing and expanding the partnership with Blackhawk Technical College and customize or supplement the training. This will assure content includes setting clear expectations for leadership around modeling appropriate behaviors and building a culture of excellence in their individual departments, programs and/or work teams. Comprehensive training in employee performance management (performance evaluations and discipline) and building a high performing and engaged team should be included.

The leadership training program should also include opportunities for leaders to practice their learning along with clear and concise written materials for reference when needed. Developing a supervisor's handbook (with a special section for new leaders) can be a great start to achieving this outcome. The supervisor's handbook contains much of the information included in the employee handbook (described above) but is more focused on leadership responsibilities and accountability.

As a part of the leadership training program development, special attention must be paid to assuring leaders are well versed in the Rock County Ordinance and policies (See the list of recommended ordinance/policy training and refresher training provided at the end of this chapter) as well as related work rules. The employee learning system (described above for employee training) should include a module specifically for supervisors where they have access to expansive content and resources around ordinance/policy administration. The leadership module should also include functionality that can provide consistent and frequent updates to leaders around recent additions or changes to current policy. Most essential in the supervisory learning system component is providing a wealth of opportunities for leaders to come together to network, collaborate, build relationships, and share best practices.

The subject matter mentioned in the information gathered throughout this process provided numerous ideas for priority learning in leadership including:

- Developing effective onboarding programs.
- Modeling the organizational mission/values/vision and inspiring others to do the same.
- Facilitating effective meetings.
- County hiring process.
- Diversity, Equity and Inclusion.
- Writing and delivering effective performance evaluations.
- Conducting workplace investigations and delivering employee discipline.
- Change management.
- Collaborative decision-making.
- Conflict resolution.
- Reflective supervisory practices.
- Active listening and emotional intelligence.
- Strategic thinking and modeling.
- Ordinance and Policies refresher in the following areas:

ORDINANCES TRAINING/REFRESHER RECOMMENDATIONS

- 18.111 Management Rights
- 18.112 Responsibilities and Authority
- 18.408 Pay Rate Adjustments
- 18.508 Leave of Absence Policy
- 18.515 Sick Leave
- 18.607 Discipline/Investigations
- 18.608 Disciplinary Action (Grounds for)
- 18.614 Lunch Periods and Break Time
- 18.624 Safety
- 18.701 Performance Evaluation
- 18.702 Administration
- 18.703 Rater
- 18.704 Review of Performance Report
- 18.707 Performance Improvement Plan
- 18.805 Discussion of Problem with Immediate Supervisor
- 18.806 Grievance Procedure

POLICIES TRAINING/REFRESHER RECOMMENDATIONS

- 1.04 Open Communication
- 1.05 Workplace Inclusion and Diversity
- 3.01 Health and Safety
- 4.03 Internet Use
- 5.04 Compensatory Time
- 5.05 Drug-Free Workplace and Substance Abuse Policy
- 5.10 Equal Employment Opportunity/Affirmative Action
- 5.15 Harassment Prohibited
- 5.28 New Employee Orientation
- 5.29 Non-Fraternization
- 5.30 Overtime Procedures
- 5.35 Reference Checks
- 5.49 Violence in the Workplace
- 5.51 Worker's Compensation/Employee on the Job Injury Procedure
- 5.52 Workplace Attire
- 5.54 Work-Telecommuting

ORDINANCE AND POLICIES REFERENCED

- 18.102 Ordinance Purpose
- 18.111 Management Rights
- 18.112 Responsibilities
- 1.05 Workplace Inclusion & Diversity
- 4.03 Internet Use
- 5.05 Drug-Free Workplace & Substance Abuse
- 5.11 Exit Interviews
- 5.25 Licenses
- 5.53 Work Situation (Atypical)

HUMAN RESOURCES OPERATIONS AND SERVICE DELIVERY



How will we maintain the optimal environment?

The purpose of a human resources department in an organization is to assure the organization's workforce is "healthy and thriving." It is truly as basic as that. Of course, employees have their own individual ideas about what a healthy and thriving workforce looks and feels like for them; so, it is up to HR to find the common ground between the interests and capacity of employees and the interests and capacity of the organization. It is a delicate balancing act to say the least.

Human Resources staff are responsible for supporting and advocating for all employees in the organization and, at the same time, holding each employee accountable to the organizational work rules, values, and expectations for behavior. Human Resources staff must be trusted by employees to deliver high quality rewards in the form of compensation and benefits. However, HR must also play the role of disciplinarian in the organization. In other words, Human Resources is the caretaker of an organization and also the door keeper of that organization.

RESPONSIBILITY AND AUTHORITY

The Rock County Ordinance describes the areas of responsibility of the Human Resources department:

- Disseminating information regarding the personnel program, fringe benefits and conditions of employment to all employees and departments.
- Establishing, maintaining and coordinating personnel transactions and records management for all County employees and positions.
- Advising and assisting Department Heads on all County Personnel transactions, records management systems and procedures.
- Establishing and maintaining personnel files and related employment records.
- Developing procedures for employees who request to review information contained in their personnel files while assuring confidential records are not accessible to the employee.
- Complying with the County records retention schedule.
- Providing the Board and the County Board Staff Committee with reports and information relating to personnel actions upon request or as may be appropriate.

Using the responsibility areas defined in the Ordinance, HR has developed a departmental charter (See Appendix H) The HR charter describes how the above responsibilities are carried out in the organization and describes the core functional areas of responsibility. Those areas include:

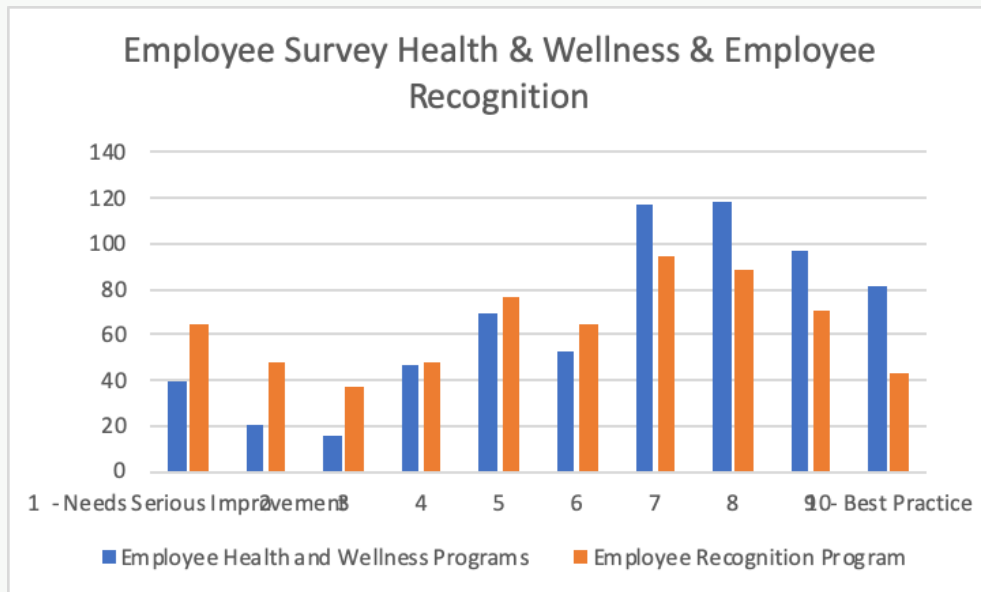
- Administering the hiring process for all departments.
- Maintaining accurate records of employee status, wage assignments, promotions, evaluations, investigations, and disciplinary actions.
- Administering the salary compensation classification plans (union and non-union)
- Insuring fair treatment of all Rock County employees and applicants.
- Negotiating and administering labor agreements covering the employees in collective bargaining units.
- Build and maintain positive working relationships with employees.
- Coordinating and maintaining the County's insurance and benefit programs.
- Providing effective countywide and specialized department training programs for employees.
- Ensuring a safe and secure workplace for all County employees.

During the information gathering and analyzing process, many voices and insights were gained into both how HR is functioning and how HR is impacting employee engagement and satisfaction. Below are the insights from the survey.

INSIGHTS AND OBSERVATIONS

Notable Areas of Strength: Human Resources is responsible for numerous County functions (hiring, health & wellness, safety, etc.) throughout the organization; many of which have already been analyzed earlier in this report.

Creating an attractive and affordable health and wellness program for employees is a key reflection of the County HR staff's commitment to excellence and ability to creatively problem-solve. The chart below (previously shared in the Total Rewards chapter) is a reminder of how positive the sentiment is around employee health/wellness and recognition programming and how it is being administered.



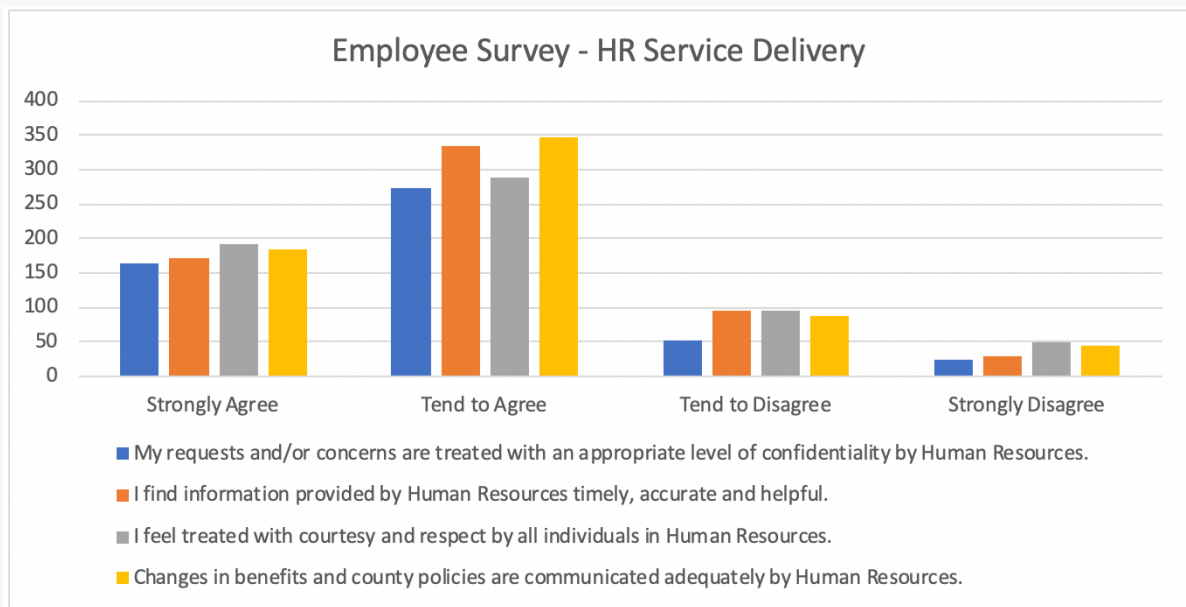
The above chart; however, does not tell the entire story. Survey respondents described many areas of strength in the HR department. Here are some of the most common themes and insights that surfaced:

- **Personnel Ordinance & Policies Administration:** Although the documents are highly detailed and complex, HR excels in helping employees and leaders to understand, interpret and comply with County work rules, procedures and employment-related State and Federal statute. Compliance is a weighty responsibility and HR takes that responsibility very seriously. Their work procedures are tight and designed to afford maximum protection against allegations of discrimination.
- **Employee wellness:** As evidenced in the above chart, the employee wellness program design is working and should be something to build upon in the future.
- **Employee Newsletter:** HR produces an attractive, engaging and well organized County newsletter and essential and helpful information to employees in a concise and clear manner. The content of the newsletters is timely and provides comprehensive information around Ordinance/Policy updates, learning opportunities, health insurance, wellness activities, welcome message for new employees, and recognition of retirees.

The strengths outlined above reflect HR staff that is committed to excellence and to doing everything they can to meet the everchanging needs of the workforce and the County. On the other side of the coin, there are a number of areas for improvement described by respondents and participants.

Notable Areas for Improvement

Survey respondents and focus group participants also provided feedback and insight as to where the greatest areas for improvement lie. The chart below (HR Service Delivery) measures how employees feel they are treated by HR staff and how well HR is doing in communicating effectively and maintaining confidentiality. The majority of respondents either agreed or tended to agree with the four statements on the chart. However, when it comes to the number of respondents who are disagreeing with the statements, the numbers are very high and warrant further examination.



In addition to the information above, numerous comments and insights made around specific areas for improvement in HR:

- **Maintaining Confidentiality:** A number of employees shared having similar experiences after applying for an internal transfer or promotion where they feel their privacy was violated by HR. The employees all said that, before the employee even had time to communicate with the supervisor, HR had already contacted the supervisor even though the employee had not given permission for HR to do so.
- **Decision-making:** How decisions are made and who makes them was a common theme that surfaced throughout the information gathered and many of the comments included words like “favoritism” and “bias”. This is not the image that any HR department wants and, if these stories do not change, any effort to achieve systemic change in the organizational culture will be dead in the water. The comments below are some examples of what respondents were saying:
 - “Outcomes with HR depends on who you are”
 - “HR sometimes are biased towards who might get the position”
 - “Staff with connections with certain HR personnel make supervision duties difficult (because HR support those staff)”
 - “Shows favoritism in promotions”
 - “Friendly” depends on HR staff member you are dealing with”
 - “Interactions with HR and outcomes aren’t consistent (in terms of outcomes). Response depends on who you talk to”

- **Behavior and Conduct:** A number of comments described the behavior of specific HR staff members (not all staff members) in words such as “bullying,” and “unprofessional.” These are only two comments, but those comments reflect a significant number of perspectives. If in fact, employees in HR are behaving in an unprofessional manner, an immediate intervention will be required to restore the trust of the workforce with HR.

The above descriptions are definitely concerning and will require additional time to analyze all the variables and the root cause or the reason for the experiences described by employees. Additional information gathering will be needed to understand whether the sentiment is derived from an actual experience with a HR staff member or if the sentiment is based on a decision HR might have made that was not perceived as acceptable on the part of the employee, or even a combination of both. Another variable that can have a negative impact on HR service delivery is whether or not the HR is provided with the right tools and resources to do what needs to be done. One of the most significant obstacles that HR must navigate daily, is the technology the County provides for administering HR information.

HR Information Administration: The development and maintenance of an effective HR records management system is a fundamental responsibility of any HR department. Rock County’s Personnel Ordinance (The Ordinance) describes the primary purpose of the County records management system is to “establish and maintain uniform, easily accessible and complete employment records of all County employees.” The Ordinance goes on to describe the responsibility areas for the HR department:

- Establishing, maintaining, and coordinating personnel transactions and records management for all County employees and positions.
- Disseminating information regarding the personnel program, fringe benefits and conditions of employment to all employees and departments.
- Advising and assisting Department Heads on all County Personnel transactions, records management systems and procedures.
- Establishing and maintaining personnel files and related employment records.
- Developing procedures for employees who request to review information contained in their personnel files while assuring confidential records are not accessible to the employee.
- Complying with the County records retention schedule.
- Providing the Board and the County Board Staff Committee with reports and information relating to personnel actions upon request or as may be appropriate.

For an organization the size of Rock County, the above responsibilities and resulting volume of work must be supported by an effective Human Resources Management System.

- **Human Resources Management System (HRMS):** An excellent HRMS enhances organizational effectiveness and leads to consistency in the management of various HR activities while promoting transparency and improving employee engagement within the County. The County’s current HRMS is antiquated and untenable. The system does not integrate with other applications, is not user friendly and lacks the essential functionality necessary to minimize data redundancy and maximize data integrity. Following are areas of specific concern:

- **Redundant Data Entry:** Because the current HRMS system is not integrated, data must frequently be entered twice. For example, the County's applicant tracking system is not connected to the HRMS so all information required to set up a new employee in the system cannot be transported but must be manually entered.
- **Lack of Necessary Functionality:** The HRMS does not support any "Employee Self-Service" functionality, HR Metrics and analysis tools are virtually non-existent, and any type of data reporting, analysis or benchmarking can only be done by extracting the raw data and then manually performing the analysis and building the report. This reality places a heavy load on HR when it comes to data entry, records administration, and metrics.
- **Lack of Automated Timesheet Reporting System:** The HRMS lacks an automated timesheet reporting system thus all timesheets must be entered manually. In addition, because a hard-copy timesheet is used for both paid leave, unpaid leave and positive time reporting, there are no quality control edits upfront that would help to avoid information errors and omissions on timesheets prior to submission to Payroll.

As a result, Payroll (along with HR) is spending considerable time & resources not only entering massive amounts of timesheet data but auditing the information on each timesheet to assure the time submitted is correct and paid leave balances are available. Moreover, Payroll (and/or HR) must frequently pursue resolution of questionable timesheets with supervisors and employees which requires substantial time on the staff in the departments and takes away from the other crucial work that needs to be done in each department.

The most common issues that continue to surface and use up valuable resources is the continuous problem of incomplete or incorrect information on timesheets, supervisors authorizing paid leave without checking to assure the employee has the available paid leave balance.

- **Lack of Systemic Email Addresses:** A substantial number of employees are not assigned employer email addresses so in order for the County to communicate with every employee, communication must be provided in hard copy. For example, paychecks are still manually printed, stuffed in envelopes, and mailed to employees rather than via email or an employee self-service portal. The cost of time and resources to produce and distribute hard copy communications is substantial, the process is unreliable and uses up scarce resources and time that could be better served providing service to community members.
- **Personnel Files and Related Records Maintenance:** Although normally the personnel files and related records maintenance would be covered in the discussion under HRMS, the County still relies on a hard copy, manual system for managing personnel files. The tools and structures currently in place to support that responsibility are old and failing.
 - **Personnel Files Organization System:** During the site visit, it was observed that the hard copy filing system needs serious improvement. The current system (located in the HR office) is reaching capacity and the weight of the system is causing the floor, supporting the system, to sink which has compromised the structure of the floor and created a safety hazard.
 - **Individual Personnel Files:** Although we were not authorized to conduct an audit of the actual personnel files, the language in The Ordinance and Policies & Procedures Manual describes what should be contained in the files along with parameters for employees to review their own personnel files. The language is clear around employee access, but the practice should include parameters around how often an employee can access his/her/their personnel file.

Planning: HR planning is designed to enable an organization to meet current and future demands for talent. It allows HR to anticipate needs and to develop those workforce skills that are most valuable now and in the future. The goal is to provide the optimal balance of staff in terms of available skill-sets, numbers of personnel and employee demographics. Planning also provides a framework for future development by establishing a pool of talent who are capable of filling leadership roles. Ultimately, planning in the long term helps align human capital management with the County's overall organizational strategy and priorities. At Rock County, evidence of organization-wide strategic planning and related departmental plans are notably absent except for a small number of departments.

HR to Staff Ratio: The HR to Staff Ratio is used as a benchmark for determining the appropriate number of HR staff that are required to support the organizational workforce and operations. The well-known general rule is "1 position in human resources for every 100 employees." The HR to Staff ratio for Rock County is .49 or half of the standard. It is important to understand, however, that the HR to staff ratio can be influenced by many variables including how much has been invested in technology to support employee self-service functionality and other data processing functions.

Two factors that can significantly influence the ratio are the scope of services HR is responsible for supporting and the scope of functionality the current HR information system delivers. The bottom line is that, regardless of the ratio, HR must be aligned and resourced to deliver on the responsibilities assigned. The dissatisfaction with HR consistently expressed during the information gathering process can be partially explained by the continuing lack of human and financial resources allocated to HR by the County.

HR Culture, Confidentiality and Trust: The HR department plays a pivotal role in influencing the behavior of employees in the organization. Assuring that every staff member is modeling expected behaviors begins with leadership and with HR staff members in particular.

- Behavior and Modeling: It is normal for employees to express dissatisfaction with HR because HR is frequently the last place an employee wants to go. Many times, HR is the place where employees receive negative information in the form of performance feedback or decisions around compensation/benefits that are disagreeable to employees. The informal communication pipeline in organizations can exacerbate the problem with HR's image because it is often filled with stories about employees who were subjected to unfair discipline or decisions around compensation and benefits. In this case, however, the volume and the intensity of the concerns that surfaced around the behavior of some employees in HR is not normal, deeply disturbing and requires immediate intervention.

One of the most important expectations for HR staff is that they consistently model the behaviors and professional conduct that exemplifies excellence at all times. HR staff serve as a role model for the entire organization and must be constantly aware of the impact their demeanor can have on the workforce and the County's image in the community.

Regardless of the level of stress the HR employees may be under or their frustrations with the limited resources available or the lack of reasonable tools to perform the job, their behavior and conduct must remain pleasant, supportive, and exemplary at all times. Otherwise the harm is not only to the department but the very foundation of the County's goals for excellence.

Confidentiality: The County Ordinance provides specific expectations for confidentiality by declaring that “Communication is a joint responsibility shared by the County and all employees. No information, which is confidential in nature, concerning the internal operations of the County, including but not limited to the release of records of the County, may occur except through, and with the permission of, the County Administrator or individual Department head.” The number of employees who shared concerns about HR staff members sharing their personal information with others is significant with most of the examples shared focusing in two distinct areas: (1) HR speaking with an employee’s supervisor when the employee applies for another position and (2) HR sharing information with others around workplace investigations or employee discipline.

Maintaining confidentiality is extremely important when dealing with situations such as workplace investigations, performance evaluations and/or disciplinary actions. Maintaining confidentiality can be particularly challenging when certain information has to be divulged to others so that all involved parties can be heard, and all pertinent information can be evaluated. In the case of a workplace investigation, an HR professional must be able to strike a balance between preserving employee confidentiality and completing a thorough investigation that is fair to all parties. The behavior of the HR professional during an investigation is also extremely important. The HR professional must not indicate any opinion or judgment during the process and continually remember that each and every employee in the organization is valued and deserves respect, regardless of any allegations leveled against them.

Overall Impact: If the above concerns are not addressed, and quickly, workplace issues will continue to increase, trust in HR will continue to decrease and become a major distraction for employees and leaders throughout the County. Productivity will suffer and employee turnover will increase with top performers leaving the County due to frustration and lack of trust. Current employees will become less engaged and will choose not to share essential information with HR because of fear of retaliation.

BEST PRACTICES

The most successful HR departments fully support all employees of the organization and serve as a strategic asset for that organization. Recognizing the importance of attracting and retaining top talent is a continuing priority for highly functioning HR departments as evidenced by comprehensive planning and development.

A successful HR department maintains a connection with a payroll department that runs like clockwork and implements a wide range of benefits in an effort to make sure that employees are happy and enjoying a positive work/life balance. HR leaders also know how important it is to motivate and develop employee talent and keep them engaged and, as we already know, engaged employees work harder, care more about the quality of their work, and stay with their employers much longer than disengaged employees.

Below is a list of the most important actions that need to be taken to bring the HR department up to functioning well at the basic transactional level along with recommendations for catapulting the department to becoming a strategic partner in the County.

RECOMMENDATIONS

- Review all County Ordinance, Policies and practices mentioned in this report to determine what changes to provisions may be necessary. Look for other areas in the documents that were not mentioned in this report but may need review.
- Make implementation of a robust HRMS system a priority and assure functionality modules include performance management (performance evaluations/discipline), employee self-service and automated timesheet reporting.
- Provide the time and resources necessary for HR to develop a strategic plan for achieving the above described best practices. Once that is complete, analyze what it will take to meet the goals in the plan and prepare an outline of the human and financial resources that will be necessary to initiate the first components of the plan.
- Implement a temporary strategy to relieve the stress on the HR department regarding workload so that service delivery and responsiveness to workforce needs can be improved.
- Set the relationship with the employee a priority in everything the HR department says and does. Explore more deeply the root causes of the pervasive lack of trust between HR and employees. With the information gathered, develop a plan to improve trust and collaboration among employees, HR, and County leaders.
- HR staff members should work together to define clear and non-negotiable expectations for behavior and hold each other accountable to those expectations. The expectations must include how HR staff members will respond to incoming requests, deliver exceptional service, maintain a welcoming and professional work climate, model behavior and conduct for other workforce members to observe and mirror. The expectations must also include non-negotiable requirements for confidentiality and maintaining a positive demeanor at all times.
- Develop and implement a new system or strategy for maintaining employee personnel files and related files.
- HR staff members must engage in learning and development that will prepare them to serve as role models for all employees in their commitment to racial equity, workforce diversity, and inclusion.
- Work to visibly model compliance with all County policies, including wearing a name badge that is visible at all times and abiding by established covid protocol.
- Improve the process for promotions/transfers with the goal of protecting the confidentiality of all involved.
- Engage genuinely in the collaborative work that is required to build a high-performing HR work team. Create the desired culture of the department and the supporting ground rules necessary to hold each other accountable.

Implementing the above recommendations will not be easy. It will take courage, resilience, and unshakable commitment to excellence to be successful. For the longest time the HR department in the County has operated from the image of “enforcer” of rules and focusing on compliance and disciplinary actions as their primary function, which contributes to the overall perception of HR as being a unit that is more concerned with the County’s interest to keep the employees under control. This serves to re-enforce top-down decision making and command and control management practices. Although this type of approach might have been necessary at some point in time and may have been effective in the past; County workforce needs, and expectations are changing dramatically and will require more than higher salaries to incite people to stay. It will require HR to take the lead in building a collaborative, inclusive culture where employees can work to their highest potential.

During this process we have already begun to introduce some of the principles around a different type of HR approach, moving from disciplinary action to growth and development, grace, and empathy. By modeling a different way, we hope that it will begin the healing process and demonstrate to the employees that the message has been received, the change is to be expected, and accountability is in place going into the future.

At Rock County and in most organizations, it is a Human Resources staff member who will be the first to welcome a new employee to the County and the last to say goodbye as the employee leaves. The relationship between HR and the employee continues for the duration of employment and sometimes even into retirement. Although most interactions are positive, some will be negative. Regardless, HR must always be there to support employees and that can only be done through a system of collaboration and support.

Applicable Policies

18.112 Responsibilities and Authority – Human Resources

18.601 Communication and Confidentiality

18.901 Personnel transaction procedure and personnel records management system

18.902 Public Inspection

18.903 Destruction of Records

18.904 Reports

EXECUTIVE SUMMARY

Contained in this report is the roadmap for the County to move forward to continue its journey as an organization of excellence and an employer of choice. It contains a great deal of information and insights along with recommendations for improvement. Transformational change occurs at every level of the organization and each employee and stakeholder will be impacted in one way or another. Transformational change isn't something that occurs overnight; however, it can occur at different times and at different levels of the organization simultaneously, depending on the Board's priorities. It is at the Board level where this report begins and ends because it is at the Board level where the decisions will be made, and resources allocated to achieve the mission.

Following is a high-level summary of each chapter and some of the most significant recommendations to be considered. Although there is a lot of work to do, hopefully the report provides a framework for change going forward.

Chapter 1 – Strategic Management

Where are we going and what will it look like when we get there?



The strategic management chapter is the first chapter in the report for a very important reason. It is at the strategic level where the County's Mission (purpose); Values (guide for human behavior) and Vision (sense of inspiration and direction) are defined. It is also at the strategic level where these three components (Mission, Values, Vision) are translated into the County Personnel Ordinance and Administrative Policy and Procedure Manual. All these strategic components come together to describe the desired culture of the County.

With the desired culture of the County described, attention turns to measuring how close the current culture is from the desired culture. That was measured through the climate in the workplace because this will directly influence how motivated and satisfied employees are at work. During the information gathering, employees responded to a group of questions designed specifically for us to learn their perspectives around workplace climate.

The perspectives gathered reflected a very strong, dedicated workforce where employees are proud to work for the County and believe they are adding value to the workplace. Employee's relationships among peers are also very strong, trusting and mutually supportive (about 75%). On the other hand, only 1/2 of the employees believe their voices are being heard within leadership and fewer than 2/3 believe the County has their best interest at heart.

Although in many organizations employees are naturally less trusting of higher levels of leadership (especially in the public sector), the employee responses to the questions around trust and collaboration with leadership reflect a need for greater inclusion of employees in decision-making and a need for better communication and support between leadership and staff. The recommendations at the end of the chapter all revolve around the need for a countywide strategic plan. It is the strategic plan that provides the roadmap for leading the transformational change required to shift the culture. Creating the plan is only the first step. Once created the real work begins in implementing the plan. That is when change management work begins.

Leaders must be aware and equipped with change management practices, tools, and processes to lead transformational change. Without it, employees may resist. Leaders must provide a

compelling vision and inspire a sense of urgency for change. Therefore, substantial commitment, planning, and advocacy on the part of leaders at every level of the County will be required.

The strategic plan must be developed using a collaborative process to ensure all voices are included and heard (employees, community members, leaders, etc.) This process in itself will provide the first step toward building an inclusive and collaborative culture. Other recommendations describe components that should be included in a strategic plan and/or recommendations to prepare the system for not only managing the change but to inspire employees to embrace the change. Shifting the organizational culture requires changing hearts, minds, and skills of the workforce to support the desired culture. This begins with the highest levels of leadership, starting with the County Board of Supervisors, who must establish a sense of urgency, develop the strategy, communicate the vision, and empower others to act.

Chapter 2 – Recruitment & Retention

How will we refresh our workforce along the journey?

AND

How will we make sure no employee is left behind?



With the roadmap provided in the Strategic Management chapter, we can now turn our focus on the resources that will be needed to keep us moving forward along the journey. That resource is the County workforce. The goal of an organization's recruitment and retention policies is to attract and retain individuals to the organization who demonstrate the best mix of skills and attributes for both the organization and the positions currently available. These recruitment and retention policies are found in the County's Ordinance and policies and are also found in the County Affirmative Action Plan.

Much of the recruitment and retention chapter in this report is built around the County's Diversity and Inclusion vision statement and it was through that lens that the current recruitment and retention practices were analyzed:

"Rock County commits to a diverse workforce that increases creativity and provides a safe, inclusive, and motivating environment for all employees, citizens, and those we serve. Rock County promotes a workplace that provides respect, fairness, and work-life balance; maintains opportunities for all to excel in their careers; and is void of discrimination and prejudice."

In the chapter, the County hiring process is described beginning with the authorization to post a position all the way through the offer of employment. Insights are shared around frustrations with the length of time it currently takes to fill positions, and the quality of the interview process.

The primary recommendation in the Recruitment & Retention chapter is to develop a comprehensive recruitment and retention plan that includes: more expanded strategies for sourcing and recruiting talent, including a marketing and employer branding strategy; analyzing the employment application to improve functionality and access; re-working the hiring process to reduce the amount of time it currently takes to fill a position; working collaboratively to improve the interview process to allow for more dialog and flexibility in selection strategies; and

reviewing the Affirmative Action Plan to incorporate new strategies designed to increase diversity in the workforce.

An additional, and just as important, area is in employee retention. For the workforce to thrive, we must make sure we are not leaving anyone behind. That begins with the first day employees report to work. Recommendations around improving and expanding the new employee onboarding process are included along with other recommendations for measuring progress.

Chapter 3 – Total Rewards



What will keep the workforce engaged and motivated to move forward to continue the journey?

In Chapter 3, the focus turns to how the County will keep the workforce engaged and motivated. Although many things can impact employee engagement and motivation, the most foundational element is a Total Rewards package designed to attract, motivate, and keep the right talent in the workforce. In general, a good Total Rewards strategy balances the needs of the organization and the community with the needs and interests of the employees.

A total rewards package begins with the base compensation plan or philosophy and contains salary schedules that are used for determining an employee's base salary along with other forms of monetary compensation (e.g., overtime, shift differentials, on-call compensation, etc.). A good compensation plan helps to motivate employees to perform at the highest levels and improve overall morale in the organization. Providing clarity and transparency around how employees are compensated reduces the frequency of employee confusion and/or the perception of errors in pay. This results in an increase employee satisfaction and commitment.

The information gathered and analyzed around the compensation plan surfaced several areas that require attention. For example, when employees were asked to rate the effectiveness of the County's current compensation plan and promotional process (both considered rewards), many employees believe improvement is required in both. Examples that support this belief included the frequency of errors happening on paychecks, the long duration of time it takes for employees to reach the top of the salary schedule, the infrequency of internal candidates being selected for promotions, and the perceived lack of recognition for employee longevity and/or high performance on the salary schedules.

The salary schedules and structures were also examined and compared to two other counties (Brown and Outagamie). The comparison illustrates the extreme complexity around the County's current salary schedules and related overtime & paid leave provisions. This complexity is negatively impacting work efficiency in administering the schedules and contributes to confusion on the part of employees who do not understand the rationale behind the schedules and what they mean for them.

This chapter also includes information about the County's group insurance policies and fringe benefits. Overall, employees are happy with the group insurance plans (health, dental, life, etc.). This reflects a commitment to excellence in providing an attractive menu of benefits to

employees. It is important to advertise the value of those benefits to remind employees or applicants about their value when making comparisons with other employers. The recommendations from the Total Rewards chapter suggest that strategies and structures be designed to reduce the complexity of the County's compensation salary schedules, overtime provisions and paid leave language; conduct a market analysis to determine where the County salary schedules fall in comparison to other counties; and market positions through a total rewards lens.

Chapter 4 – Employee Performance Management

Employee Performance Evaluations: How will we make sure our workforce has the right capacity (level of fuel) and skills (premium or regular) needed for the journey?



Now that the employees are in place and they are comfortable with their total rewards, the attention turns to assuring the workforce is working productively and positively impacting our progress on the journey. Chapter 4 begins with a description of the essential components of a high-quality performance management system. These essential components include: (1) alignment with the County's strategic framework (Mission, Values, Vision, Ordinance/Policies); (2) leadership readiness and commitment; (3) building a growth culture; (4) continuous stakeholder involvement in decision-making; and (5) monitoring, feedback, dissemination, and learning from results.

Overall, supervisors expressed that they have a high level of confidence in conducting performance evaluations. On the other hand, the employee survey reflected low ratings when it came to their opinion of the value (or quality) of the performance review process. The low ratings were not based on the interaction with their supervisors but with their dissatisfaction with how the current performance evaluation is structured and an interest in moving from a 'punitive' model to a 'growth' model.

Employee Discipline - What do we do if something goes wrong?



Naturally, on any journey there will be bumps in the road. People don't follow directions, take the wrong turn, don't read the owner's manual and all sorts of other mishaps could interrupt progress. The bumps in the road can be thought of as those unwanted behaviors and conduct in the workplace that, once surfaced, need to be addressed as quickly as possible to avoid additional and potentially bigger problems further down the road.

The County provides clear parameters in the Ordinance for leaders to use as a guide when it is necessary to administer employee discipline. However, department heads and supervisors must be confident and well versed in delivering discipline and, more importantly, interrupting unwanted behaviors or conduct well before it becomes a problem.

When supervisors were asked to rate their level of confidence and performance in administering discipline, they reflected a lower level of confidence, implying that some leaders may need additional training, resources, or coaching to get them to a level where they are fully confident in carrying out this essential responsibility.

Some of the recommendations in the Performance Management chapter include: aligning the employee performance evaluation with the County's strategic framework, assuring the evaluation tool is relevant to the employee's current work, developing a growth-based performance evaluation system, employee involvement in leadership evaluations, implementing a performance management tool (evaluations and discipline) that is integrated with the County's human resources information system and, in the future, an employee training system to support a growth-based performance evaluation system. Other recommendations include making sure leaders are prepared to effectively administer a growth-based performance evaluation system and that training be provided in areas such as workplace investigations, administering employee discipline, and collaborating with the County Board and Administration when employees are dissatisfied with disciplinary actions taken.

Chapter 5 – Training and Organizational Development

Training & Organizational Development – how do we optimize our workforce for the journey ahead so they are prepared to handle any detours or roadblocks they may encounter along the way?



The journey to realize the County's mission and achieving excellence is a long one and employees must have access to ongoing training and opportunities for growth to maintain optimal performance. Training and organizational development is about increasing and enhancing employee performance through activities that can range from basic skills and refresher courses to comprehensive leadership institutes designed to support a career ladder for current employees to move up in the organization. In addition, high quality learning programs attract top talent and improves organizational culture by enhancing transparency and morale.

The training for all employees at the county level includes some basic learning in the areas of diversity, harassment, and workplace safety. Leadership training has also been made available through a partnership with Blackhawk Technical College and provides some training for County leaders. That training is just beginning to grow and evolve and is something to be proud of and strengthened. The majority of training offered to all county employees occurs at the workplace and was not a subject for review in this report. That said, , there is a need for a county wide training program to support the following: employees transitioning into a new job, employees who need training in basic skills, or employees who are preparing for a new responsibility or level in the organization. In addition, employees describe a need for a more comprehensive onboarding process so that the new employee is provided with resources, support, and time to observe and learn, especially during the first year of employment.

The information gathered via surveys, focus groups, and individual interviews all describe a major need for a systematic and comprehensive, high quality employee training and organizational development plan. The plan must be broad and flexible enough to meet the needs of all employees in terms of content and scheduling, contain incentives for employees to participate, and offer opportunities for employees to refresh learning and/or to engage in higher levels of learning in preparation for career growth.



Human Resources Operations and Service – How will we maintain the optimal environment for our workforce to thrive?

The purpose of a human resources department in an organization is to assure the organization's workforce is "healthy and thriving." Of course, employees have their own individual ideas about what a healthy and thriving workforce looks and feels like for them. It is up to HR to find common ground between the interests and capacity of employees and the interests and capacity of the organization. It is a delicate balancing act to say the least. In other words, Human Resources is the caretaker of an organization and the door keeper of that organization.

The County's Human Resources department is responsible for administering a wide array of functions and procedures within the County and those responsibilities range from talking with an applicant at a job fair who might be interested in working for the County all the way to providing guidance and support to leaders who can help their employees thrive.

The information gathered during this process highlighted several areas of strength in the HR department. These strengths include critical operational and administrative responsibilities in Human Resources, especially in the areas of compliance (Personnel Ordinance, statutes, etc.), employee wellness, and keeping employees informed about their insurance and benefits. The high levels of satisfaction around these areas reflect a commitment to excellence on the part of the Human Resources staff members and to meeting the ever-changing needs of the workforce and the County. On the other side of the coin, there are a few areas for improvement.

Some concern was expressed by employees around maintaining confidentiality and treating others with respect. There were also some perspectives that surfaced around the decision-making process and the perception that HR may be playing favorites or not abiding by the parameters set forth in the Ordinance. These comments, although not in the majority, are serious enough to require a closer look and deeper understanding of the root causes for the perceptions shared.

For example, a comparison of the staffing levels in the county's HR department compared to industry-wide best practices reflects a department with a very low number of staff members to meet all the needs of employees and the County. In addition to that, HR must rely on a HRMS system that affords little functionality in the form of employee self-service. The result is a department that is unable to meet the needs of the County or the workforce. This inability is translated by employees as dissatisfaction with HR.

The most important insight to be gained in this chapter is that the image of HR in the eyes of employees is tarnished and, although sometimes it cannot be helped, HR must do everything in their power to make sure their individual behavior and/or conduct is not adding to the problem. Some of the recommendations in this chapter included a suggestion that HR recommit to setting the relationship with the employee a priority in everything they say and do, explore more deeply the root causes of the pervasive lack of trust between HR and employees, and develop a plan to improve trust and collaboration among employees, HR, and County leaders.

The best news is that the staff in Human Resources are extremely knowledgeable in their work, committed to the County, and are ready to do whatever it takes to achieve success. They know what needs to be done and what there is still to do. What they need is the support of the Board, encouragement, and assistance in the form of resources and tools.

In Summary, this report might seem overwhelming. Implementing the recommendations contained in this report will not be easy. It will take courage, resilience, and unshakable commitment to excellence to be successful. It will require substantial time – beginning with the County Board of Supervisors – to determine the priorities and to support the work. It will also take each individual employee knowing what the purpose of the County is and how that purpose applies to them.

This report can serve as an owner’s manual to be used to begin the transformational journey and to provide guidance and content for conversations going forward. It is with this thought that the information has been compiled and presented. The chapters contain the “what”. It is up to you to determine the “how” and to monitor progress along the way. Think of the chapters in the report as indicators in a dashboard. Each component is connected to the other, and each must be aligned and operating at the correct level to be successful. The task is formidable, but you have already begun the journey by taking the time to read and understand what is in this report. Thank you for the opportunity to help you as you begin your journey. We look forward to watching how far you will go in the future.



APPENDIX A - Departmental Policy Crosswalk - Sample Page. See electronic document for full crosswalk

Document	Audit this to add Rock Haven or other de	Title or Section	Page	Document Link
Communications Center: Q2-ORGANINTEG_2020		Section: O2Title: Organizational Integrity Date: 06/30	1	O2-ORGANINTEG_2020_En
Communications Center: Q2-ORGANINTEG_2020		Section: O2Title: Organizational Integrity Date: 06/30	1	O2-ORGANINTEG_2020_En
Sheriff's Office\Policy 113_Personnel Complaints		Policy 113_Personnel Complaints	1	Policy 113_Personnel Com
Communications Center: P5-ABSENTTARDY 2021		Section: P5Title: Personnel Policies-Absenteeism/Tar	1	P5-ABSENTTARDY_2021.pd
Communications Center: R2-RULESCONDUCT_2020		Section: R2Title: Rules of Conduct Date: 6/30/2020 A	4	R2-RULESCONDUCT_2020_
Communications Center: R2-RULESCONDUCT_2020		Section: R2Title: Rules of Conduct Date: 6/30/2020 A	10	R2-RULESCONDUCT_2020_
Communications Center: R2-RULESCONDUCT_2020		Section: R2Title: Rules of Conduct Date: 6/30/2020 A	11	R2-RULESCONDUCT_2020_
Communications Center: R2-RULESCONDUCT_2020		Section: R2Title: Rules of Conduct Date: 6/30/2020 A	11	R2-RULESCONDUCT_2020_
Communications Center: R2-RULESCONDUCT_2020		Section: R2Title: Rules of Conduct Date: 6/30/2020 A	2	R2-RULESCONDUCT_2020_
Communications Center: R2-RULESCONDUCT_2020		Section: R2Title: Rules of Conduct Date: 6/30/2020 A	9	R2-RULESCONDUCT_2020_
District Attorney's Office - Office Policies and Work R		Confidentiality Agreement	2	District Attorney Office Poli
Sheriff's Office\Policy 805_Protected Information		Policy 805_Protected Information	1	Policy 805_Protected Infor
Department of Public Works Work and Safety Rules 1		Conflict of Interest	5	DPW Work Rules 1-1-17.pd
Sheriff's Office\Policy 1317_Nepotism and Employmε		Policy 1317_Nepotism and Employment Conflicts	1	Policy 1317_Nepotism and
Communications Center: R2-RULESCONDUCT_2020		Section: R2Title: Rules of Conduct Date: 6/30/2020 A	9	R2-RULESCONDUCT_2020_
Department of Public Works Work and Safety Rules 1		General Dress Code	2	DPW Work Rules 1-1-17.pd
Facilities Maintenance Employee Handbook		Dress Code	18	Facilities Maintenance Emp
Facilities Maintenance Employee Handbook		Casual Fridays	18	Facilities Maintenance Emp
Sheriff's Office\Policy 1312_Body Art		Policy 1312_Body Art	1	Policy 1312_Body Art.docx
Communications Center: R2-RULESCONDUCT_2020		Section: R2Title: Rules of Conduct Date: 6/30/2020 A	7	R2-RULESCONDUCT_2020_
Sheriff's Office\Policy 1101_Smoking and Tobacco Us		Policy 1101_Smoking and Tobacco Use	1	Policy 1101_Smoking and T
Sheriff's Office\Policy 503_Impaired Driving		Policy 503_Impaired Driving	1	Policy 503_Impaired Drivin
Sheriff's Office\Policy 107_Electronic Mail		Policy 107_Electronic Mail	1	Policy 107_Electronic Mail.
Communications Center: R2-RULESCONDUCT_2020		Gifts and Gratuities	6	R2-RULESCONDUCT_2020_
Department of Public Works Work and Safety Rules 1		Profanity and Display of Inappropriate Images	4	DPW Work Rules 1-1-17.pd
Department of Public Works Work and Safety Rules 1		Harassment Policy	4	DPW Work Rules 1-1-17.pd
Facilities Maintenance Employee Handbook		Harassment	13	Facilities Maintenance Emp
Communications Center: R2-RULESCONDUCT_2020		Section: R2Title: Rules of Conduct Date: 6/30/2020 A	5	R2-RULESCONDUCT_2020_
Communications Center: R2-RULESCONDUCT_2020		Section: R2Title: Rules of Conduct Date: 6/30/2020 A	10	R2-RULESCONDUCT_2020_
Human Services Department CORE Documents		Work rules and Expectations – Security	6	Human Services_CORE Do
Sheriff's Office\Policy 1310 Office Badges		Policy 1310_Office Badges	1	Policy 1310_Office Badges.
Facilities Maintenance Employee Handbook		Social Media	14	Facilities Maintenance Emp

ROCK COUNTY WORKFORCE

June 30, 2015

CATEGORY	MALE					FEMALE					Number Of Employees
	White	Black	Hisp	Alask/Amer Ind	Asian/Pac/Other	White	Black	Hisp	Alask/Amer Ind	Asian/Pac/Other	
Officials/Admin	30	1	1	0	0	61	1	2	0	0	96
Professionals	96	4	2	1	0	277	5	6	3	2	396
Technicians	58	2	0	0	0	91	1	2	0	1	155
Protective Service	114	1	1	2	0	31	1	4	0	0	154
Para-Professional	34	6	0	0	0	168	26	6	7	0	247
Administrative Support	6	0	1	0	0	180	1	1	0	0	189
Skilled Craft	32	0	0	0	0	5	0	0	0	0	37
Service/Maintenance	69	1	1	0	0	44	3	0	0	0	118
Totals	439	15	6	3	0	857	38	21	10	3	1392

Total Employment %	31.54%	1.08%	0.43%	0.22%	0.00%	61.57%	2.73%	1.51%	0.72%	0.22%	100.00%
Labor Force %	46.80%	1.40%	3.60%	0.10%	0.40%	43.00%	1.60%	1.70%	0.10%	0.50%	99.20%
New Hires/Full-Time	43	3	1	0	0	108	17	2	1	1	176
New Hire %	3.09%	0.22%	0.07%	0.00%	0.00%	7.76%	1.22%	0.14%	0.07%	0.07%	12.64%

Disabled in Labor Force 2.96%

Disabled in Rock County Work Force 0.36%

NON-MINORITY: 1296
% 93.10

MINORITY: 96
6.90

**DWD information contains category for 2 or more races

ROCK COUNTY WORKFORCE

FULL TIME EMPLOYEES

June 30, 2017

CATEGORY	MALE					FEMALE					Number Of Employees
	White	Black	Hisp	Alask/Amer Ind	Asian/Pac/Other	White	Black	Hisp	Alask/Amer Ind	Asian/Pac/Other	
Officials/Admin	29	1	1	0	0	51	1	2	0	1	86
Professionals	72	5	2	1	1	254	8	10	0	2	355
Technicians	35	3	0	0	0	78	4	3	0	1	124
Protective Service	117	2	3	0	2	28	1	4	0	0	157
Para-Professional	33	5	4	0	0	159	25	10	1	5	242
Administrative Support	4	0	1	0	0	170	2	3	1	0	181
Skilled Craft	29	0	0	1	0	5	0	0	0	0	35
Service/Maintenance	82	0	1	0	0	43	2	0	0	0	128
Totals	401	16	12	2	3	788	43	32	2	9	1308
Total Employment %	30.66%	1.22%	0.92%	0.15%	0.23%	60.24%	3.29%	2.45%	0.15%	0.69%	100.00%
Labor Force %	46.80%	1.40%	3.60%	0.10%	0.40%	43.00%	1.60%	1.70%	0.10%	0.50%	99.20%
New Hires/Full-Time	31	4	0	1	0	94	18	6	0	1	155
New Hire %	2.37%	0.31%	0.00%	0.08%	0.00%	7.19%	1.38%	0.46%	0.00%	0.08%	11.85%
Disabled in Labor Force	2.96%										
Disabled in Rock County Work Force	0.46%										
NON-MINORITY:	1189					MINORITY:	119				
%	90.90						9.10				
**DWD information contains category for 2 or more races											
Difference	-16.14%	-0.18%	-2.68%	0.05%	-0.17%	17.24%	1.69%	0.75%	0.05%	0.19%	

ROCK COUNTY WORKFORCE
FULL TIME EMPLOYEES
September 27, 2019

CATEGORY	MALE					FEMALE					Number Of Employees
	White	Black	Hisp	Alask/Amer Ind	Asian/Pac /Other	White	Black	Hisp	Alask/Amer Ind	Asian/Pac/ Other	
Officials/Admin	26	0	1	0	0	36	0	2	1	0	66
Professionals	86	4	1	1	0	295	10	12	1	1	411
Technicians	31	1	0	0	0	74	3	5	0	1	115
Protective Service	118	3	7	0	2	28	2	6	0	0	166
Para-Professional	35	2	2	0	0	170	19	10	1	5	244
Adminstrative Support	6	0	2	0	0	161	3	5	2	0	179
Skilled Craft	30	0	0	0	0	7	0	0	0	0	37
Service/Maintenance	92	0	1	0	0	44	3	0	0	1	141
Totals	424	10	14	1	2	815	40	40	5	8	1359
Total Employment %	31.20%	0.74%	1.03%	0.07%	0.15%	59.97%	2.94%	2.94%	0.37%	0.59%	100.00%
Labor Force %	45.30%	1.70%	3.70%	0.10%	0.40%	42.80%	1.80%	2.30%	0.00%	0.60%	98.70% **
New Hires/Full-Time	44	2	4	1	0	110	13	11	1	0	186
New Hire %	3.24%	0.15%	0.29%	0.07%	0.00%	8.09%	0.96%	0.81%	0.07%	0.00%	13.69%
Disabled in Labor Force	7.20%										
Disabled in Rock County Work Force	0.37%										
NON-MINORITY:	1239					MINORITY:		120			
%	91.17							8.83			
**US Census Bureau information contains category for 2 or more races											
Difference	-14.10%	-0.96%	-2.67%	-0.03%	-0.25%	17.17%	1.14%	0.64%	0.37%	-0.01%	

Grade	Job Code	Job Title	Department	Minimum	Midpoint	Maximum
17				\$ 185,556	\$ 241,222	\$ 296,889
	Adult Psychiatrist	Adult Psychiatrist	HHS-CTC			
	Clinical Director	Clinical Director	HHS-CTC			
	Medical Director	Medical Director	HHS-CTC			
	Psychiatrist	Psychiatrist	HHS-CTC			
12				\$ 99,412	\$ 125,328	\$ 151,140
	Administrator Syble Hopp	Administrator Syble Hopp	SYBLE HOPP			
	Airport Director	Airport Director	AIRPORT			
	Chief Information Officer	Chief Information Officer	TECHNOLOGY SERVICES			
	Corporation Counsel	Corporation Counsel	CORPORATION COUNSEL			
	Director Of Administration	Director Of Administration	ADMINISTRATION			
	Health & Human Svs Executive Dir	Health & Human Svs Executive Dir	HHS			
11				\$ 87,906	\$ 109,882	\$ 131,858
	APNP	Adv. Practice Nurse Prescriber	HHS-CTC			
	Dir of Port & Resource Recovery	Dir of Port & Resource Recovery	PORT & RESOURCE RECOVERY			
	Director of Public Safety Comm	Director of Public Safety Comm	PUBLIC SAFETY			
	Hospital & Nursing Home Admin	Hospital & Nursing Home Admin	HHS-CTC			
	Public Works Director	Public Works Director	PUBLIC WORKS			
10.5				\$ 82,826	\$ 103,144	\$ 123,358
	Executive Director	Executive Director	LIBRARY			
10				\$ 77,747	\$ 96,406	\$ 115,065
	Assistant Director of PSC	Assistant Director of PSC	PUBLIC SAFETY			
	Business Manager-Syble Hopp	Business Manager-Syble Hopp	SYBLE HOPP			
	Deputy Corporation Counsel	Deputy Corporation Counsel	CORPORATION COUNSEL			
	Director	Director	ADRC			
	Director of Special Education	Director of Special Education	SYBLE HOPP			
	Engineering Manager	Engineering Manager	PUBLIC WORKS			
	Finance Director	Finance Director	ADMINISTRATION			
	Human Resources Manager	Human Resources Manager	ADMINISTRATION-HUMAN RESOURCES			
	Museum Director	Museum Director	MUSEUM			
	Planning Director	Planning Director	PLANNING			
	Principal	Principal	SYBLE HOPP			
	Psychologist/Clinical Director	Psychologist/Clinical Director	HHS-CTC			
	Zoo Director	Zoo Director	ZOO			
9.5				\$ 73,237	\$ 90,497	\$ 107,705
	Behavioral Health Manager	Behavioral Health Manager	HHS-COMM SERVICES			
	Child Support Director	Child Support Director	CHILD SUPPORT			
	Community Services Administrator	Community Services Administrator	HHS-COMM SERVICES			
	Public Health Officer	Public Health Officer	HHS-PUBLIC HEALTH			
9				\$ 68,728	\$ 84,588	\$ 100,345
	Assistant Airport Director	Assistant Airport Director	AIRPORT			
	Assistant Corporation Counsel	Assistant Corporation Counsel	CORPORATION COUNSEL & CHILD SUPPORT			
	Assistant Director	Assistant Director	ADRC & PORT & RESOURCE RECOVERY			
	Chief Deputy	Chief Deputy	SHERIFF			
	Children, Youth & Families Mgr	Children, Youth & Families Mgr	HHS-COMM SERVICES			
	Court Commissioner	Court Commissioner	CIRCUIT COURTS			
	Director of Nursing Home	Director of Nursing Home	HHS-CTC			
	Director of Nursing Hospital	Director of Nursing Hospital	HHS-CTC			
	Economic Development Director	Economic Development Director	PLANNING			
	Economic Support Services Mgr	Economic Support Services Mgr	HHS-COMM SERVICES			
	Enterprise Cyber Security Technician	Enterprise Cyber Security Technician	TECHNOLOGY SERVICES			
	Enterprise Net & Infrast Mgr	Enterprise Net & Infrast Mgr	TECHNOLOGY SERVICES			
	Enterprise Server Engineer	Enterprise Server Engineer	TECHNOLOGY SERVICES			
	Enterprise Systems&Apps Manager	Enterprise Systems&Apps Manager	TECHNOLOGY SERVICES			
	Facility Planning & Project Mgr	Facility Planning & Project Mgr	PUBLIC WORKS			
	Finance Manager	Finance Manager	HHS			
	Lead Asst Corporation Counsel	Lead Asst Corporation Counsel	CHILD SUPPORT & CORPORATION COUNSEL			
	Marketing & Communications Manager	Marketing & Communications Manager	AIRPORT			
	Operations Manager	Operations Manager	PUBLIC WORKS			
	Park Director	Park Director	PARKS			
	Principal Planner	Principal Planner	PLANNING			
	Risk Manager	Risk Manager	ADMINISTRATION			
8.5				\$ 64,789	\$ 79,405	\$ 93,970
	Behavioral Health Supervisor	Behavioral Health Supervisor	HHS-COMM SERVICES			
	Business Manager-Public Works	Business Manager-Public Works	PUBLIC WORKS			
	CPS Coordinator	CPS Coordinator	HHS-COMM SERVICES			
	Fleet/Equip & Prod Manager	Fleet/Equip & Prod Manager	PUBLIC WORKS			

Human Services Manager (Criminal Justice)	Human Services Manager (Criminal Justice)	HHS-COMM SERVICES				
Senior Civil Engineer	Senior Civil Engineer	PUBLIC WORKS				
Superintendent	Superintendent	PUBLIC WORKS				
8			\$	60,850	\$	74,222 \$ 87,595
Accountant Supervisor	Accountant Supervisor	HHS				
Airport Administrative Manager	Airport Administrative Manager	AIRPORT				
Benefits Manager	Benefits Manager	ADMINISTRATION-HUMAN RESOURCES				
Civil Engineer	Civil Engineer	PUBLIC WORKS				
Community Engagement Manager	Community Engagement Manager	HHS-PUBLIC HEALTH				
County Conservationist	County Conservationist	LAND AND WATER CONSERVATION				
Deputy Director	Deputy Director	LIBRARY				
Deputy Director - Museum	Deputy Director - Museum	MUSEUM				
Emergency Management Director	Emergency Management Director	PUBLIC SAFETY				
Enterprise Tech. Project Manager	Enterprise Tech. Project Manager	TECHNOLOGY SERVICES				
Environmental/Laboratory Manager	Environmental/Laboratory Manager	HHS-PUBLIC HEALTH				
Facility Engineer	Facility Engineer	PUBLIC WORKS				
Facility Manager	Facility Manager	PUBLIC WORKS				
Finance Coordinator	Finance Coordinator	ADRC				
Financial Supervisor-Human Serv	Financial Supervisor-Human Serv	HHS				
GIS Coordinator	GIS Coordinator	PLANNING				
Golf Course Superintendent	Golf Course Superintendent	GOLF COURSE				
Landfill Manager	Landfill Manager	PORT & RESOURCE RECOVERY				
Nurse Manager-Health	Nurse Manager-Health	HHS-PUBLIC HEALTH				
Operations Supervisor - Airfield	Operations Supervisor - Airfield	AIRPORT				
Quality / Outreach Coordinator	Quality / Outreach Coordinator	ADRC				
Real Property Lister	Real Property Lister	PLANNING				
Registered Occupational Therapist (OTR)	Registered Occupational Therapist (OTR)	HHS-CTC				
Senior Accountant	Senior Accountant	ADMINISTRATION				
Social Svcs Rehab Manager	Social Svcs Rehab Manager	HHS-CTC				
Social Worker Supervisor	Social Worker Supervisor	HHS-COMM SERVICES				
Criminal Justice Services Supervisor	Criminal Justice Services Supervisor	HHS-COMM SERVICES				
Veterans Services Officer	Veterans Services Officer	VETERANS				
Zoning Administrator	Zoning Administrator	PLANNING				
7.5			\$	57,325	\$	69,661 \$ 81,997
Chief Deputy Clerk Of Courts	Chief Deputy Clerk Of Courts	CLERK OF COURTS				
Physical Therapist	Physical Therapist	SYBLE HOPP				
Shelter Care Unit Supervisor	Shelter Care Unit Supervisor	HHS-COMM SERVICES				
Speech-Language Pathologist	Speech-Language Pathologist	SYBLE HOPP				
7			\$	53,801	\$	65,100 \$ 76,399
Accountant	Accountant	ADMINISTRATION				
Adm/Bill/Collections Supervisor	Adm/Bill/Collections Supervisor	HHS-CTC				
Airport Operations Officer	Airport Operations Officer	AIRPORT				
Assistant County Conservationist	Assistant County Conservationist	LAND AND WATER CONSERVATION				
Assistant Zoning Administrator	Assistant Zoning Administrator	PLANNING				
Benefits Specialist Coordinator	Benefits Specialist Coordinator	ADRC				
Business Development Manager	Business Development Manager	PORT & RESOURCE RECOVERY				
Child Support Supervisor	Child Support Supervisor	CHILD SUPPORT				
Collection Development Manager	Collection Development Manager	LIBRARY				
Communication & Library Prog Mgr	Communication & Library Prog Mgr	LIBRARY				
County Surveyor	County Surveyor	PLANNING				
Deputy Executive	Deputy Executive	EXECUTIVE				
Financial Operations Manager	Financial Operations Manager	CLERK OF COURTS				
Lead Med Investig/Office Manager	Lead Med Investig/Office Manager	MEDICAL EXAMINER				
Economic Support Supervisor	Economic Support Supervisor	HHS-COMM SERVICES				
EMR Coordinator	EMR Coordinator	HHS-CTC				
Enterprise Systems Analyst II	Enterprise Systems Analyst II	TECHNOLOGY SERVICES & HHS-COMM SERVICES				
Enterprise Unif. Comm. Engineer	Enterprise Unif. Comm. Engineer	TECHNOLOGY SERVICES				
Finance Manager-Library	Finance Manager-Library	LIBRARY				
Health Information Services Mgr	Health Information Services Mgr	HHS-CTC				
Housing Administrator	Housing Administrator	PLANNING				
I&A Coordinator	I&A Coordinator	ADRC				
Internal Auditor	Internal Auditor	COUNTY BOARD				
IT Specialist	IT Specialist	LIBRARY				
Library Facility Manager	Library Facility Manager	LIBRARY				
Library Manager	Local History, Genealogy & Special Collections Ma	LIBRARY				
MDS RN	MDS RN	HHS-CTC				
Nurse Educator/Infection Control	Nurse Educator/Infection Control	HHS-CTC				
Nutrition Program Coordinator	Nutrition Program Coordinator	ADRC				

Payroll Manager	Payroll Manager	ADMINISTRATION			
Prevention Program Coordinator	Prevention Program Coordinator	ADRC			
Senior Buyer	Senior Buyer	ADMINISTRATION			
Senior HR Generalist	Senior HR Generalist	ADMINISTRATION-HUMAN RESOURCES			
Senior Planner	Senior Planner	PLANNING			
Special Drug Task Attorney	Special Drug Task Attorney	DISTRICT ATTORNEY			
Systems Specialist	Systems Specialist	HHS-COMM SERVICES			
6.5			\$	50,691	\$ 61,109 \$ 71,475
Library Manager	Library Manager	LIBRARY			
Marketing Specialist	Marketing Specialist	LIBRARY			
Nurse	Nurse	SYBLE HOPP			
Occupational Therapist	Occupational Therapist	SYBLE HOPP			
Office Manager II - DA	Office Manager II - DA	DISTRICT ATTORNEY			
Safety Officer	Safety Officer	LIBRARY			
Social Worker	Social Worker	SYBLE HOPP			
Victim/Witness Program Coordinator	Victim/Witness Program Coordinator	DISTRICT ATTORNEY			
6			\$	47,581	\$ 57,118 \$ 66,551
Admin/Communications Coordinator	Admin/Communications Coordinator	ADMINISTRATION			
ADRC Program Coordinator	ADRC Program Coordinator	ADRC			
Asst Golf Course Superintendent	Asst Golf Course Superintendent	GOLF COURSE			
Business Manager	Business Manager	PARKS			
Chief Deputy County Clerk	Chief Deputy County Clerk	COUNTY CLERK			
Collections Manager	Collections Manager	MUSEUM			
Communications Specialist	Communications Specialist	PUBLIC SAFETY			
Communications Supervisor	Communications Supervisor	PUBLIC SAFETY			
Contracts & Provdr Relations Mgr	Contracts & Provdr Relations Mgr	HHS-COMM SERVICES			
Curator	Curator	MUSEUM			
Curator of Animals	Curator of Animals	ZOO			
Dementia Care Specialist	Dementia Care Specialist	ADRC			
Deputy Lead Medicolegal Invest.	Deputy Lead Medicolegal Invest.	MEDICAL EXAMINER			
Deputy Treasurer	Deputy Treasurer	TREASURER			
Education Specialist	Education Specialist	MUSEUM			
Facilities Placement Coordinator	Facilities Placement Coordinator	ADRC			
Field Manager	Field Manager	PARKS			
Human Resources Generalist	Human Resources Generalist	ADMINISTRATION-HUMAN RESOURCES			
I&A Assistant Coordinator	I&A Assistant Coordinator	ADRC			
I&A Functional Screen Lead	I&A Functional Screen Lead	ADRC			
Law Clerk	Law Clerk	CIRCUIT COURTS			
Office Manager II	Office Manager II	HHS-COMM SERVICES & PUBLIC HEALTH			
Operations Manager	Operations Manager	ZOO			
Planner I	Planner I	PLANNING			
Planner I - GIS	Planner I - GIS	PLANNING			
Program Coordinator	Program Coordinator	PARKS			
Project Manager	Project Manager	LAND AND WATER CONSERVATION			
Protective Payee & Benefit Supvr	Protective Payee & Benefit Supvr	HHS-COMM SERVICES			
Purchasing & Inventory Cont Spec	Purchasing & Inventory Cont Spec	PUBLIC WORKS			
Register In Probate	Register In Probate	CIRCUIT COURTS			
Resource Recovery Technician	Resource Recovery Technician	PORT & RESOURCE RECOVERY			
Safety Coordinator	Safety Coordinator	ADMINISTRATION			
5			\$	42,087	\$ 50,069 \$ 58,051
Administrative Services Coordinator	Administrative Services Coordinator	ADRC			
Assistant Veterans Services Officer	Assistant Veterans Services Officer	VETERANS			
Chief Deputy Register In Probate	Chief Deputy Register In Probate	CIRCUIT COURTS			
Chief Deputy Register of Deeds	Chief Deputy Register of Deeds	REGISTER OF DEEDS			
Education & Volunteer Prog Coord	Education & Volunteer Prog Coord	ZOO			
Executive Assistant	Executive Assistant	EXECUTIVE SALARIED			
Food Services Supervisor	Food Services Supervisor	HHS-CTC			
Office Manager II	Office Manager II	CIRCUIT COURTS & SHERIFF			
Park Supervisor	Park Supervisor	ZOO			
4.5			\$	39,651	\$ 47,011 \$ 54,319
IT Admin Comm Coord	IT Admin Comm Coord	TECHNOLOGY SERVICES			
4			\$	37,215	\$ 43,953 \$ 50,587
Purchasing Assistant	Purchasing Assistant	ADMINISTRATION			
Grounded Cafe Leader	Grounded Cafe Leader	ADRC			
Hourly					
J2				28.82	34.45 40.07
Advanced Computer Forensic Analyst	Advanced Computer Forensic Analyst	SHERIFF			

J			27.32	32.50	37.68
	DTF Adv Intelligence Analyst	DTF Adv Intelligence Analyst	SHERIFF		
	Behavioral Health Clinician	Behavioral Health Clinician	HHS-COMM SERVICES		
	Clinical SW/Pro Couns/Case Mgr	Clinical SW/Pro Couns/Case Mgr	HHS-COMM SERVICES		
	Comp Forensic Criminal Analyst	Comp Forensic Criminal Analyst	SHERIFF		
	Electrician	Electrician-Airport	AIRPORT		
	Public Health Nurse	Public Health Nurse	HHS-PUBLIC HEALTH		
	Public Health Sanitarian	Public Health Sanitarian	HHS-PUBLIC HEALTH		
	RN-Charge Nurse	RN-Charge Nurse	HHS-CTC		
	Staff Nurse	Staff Nurse	HHS-CTC		
I			24.57	29.03	33.43
	Accountant II	Accountant II	HHS-COMM SERVICES & PORT & RESOURCE RECOVERY		
	AODA Counselor	AODA Counselor	HHS-COMM SERVICES		
	Behavioral Health Specialist	Behavioral Health Specialist	HHS-COMM SERVICES		
	CCS Quality Assurance Worker	CCS Quality Assurance Worker	HHS-COMM SERVICES		
	Engineering Technician	Engineering Technician	PUBLIC WORKS & LAND CONSERVATION		
	Engineering Technician II	Engineering Technician II	PUBLIC WORKS		
	Housing Corporal	Housing Corporal	SHERIFF		
	Intake Corporal	Intake Corporal	SHERIFF		
	Journeyman Electrician	Journeyman Electrician	PUBLIC WORKS		
	Nutritional Services Coord.	Nutritional Services Coord.	HHS-CTC		
	Public Health Planner	Public Health Planner	HHS-PUBLIC HEALTH		
	Public Health Strategist	Public Health Strategist	HHS-PUBLIC HEALTH		
	Shop Foreman	Shop Foreman	PUBLIC WORKS		
	Social Worker/Case Manager	Social Worker/Case Manager	HHS-COMM SERVICES & HHS-CTC		
	Social Worker/Case Manager (CPS Team Lead)	Social Worker/Case Manager (CPS Team Lead)	HHS-COMM SERVICES		
	Training Corporal	Training Corporal	SHERIFF		
	Youth Justice Team Lead	Youth Justice Team Lead	HHS-COMM SERVICES		
H			22.13	25.92	29.65
	Agronomist Technician	Agronomist Technician	LAND AND WATER CONSERVATION		
	Civilian Evidence Tech	Civilian Evidence Tech	SHERIFF		
	Deputy County Clerk	Deputy County Clerk	COUNTY CLERK		
	Elections Deputy	Elections Deputy	COUNTY CLERK		
	Garage Mechanic	Garage Mechanic	SHERIFF		
	Lead Garage Mechanic	Lead Garage Mechanic	SHERIFF		
	Heavy Equipment Mechanic	Heavy Equipment Mechanic	PORT & RESOURCE RECOVERY		
	Highway Mechanic	Highway Mechanic	PUBLIC WORKS		
	Juvenile Superintendent	Juvenile Superintendent	SHERIFF		
	Lead Fabricator/Welder	Lead Fabricator/Welder	PUBLIC WORKS		
	Licensed Practical Nurse	Licensed Practical Nurse	HHS-CTC		
	Maintenance Mechanic Airport	Maintenance Mechanic Airport	AIRPORT		
	Medicolegal Investigator	Medicolegal Investigator	MEDICAL EXAMINER		
	Morgue Technician	Morgue Technician	MEDICAL EXAMINER		
	Property Analyst	Property Analyst	PLANNING		
	Reference Librarian	Reference Librarian	LIBRARY		
	Survey Crew Chief	Survey Crew Chief	PLANNING		
	Telecommunication Lead Operator	Telecommunication Lead Operator	PUBLIC SAFETY		
	Youth Services Librarian	Youth Services Librarian	LIBRARY		
G2			21.04	24.52	27.99
	Employment Specialist	Employment Specialist	CHILD SUPPORT		
	Financial Specialist	Financial Specialist	AIRPORT		
	Lead Economic Support Specialist	Lead Economic Support Specialist	HHS-COMM SERVICES		
G1			20.50	23.82	27.16
	Judicial Assistant	Judicial Assistant	CIRCUIT COURTS		
G			19.95	23.12	26.33
	Accountant	Accountant	ADRC		
	Administrative Secretary-CTC	Administrative Secretary-CTC	HHS-CTC		
	ADRC Outreach Specialist	ADRC Outreach Specialist	ADRC		
	Benefits Specialist - Disability	Benefits Specialist - Disability	ADRC		
	Benefits Specialist - Elderly	Benefits Specialist - Elderly	ADRC		
	Bridge Tender	Bridge Tender	Public Works		
	Child Support Specialist-Enforce	Child Support Specialist-Enforce	CHILD SUPPORT		
	Child Support Specialist-Patrntry	Child Support Specialist-Patrntry	CHILD SUPPORT		
	Community Living Specialist	Community Living Specialist	ADRC		
	Court Coordinator	Court Coordinator	CLERK OF COURTS		
	Court Reporter	Court Reporter	CIRCUIT COURTS		
	Deputy Clerk Register of Deeds	Deputy Clerk Register of Deeds	REGISTER OF DEEDS		
	Deputy Register In Probate	Deputy Register In Probate	CIRCUIT COURTS		

Economic Support Fraud Investigator Aide	Economic Support Fraud Investigator Aide	HHS-COMM SERVICES			
Economic Support Specialist	Economic Support Specialist	HHS-COMM SERVICES			
Emergency Management Coord	Emergency Management Coord	PUBLIC SAFETY			
Evidence/Property Specialist	Evidence/Property Specialist	SHERIFF			
Facility Mechanic	Facility Mechanic	PUBLIC WORKS			
Facility Technician	Facility Technician	PUBLIC WORKS			
Guest Services Coordinator - Museum	Guest Services Coordinator - Museum	MUSEUM			
Guest Services Coordinator - Zoo	Guest Services Coordinator - Zoo	ZOO			
Heavy Equipment Operator	Heavy Equipment Operator	PORT & RESOURCE RECOVERY			
Highway Crew	Highway Crew	PUBLIC WORKS			
I&A Specialist	I&A Specialist	ADRC			
Legal Assistant II	Legal Assistant II	DISTRICT ATTORNEY			
Library Maintenance Mechanic	Library Maintenance Mechanic	LIBRARY			
Library Service Associate / Bookmobile Operator	Library Service Associate / Bookmobile Operator	LIBRARY			
Maint Mech .5, Teacher Aid .5	Maint Mech .5, Teacher Aid .5	SYBLE HOPP			
Office Manager I	Office Manager I	PUBLIC SAFETY			
Overpayment Specialist	Overpayment Specialist	HHS-COMM SERVICES			
Paralegal	Paralegal	CORPORATION COUNSEL			
Park Ranger	Park Ranger	PARKS			
Sanitary Inspector	Sanitary Inspector	PLANNING			
Scheduling Specialist	Scheduling Specialist	HHS-CTC			
Social Services Aide III - CPS	Social Services Aide III - CPS	HHS-COMM SERVICES			
Staff Accountant	Staff Accountant	HHS-COMM SERVICES			
Technical Services Specialist	Technical Services Specialist	LIBRARY			
Technician	Technician	LAND AND WATER CONSERVATION & MUSEUM			
Telecommunication Operator	Telecommunication Operator	PUBLIC SAFETY			
Victim/Witness Asst Program Spcl	Victim/Witness Asst Program Spcl	DISTRICT ATTORNEY			
Zookeeper	Zookeeper	ZOO			
F2			18.95	21.88	24.83
Accounting Technician	Accounting Technician	CLERK OF COURTS			
Enterprise Systems Analyst I	Enterprise Systems Analyst I	TECHNOLOGY SERVICES			
F			17.93	20.63	23.32
Account Clerk I - Administration	Account Clerk I - Administration	ADMINISTRATION			
Account Clerk	Account Clerk	HS-CTC			
Account Clerk III	Account Clerk III	HHS-COMM SERVICES			
Accounting Clerk	Accounting Clerk	ADRC			
Accounting Technician	Accounting Technician	CHILD SUPPORT & PUBLIC WORKS			
Acquisitions Associate	Acquisitions Associate	LIBRARY			
Administration Associate	Administration Associate	LIBRARY			
Administrative Coordinator	Administrative Coordinator	COUNTY CLERK & PLANNING			
Administrative Secretary	Administrative Secretary	AIRPORT, SHERIFF, ZOO & PARKS			
Administrative Specialist	Administrative Specialist	COUNTY CLERK			
Assistant Naturalist	Assistant Naturalist	PARKS			
Benefit Assistant	Benefit Assistant	ADRC			
Bldgs & Grounds Maint Worker	Bldgs & Grounds Maint Worker	AIRPORT			
Bookkeeper-Syble Hopp	Bookkeeper-Syble Hopp	SYBLE HOPP			
Caregiver Support Assistant	Caregiver Support Assistant	ADRC			
Cataloging Associate	Cataloging Associate	LIBRARY			
Cert Occupational Therapy Asst	Cert Occupational Therapy Asst	HHS-CTC			
Clerk/Typist III	Clerk/Typist III	SHERIFF & MEDICAL EXAMINER			
Clerk III/Data Control (Volunteer Services)	Clerk III/Data Control (Volunteer Services)	HHS-COMM SERVICES			
Clerk IV/Data Control	Clerk IV/Data Control	HHS-COMM SERV			
Clerk IV/Data Control - Beh Health	Clerk IV/Data Control - Beh Health	HHS-COMM SERV			
Community Garden Coordinator	Community Garden Coordinator	UW EXTENSION			
Community Treatment Program Wrkr	Community Treatment Program Wrkr	HHS-COMM SERVICES			
Dementia Care Assistant	Dementia Care Assistant	ADRC			
Deputy Clerk	Deputy Clerk	CIRCUIT COURTS			
Deputy Clerk I-A	Deputy Clerk I-A	CLERK OF COURTS			
Deputy Clerk of Courts I	Deputy Clerk of Courts I	CLERK OF COURTS			
Deputy Juvenile Clerk	Deputy Juvenile Clerk	CIRCUIT COURTS			
Document Center Manager	Document Center Manager	TECHNOLOGY SERVICES			
Environmental Health Technician	Environmental Health Technician	HHS-PUBLIC HEALTH			
Financial Specialist	Financial Specialist	TREASURER			
Golf Course Mechanic	Golf Course Mechanic	GOLF COURSE			
Health Information Technician	Health Information Technician	HHS-COMM SERVICES			
Homebound Meals Coordinator	Homebound Meals Coordinator	ADRC			
Human Resources Admin Coord	Human Resources Admin Coord	ADMINISTRATION-HUMAN RESOURCES			
Human Resources Associate	Human Resources Associate	ADMINISTRATION-HUMAN RESOURCES			

Intake Specialist	Intake Specialist	DISTRICT ATTORNEY			
Lab Services Specialist	Lab Services Specialist	HHS-CTC			
Laboratory Technician	Laboratory Technician	HHS-PUBLIC HEALTH			
Legal Assistant	Legal Assistant	CHILD SUPPORT			
Library Service Associate	Library Service Associate	LIBRARY			
Medical Transcriptionist	Medical Transcriptionist	HHS-CTC			
Payroll Specialist	Payroll Specialist	ADMINISTRATION			
Purchasing Clerk	Purchasing Clerk	HHS-COMM SERVICES			
Registered Health Info Tech	Registered Health Info Tech	HHS-CTC			
Resource Recovery Associate	Resource Recovery Associate	PORT & RESOURCE RECOVERY			
Resource Specialist	Resource Specialist	ADRC			
Secretary	Secretary	HHS-COMM SERVICES			
Secretary III - Sheriff	Secretary III - Sheriff	SHERIFF			
Social Svcs Aide III/Day Care	Social Svcs Aide III/Day Care	HHS-COMM SERVICES			
Teacher Aide .5, Admin Clerk .5	Teacher Aide .5, Admin Clerk .5	SYBLE HOPP			
Tract Index Specialist	Tract Index Specialist	REGISTER OF DEEDS			
Youth Support Specialist	Youth Support Specialist	HHS-COMM SERVICES			
E2			17.05	19.54	22.00
Account Clerk II - Treasurer	Account Clerk II - Treasurer	TREASURER			
Customer Service Clerk	Customer Service Clerk	CLERK OF COURTS			
Health Unit Secretary	Health Unit Secretary	HHS-CTC			
E			16.17	18.45	20.68
Account Clerk I (Payee)	Account Clerk I (Payee)	HHS-COMM SERVICES			
Account Clerk II	Account Clerk II	SHERIFF & PORT & RESOURCE RECOVERY			
Administrative Secretary	Administrative Secretary	PLANNING			
Administrative Secretary-Contracts	Administrative Secretary-Contracts	HHS-COMM SERVICES			
AODA Secretary-CTC	AODA Secretary-CTC	HHS-CTC			
Central Services Specialist	Central Services Specialist	PLANNING			
Classroom Aide	Classroom Aide	SYBLE HOPP			
Clerk II - ES Client Registration	Clerk II - ES Client Registration	HS-COMM SERVICES			
Clerk III/Data Control	Clerk III/Data Control	HHS-COMM SERVICES			
Court Clerk	Court Clerk	HHS-CTC			
Document Center Specialist	Document Center Specialist	TECHNOLOGY SERVICES			
Facility Worker	Facility Worker	PUBLIC WORKS & ZOO			
Health Aide (including Bilingual)	Health Aide (including Bilingual)	HHS-PUBLIC HEALTH			
Health Information Management Clerk	Health Information Management Clerk	HHS-CTC			
Intake Specialist-Child Support	Intake Specialist-Child Support	CHILD SUPPORT			
Library Maintenance Worker	Library Maintenance Worker	LIBRARY			
Nursing Assistant	Nursing Assistant	HS-CTC			
Nutrition Program Assistant	Nutrition Program Assistant	ADRC			
Office Assistant	Office Assistant	ADRC			
Records Specialist	Records Specialist	REGISTER OF DEEDS			
Records Specialist (EM)	Records Specialist (EM)	SHERIFF			
Secretary II	Secretary II	SHERIFF			
Secretary III	Secretary III	UW EXTENSION			
Social Services Aide I	Social Services Aide I	HHS-COMM SERVICES			
Transportation Aide-Nursing Assistant	Transportation Aide-Nursing Assistant	HS-CTC			
Veterans Benefits Specialist	Veterans Benefits Specialist	VETERANS			
D2			15.37	17.47	19.52
Child Support Clerk	Child Support Clerk	CHILD SUPPORT			
Clerk/Typist II	Clerk/Typist II	CLERK OF COURTS, DA & CIRCUIT COURTS			
Lead Housekeeper	Lead Housekeeper	PUBLIC WORKS			
D			14.56	16.48	18.35
Account Clerk	Account Clerk	ZOO			
Account Clerk I	Account Clerk I	HHS-CTC			
Admin Clerk .5	Admin Clerk .5	SYBLE HOPP			
Assistant Zookeeper	Assistant Zookeeper	ZOO			
Clerk II	Clerk II	HHS-COMM SERVICES & HHS-CTC			
Clerk II/Data Control	Clerk II/Data Control	HHS-COMM SERVICES			
Clerk II/Data Control - CP	Clerk II/Data Control - CP	HHS-COMM SERVICES			
Clerk III	Clerk III	HHS-CTC			
Clerk/Typist I	Clerk/Typist I	CHILD SUPPORT			
Clerk/Typist II	Clerk/Typist II	CIRCUIT COURTS, PORT & RESOURCE RECOVERY & SHERIFF			
Clerk/Typist III	Clerk/Typist III	HHS-PUBLIC HEALTH			
Cook	Cook	HHS-CTC			
Dining Site Assistant - De Pere	Dining Site Assistant - De Pere	ADRC			
Housekeeper I	Housekeeper I	PUBLIC WORKS			
Homebound Meals Program Assistant	Homebound Meals Program Assistant	ADRC			

Secretary II	Secretary II	UW EXTENSION			
Teacher Aide	Teacher Aide (including EC)	SYBLE HOPP			
Typist III	Typist III	HS- COMM SERVICES			
C			13.11	14.67	16.27
Administrative Clerk	Administrative Clerk	LIBRARY			
Clerk II - ES Scanning	Clerk II - ES Scanning	HHS - COMM SERVICES			
Clerk Receptionist	Clerk Receptionist	HHS-COMM SERVICES & HHS-CTC			
Clerk/Typist I	Clerk/Typist I	HHS-COMM SERVICE, CLERK OF COURTS & UW EXT			
Housekeeper	Housekeeper	AIRPORT, PUBLIC WORKS & SYBLE HOPP			
Housekeeper/Groundskeeper	Housekeeper/Groundskeeper	ZOO			
Library Service Clerk	Library Service Clerk	LIBRARY			
Maintenance	Maintenance	SYBLE HOPP			
Ranger Assistant	Ranger Assistant	PARKS			
Switchboard Operator	Switchboard Operator	ADRC			
Technical Services Clerk	Technical Services Clerk	LIBRARY			
Zoo Educator	Zoo Educator	ZOO			
B			11.82	13.11	14.41
Delivery and Receiving Clerk	Delivery and Receiving Clerk	TECHNOLOGY SERVICES			
Dining Site Assistant - Grounded/ADRC	Dining Site Assistant - Grounded/ADRC	ADRC			
Grounded Ambassador	Grounded Ambassador	ADRC			
Food Service Worker	Food Service Worker	HS-CTC			
Homebound Meals Assistant	Homebound Meals Assistant	ADRC			
Maintenance Assistant	Maintenance Assistant	ADRC			
A			10.63	11.71	12.80
Bus Aide	Bus Aide	SYBLE HOPP			
Shelver	Shelver	LIBRARY			

APPENDIX C

Grade	Position Title	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
25 cont.	HOUSE MANAGER JUDICIAL ASSISTANT OFFENDER RESOURCE SPECIALIST PARALEGAL II RISK NEEDS ASSESSOR SUPPORT COORDINATOR I										
26	CORRECTIONAL OFFICER 2094 (12 hour schedule)	47,513 22.69	48,602 23.21	49,712 23.74	50,800 24.26	51,931 24.80	53,041 25.33	54,193 25.88	55,344 26.43	56,517 26.99	57,711 27.56
27	CORRECTIONAL OFFICER 2080 (5-2 schedule)	47,528 22.85	48,589 23.36	49,691 23.89	50,773 24.41	51,896 24.95	53,040 25.5	54,184 26.05	55,349 26.61	56,514 27.17	57,699 27.74
28	MAINTENANCE WORKER LEAD - AIRFIELD MAINTENANCE WORKER MECHANIC/MAINTENANCE WORKER MAINTENANCE TECHNICIAN PARKS FOREMAN	47,611 22.89	49,338 23.72	51,085 24.56	52,832 25.40	54,600 26.25	56,368 27.10	58,115 27.94	59,883 28.79	61,651 29.64	63,419 30.49
29	CORRECTIONAL OFFICER 2028 (5-2/5-3 schedule)	47,455 23.40	48,510 23.92	49,564 24.44	50,680 24.99	51,775 25.53	52,931 26.10	54,066 26.66	55,243 27.24	56,460 27.84	57,656 28.43
30	PROCESS SERVER	49,254 23.68	50,544 24.30	51,834 24.92	53,144 25.55	54,454 26.18	55,765 26.81	57,054 27.43	58,406 28.08	59,717 28.71	61,048 29.35
31	EMERGENCY MANAGEMENT SPECIALIST EQUIPMENT OPERATOR II EXECUTIVE ASSISTANT HUMAN RESOURCES ASSOCIATE OFFICE MANAGER/PARALEGAL PROGRAMMER/ANALYST REAL PROPERTY LISTER SUPPORT COORDINATOR II	49,442 23.77	50,939 24.49	52,458 25.22	53,976 25.95	55,515 26.69	57,075 27.44	58,656 28.20	60,258 28.97	61,838 29.73	63,461 30.51
32	ACCOUNTANT - HHS AGRONOMIST/CONSERVATION PLANNER AIRPORT ACCOUNTANT CODE INSPECTOR COMMUNICATIONS SHIFT SUPERVISOR DEPUTY COUNTY CLERK/PROGRAMMER DEPUTY COUNTY TREASURER ENGINEERING TECHNICIAN EQUIPMENT OPERATOR III FINANCE ACCOUNTANT MANAGEMENT ASSISTANT - HHS/PARKS PAYROLL COORDINATOR SIGN TECHNICIAN	52,312 25.15	53,810 25.87	55,349 26.61	56,909 27.36	58,531 28.14	60,154 28.92	61,818 29.72	63,502 30.53	65,250 31.37	67,038 32.23

Grade	Position Title	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
32 cont.	STAFF DEVELOPMENT SPECIALIST										
	STAFF ACCOUNTANT (LAWEN)										
	SUPPORT COORDINATOR III										
33	AIRPORT ELECTRICIAN	55,016	56,742	58,469	60,195	61,922	63,648	65,416	67,184	68,931	70,720
	ENVIRONMENTAL MAINTENANCE TECH	26.45	27.28	28.11	28.94	29.77	30.60	31.45	32.30	33.14	34.00
	LAND USE SPECIALIST										
	MAINTENANCE TECHNICIAN										
	PUBLIC HEALTH AIDE										
	SPECIAL INVESTIGATOR										
	SYSTEMS ANALYST - BV/HHS/SHERIFF/IT										
34	GIS SPATIAL ANALYST	57,803	59,613	61,422	63,253	65,104	66,914	68,744	70,595	72,405	74,235
	INDUSTRIAL MAINTENANCE TECH	27.79	28.66	29.53	30.41	31.30	32.17	33.05	33.94	34.81	35.69
	MECHANIC										
	NETWORK TECHNICIAN										
	SYSTEMS ANALYST III - (HHS)										
	SYSTEMS TECHNICIAN										
WELLNESS NURSE - RN											
35	MAINTENANCE WORKER/ELECTRICIAN LEAD	60,590	62,462	64,355	66,269	68,162	70,054	71,989	73,902	75,858	77,792
		29.13	30.03	30.94	31.86	32.77	33.68	34.61	35.53	36.47	37.4
36	FOREMAN HWY	64,376	66,206	68,037	69,846	71,718	73,549	75,358	77,210	79,040	80,850
	NEIGHBORHOOD COORDINATOR	30.95	31.83	32.71	33.58	34.48	35.36	36.23	37.12	38.00	38.87
	NURSE SPECIALIST										
	SHOP FOREMAN										
37	GRADE FOREMAN	67,683	69,410	71,178	73,008	74,901	76,835	78,832	80,829	82,888	85,030
		32.54	33.37	34.22	35.10	36.01	36.94	37.90	38.86	39.85	40.88

ADDITIONAL ALLOWANCES

BREWSTER VILLAGE

Employees who work the late shift shall receive one dollar (\$1.00) per hour in addition to the above rates. <i>{only applies to seven day-per-week employees}</i>
Employees who work the second shift shall receive one dollar (\$1.00) per hour in addition to the above rates. <i>{only applies to seven day-per-week employees}</i>
Employees who work weekends from the start of the third (3rd) shift on Friday night to the start of the third (3rd) shift on Sunday night shall receive one dollar (\$1.00) per hour in addition to the above rates. <i>{only applies to seven day-per-week employees}</i> }
Employees who have been designated as a trainer according to the Brewster Village Team Leader Training Program will receive an additional one dollar (\$1.00) per hour on top of their regular wage rate for each hour spent actively training. <i>{only applies to seven day-per-week employees}</i>
Wellness Registered Nurse that fill in as a Nurse specialist get \$2.00 more per hour.
All employees required to wear safety shoes are responsible for purchasing and wearing safety shoes/boots to comply with the County's Personal Protective Equipment policy. Each affected employee is eligible to receive an annual (per calendar year) reimbursement up to forty dollars (\$40) for purchase of safety shoes, with presentation of proper receipt to your supervisor.

JUSTICE CENTER

An additional two dollars and fifty cents (\$2.50) per hour will be paid for each hour a Correctional Officer, Telecommunicator, Operations Assistant or Records Specialist is assigned to work as a Field Training Officer.

An additional one dollar (\$1.00) per hour will be paid for each hour an employee is assigned to work as Lead Officer (Corporal), Lead Telecommunicator.

HIGHWAY

Assistant Sign Maintainer	1 employee assigned to work as the assistant to the Sign Maintainer, shall be paid an extra half hour for each day worked as the assistant which is not subject to overtime.
Body Shop Duty Pay	The employees normally assigned to perform Body Shop work shall be paid an additional half hour for each day worked performing Body Shop duties, which is not subject to overtime.
CDL Reimbursement	The county shall pay up to one hundred fifty dollars (\$150.00) toward the cost of successfully obtaining/renewing a CDL and endorsements that are required by the county, including background screening fees, upon presentation of receipts, for employees who have completed their original introductory period.
Differential Pay	In the event that an employee is required to work continually for more than four (4) hours beyond the regular scheduled workday without time off, the employee shall receive ten dollars (\$10.00) differential pay.

Lead Pay	The employee assigned to the lead pay position will be paid a rate of one extra half hour per shift worked which is not subject to overtime.
Night Duty Pay	Shift Differential will be paid to Highway Employees for scheduled night work when the work being performed is on Interstate 41 and/or STH 441 for maintenance and repair activities. Shift Differential Pay will start no sooner than 7:00 PM. The rate will be two (2) hours pay for each shift worked which is not subject to overtime. Shift Differential does not apply for any accident or weather related incident that occurs and a Highway Employee/s are called in to work due to that event. Examples: A 4 day work week would result in 8 hours of pay. A 5 day work week would result in 10 hours of pay.
Overtime	Over 10 hours in a day and/or 40 hours in a workweek. All hours on Sunday. Paid holidays.
Ramp Duty Pay	1 employee assigned to Ramp Person duties shall be paid an additional \$0.75/hour during the assignment, typically beginning in November and ending sometime in March or April.
Safety Shoe Reimbursement	All employees required to wear safety shoes are responsible for purchasing and wearing safety shoes/boots to comply with the County's Personal Protective Equipment policy. Each affected employee is eligible to receive an annual (per calendar year) reimbursement up to forty dollars (\$40) for purchase of safety shoes, with presentation of proper receipt to your supervisor.
Paving Crew Duty Pay	2 employees assigned as Screed Operator, 2 employees assigned as Roller Operator, and 1 employee assigned as Paving Utility Operator during the paving season, shall be paid an extra half hour for each day worked on the paving crew, which is not subject to overtime.
Tool Reimbursement	County will reimburse Mechanics for tools purchased up to \$250.00 per year, payable upon the submission of a receipt substantiating the purchase. County will reimburse those employees assigned to the body shop and weld shop for tools purchased up to \$125.00 per year, payable upon the submission of a receipt substantiating the purchase.
Welder Duty Pay	Employees normally assigned to perform welding duties shall be paid an additional half hour for each day worked as a Welder, which is not subject to overtime.

MAINTENANCE

Differential Pay	\$20 per month that custodial and maintenance employees who work the regular 2nd shift at Courthouse and Airport receive.
Uniform Allowance	\$100 per year.
Safety Shoe Reimbursement	All employees required to wear safety shoes are responsible for purchasing and wearing safety shoes/boots to comply with the County's Personal Protective Equipment policy. Each affected employee is eligible to receive an annual (per calendar year) reimbursement up to forty dollars (\$40) for purchase of safety shoes, with presentation of proper receipt to your supervisor.

RECYCLING & SOLID WASTE

CDL Reimbursement	The county shall pay up to one hundred fifty dollars (\$150.00) toward the cost of successfully obtaining/renewing a CDL and endorsements that are required by the county, including background screening fees, upon presentation of receipts, for employees who have completed their original introductory period.
Differential Pay	In the event that an employee is required to work continually for more than four (4) hours beyond the regular scheduled workday without time off, the employee shall receive ten dollars (\$10.00) differential pay.
Lead Pay	Pay code 810 (Lead Pay) - Additional hourly pay for lead - \$.75 - Hours entered on the day worked as lead (minimum of 8 hours) Pay code 225 (OT Lead Pay) - Hours worked in excess of 40 in a work week while lead (to be paid at <u>time and ½</u>) - Additional hourly pay for OT lead - \$1.13
Overtime	40 hours over in a workweek. All hours on Sunday. Paid holidays.
Safety Shoe Reimbursement	All employees required to wear safety shoes are responsible for purchasing and wearing safety shoes/boots to comply with the County's Personal Protective Equipment policy. Each affected employee is eligible to receive an annual (per calendar year) reimbursement up to forty dollars (\$40) for purchase of safety shoes, with presentation of proper receipt to your supervisor.

APPENDIX D

Grade	Position Title	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
9 cont.	EMERGENCY MANAGEMENT DIRECTOR										
	ENVIRONMENTAL ENGINEER/PROJECT COORDINATOR										
	ENVIRONMENTAL HEALTH SANITARIAN SUPERVISOR										
	ENVIRONMENTAL SERVICES DIRECTOR										
	FINANCIAL SERVICES DIRECTOR										
	GIS ENGINEER										
	MARKETING MANAGER-AIRPORT										
	NETWORK ENGINEER										
	OFFICE MANAGER/ACCOUNTANT (HWY)										
	RISK ADMINISTRATOR										
	SUPERVISOR: CHILD & FAMILY UNIT I, II, III, IV										
	SUPERVISOR: CHILD PROTECTION										
	SUPERVISOR: PUBLIC HEALTH NURSING										
	SUPERVISOR: SYSTEM SUPPORT										
	SUPPORT SERVICES DIRECTOR - BV										
VETERANS SERVICE OFFICER											
WIC SUPERVISOR											
10	AIRPORT OPERATIONS & MAINTENANCE MANAGER	74,298	76,232	78,208	80,226	82,306	84,427	86,590	88,795	91,062	93,413
	ASSISTANT CORPORATION COUNSEL	35.72	36.65	37.60	38.57	39.57	40.59	41.63	42.69	43.78	44.91
	ASSISTANT CORPORATION COUNSEL: CHILD SUPPORT										
	EPIDEMIOLOGIST										
	HIGHWAY ENGINEER										
	SENIOR NETWORK ENGINEER										
	SUPERVISOR: MENTAL HEALTH SERVICES										
	SENIOR SYSTEMS ENGINEER										
11	CLINICAL PSYCHOLOGIST	77,646	79,685	81,765	83,886	86,070	88,275	90,563	92,872	95,222	97,614
	COUNTY CONSERVATIONIST	37.33	38.31	39.31	40.33	41.38	42.44	43.54	44.65	45.78	46.93
	GIS AND LAND INFORMATION MANAGER										
	LIEUTENANT										
	MAINTENANCE MANAGER										
	MANAGER: AGING AND LONG TERM SUPPORT										
	MANAGER: CHILDREN YOUTH & FAMILY										
	MANAGER: CHILD SUPPORT & ECONOMIC SUPPORT										
	MANAGER: FISCAL SYSTEMS										
	MANAGER: YOUTH AND FAMILY SERVICES										
	OFFICER IN CHARGE/LIEUTENANT										
	PATROL SUPERINTENDENT (HWY)										
RECYCLING & RESOURCES RECOVERY ADMINISTRATOR											
SOLID WASTE SUPERINTENDENT											
12	CRIMINAL JUSTICE TREATMENT SVCS DIRECTOR	80,995	83,138	85,322	87,547	89,814	92,123	94,474	96,845	99,299	101,774
	DEPUTY CORPORATION COUNSEL	38.94	39.97	41.02	42.09	43.18	44.29	45.42	46.56	47.74	48.93

Grade	Position Title	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	Step 10
12 cont.	EQUIPMENT/FACILITY SUPERINTENDENT FIELD MAINTENANCE WORKER										
13	CAPTAIN CORRECTIONS	84,282	86,528	88,816	91,146	93,538	95,971	98,405	100,880	103,418	105,976
	HUMAN RESOURCES - DEPUTY DIRECTOR	40.52	41.60	42.70	43.82	44.97	46.14	47.31	48.50	49.72	50.95
	INFORMATION TECHNOLOGY – DEPUTY DIRECTOR										
	MANAGER: PUBLIC HEALTH										
	NURSING DIRECTOR PARKS DIRECTOR										
14	ASSISTANT COURT COMMISSIONER	87,610	89,960	92,352	94,786	97,261	99,757	102,336	104,915	107,515	110,157
	COURT COMMISSIONER	42.12	43.25	44.40	45.57	46.76	47.96	49.20	50.44	51.69	52.96
	FAMILY COURT COMMISSIONER										
	FINANCE DEPUTY DIRECTOR										
15	CAPTAIN OPERATIONS	90,938	93,392	95,930	98,446	101,005	103,605	106,246	108,930	111,613	114,358
		43.72	44.90	46.12	47.33	48.56	49.81	51.08	52.37	53.66	54.98
16	CHIEF DEPUTY	94,245	96,803	99,424	102,066	104,749	107,432	110,178	112,944	115,731	118,539
	DEVELOPMENT & LAND SERVICES DIRECTOR	45.31	46.54	47.80	49.07	50.36	51.65	52.97	54.30	55.64	56.99
	DIRECTOR: RECYCLING & SOLID WASTE										
17	HEALTH & HUMAN SERVICES DEPUTY DIRECTOR	97,552	100,256	102,939	105,685	108,451	111,259	114,067	116,938	119,829	122,741
	HUMAN RESOURCES DIRECTOR	46.90	48.20	49.49	50.81	52.14	53.49	54.84	56.22	57.61	59.01
	I.T. DIRECTOR										
18	ADMINISTRATOR (HEALTH CENTER)	100,880	103,667	106,475	109,325	112,195	115,086	117,998	120,973	123,947	126,901
		48.50	49.84	51.19	52.56	53.94	55.33	56.73	58.16	59.59	61.01
19	HIGHWAY COMMISSIONER	104,229	107,120	110,032	112,965	115,918	118,914	121,909	124,925	127,962	131,061
		50.11	51.50	52.90	54.31	55.73	57.17	58.61	60.06	61.52	63.01
20	AODA CLINICAL DIRECTOR/MANAGER: MENTAL HEALTH	107,515	110,531	113,547	116,605	119,662	122,741	125,840	128,960	132,122	135,262
	CORPORATION COUNSEL	51.69	53.14	54.59	56.06	57.53	59.01	60.50	62.00	63.52	65.03
	FINANCE DIRECTOR										
21	HEALTH & HUMAN SERVICES DIRECTOR	110,843	113,942	117,083	120,224	123,406	126,568	129,771	132,974	136,219	139,443
		53.29	54.78	56.29	57.80	59.33	60.85	62.39	63.93	65.49	67.04

Rock County Leadership WAT Grant

	Cohort	New (20) Supervisors	(15) Leads	(20) Experienced
Course			Meets Once a Month for a whole day over 9 months	Meets Once a Month for a whole day over 9 months
<i>Leadership Development/Frontline Leadership</i>	21 hours are scheduled*			
Real Colors & Dealing with Difficult People and Managing Conflict	X*			
Developing Personal Effectiveness by Applying Leadership Skills	X*			
Becoming Assertive to Lead Effectively Through Change	X*			
Creating a Productive and Supportive Environment by Building Effective Relationships	X*			
Training, Coaching, Counseling & Correcting Employees	X*			
Effective Project Management & Managing for Quality	X*			
<i>Leadership Courses</i>				
Real Colors	X*	X	X	X
Developing Personal Effectiveness	X*	X	X	X
Leading by Example	X			X
Creating a Supportive Environment	X*	X		X
Building Effective Relationships	X*	X		X
Leadership: Individual and Team	X			X
Leadership and Change	X	X		X
Dealing with Difficult People and Managing Conflict	X*	X		X
Improving Daily Effectiveness	X	X		
Human Relations, Ethics and Human Resources Issues	X			X
Employee Engagement	X			X
Basic Problem Solving	X	X		
Customer Service Management	X	X		
Communication Strategies	X			X
Becoming a Professional Supervisor	X	X		
Managing Emotions in the Workplace	X	X		
Building Better Teams through Employee Engagement	X			X
Managing Conflict	X*	X		X
Total Number of Courses:		12	12	13

Schedule for New Supervisors

Course	Cohort	(20) New Supervisors
<i>Leadership Development/Frontline Leadership</i>	21 hours are scheduled*	<i>Schedule</i>
Real Colors & Dealing with Difficult People and Managing Conflict	X*	Sept 24 8:30 – Noon
Developing Personal Effectiveness by Applying Leadership Skills	X*	Sept 24 12:30 – 3:30
Becoming Assertive to Lead Effectively Through Change	X*	Oct 8 8:30 – Noon (plus afternoon)
Creating a Productive and Supportive Environment by Building Effective Relationships	X*	Oct 22 8:30 – Noon
Training, Coaching, Counseling & Correcting Employees	X*	Nov 5 8:30 – Noon (plus afternoon)
Effective Project Management & Managing for Quality	X*	Nov 19 8:30 - Noon

Plus 1 day per month for these additional courses:

1 hour lunches Noon to 1 pm

<i>Days</i>	<i>Leadership Courses to Schedule Sequence</i>		<i>Tuesdays 1 full day per Month</i>
1	Becoming a Professional Supervisor	X	October 8 1-4:30 pm (plus am)
2	Leadership: Individual and Team	X	November 5 1-4:30 pm (plus am)
3	Improving Daily Effectiveness AM	X	December 3 8:30 – 4:30 pm
	Basic Problem Solving PM	X	
4	Leading by Example	X	January 7 8:30 – 4:30 pm
5	Leadership and Change	X	February 4 8:30 – 4:30 pm
6	Communication Strategies AM	X	March 3 8:30 – 4:30 pm
	Managing Emotions in the Workplace PM	X	
7	Customer Service Management	X	April 7 8:30 – 4:30 pm
8	Human Relations, Ethics and Human Resources Issues	X	May 5 8:30 – 4:30 pm
9	Employee Engagement AM	X	June 2 8:30 – 4:30 pm
	Building Better Teams through Employee Engagement PM	X	
Total Number of Courses:		12	

Schedule for Leads

1 hour lunches Noon to 1 pm

		Cohort	(15) Leads	
Course		Meets Once a Month for a whole day over 9 months		
<i>Days</i>	<i>Leadership Courses to Schedule Sequence</i>		<i>Tuesdays 1 full day per Month</i>	
1	Real Colors	AM	X	October 15 8:30 – 4:30 pm
	Dealing with Difficult People and Managing Conflict	PM	X	
2	Becoming a Professional Supervisor		X	November 12 8:30 – 4:30 pm
3	Improving Daily Effectiveness	AM	X	December 10 8:30 – 4:30 pm
	Basic Problem Solving	PM	X	
4	Developing Personal Effectiveness		X	January 14 8:30 – 4:30 pm
5	Creating a Supportive Environment		X	February 11 8:30 – 4:30 pm
6	Building Effective Relationships		X	March 10 8:30 – 4:30 pm
7	Leadership and Change		X	April 14 8:30 – 4:30 pm
8	Customer Service Management		X	May 12 8:30 – 4:30 pm
9	Managing Emotions in the Workplace	AM	X	June 9 8:30 – 4:30 pm
	Managing Conflict	PM	X	
Total Number of Courses:			12	

APPENDIX

Schedule for Experienced Supervisors

1 hour lunches Noon to 1 pm

		Cohort	(20) Experienced Supervisors		
Course		Meets Once a Month for a whole day over 9 months			
<i>Days</i>	<i>Leadership Courses to Schedule Sequence</i>			<i>Tuesdays 1 full day per Month</i>	
1	Real Colors	AM	X	October 29	8:30 – 4:30 pm
	Dealing with Difficult People and Managing Conflict	PM	X		
2	Managing Conflict	AM	X	November 26	8:30 – 4:30 pm
	Developing Personal Effectiveness	PM	X		
3	Leading by Example		X	December 17	8:30 – 4:30 pm
4	Creating a Supportive Environment	AM	X	January 21	8:30 – 4:30 pm
	Building Effective Relationships	PM	X		
5	Leadership: Individual and Team		X	February 18	8:30 – 4:30 pm
6	Leadership and Change		X	March 17	8:30 – 4:30 pm
7	Communication Strategies		X	April 21	8:30 – 4:30 pm
8	Human Relations, Ethics and Human Resources Issues		X	May 19	8:30 – 4:30 pm
9	Employee Engagement	AM	X	June 16	8:30 – 4:30 pm
	Building Better Teams through Employee Engagement	PM	X		
Total Number of Courses:			13		

Workforce Advancement Training Grant – Final Report

Submit to

grants@wtcsystem.edu

Fill in identification information in the header of this page.

Person Completing Report: Annette Mikula

Telephone #: 6087575722

E-Mail: Annette.mikula@co.rock.wi.us

Date: December 29, 2020

Project Activity Dates – From: July 1, 2019 To: November 30, 2020

Amount of Award: \$16,150

Amount of Actual Expenditures: \$

Actual Number Served: 46 (Unduplicated. Specify by employer if multiple employers were served):

For System Office Use – WTCS Education Director Signature: _____ Date: _____

1. Training Plan	
List the training activities that were proposed in the approved application (including any revisions).	Was this activity successfully carried out as proposed? Summarize changes that occurred to this activity during execution of the project.
Supervisor training for new supervisors, who have already had introductory training, to improve necessary hard and soft skills required to lead their department, divisions, and/or teams.	Training started out in person, but was delayed and then moved to a hybrid model with Blackboard and Zoom as a result of Covid-19 campus closure. 5 days in person, 5 days via Blackboard and Zoom.
Introductory leadership for new supervisors to improve awareness of personal strengths, values and gain general understanding of leadership qualities.	Trained as planned Fall 2019.
Cross-functional leadership training for lead workers to improve knowledge and understanding of effective leadership.	Training started out in person, but was delayed and then moved to a hybrid model with Blackboard and Zoom as a result of Covid-19 campus closure. 6 days in person, 10 days via Blackboard and Zoom.
Other Outcomes Comments:	

2. Course Table. Insert or attach the Course Table that was submitted with the grant application, revised if necessary using underlines and strikeouts to show changes that occurred during the course of the project.

Course No. (include aid code)	*Status	Course Name	# of Credits	+# of Hours	# of Employees
47-196-423	A	Real Colors	.1	3.5	55
47-196-425	A	Developing Personal Effectiveness	.1	3.5	55
47-196-414	A	Leading by Example	.1	3.5	35
47-196-414	A	Creating a Supportive Environment	.1	3.5	55
47-196-414	A	Building Effective Relationships	.1	3.5	55
47-196-422	A	Leadership: Individual and Team	.1	3.5	35
47-196-424	A	Leadership and Change	.1	3.5	55
	A	Dealing with Difficult People and Managing Conflict	.1	3.5	55
47-196-402	A	Improving Daily Effectiveness	.1	3.5	35
47-196-455	A	Human Relations: Ethics and Human Resources Issues	.1	3.5	35
47-196-457	A	Employee Engagement	.1	3.5	35
47-196-427	A	Basic Problem Solving	.1	3.5	35
47-196-455	A	Customer Service Management	.1	3.5	35
47-196-457	A	Communication Strategies	.1	3.5	35
47-196-455	A	Becoming a Professional Supervisor	.1	3.5	35
47-196-427	A	Managing Emotions in the Workplace	.1	3.5	35
47-196-423	A	Building Better Teams Through Employee Engagement	.1	3.5	35
47-196-427	A	Managing Conflict	.1	3.5	35
47-196-420	A	Leadership Development/Frontline Leadership	.6	21	20

3. Project Outcomes

List the outcomes that were specified in the application by letter (refer to section 15 of the application)		Was the outcome achieved? Give the specific result that was achieved. Use quantitative measures wherever possible. If the outcome was not achieved, please provide an explanation.
C	Improved work environment. County investment in the program will increase employee engagement and satisfaction at work.	Employee Engagement Survey results increased from 3.80 in 2018 to 3.91 in 2020. This increase of .11 exceeded our goal of .05.

	As a result of these grant activities, Employee Engagement Survey results specific to Work Environment will reflect a .05% increase from FY18 (3.80) to 3.85 at the end of FY20.	
G	<p>Improved employee retention. County investment in the program should lead to more opportunities for current entry level supervisors and lead workers which will then lead to increased satisfaction and reduce unwanted turnover. Rock County currently recognizes a turnover rate of 15% (187 resignations in 2018). Training provided under this project will improve laddering opportunities for current entry level supervisors and lead workers, resulting in a 2% reduced turnover rate (from 15% to 13%) at the end of FY20.</p>	The turnover rate for 2020 has not been calculated as of yet. The most recent data is that Rock County had 138 terms through 10/5/2020. If the turnover data stayed at this pace, the turnover ratio will be lower than the 15% rate experienced in 2018.
H	<p>Other (Number H1, H2, etc., if more than one). Employee Engagement. County investment in the program will increase employee engagement and satisfaction at work. As a result of grant activities, countywide overall engagement results from the annual Employee Satisfaction Survey will show an increase in engagement from 3.5 in FY18, to 3.57 at the end for FY20.</p>	The overall Rock County Employee Engagement survey showed an increase from 3.5 in 2018 to 3.63 in 2020. This increase exceeded the goal of 3.57.
I	<p>Increased knowledge and skills. Participants will gain an in depth understanding of leadership skills. Ninety percent (90%) of those participating in this project (50 of 55 participants) will demonstrate, through pre- and post-assessment, increased knowledge and skills through marked improvement in areas of leadership in their formal employee performance evaluation. Blackhawk Technical College trainer will assist in the development of the pre- and post-assessment(s).</p>	
L	Promotion to a higher job classification as a direct result of training (Explain—see note*).	Since the program just ended in 2020 we are unable to measure these results at this time.

	<p>Leadership training and skills will better position lead workers and entry level supervisors for future promotional opportunities. Rock County has opportunity to promote only when positions are vacated. It is anticipated that 10% of vacated supervisory positions, in departments with participants who completed training, will be filled by those participants who successfully complete the Leadership Development training series in this proposal.</p>	
M	<p>Expanded opportunities for advancement within the company. Leadership training and skills will better position lead works and entry level supervisors for future promotional opportunities. Of the 55 Lead and Supervisor positions participating in this project, 50 (90%) will successfully complete the series, expanding individual opportunity for advancement within the Rock County system. Successful completion will be defined as 80% attendance combined with BTC instructor assessment.</p>	<p>The participation for the training programs was disrupted by Covid-19. Training was put on hold for 6 months, and then the program was completed using a hybrid Blackboard and Zoom model. Some participants were in departments that had increased workload as a result of Covid-19 such as Public Health and the Nursing Home. The completion percent for the three groups was at 92%.</p>
<p>Other Outcomes Comments:</p>		

<p>4. Trainee Projections</p>	
<p>Is the Actual Number Served (unduplicated) greater than or equal to the number listed on Line 129 (Number To Be Served = 55) of the grant application?</p>	
	<p>Yes</p>
	<p>No (Please provide an explanation below) We were only able to serve 46 employees through the training opportunities offered through the grant. Turnover in leadership in some departments impacted the ability for staff to be able to commit to attending the workshop series. In addition, Covid-19 impacted availability for some participants to complete the program.</p>

APPENDIX E

OSSEO AREA SCHOOLS



ISD 279 – Osseo Area Schools 2018-2019 Employee Handbook

This handbook can also be found on my279.org under Toolbox > Resources

TABLE OF CONTENTS

INTRODUCTION	4
WORLD'S BEST WORKFORCE STRATEGIC PLAN	5
EMPLOYMENT	7
Collective Bargaining Agreements	7
Job Classification	7
Job Postings.....	7
Licenses and Certifications.....	7
Background and Reference Checks	7
Separation of Employment and Unrequested Leave.....	8
WORKPLACE RISK MANAGEMENT	9
Workplace Security.....	9
Workplace Health & Safety.....	11
Student Injuries	13
Protocols for Personal Furniture	13
Animals in the Workplace	13
Children at Work.....	13
Response to Student Behavior/Student Maltreatment Reporting	14
Emergency Procedures	14
WORKPLACE EXPECTATIONS.....	15
Job Responsibilities.....	15
Work Hours and Breaks	15
Job Performance	16
Professionalism	16
Communications.....	18
Conflicts of Interest.....	19
Workplace Bullying or Mistreatment	20
Violence is Prohibited in the Workplace.....	21
Severe Weather and School Closings	21
Outside Employment	22
Parking and Driving For Work.....	22
Employee Personnel Records	23
Purchasing Goods and Services.....	24
Other	24
COMPENSATION.....	26
Wage Disclosure Protection	26
Payment of Wages	26
Payment for Overtime.....	27
TIME OFF/LEAVES OF ABSENCE.....	28
Holiday Pay	28
Vacation and Paid Time Off (PTO)	28
Sick Leave.....	28
Personal Leave	29

Bereavement Leave	30
Jury Duty	30
Military Leave of Absence.....	30
Unpaid Long Term or Extended Leave	31
BENEFITS	32
Overview	32
Group Health Insurance	32
Group Dental Insurance	32
Flexible Spending Account	33
Group Life and Long-term Disability Insurance	33
Retirement Plans (Public Pension)	33
Retirement Savings (Tax-sheltered Plans)	33
Employee Assistance Program (EAP)	34
APPENDIX A	35
APPENDIX B	41

APPENDIX G

PURPOSE

The purpose of the Osseo Area Schools Employee Handbook is to provide consistent, districtwide guidance about employee interactions with each other. The extent to which we, as adults, have effective working relationships among employees is the extent to which we will be able to focus on student achievement. In addition, the handbook includes some information about employee interaction with students.

Our school system has identified core values that also guide our interactions with each other, with students, and with families. Those core values include:

- Lifelong learning is essential for the individual and community to thrive;
- Everyone has equal intrinsic value;
- Trust is essential to sustaining successful relationships and to achieving results;
- Better decisions emerge when diverse perspectives are intentionally included in a collaborative process;
- Everyone benefits when cultural differences are acknowledged and understood, and individuals are treated respectfully and equitably; and
- Everyone can learn more.

The School District has an obligation to provide employees with information about expectations for their work assignment. It is an expectation that employees review this handbook and their site-specific handbook, become familiar with both, and follow the guidance provided.

INTRODUCTION

We appreciate the service of all staff members and recognize their contributions on behalf of students.

The employee handbook highlights information, including general employment policies and requirements that will be useful to you as an employee at Osseo Area Schools. All employees are expected to familiarize themselves with its contents. This information is provided to support your effective performance as an employee; it is not intended as legal advice. Osseo Area Schools reserves the right to make changes at any time, with or without notice, and to interpret School Board policies and procedures at its discretion; however, employees will be notified of any future significant changes and will be required to review the most recent publication of the employee handbook each year.

This employee handbook is not all inclusive. In addition to the general information outlined in this employee handbook, all employees are expected to abide by all School Board policies and procedures, which are available on the [School District website](#).

This employee handbook does not replace your collective bargaining agreement. Consult your collective bargaining agreement (if you have one) for specific information on the terms and conditions of your employment; it will serve as your most detailed and up-to-date source of information. If the information in your [Collective Bargaining Agreement](#) and/or provided by your bargaining unit representative conflicts with the information presented in this handbook, ask your supervisor for clarification.

WORLD'S BEST WORKFORCE STRATEGIC PLAN

Mission

Our mission is to inspire and prepare all students with the confidence, courage, and competence to achieve their dreams; contribute to community; and engage in a lifetime of learning.

Goals

- Each student articulates, plans for, and progresses toward his/her evolving dreams.
- Each student chooses to contribute to community in a mutually meaningful way.
- Each student demonstrates initiative and persistence to continually learn that which is important to him/her.
- Each student is ready for kindergarten.**
- Each third-grader can read at grade level.**
- Each student graduates from high school.**
- Each student is ready for college and career.**
- The achievement gap is closed on all state-mandated measures.**

** Indicates one of Minnesota's World's Best Workforce goals

Strategies

- Create transformational system change to ensure equitable student achievement.
- Develop understanding and support of our district's mission and core values among members of our community.
- Engage students and families as partners to achieve our mission and strategic objectives.
- Leverage and align the talents of our employees and the assets of our system to achieve our mission and strategic objectives.

Our Core Values

We believe that—

- lifelong learning is essential for the individual and community to thrive;
- everyone has equal intrinsic value;
- trust is essential to sustaining successful relationships and to achieving results;
- better decisions emerge when diverse perspectives are intentionally included in a collaborative process;
- everyone benefits when cultural differences are acknowledged and understood, and individuals are treated respectfully and equitably; and
- everyone can learn more.

OSSEO AREA SCHOOLS

ISD  279

Priority work for 2018-2019

We will create transformational system change to ensure equitable student achievement.*

- All sites will engage in the use of culturally responsive instructional strategies.
- At every elementary site, student outcomes and measurements of achievement are aligned and PreK is integrated into all school processes.
- All sites will implement culturally responsive, research-based positive behavior intervention practices that include the use of trauma-informed and restorative practices.
- All sites will implement best practices for multilingual learners (English learners).
- Students will experience learning that is personalized in path, place, and pace through strengthening teaching and learning practices that support student success in the digital age.
- Middle schools will continue to engage in site-specific, ongoing assessment for program improvement focused on the 16 characteristics of effective middle schools as defined by the Association for Middle Level Education (AMLE).

*** Equitable student achievement means:**

1. Ensuring high levels of achievement for all students, and
2. Accelerating growth for students of color and other underperforming groups, in order to
3. Close the achievement gap on all state-mandated measures.

We will develop understanding and support of our district's mission and core values among members of our community.

- A systemwide plan will be developed to support excellent customer service.

We will engage students and families as partners to achieve our mission and strategic objectives.

- A systemwide plan will be implemented to engage and empower families to support their student(s).

We will leverage and align the talents of our employees and the assets of our system to achieve our mission and strategic objectives.

- Employees will identify and respond to the influence of race and culture on learning.
- Effective staff recruitment and retention practices will build toward a workforce that reflects the demographics of enrolled students.
- Implementation of the Enrollment and Capacity Management Framework will lead to increased community trust in the school district through engagement in long-range planning for enrollment and building use.

Strategy Delimiters

We will not adopt any new program or service unless it is consistent with and contributes to our mission, and is accompanied by the staff development needed for effective implementation; accept any behavior that demeans the worth of any person; and allow past practice to interfere with the consideration of new ideas.

Approved by the School Board June 19, 2018

EMPLOYMENT

Collective Bargaining Agreements

[Collective Bargaining Agreements](#), also known as employment contracts, established through the formal negotiation process, outline the terms and conditions of your employment. Familiarize yourself with your collective bargaining agreement. Collective bargaining agreement language has been crafted to provide clarification and eliminate misunderstandings. Direct your questions about your collective bargaining agreement to your supervisor, bargaining unit representative, or the [Human Resources](#) department.

Job Classification

The School District, as an employer of thousands of people, must systematically describe and group jobs to ensure consistent and fair treatment when assigning, compensating, and promoting employees. Consequently, it has established a classification plan for all jobs in the School District in which individual positions are grouped into job classes, with each class composed of positions with similar duties, responsibilities, and required qualifications.

Job Postings

The School District posts [Career Opportunities](#) on the School District website. The postings include job location, minimum experience, training requirements, and the closing date for applications. School District employees are encouraged to apply for openings for which they are qualified. The School District posts new positions daily. Some postings are labeled as “Internal Only”. Internal only positions are only open to non-probationary employees who are employed in a regular position, except as outlined in the collective bargaining agreement. A regular position is a position that continues every year. Employees serving in positions as casual substitutes, temporary assignments, or casual instruction are not considered internal and are not eligible to apply for positions labeled, “Internal Only.”

Licenses and Certifications

Each employee who is required by law to be licensed or certified must maintain a current license or certificate with the [Human Resources](#) department. Individuals are expected to know the date of expiration of their individual license and/or certification. Failure to maintain a current license or certification may result in an employee being placed on leave without pay, reduction in certification related compensation until license or certification is reactivated, or discharge from employment.

Background and Reference Checks

To ensure that individuals who join Osseo Area Schools are well qualified, and that Osseo Area Schools maintains a safe and productive work environment, it is our practice to conduct pre-employment background checks on all applicants who accept an offer of employment. Background checks may include verification of any information on the applicant’s resume or application form, as well as a formal criminal background investigation. Additional background checks may be required as determined by outside agencies.

All offers of employment are conditioned on receipt of a background check report that is acceptable to Osseo Area Schools. All background checks are conducted in conformity with the Federal Fair Credit Reporting Act, the Americans with Disabilities Act, state and federal privacy, and anti-discrimination laws. Reports are kept confidential and are only viewed by Human Resources staff involved in the hiring process.

If information obtained in a background check would lead Osseo Area Schools to deny employment, a copy of the report will be provided to the applicant, and the applicant will have the opportunity to dispute the report's accuracy. A criminal conviction does not automatically bar an applicant from employment.

All employees are expected to demonstrate exemplary behavior throughout their career with Osseo Area Schools. We encourage employees to notify the [Human Resources](#) department or their supervisor if the employee experiences an event in their personal life that could potentially impact their job.

Separation of Employment and Unrequested Leave

Resignation/Retirement: If an employee resigns or retires from employment, the employee is expected to submit adequate notice in writing prior to the employee's anticipated last day of employment. The written notice must specify the effective date as the last day the employee will physically report for work. It must be submitted to their supervisor in accordance with the provisions of the employee's collective bargaining agreement. In some cases, the release of an employee from a licensed contract position may be delayed until the resulting vacancy is filled.

COBRA Benefits: The [Consolidated Omnibus Budget Reconciliation Act](#) of 1985 (COBRA) requires that most employers sponsoring group health plans offer employees and their families the opportunity for a temporary extension of health coverage (called "Continuation Coverage") at group rates in certain instances where coverage under the plan would otherwise end (called "Qualifying Events").

Employees who lose insurance coverage as a result of a reduction in work hours, separation of employment, lay-off or unpaid leave have the right to choose continuation of coverage under COBRA. The employee will be required to pay the full premium cost for coverage that is identical to the coverage being provided to similarly situated employees (or their family members). If the employee does not choose continuation coverage within the required time period, group health insurance coverage under the plan will end. Once continuation coverage terminates for any reason, it cannot be reinstated. For further details concerning continuation of benefits under COBRA, contact the [Human Resources](#) department.

Layoff or Unrequested Leave of Absence (ULA): The School District defines an unrequested leave of absence or layoff as an involuntary, non-disciplinary separation from School District service resulting from a lack of available work, a program cutback or other economic necessity. Consult the [Collective Bargaining Agreement](#) for information about any benefits that may be available in the event of a layoff or unrequested leave of absence.

Exit Interviews for Employees Leaving the School District: In the event an employee leaves employment, the [Human Resources](#) department may contact the employee to offer the opportunity to complete an exit interview. The exit interview provides employees with an opportunity to offer suggestions as to how we can improve employee working conditions, engagement and satisfaction. Employees are also invited to request an exit interview by contacting, the [Human Resources](#) department.

Return of School District Property: The separating employee must return all School District property at the time of separation, including, but not limited to, name badges, access cards, cell phones, keys, School District purchased curriculum materials, technology, and School District purchased electronic devices (e.g. cell phone, iPad, or tablet).

WORKPLACE RISK MANAGEMENT

Workplace Security

School District Issued Name Badges: The School District issued name badge is an important part of an employee's work attire. It allows students, parents/guardians, co-workers, vendors, and the general public to know the identity of an employee. An important part of providing a secure environment for our students is to ensure that everyone who enters our schools is identified.

Employees are required to wear the name badge any time they are at a worksite. It should be worn in a visible spot on the upper portion of the body at all times. It is the employee's responsibility to follow these rules and to maintain the name badge in good condition. Employees receive new School District issued name badges at the beginning of each school year. If an employee needs a replacement name badge, the employee should contact the [Human Resources](#) department.

Building Access:

Keyless Entry (electronic keys and keycards)

All of our buildings have a keyless entry system. If an electronic key card is misplaced or lost, the employee is required to notify their supervisor immediately in order to assure that the key card can be deactivated, and a new key card can be issued. Employees should check with their site supervisor to review the times that front doors are locked and to clarify when a key card or a physical key will be required to enter the building after hours.

Keys (physical keys)

Some staff members may be issued a physical key for their classroom/office area. All staff members are expected to keep this key with them at all times. Do not duplicate keys, do not leave them unattended, and do not allow students to use.

Protocol for receiving visitors at the building

Visitors are required to check in with the main office/reception area at each site. Visitors may be other School District employees or members of the public. Visitors are expected to wear a School District issued name badge or visitor badge. In most cases, we ask that the building employee who is responsible for the visit escort the visitor to the meeting area. Following the appointment, employees are required to escort the visitor back to the main office/reception area.

Note: If an employee encounters an individual who is not visibly wearing a visitor's badge, the employee is to ask the individual to go to the front office and check in with the office staff.

Vendors / Solicitors

Vendors or other solicitors should not visit school sites without an appointment or invitation. If a vendor shows up at a site, direct them to contact the Purchasing department for information on how to do business with the School District. Staff should not solicit vendors to come to a school without approval of the business/resource manager or site purchasing contact. Site purchasing contacts are responsible to understand the purchasing procedures and provide direction.

Window Coverings

The district has a standard in place regarding classroom and office window coverings. This standard is intended to maximize student/staff safety and insurance liability protections.

Interior windows must be unobstructed and provide visibility into the space during normal operating hours. This visibility facilitates supervision and the protection of students and staff from violent activities, as well as allegations of inappropriate behaviors. Windows may be temporarily covered during specific emergency situations, such as lockdowns, to reduce the danger to students and staff from intruders. Refer to emergency plan procedures.

Exterior/Vestibule Doors

The district has a standard in place regarding signage for exterior and vestibule doors. This standard is intended to maximize student/staff safety and not to interfere with visibility outside the building. Exterior/vestibule doors are not to be used to post messages and posters; they need to be kept clear.

Classroom, Hallways, Doors, Walls and Windows

Hallways and classrooms are considered closed or limited forums. The district reserves the right to determine the appropriateness of posters, signs, flags, and other messages/artifacts displayed in these areas. Employee messages, posters, or displays should be: related to the curriculum; respectful of the diversity of beliefs of students; and consistent with district policy and mission.

APPENDIX C

Workplace Health & Safety

Job Safety: The School District is committed to developing and maintaining safe working environments. Help prevent injuries by observing general safety rules, removing hazards in the workplace, and immediately reporting unsafe conditions to the appropriate person. It is very important for all employees to follow safety guidelines to avoid injuries on the job. The following is a list of safety protocols all employees are required to follow:

- Know the locations of exits, fire extinguishers, alarms, Automated External Defibrillators (AEDs), and first aid materials at the worksite.
- Seek information or training from the appropriate person when required to operate any equipment or handle any type of chemical.
- Abstain from attempting to lift or carry an object that is too heavy to handle. Seek help from another employee to minimize the potential for injury.
- Report any safety hazards to a supervisor.
- Be aware of the surroundings and wear appropriate apparel for current weather conditions and work environment.
- Report to a supervisor any information received from others that could impact the health and safety of others.
- Report to a supervisor any information received regarding an individual who may be considering harming himself/herself or others.

Workers' Compensation/Reporting Accidents and Injuries: The School District is covered under statutory state workers' compensation laws. Employees who sustain work-related injuries must immediately notify their department supervisor or site leader. Workers' compensation benefits are provided to protect employees in the event of a work-related injury or illness resulting in the need for an employee to receive medical care and/or to take time off from work due to the medical condition. In order to avoid possible delays in processing workers' compensation claims, employees should report all work-related injuries immediately.

An Employee Injury Report form must be completed by the employee's supervisor or site manager and submitted to the Human Resources department within twenty-four (24) hours after the injury. If the supervisor or site manager is not available within this time frame, the employee is to complete the form with the designee as defined by the supervisor/site manager. Employees should contact their supervisor, request that the supervisor complete the report, and ask the supervisor to provide an opportunity to review the form prior to submission. The employee may request a copy of the completed Employee Injury Report for their records. For further assistance, call the [Human Resources](#) department.

Fragrances: Fragrances can be triggers for individuals with asthma or sensitivity to chemicals. Personal care products (cologne, perfume, hair spray, nail polish, etc.) should not be applied in office areas. Scented air fresheners (spray or plug-in) are not allowed. We encourage all staff to refrain from wearing fragrances at work.

Ergonomics: Information about proper lifting techniques, workstation design, and other ergonomic issues is available from risk management staff. If an employee experiences discomfort at the workstation and would like to request an assessment of their work area, they should contact the [Risk Management](#) department. Risk Management will provide suggestions to improve the employee's workstation. The district attempts to be proactive in assisting employees by providing ergonomic assistance when needed. If Risk Management has ergonomic tools or equipment available, they may be provided on a first

come first served basis. Otherwise the expense to purchase ergonomic supplies must be covered by the employee's worksite, if funds are available. Please consult with your supervisor on your needs.

If an employee is under medical care related to ergonomic issues the employee should contact Human Resources.

Employee Right to Know Act: The Employee Right to Know Act requires the School District, as the employer, to evaluate workplaces for the presence of hazardous substances, harmful physical agents, and to provide training for those employees who may be exposed to any harmful substances in the workplace. Written information regarding harmful substances is available in each School District building. If an employee is concerned about a hazard in the work area or would like additional information, they can contact the [Risk Management](#) department.

Required Training: School Board policies and procedures are in place for the purpose of assuring a safe working environment for employees. Some employees are required to complete Bloodborne Pathogens and Right-to-Know training. Employees who are required to complete training will receive notification from the [Risk Management](#) department. Depending on the training content, some training is required annually whereas other training may be required only once or on a different schedule.

Communicable Diseases: The School District will provide guidance for dealing with work situations involving employees who have life-threatening and communicable diseases according to [Policy 420 - Communicable Diseases](#).

The School District does not discriminate against qualified individuals with life-threatening and communicable diseases in any terms or conditions of employment.

Indoor Air Quality: Our School District's Indoor Air Quality (IAQ) Management Plan includes procedures for maintaining good air quality in our buildings. If you have an air quality concern, contact the [Risk Management](#) department, and request an IAQ form. Once the form is complete, give the form to the head custodian in the building. Upon receipt of the form, the head custodian or building engineer will conduct an initial investigation. If the problem cannot be resolved, the Risk Management department will follow up and perform testing if needed.

Integrated Pesticide Management: The Minnesota Parent's Right-to-Know Act (Minn. Stat. §121A.30) requires that schools inform parents/guardians and employees if they apply certain pesticides on school property. Specifically, the law requires schools that apply these pesticides to maintain a schedule of applications. However, because the School District only uses pesticides when non-chemical methods have been ineffective, some applications are not scheduled. The schedule of pesticide applications is available for review at each school office where pesticides are applied to school property. Employees should contact their site leader or their supervisor to find out how to view the application schedule or to be notified of any applications on days other than those specified (excluding emergency applications).

Asbestos Notice: The [Asbestos Hazard Emergency Response Act](#) (AHERA) requires that each school district notify parents/guardians and employees annually regarding asbestos-related activities. In 1988, all of our school buildings were inspected by accredited personnel for asbestos-containing materials. Since that time, we have conducted surveillance checks every six (6) months and re-inspected our buildings every three (3) years to ensure that the asbestos is properly maintained. When properly maintained, asbestos does not present a hazard. Most of the asbestos in our buildings (except for floor tile) is limited to non-public areas, such as mechanical rooms and above ceilings. Management plans are on file and available for review in each building with asbestos-containing materials.

Student Injuries

Each building has protocols regarding action(s) that should be taken related to student injuries. If a student reports that they have been injured, employees are required to ensure that the student is seen by the school nurse immediately. If the injury happens at the end of the school day and/or the end of the employee's duty time, the employee must notify their supervisor and stay with the student until additional help arrives. Do not send a student home until the school nurse or administrator has screened the student and/or the student's parents/guardians have been contacted and provided authorization for the student to be transported home in accordance with School Board policy.

Protocols for Personal Furniture

1. All personal furniture must receive approval from building administration prior to the item being brought to the building.
2. Couches, overstuffed chairs, and other fabric or upholstered furniture, and pillows are not permitted in classrooms due to the increased fire hazard and potential for Indoor Air Quality problems.
3. Beanbag chairs are only allowed with building administration approval. They must be in good condition (no rips or holes) and have a manufacturers' tag saying that they meet the California flammability requirements.

Animals in the Workplace

Osseo Area Schools is responsible for assuring the health and safety of all employees and students on School District property. In keeping with this objective, the School District does not permit employees to bring their household pets to work. Animals may pose a threat of infection and may cause allergic reactions in others. Some individuals may feel threatened or be distracted by the presence of animals, particularly dogs. In addition, the School District wishes to prevent pets from damaging School District property.

Employees are not authorized to bring their pets to work; however, an employee who qualifies as disabled under the [Americans with Disabilities Act](#) (ADA) may be afforded a workplace accommodation allowing that employee to bring a service animal to work. The ADA defines a service animal as an animal that is individually trained to do work or to perform tasks that are directly related to an employee's disability. If you require a service animal to do work or perform tasks for you in the workplace, contact the [Human Resources](#) department for information about requesting a workplace accommodation under the ADA.

Note: Some schools may have unique circumstance where a therapy dog is allowed in the building because the therapy dog's purpose is to serve as a targeted intervention to support identified students. Contact the [Risk Management](#) department to obtain additional information about the use of therapy dogs.

Children at Work

Employees are expected to make other arrangements for the care of their children during any time the employee is on duty. Related national events such as "Take Our Daughters and Sons to Work Day" are not recognized by the School District.

Response to Student Behavior/Student Maltreatment Reporting

Employees are expected to use clear verbal directives to manage student behavior and to follow building protocols for response to behavioral situations. Employees are prohibited from inflicting [corporal punishment](#) or causing corporal punishment to be inflicted upon a student to reform unacceptable conduct or as a penalty for unacceptable conduct. Corporal punishment is defined as hitting, spanking a person with or without an object or unreasonable physical force that causes bodily or emotional harm.

Any School District employee or agent who witnesses or is involved in a potential corporal punishment incident will immediately notify their supervisor or Human Resources department and report the incident as a mandated reporter. (See [School Board policy #414](#) – Mandated Reporting of Children and Vulnerable Adults.) At all times, employees are expected to avoid situations that may place them in danger and to call for help when, or if, a situation begins to escalate out of control. Any employee who is aware of a threat of violence must notify their supervisor immediately.

When a student has a history of violent behavior, School District employees who have a legitimate educational interest will be provided relevant information about the student's violent behavior -- including any prior documented physical assault of a district employee by the student.

Emergency Procedures

Each building has emergency procedures detailing what to do in the event of a fire, severe weather, criminal threat, and other events requiring quick and decisive actions. Building administration will provide employees with emergency procedures, or employees can contact the [Risk Management](#) department. In addition, to complying with building emergency procedures, employees are expected to know where emergency medical equipment is located in the event of a life-threatening medical emergency. Employees should check with their supervisor if the employee is unsure of the location of emergency medical equipment.

WORKPLACE EXPECTATIONS

Job Responsibilities

The position an employee fills has specific responsibilities for which the employee is expected to perform. It is important that employees understand those responsibilities. All employees should make sure they are clear about the functions they are required to perform in their position. Routine, predictable attendance is an essential function of all positions within the District.

Accessibility Notice: In accordance with the [Americans with Disabilities Act](#) (ADA) and the [ADA Amendments Act](#) (ADAAA), Osseo Area Schools will reasonably accommodate qualified individuals with a disability so that they can perform the essential functions of their job unless doing so causes an undue hardship to the School District. Contact the [Human Resources](#) department with any questions or requests for accommodation.

Work Hours and Breaks

Work Hours: All employees are expected to be at their work location and ready to begin the day at their designated start time. A continued pattern of failure to be at work on time could result in employee discipline. The duration of hours and specific times of the employee's workday are determined by the direct supervisor. Employees who must leave the site during the scheduled work day are required to obtain approval from their supervisor, and to follow School District and building protocols for absences.

Break and Rest Periods:

Hourly Staff: Rules regarding work breaks are governed by state law as well as collective bargaining agreement language and School Board policies/practices. Minnesota law requires employers to provide sufficient time to use a restroom and eat meals. If the work break is less than twenty (20) minutes in duration, it must be counted as work time. Time to use a restroom (up to a maximum of a 15-minute break) must be provided within each four (4) consecutive hours of work. A meal break (usually a 30-minute break) must be given to employees who work eight (8) or more consecutive hours. Following is an overview of School District work break protocols for hourly staff:

- Full-time, eight (8) hour employees will receive two (2) paid 15-minute breaks and an unpaid 30-minute meal break. These shifts total 8.5 hours.
- Employees working six (6), but fewer than eight (8), consecutive hours are entitled to one (1) paid 15-minute break and an unpaid 30-minute meal break. Supervisors and staff can mutually waive the 30-minute meal break depending on program or site needs, however the reason must be for the purposes of programming and/or coverage in the classroom and employees must be compensated anytime the lunch period is missed. In addition, the paid breaks (15-minute breaks) cannot be waived by the supervisor.
- Employees working (4) hours but less than six (6) consecutive hours are entitled to receive one paid 15-minute break.
- Employees working fewer than four (4) consecutive hours are not entitled to a break, although supervisors often allow employees to take a short break if needed.

Note: Impermissible Use of Meal Period and/or Rest Breaks: Neither the lunch period nor the rest break(s) may be used to account for an employee's late arrival or early departure or to

cover time off for other purposes—for example, rest breaks may not be used to extend a meal period, and rest breaks may not be combined to allow one, half-hour long break. Employees are not allowed to skip the lunch period in order to leave work early.

Salaried (non-hourly) Staff: All salaried employees should work with their supervisor(s) in order to define the workday and break periods.

Teacher Preparation Time: Teachers are required to remain on site during their prep time. This expectation can be waived in the event of a special circumstance that has been pre-approved by the teacher's supervisor.

Job Performance

Probationary Periods: The probationary period for a School District employee serves as a working test or trial phase. An employee must complete this period satisfactorily to gain regular or continuing contract status following appointment. The probationary period generally extends from one (1) to three (3) years in accordance with the employee's [Collective Bargaining Agreement](#), statute, and/or School Board policy.

Probationary employees who do not meet performance expectations are subject to termination of their employment at any time. In some circumstances, a probationary employee who is not meeting performance expectations and would be subject to termination of employment may request an extension of the probationary period. A request for extension is only granted by Human Resources and must be approved by Human Resources, along with agreement between the supervisor, the probationary employee, and union representative if applicable. If an employee does not meet acceptable performance standards during this extended period, the employee may be separated from School District service.

Performance Appraisal: Regular status and/or continuing contract licensed staff members should receive one (1) or more performance evaluations each year depending on the employee's employment group. Employees may also receive a performance appraisal when an employee's job performance has changed significantly and warrants review. At a minimum, all employees can expect to engage in the performance appraisal process periodically throughout their employment. Questions about the performance appraisal process can be directed to the employee's supervisor, the [Human Resources](#) department, or union representative if applicable.

Professionalism

All employees are expected to conduct themselves in a professional and ethical manner. The following employee groups each have a specific code of ethics:

- [Teachers \(Minnesota Rule 8710.2100\)](#)
- [Administrators \(Minnesota Rule 3512.5200\)](#)

Violations of standards of professional conduct could be grounds for discipline up to and including discharge of employment.

School Board Policies and School District Procedures: An employee's work and activities in the School District are governed by official School Board policies which have been developed and adopted by the School Board. Current School Board policies are available on the [School District](#) website. In addition, School District administration has developed procedures to implement these policies, and to provide more information concerning School District expectations and practices. All employees are expected to familiarize themselves and comply with these School Board policies and procedures at all

times. All employees are also required to review the employee handbook annually, including all identified policies and procedures in Appendix A.

- **ANNUAL REQUIREMENT:** All employees are required to confirm that they have reviewed and will abide by School Board policy and procedure #416 – Drug and Alcohol Testing. Click on the following link to review the policy: [School Board Drug and Alcohol Testing Policy](#).
- Key policies employees are required to know and abide by can be found in Appendix A of this handbook.

Collaboration: Providing a quality education for students and a positive work experience for employees requires collaboration between all employees in the School District. Collaboration is demonstrated by showing respect, cooperation, and leadership at all times. Serving as an effective member of a collaborative team is critical to meeting performance expectations.

Representing our School District: A School District employee represents ISD 279 and the impression and statements made by employees can influence people’s perception of our School District. Employees are placed in a position of trust by families and community members, and are expected to conduct themselves in public, and on social media in a manner that will not reflect negatively on the School District or our employees.

Employees must be diligent about not sharing or posting on social media any information that may be protected by the [Minnesota Government Data Practices Act](#). Similarly, employees should never (with the exception of a relative or close personal family acquaintance) engage with students via personal social media. Keep interactions with students confined to School District social media, exclusively.

Attire and Grooming: It is important for all employees to display a professional image while at work by being appropriately attired. Employees are expected to present a well-groomed, modest, professional appearance, and to practice good personal hygiene, limit fragrances, and wear clothing that is suitable for the assignment.

Relationships with Students: Employees are expected to exercise good judgment and professionalism in all interpersonal relationships with students. Employees must understand that all employees of the School District are considered educators of students, regardless of their position within the organization. As such, employees have an inherent position of authority and influence over students and should act accordingly. Employees are expected to maintain professional ethics and boundaries in all interactions. Interactions on social media with students is strongly discouraged.

Documentation: One of the core values of Osseo Area Schools is “trust is essential to sustaining successful relationships and to achieving results.” Intentional inaccuracies on official School District documents or electronic reporting systems, such as work time entry, leave entry, job applications, and student records are prohibited and will result in discipline, up to and including discharge. Employees are prohibited from accessing or modifying their own children’s records unless they have received authorization from their supervisor to do so.

Confidentiality: Much of the information obtained as the result of employment with the School District is considered private. Respect for the dignity of our students and staff requires that any discussion regarding student/staff issues is confined to only those staff members who have a job-related need to know the information. All employees are required to abide by the [Minnesota Government Data Practices Act](#).

Communications

Website: The School District website, www.district279.org, contains a wide variety of information about the School District, our programs, employment policies, telephone numbers, upcoming events, and community education. Employees should familiarize themselves with the School District website and refer to it in order to obtain necessary information.

Email: As an employee of the School District, you may have access to the School District email system. Please refer to the policies section (Appendix A) of this handbook for related policies and procedures regarding use of the district network. Employees with email should review their messages as frequently during the day as their schedule allows and reply in a timely manner. It's a good practice to use the "out of office" feature on the email system when you will be gone for an extended period of time. School District assigned email accounts are the property of the School District and are intended to be used to conduct School District business.

The School District has defined the following protocols for employees to follow when sending a message from a School District email account:

- Use a clear subject line that tells the reader if they need to take action (e.g., "REQ: read and respond with edits") or if the email is for their information only (e.g., "FYI: conferences rescheduled to Monday").
- Start the message with the purpose so that the reader can quickly understand the essence of the message and whether they need to do anything.
- When using the blind carbon copy (BCC) function to send an email to multiple individuals, start the message with a description of who is receiving the message.
- Before sending an email to multiple sites or groups of employees, ask a colleague to review your communication for clarity.
- Use headings and bullets to visually cue the reader to important elements.
- Choose the default clear/white background instead of using wallpaper. Use fonts such as Arial or Times New Roman to improve legibility.
- Keep messages to one screen or less.
- Use a standard signature including our mission statement, and refrain from adding other types of inspirational statements or quotes.
- Your supervisor may provide additional guidance on email communication with parents/guardians.

Calendar: When responding to an electronic calendar invitation, it is good practice to use the "send response now" option to let the meeting organizer know of the employee's intention to accept or decline.

Voicemail: Voicemail is assigned to designated employees. Employees with voicemail should listen to their messages during the day as their schedule allows and return messages in a timely and responsive manner. It's a good practice to use the "extended absence" feature on the voicemail system when you will be gone for an extended period of time.

Mailboxes: An individual mailbox may be assigned to employees at their work site. Employees should check with their supervisor regarding expectations for checking their mailbox. Mailboxes assigned in the buildings are property of the School District and should be utilized for School District business.

Right to Monitor: All School District-supplied technology and School District-related work records belong to the School District and not to the employee. Osseo Area Schools routinely monitors use of

School District-supplied technology. Inappropriate or illegal use of communications may be subject to disciplinary action up to and including termination of employment.

Personal Cell Phones, Personal Email, and Personal Social Media Accounts: Employees should not use their personal cell phones at work except in extenuating circumstances or when the use of the cell phone is required of the employee as a part of their normal duties. Employees are discouraged from using personal cellphones, emails or social media accounts to communicate with students.

279 Insider: “279 Insider” is our School District’s weekly staff e-newsletter. Published during the school year by the [Community Relations](#) department, “279 Insider” is the primary vehicle for sharing important districtwide news with employees.

my279.org (intranet): The employee intranet, my279.org, is a clearinghouse for information that helps employees perform their duties. Whether you are looking for enrollment data, the Administrative Procedures Manual, guidance regarding presentations at School Board meetings, or a digital file of the School District logo, the search should be started on my279.org. Please contact the [Community Relations](#) department with suggestions for additional content to post on my279.org.

my279 Message Board: The my279 Message Board is an electronic bulletin board that allows employees to share personal information and to find personnel news, such as new hires, retirements, and resignations. Subscribe to topics of special interest to receive alerts regarding new posts. The site also contains offers for employee discounts on products and services. Find the Message Board link on my279.org.

Tip Line: The district has established an anonymous Tip Line for students, staff, and parents to report bullying, weapons, drugs, and violence. If you have information regarding something that may happen or an incident that has already occurred, please call 763-391-8660 to report it. You may also complete an anonymous [Tip Line](#) form on the district website. All messages will be forwarded to the principal or appropriate administrator.

Conflicts of Interest

Employees must be careful to separate personal financial or other personal interests from their role as a public employee. Specifically, any circumstance where the employee’s judgment could be in question as a result of a personal or financial interest must be avoided by the employee. This requirement is particularly important for any employee who makes purchasing decisions, management personnel, and anyone who has proprietary information concerning the School District.

Possible conflict of interest situations includes, but are not limited to:

- Using School District time, personnel, equipment, supplies, or good will for an intent other than School District-approved activities, programs, or purposes.
- Receiving personal gifts or loans from third parties doing business with the School District.
- Using confidential information obtained as a result of School District employment for personal gain.
- Selling anything at the employee’s work site to students or other employees for personal gain.
- Tutoring students without following the guidelines outlined in [School Board Policy #443 – Tutoring of Students](#)).
- Providing information to vendors that restricts the competition for others.

Conflict of interest is addressed in the School District Administrative Procedure manual located on my279.org under the Toolbox menu.

Gifts and Gratuities: As a representative of a public employer, it is essential that a public employee's work is perceived as being free from external influences. Employees must decline gifts, gratuities, or favors from any outside organizations or individuals doing business or seeking to do business with the School District. Trinkets or mementos of a nominal value (less than \$5.00) may be accepted. Larger gifts should be graciously declined or referred to the employee's supervisor. For detailed information related to employees and gift acceptance, review [School Board Policy #421](#) – Gifts to District Personnel.

Workplace Bullying or Mistreatment

The School District recognizes each employee's right to individual respect and dignity, and is committed to establishing and maintaining a professional, respectful working environment for all employees. As a result, employees are prohibited from engaging in behavior that substantially interferes with a professional, productive, respectful working environment, including behavior that is disrespectful, obscene, inappropriate, offensive, or bullying.

The School District defines bullying as repeated conduct that is intimidating, threatening, abusive, or harmful; is objectively offensive; and is conducted by one or more persons against another or others at the place of work or during employment.

Bullying may be intentional or unintentional. However, it must be noted that where an allegation of bullying is made, the intention of the alleged bully is irrelevant and will not be given consideration when deciding upon discipline. As in sexual harassment, it is the effect of the behavior upon the individual(s) that is important. The following types of behavior are considered examples of bullying and will not be tolerated:

- **Verbal bullying:** Slandering, ridiculing or maligning a person or their family; persistent name calling that is hurtful, insulting, or humiliating; using a person as the target of jokes; abusive and offensive remarks.
- **Physical bullying:** Pushing, shoving, kicking, poking, tripping, assault (physical attack), or threat of physical assault; damage to a person's work area or property.
- **Gesture bullying:** Nonverbal threatening gestures or looks that convey threatening messages.
- **Exclusion:** Socially or physically excluding or disregarding a person in work related activities.
- **Social Media/Cyberbullying:** Using technology or other electronic communication for the purpose of intimidating, threatening, abusing, or harming another in the workplace to the extent that it substantially and materially disrupts an employee's right to a professional and respectful working environment.

Any employee who feels they have been victimized by bullying will report the matter to their supervisor, or to the [Human Resources](#) department. Employees who witness prohibited conduct, or possess reliable information that would lead a reasonable person to suspect that a staff member or student is a target of bullying, will report the prohibited conduct to the employee's supervisor or to the [Human Resources](#) department.

Violence is Prohibited in the Workplace

Employees are expected to refrain from conduct that may be dangerous to others. Conduct that threatens, intimidates, or coerces another employee, student, or other stakeholder will not be tolerated. School District resources may not be used to threaten, stalk, or harass anyone at or outside the workplace. Direct or indirect threats of violence, incidents of actual violence, and suspicious individuals or activities should be reported as soon as possible to a supervisor or the [Human Resources](#) department. When reporting a threat or incident of violence, the employee should be as specific and detailed as possible. Whenever possible, employees should not place themselves in peril, nor should they attempt to intercede during an incident. Employees should give verbal directions, remove any students or staff members who may be close to the incident, and contact their supervisor.

Employees should promptly inform the [Human Resources](#) department of any protective or restraining order that they have obtained that lists the workplace as a protected area. The School District will not retaliate against employees making good-faith reports. The School District will thoroughly investigate all reports of threats of violence, or incidents of actual violence, and of suspicious individuals or activities. The identity of the individual making a report will be protected as much as possible.

Workplace harassment, violence, or discrimination based upon a person's race, color, creed, religion, national origin, sex, marital status, disability, economic status, sexual orientation, or age is a violation of School District policy and law, and should be reported and investigated under [School District policy and procedures #413](#) Prohibition against discrimination, harassment and violence.

Anyone found to be responsible for threats of, or actual violence, or other conduct that is in violation of these guidelines will be subject to prompt disciplinary action, up to and including termination of employment.

Employees are encouraged to bring their disputes to the attention of their supervisors or a [Human Resources](#) administrator before the situation escalates. The School District will not discipline employees for raising such concerns.

Severe Weather and School Closings

Generally, employees can expect that school (and therefore, work) will be held, even in severe weather. If the wind chill, according to the National Weather Service, is 35° below zero (minus 35° Fahrenheit) or colder at 5:30 a.m. and predicted to remain that low or become worse, school may be cancelled. In most cases, however, the combined effects of snow, ice, and wind are considered in decisions that would involve disrupting the school day. School cancellations and early dismissals are announced on local TV and radio stations, the School District website, and social media. The news may also be communicated through an automated telephone messaging system, employees need to make sure their primary telephone number is accurate in the employee self-service access portal.

When School Is Closed All Day: Employees will be notified by the superintendent or designee when school is closed all day. Depending on the situation, employees may or may not be required to report for work, depending on an employee's position. Employees who are required to report for work on a day that school is closed and who do not report for work will be excused provided one of the following is true:

- The employee reported an absence due to medical reasons and submits a confirmation from a medical services provider that the employee's absence was due to medical reasons.
- The employee already had the day off as approved leave.

- The employee has paid personal leave available to cover the day the employee is absent.

If the absence is not excused, the employee's records will reflect an unexcused absence and compensation will be docked for the amount of time the employee was absent. Sometimes other school districts close while Osseo Area Schools remains open. In this case employees are expected to make alternate arrangements for child care if their child's school is closed for the day, but Osseo Area Schools remains open. Employees should refer to their collective bargaining agreements regarding procedures for emergency school closings.

When School/Program Closes Early: On rare occasions, a school or program may be required to close early due to unanticipated circumstances outside the control of the School District. If the Superintendent closes a school or program early, employees will remain in their building until the principal or administrator in charge releases them. Custodians shall report to work regardless unless it is physically impossible, or the employee deems it hazardous to their health or safety.

Outside Employment

Employees who choose to engage in outside work or to hold other jobs are subject to certain restrictions as outlined below.

All employees are:

- Prohibited from using any School District resources, facilities and/or information in order to fulfill employment or volunteer obligations for another organization.
- Not to solicit or conduct any outside business during paid working time.
- Cautioned to carefully consider the demands that additional work or volunteer activity will create before accepting outside employment or additional assignments. Outside employment, volunteerism, and additional assignments will not be considered an excuse for poor job performance, absenteeism, tardiness, leaving early, refusal to travel, or refusal to work different or additional hours.
- Prohibited from using any paid sick leave time or to report an absence due to illness in order to perform services for another outside employer. Fraudulent use of sick leave will result in disciplinary action up to and including termination of employment.

In addition to the above, management employees (School Executives, Directors, Principals, Licensed Coordinators, Management I-M, and Salaried Professionals) are prohibited from working in any other School District paid position. Exceptions will be considered for management employees who are scheduled to work less than a 225-duty day contract. An exception must be pre-approved by the management employee's supervisor and the [Human Resources](#) department. Prohibited paid assignments include but are not limited to: coaching assignments; extra-curricular activities; before/after school care; and extended learning programs.

Parking and Driving For Work

School District Vehicles: If an employee drives a School District vehicle in the course of employment, the School District is the primary insurer. If the employee is driving their own vehicle in the course of employment, the employee's personal insurance is primary. Employees must have the correct type of driver's license for the vehicle being driven. If an employee is required to drive a School District vehicle

larger than a car, van or pickup truck, the employee must have a commercial driver's license (CDL) along with other endorsements.

If the job requires an employee to drive a School District vehicle or equipment, the employee must report to their immediate supervisor any traffic violation for which the employee has been convicted and which could impede the employee's ability to drive, even if it occurs on the employee's own non-duty time and/or in the employee's own vehicle. Any employee who uses a School District vehicle for work-related purpose is expected to:

- Drive defensively;
- Wear a seat belt;
- Allow plenty of time to arrive at the destination, taking into account weather conditions;
- Refrain from use of cell phones or other electronic communication devices while driving; and
- Abide by applicable drug, chemical and tobacco-free related policies while in the School District vehicle.

Note: Any employee who is required to maintain a CDL can be required to submit to random drug testing.

Use of Personal Vehicles for Work Purposes: As part of your job, you may be expected to drive your personal vehicle for work purposes. When driving your own vehicle for work purposes, you must keep it well-maintained, in safe operating condition, adequately insure the vehicle, and obey all traffic laws.

Personal Vehicles/Mileage/Travel Expenses Reimbursement: If an employee is required to use their personal vehicle on School District business, the employee may be eligible for mileage reimbursement at a rate approved by the School Board. The employee may also receive payment or reimbursement of travel expenses if any approved training, work or professional development requires the employee to travel outside the School District. Employees can contact their supervisor to obtain information about submitting a request for reimbursement.

All reimbursements for mileage must be based on the mileage from the employee's normal place of work in the School District. Employees are expected to verify their eligibility for reimbursement in advance with their supervisor. All expenses are subject to School District approval procedures and audits.

Parking: There is no charge for School District employees to park their vehicle during working hours. Most buildings and programs designate a staff parking area. Employees are expected to maintain a safe speed in School District parking lots and to remove their vehicles from the premises at the end of the work day.

Employees are prohibited from allowing a student to start or operate an employee's personal vehicle.

Transporting Students: [School Board Policy #707](#) (Transportation of Students) provides clear parameters related to employees transporting students. Staff members do not provide transportation to students except in an emergency situation in accordance with authorization by the principal or Director of Facilities and Transportation Operations. If emergency transportation must be provided, two (2) staff members must accompany the student.

Employee Personnel Records

Personnel File: Personnel files are kept in a secured, central location to which only a select few employees have access. Employees who wish to review their personnel file, can contact the [Human Resources](#) department to schedule an appointment to view the personnel file. Viewing of the personnel file must be done in front of a designated School District representative. Employees may request copies of

the information stored in their personnel file. Employees are generally not allowed to add to or subtract from the contents of their personnel file. Some exceptions can be made pursuant to collective bargaining agreement language.

Change of Personal Data: Many changes in an employee's records such as address, telephone number, and emergency contact person can be updated via the employee self-service portal). Updates to an employee's name, dependents, and marital status require presentation of legal documents to the [Human Resources](#) department and/or the Payroll department.

Employee Emergency Contact Information and Medical Disclosure Information Maintained at the Worksite: Many sites/programs request that employees complete an emergency contact and medical disclosure information card. This card is used in the event of an emergency that requires access to employee contact information or medical condition(s). Although employees are encouraged to complete the information requested, it is not required. However, employees are required to maintain an emergency contact name and contact phone number on record with the School District office. Employees can update their information via the employee self-service access portal

Purchasing Goods and Services

Purchasing Supplies and Equipment: Employees with authorized purchasing responsibility must comply with federal regulations, Minnesota Statutes, Board Policy, and the School District's Administrative Procedures. Other employees are not authorized to place an order, purchase, contractually or financially bind the School District in any manner. Orders placed, or purchases made without following these procedures are considered unauthorized, and payment may be the responsibility of the employee placing the order. Comprehensive purchasing procedures are in the Administrative Procedure manual located at my279.org under the Toolbox menu. Contact the site business or resource manager, or department purchasing contact for specific purchasing direction. Violation of these procedures may result in disciplinary action including potential termination of employment.

Other

Employee's Personal Religious Observations: The School Board recognizes and respects the right of all of its employees to engage in private and quiet religious activities, so long as that conduct is not disruptive, and does not interfere with the rights of others who do not participate in those activities, or to have those activities imposed upon them, or result in the harassment of others. Employees whose religious beliefs require religious activity during the work day are to request of their supervisor a non-disruptive place for such practices. Time for such practices may be during break periods or non-paid time. Direct any questions about specific issues to a supervisor.

Day of Silence: Day of Silence is an annual student-led action in which students across the country vow to take a form of silence to call attention to the silencing effect of anti-LGBTQ bullying and harassment in schools. While its message supports safe schools, Day of Silence is not considered a school-sponsored activity in Osseo Area Schools; rather, it is a student-led action. Employees are expected to fulfill all of the duties of their particular position, including speaking and working with students, other staff, and members of the public, as the employee's assignment demands.

Political Activity: We encourage all employees to be civically engaged, but School Board policies prohibit certain activities of a political nature. During the duty day employees cannot actively campaign for or against a political candidate or issue. Employees may not use the School District network to advocate for or against a candidate, or ballot question at any time, or use their position to influence

subordinates or students to make contributions to, or support, any political campaign. There are also prohibitions against distributing campaign materials to students and using students to convey or distribute such materials.

When an Employee Receives a Work-Related Subpoena: Any employee who receives a subpoena for any purpose related to employment will inform the building administrator or designated supervisor immediately upon receipt. The building administrator or designated supervisor shall immediately inform the School District General Counsel that the employee has received a subpoena. No employee may release educational data, personnel data, or any other private data, as defined by the [Minnesota Government Data Practices Act](#), of any kind without consultation with his/her supervisor.

Use of School District Equipment: Employees may not use, or facilitate the use of, School District-owned equipment for personal or private use.

Search of Employees' Desks and Offices: Osseo Area Schools generally has wide latitude to search employee offices, desks, and files. A search warrant or probable cause determination is not required for the district to conduct a search. Osseo Area Schools will only conduct a search of an employee's work area upon reasonable suspicion of a potential violation of school policy. Employees should be aware of this right to search workplace desks, offices, computers, internet access history, emails, and files.

APPENDIX

COMPENSATION

Wage Disclosure Protection

Under the Minnesota Wage Disclosure Protection Law (Minn. Stat. §181.172), employees have the right to tell any person the amount of their own wages. While the [Minnesota Government Data Practices Act](#) (Minn. Stat. §13.43), specifically lists an employee's actual gross salary and salary range as public personnel data, Minnesota law also requires wage disclosure protection rights and remedies to be included in employer personnel handbooks. To that end, and in accordance with Minn. Stat. §181.172, employers may not:

- Require nondisclosure by an employee of their wages as a condition of employment.
- Require an employee to sign a waiver or other document which purports to deny an employee the right to disclose the employee's wages.
- Take any adverse employment action against an employee for disclosing the employee's own wages or discussing another employee's wages which have been disclosed voluntarily.
- Retaliate against an employee for asserting rights or remedies under Minn. Stat. §181.172. subd. 3.

An employee's remedies under the Wage Disclosure Protection Law are to bring a civil action against the employer and/or file a complaint with the [Minnesota Department of Labor and Industry](#) at 651-284-5070 or 800-342-5354.

Rates of pay are determined by collective bargaining agreement. For questions about pay rates, contact the [Human Resources](#) department.

Employees are also able to access payroll and personal information on the employee self-service access portal. Information shown in the portal includes, but is not limited to: paycheck history, leave account balances, year-to-date totals, and W-4 information. For information on accessing the employee self-service portal, contact the Information Systems help desk at help@District279.org.

Payment of Wages

The School District issues salary payments through direct deposit on the 5th and 20th day of each month. Exceptions to these dates are the months of June and July. In July, the salary payment scheduled for July 5th is generated at the end of the month of June. If the normal payday falls on a non-duty day, payment of wages will be directly deposited on the duty day immediately prior to the normal payday. Information related to earnings and deductions may be viewed in the employee self-service portal. The Payroll department is also available to assist employees with specific questions or concerns. Contact the Payroll department at payroll@district279.org or 763-391-7283.

Information regarding pay periods and pay dates may be found on my279.org, or employees can connect with the [Human Resources](#) department or the Payroll department at payroll@district279.org or 763-391-7283. Employees wishing to change their withholding allowances should obtain a W-4 form from my279.org or by contacting the Payroll department. Minn. Stat. §518.611, Subd. 8, requires employees to notify the School District of any child support obligations to be withheld from paychecks.

Direct Deposit: Direct Deposit is required for all employees (except in the event of an extenuating circumstance) and allows employees to have their paycheck directly deposited into one account of their choosing. For additional information, contact the Payroll department at payroll@district279.org or 763-391-7283.

Payment for Overtime (hourly employees)

Overtime for Hourly Employees: Any additional time worked beyond the employee's normal schedule must be approved by their direct supervisor prior to working the additional hours. Hourly employees are not authorized to work from home and are not expected to respond to emails and inquiries during their non-duty time.

The [Fair Labor Standards Act](#) (FLSA) governs when employees are entitled to overtime compensation, either as additional pay or compensatory time. Our collective bargaining/employment agreements provide additional clarity as to when employees are entitled to overtime compensation.

APPENDIX G

TIME OFF/LEAVES OF ABSENCE

Depending on the terms and conditions of employment, employees may have provisions allowing for paid time off or unpaid time off. This time off shall be pre-approved except in the event of emergencies. An absence request must be completed whenever an employee is absent from work. For directions on how to request time off, speak to a supervisor or call the [Human Resources](#) department. Some state and federal laws provide for leaves when an employee needs time off from work due to a serious medical condition or to attend the special education, preschool or school conferences, or school-related activities of their children or foster children, if those conferences or activities cannot be scheduled during non-work hours.

Unexcused absences are not acceptable. Employees may be considered as absent without approved leave and can be subject to discipline. Employees must be sure to follow proper reporting procedures if they are unable to attend work. Frequent absences will be addressed by the employee's supervisor as necessary. Contact the [Human Resources](#) department with questions about workplace absences.

Holiday Pay

Holiday pay eligibility is defined in collective bargaining agreements or individual employment agreements. For information about school calendars and holidays, review the [calendar information](#) posted on [my279.org](#).

Should a holiday fall on a weekend, the holiday will be observed on the work day closest to the holiday. Time off may be granted to employees who desire to observe a religious holiday that is not recognized by the School District.

Vacation and Paid Time Off (PTO)

Vacation or paid time off (PTO) can be earned by eligible employees to use for any reason. The amount earned varies by collective bargaining agreement and by the number of hours worked. Advance requests for vacation and PTO are normally required and should be submitted to the employee's supervisor. Vacation and PTO days must be recorded in the employee absence reporting system.

Usage: Requests for vacation leave and PTO are subject to supervisor and Human Resources approval, based on the operating needs of the School District.

Balances: The Human Resources department will maintain employee vacation leave/PTO balance (time accrued but not used). Employees can carry over hours from one year to the next up to the maximum amount defined by their [Collective Bargaining Agreement](#). If the collective bargaining agreement is silent on carry over of hours, then the employee is not eligible to carry over any hours.

Sick Leave

Sick Leave: An employee serving in a continuing position receives paid sick leave accruals as defined in their collective bargaining agreement. Paid sick leave can be used when the employee is unable to report for work due to a personal illness or the illness of a family member. Accrued paid sick leave can also be used in the event of a long-term illness.

- **Balances.** The School District maintains employee leave balances (time accrued but not used). Employees are responsible for monitoring their leave balances and ensuring that they have enough leave time remaining to cover any absences. Leave balances can be reviewed via the employee self-service portal.
- **Medical Documentation.** In some circumstances, an absence due to a personal illness or family illness may require submission of a medical confirmation from a healthcare provider. Situations that may require medical documentation include, but are not limited to:
 - A period of absence consisting of multiple consecutive working days.
 - Leave of any duration if absence from duty recurs frequently or habitually.
 - Leave of any duration when there is reasonable cause for requiring medical confirmation.
 - Leave of any duration that occurs on School District-defined “high volume” days.
 - Leave of any duration if the illness is as a result of a workplace injury.
 - Return from medical leave that is longer than three (3) to five (5) days, depending on the circumstance.
 - Return from medical leave with medical restriction(s) like a need for a temporarily reduced work schedule or limitations in job duties that can be performed.
- Any absence that applies to [The Family and Medical Leave Act](#) (FMLA) of 1993 requires the School District to provide up to twelve (12) work weeks of unpaid, job-protected leave to eligible employees for certain individual or family medical reasons. Employees are eligible if they have worked for the School District for at least one (1) year and have worked a minimum of 1,250 hours during the twelve (12) months prior to the leave. Military care provides leaves under the FMLA may afford employees up to 26 weeks of leave.

Note: For the purposes of this provision, “year” is defined as a rolling twelve (12) month period measured backward from the date an employee’s leave is to commence.

Failure to supply the required medical documentation could be grounds for discipline up to and including termination of employment.

- **Extended Illness or Recuperation.** If an employee exhausts their accrued paid leave during a prolonged illness or injury, they may be permitted to use other accrued time. Once the applicable paid time is exhausted, the employee’s absence will be modified to a leave of absence without pay. Consult the collective bargaining agreement, Human Resources or union representative, and the School District procedures for information on these options, and other programs such as the teacher sick leave pool.

Personal Leave

Personal leave may be used to conduct private affairs, including the observance of religious holidays or personal business that cannot be attended to during non-work hours. Employees are required to submit a paid leave request at least three days in advance of the leave date (except in emergency circumstances). Refer to the collective bargaining agreement for detailed information. The School District limits the number of employees who can be out on personal leave on any given day. Employees are encouraged to submit their leave requests well in advance of the scheduled date. In general, personal leave will not be approved on the first and last student contact days of the school year.

Bereavement Leave

Paid bereavement leave benefits are defined in the employee collective bargaining agreement. If paid leave is not available, employees can use vacation leave, personal leave or unpaid leave. An employee who takes time off for bereavement is required to submit a leave request.

Jury Duty

Employees who receive a summons for jury duty are to notify their administrator or immediate supervisor as soon as possible after receipt of summons. Should employees serve as jurors, they will be allowed time off with full pay. Any reimbursements, less mileage and parking expenses for serving as jurors, shall be deducted from pay.

Note: Employees who serve in casual or temporary positions are generally not required to abide by this section. However, employees should check with the [Human Resources](#) department if they receive a notice for jury duty in order to obtain the appropriate information for their employment status.

If employees on jury duty are excused from jury duty at any time throughout their scheduled workday, they are expected to return to their normal work location and continue serving in their normal assignment. This leave applies only when the employee's normal work schedule conflicts with jury duty time. If an employee is "on call" for jury duty, they must report to work until required to report for jury duty.

If an employee is summoned for jury duty, the employee will not lose regular salary or benefits. In order to properly account for duty time, the employee must:

Submit the following to Human Resources within 48 hours of receipt of the summons for jury duty:

- Completed leave request form (Number PF-22). Form PF-22 can be found on the my279.org website under Human Resources.
- The summons the employee received requiring the employee to report for jury duty.

Submit the following to Human Resources within thirty (30) days of the last jury duty day served:

- The original receipts for expenses incurred while serving as a juror (e.g., parking),
- The stub from the expense/mileage check received for serving on the jury,
- A check from the employee representing the difference between the stipend the employee received for jury duty and the total amount of the receipts (including mileage) the employee is submitting.

If the necessary items are not received within thirty (30) days from the time the employee served on the jury, the Payroll department will be advised to account for the time absent as time without pay and to modify employee compensation accordingly.

Military Leave of Absence

Employees taking part in a variety of military duties are eligible for benefits under the [Uniformed Services Employment and Reemployment Rights Act](#) (USERRA). Such military duties include leaves of absence taken by members of the uniformed services, including Reservists and National Guard members, for training, periods of active military service, and funeral honors duty, as well as time spent being examined to determine fitness to perform such service. Employees requesting leave for military duty

should notify their supervisor and contact the [Human Resources](#) department to request leave as soon as they are aware of the need for leave. Employees are required to submit necessary documentation to support the leave request.

Unpaid Long Term or Extended Leave

Employees may, in certain instances, be granted a long-term leave of absence without pay. Employees who request and are granted a long-term leave must be prepared to have their benefits reduced. Employees do not accrue vacation or paid leave in any month in which an employee has been on leave for an entire month. Service credit toward salary schedule advancement, retirement, seniority, and longevity may be suspended as well. Employees who choose to continue to participate in the School District group health plans will be required to pay the full cost of medical premiums.

Requests for an unpaid long term or extended leave should be submitted to Human Resources for approval consideration. Employees are expected to check their collective bargaining agreements to make sure they meet all necessary deadlines. Among other considerations, the School District will take into account the reason for the employee's request, any applicable employment laws, and the School District's operating needs when considering a leave of absence request.

APPENDIX G

BENEFITS

For more information regarding benefits programs, please refer to the [Benefits Booklet](#) located on the School District website.

Overview

The School District provides health, dental, life, and disability insurance coverage to eligible employees. Eligibility for the School District's contribution toward all benefit plans is determined by the employee's bargaining unit's eligibility and negotiated employer contributions. A summary of employee bargaining unit's [benefit plans](#) and cost of participation is available on the School District website under employee benefits.

- **Coverage**
Coverage in group insurance programs is available upon the first day of employment for employees eligible for group insurance coverage. Eligible employees are automatically enrolled in the School District long-term disability and life insurance coverage. Health, dental, and optional life insurance coverage shall be effective on the first day of employment once enrollment is completed. New employees are allowed up to a maximum of thirty (30) calendar days to complete enrollment. Current employees may make changes to their current enrollment within thirty (30) days of a change in employment status or life change event (see below).
- **Change in Employment Status or Life Change Event**
A life event is an opportunity for employees to change their health and or dental insurance coverage due to an event such as marriage, birth of a child, divorce, death, or change in spouse's insurance coverage through their employer following IRS guidelines. An employee, who experiences a life change event, is required to make the change within thirty (30) days of the date of the event. The [Human Resources](#) department can provide detailed information.
- **Benefits Open Enrollment**
Benefits open enrollment is the only time during the year employees are able to change their health insurance plan or coverage, enroll in or decline health and/or dental insurance, and enroll in flexible spending without a life change event. Employees can watch their School District email for more information regarding open enrollment.

Group Health Insurance

Health and hospitalization insurance are offered to eligible employees through various health insurance carriers based on their collective bargaining agreement with the School District. Employees receive a School District contribution toward the premium cost of single, single plus one (1), or family health insurance for each employee who qualifies for, and is enrolled in the School District insurance plan or the [Public Employees Insurance Program](#) (PEIP) insurance plan.

Group Dental Insurance

Dental insurance is offered to eligible employees through Delta Dental of Minnesota. Coverage is available upon the first day of employment. The opportunity for enrollment is within the first thirty (30) days of initial employment or within thirty (30) days of a change in employment status or life event.

Eligible employees receive a School District contribution toward the premium cost of single coverage. Refer to the collective bargaining agreement for details on coverage.

Flexible Spending Account

The School District [Flexible Benefits Plan](#) permits employees to set aside money from pre-tax income to be used to pay for certain eligible health care and dependent care expenses. As a result, the employee's taxable income is reduced, thereby saving the employee tax dollars and increasing take home pay.

Eligible expenses include:

- Medical, dental and vision expenses (not paid by insurance)
- Day care expenses

Refer to the benefits booklet located on the School District website for additional information.

Note: Employees who choose to participate in the Flexible Spending Account benefit must submit an enrollment form every year of employment.

Group Life and Long-term Disability Insurance

The School District pays 100 percent of the premium cost for basic life insurance and long-term disability insurance for eligible employees. Supplemental coverage for employees may be available at their own expense. Insurance coverage is effective on the employee's date of hire. Under the long-term disability plan, employees who have become totally disabled may receive 2/3 of their regular salary after a sixty (60) working day waiting period.

Retirement Plans (Public Pension)

The [Teachers Retirement Association](#) (TRA) and the [Public Employees Retirement Association](#) (PERA) are associations that are responsible for the administration of retirement plans providing defined benefit coverage to employees of the School District. Employees contribute a percentage rate of their before-tax earnings to fund their TRA or PERA contributions. The School District also contributes a percentage rate on the employee's behalf. Additional information can be found on the School District website under [Human Resources](#) and at the following websites: [Minnesota Teachers Retirement Association](#) (MNTRA) (all eligible licensed staff members) or PERA (all other eligible staff members.) Employees should check their applicable retirement association regarding required time off from volunteer or paid work with a public entity after retirement.

Retirement Savings (Tax-sheltered Plans)

Eligible employees are allowed to authorize payroll deductions to be invested in a 403(b) or in a 457 account on a pre-tax basis. Information on investment companies, advisor contacts, and the required form to authorize this payroll deduction may be obtained through the School District website or by contacting the Payroll department at payroll@district279.org or 763-391-7283.

Matching Contributions: The School District will match contributions towards a tax-sheltered 403(b) plan and/or 457 plans for eligible employees. Eligibility and plan contribution amounts are specified by the collective bargaining agreement. For eligibility information and the required enrollment form contact the Payroll department at payroll@district279.org or 763-391-7283.

Employee Assistance Program (EAP)

This School District-paid program offers **free and confidential** assistance when an employee is experiencing personal life or work issues, such as alcohol or drug abuse or psychological, financial, family, or marital problems. Employees may request assistance on their own or may be referred by their supervisor. Eligible employees and eligible family members may utilize the School District [Employee Assistance Program](#).

APPENDIX G

APPENDIX A

POLICIES YOU ARE EXPECTED TO KNOW

School Board policies are the “law of the land” in School Districts; they help ensure that our school system maintains safe and respectful learning and working environments. Employee work and activities in the School District are governed by official School Board policies which have been developed and adopted by the School Board. Current [School Board policies](#) are available on the School District website. In addition, School District administration has developed procedures to implement these policies and to provide more information concerning School District expectations and practices. You are expected to familiarize yourself and comply with these policies and procedures at all times.

The policies highlighted below are just a few of the key policies to which we most often refer. As an employee, you are accountable for understanding and complying with all School Board policies. Violations of policies or expectations could be cause for disciplinary action.

Policy 101 – Racial Equity in Educational Achievement:

Key Idea:

The School District is committed to raising the achievement levels for each student by creating transformational system change to ensure equitable student achievement through ensuring that educational excellence and educational equity are provided for each learner. Through educational excellence and equity, each student in the School District will be empowered and equipped as a lifelong learner, with the necessary tools to achieve dreams and contribute to community. The School District will establish and maintain a commitment to educational excellence and equity in its systemic practices, which will support its contribution toward a community free from racially predictable disparities.

Good Practice:

Become familiar with this policy. Treat students and colleagues with respect and care. Behave in accordance with our organizational core value that everyone has equal intrinsic value. Work to create a welcoming culture and inclusive environment that reflects and supports the racial and cultural diversity of the school’s student populations. Report any potential violation to your supervisor or to the [Human Resources](#) department.

Policy 102 - Equal Educational and Employment Opportunity

Key Idea:

The School District prohibits discrimination against any student or employee who is a member of a class protected by the Minnesota Human Rights Act, such as race, color, creed, religion, national origin, sex, sexual orientation, age, marital or parental status, or status regarding public assistance or disability. Any student or employee who believes they may have been subject to discrimination has the right to submit a formal complaint.

Good Practice:

Become familiar with this policy. Treat students and colleagues with respect and care. Behave in accordance with our organizational core value that everyone has equal intrinsic value. Report any potential violation in accordance with the following:

- Employee believes they are the subject of discrimination: Report to the Human Rights Officer – Laurel Anderson at 763-391-7006.
- Student with a disability believes they are the subject of discrimination: Report to the 504 Coordinator – Kate Emmons at 763-391-7255.
- Student believes they are the subject of discrimination as a result of race or sex: Report to the Title IX Coordinator (Employment Related Concerns) – Laurel Anderson at 763-391-7006.

Policy 403 - Discipline, Suspension and Dismissal of School District Employees

Key Idea:

Employees are expected to behave professionally and to abide by any applicable state/federal laws, School Board policies and applicable professional codes of ethics. Violations could be subject to discipline up to and including discharge of employment.

Good Practice:

Become familiar with this policy and procedure. Make sure your actions are always respectful, and professional. Maintain a high level of integrity and ethics in your work and in your relationships with those whom you encounter in your work. If you have any concerns, questions or need assistance, contact the [Human Resources](#) department or your supervisor.

Policy 413 – Prohibition Against Discrimination, Harassment and Violence

Key Idea:

Osseo Area Schools prohibits any form of violence or harassment based on any characteristic such as sex, religion, or other protected status. This includes any unwelcome sexual advances, requests for sexual favors, and any other verbal or physical conduct of a sexual nature between a supervisor and a subordinate, between peers, or between an employee and a student when it interferes with job performance, creates an intimidating, hostile or offensive environment, or affects potential educational or employment opportunities or benefits.

Employees are responsible for understanding what constitutes harassment and violence as outlined in the School Board policies and are required to report to the proper authorities any conduct that appears to be a violation of these policies.

Good Practice:

Become familiar with this policy. Treat students and colleagues with respect and care. Behave in accordance with our organizational core value that everyone has equal intrinsic value. Refrain from any behavior that could be considered a violation of the policies. Consult with your supervisor or the School District’s Human Rights Officer in the [Human Resources](#) department any time you have questions about appropriate behavior or believe a violation of these policies has occurred.

Policy 414 - Mandated Reporting of Maltreatment of Children or Vulnerable Adults

Key Idea:

Any employee of the School District is mandated to report suspected neglect or abuse (physical or sexual) of vulnerable adults or children in the home, school, and community settings. Any employee having reasonable cause to suspect that a student is being physically, emotionally or sexually abused, or

neglected must immediately report this information to the appropriate authorities ([Minnesota Department of Education](#), local welfare agency, police department, or the county sheriff).

Good Practice:

Whenever possible, the employee will first share their suspicion with the site leader. The employee then has the responsibility to report directly to the Minnesota Department of Education, child protection, police, or sheriff in accordance with the procedure. If you suspect maltreatment of a student by a School District employee, contact your supervisor and the [Human Resources](#) department immediately.

Drug and Alcohol Testing ([Policy 416](#)) & Drug-Free Workplace/Drug-Free School ([Policy 418](#)) & Tobacco-Free Environment ([Policy 419](#))

Key Idea(s):

The School District prohibits the manufacture, distribution, dispensing, transfer, possession or use of any defined prohibited drug while on school property, in school vehicles, or while accompanying students on school-affiliated activities. The use of alcohol and/or tobacco including e-cigarettes is prohibited for all persons within all school buildings, in school or contracted vehicles, or on school grounds during all hours of every calendar day. The prohibition applies to all students and adults.

These policies apply at all times at any school-sponsored event, on or off campus, while students are under staff supervision. If there is reasonable suspicion that an employee may be under the influence of a mood-altering substance at work, the employee will be required to take a drug and/or alcohol test immediately when directed to do so.

Good Practice:

Maintain a tobacco-free and chemical-free workplace. Keep tobacco, alcohol, and chemicals away from School District property and away from school-sponsored activities, no matter where they are held. If you must take prescription drugs at the workplace, the drugs must be kept in a secure location inaccessible to other staff or students and must not impede your ability to perform the essential functions of your job. If you need assistance with finding a secure location, please consult with your supervisor. Any employee who suspects an individual may be under the influence of drugs or alcohol is required to report the information to their direct supervisor or to the Human Resources department.

[Policy 421](#) – Gifts to District Personnel

Key Idea:

School District employees who are considered School District Officials and/or School Board members may not solicit, accept or receive a gift from a vendor or provider doing business with the School District except in special circumstances defined by this policy. However, the School District recognizes that students, parents, and others may wish to show appreciation to School District employees. In that case, School District employees who are not School District Officials may accept gifts as tokens of appreciation.

Good Practice:

If you are a District Official, make sure you review this policy and understand the requirements. All other employees who receive a gift as a token of appreciation may graciously accept the gift. Many employees have chosen to encourage those students and parents/guardians who want to give them a gift to donate to a charity on their behalf.

Policy 423 - Employee - Student Relationships

Key Idea:

School District employees should maintain professional relationships and appropriate boundaries with students in all their interactions with them whether on or off duty and on or off School District locations, including in the use of personal social media.

Good Practice:

Become familiar with this policy and procedure. Exercise good judgment and professionalism in all interpersonal relationships with students. Keep informal and social involvement to a minimum. Understand that you, as an educator, have an inherent position of authority and influence over students, and act accordingly. Maintain professional ethics and boundaries in all interactions. Communications on personal social media accounts is strongly discouraged. Consult with your supervisor any time you have questions about appropriate activity.

Policy 441 (employees) & Policy 524 (students) - Network/Internet Acceptable Use

Key Idea:

Use of the School District's network/Internet resources are intended only for educational and informational purposes, such as research, professional development, instruction, collaborative education projects, and dissemination of School District information. The use of School District technology and the Internet is a privilege and not to be abused. Use of network/Internet resources must support the curriculum and enhance student learning opportunities and/or support accurate and appropriate communication of School District information. Misusing, intentionally damaging hardware or software, or other inappropriate activities may result in disciplinary action ranging from denial of privileges to criminal prosecution.

Use of School District network/Internet resources for personal gain or profit is not permitted. Personal web pages and personal email accounts may not reside on the School District's network. School District network/internet resources are not intended for use as a personal email station. All email messages that are sent and/or received on the School District network are considered the property of the School District. The School District monitors all access to websites made through the School District network.

Good Practice:

Use the computer or network/Internet only for professional work-related purposes.

Policy 452 - Conceal and Carry Restrictions for Employees

Key Idea:

Any employee of the School District is prohibited from carrying firearms on School District premises. Employees who have a conceal and carry permit may keep a firearm in designated areas within a vehicle on School District property.

Good Practice:

Keep firearms away from School District property and from school-sponsored activities, no matter where they are held. If you must carry a firearm, make sure the firearm is properly and securely stored in your vehicle, and that you are carrying the proper permit(s).

Policy 507 - Corporal Punishment

Key Idea:

In accordance with Minnesota Statute, all School District employees or agents are prohibited from inflicting corporal punishment on students. Corporal punishment is hitting or spanking with or without an object or using unreasonable physical force that causes bodily harm or substantial emotional harm as punishment or to correct unacceptable behavior.

Good Practice:

Use positive behavior intervention strategies consistently and refrain from any physical contact with students whenever possible. In circumstances where you believe you or others may be subject to serious injury, it is acceptable to use reasonable force to prevent bodily harm or death. If an event occurs whereby you had to use reasonable force, immediately submit a verbal report to your supervisor and follow up with a written report as soon as possible but no later than **twenty-four (24) hours** following the event. If you witness corporal punishment occurring in the workplace, you must contact the [Minnesota Department of Education](#) and your supervisor or the [Human Resources](#) department before you leave the worksite for the day.

Policy 514 - Bullying Prohibition

Key Idea:

Bullying and cyberbullying are prohibited conduct among students. This includes any intimidating, threatening, abusive, or harmful conduct that is objectively offensive and either (1.) involves an actual or perceived imbalance of power between the student engaging in prohibited conduct and the target of the behavior, and the conduct is repeated or forms a pattern; or (2.) materially and substantially interferes with a student's educational opportunities or performance or ability to participate in School District functions or activities or receive educational benefits, services, or privileges.

Good Practice:

All staff members are responsible to help maintain a safe and healthy work and learning environment for students. Treat individuals with respect and courtesy. Avoid uses of social media and other circumstances where actions can be interpreted as bullying. School District employees who witness prohibited conduct or possess reliable information that would lead a reasonable person to suspect that a student is a target of prohibited conduct are responsible for reporting the conduct immediately to a supervisor.

Policy 515 - Student Records

Key Idea:

School District employees create and access a great deal of information about students. The process for storing, sharing, and accessing information about students is governed by a complex set of federal and state laws. In addition, Osseo Area Schools has a School Board policy regarding the storage, dissemination, and access of student records.

The laws about data privacy are complex, and they are intended to protect the privacy of individuals. A good rule of thumb is to remember that almost all information on a student kept by school employees in any form is subject to federal and state data privacy laws. School District employees are bound by data privacy laws regarding student records at all times, including at the employee's work site, other School District sites, and in the community. Violations of data privacy laws may result in criminal penalties, civil penalties, and/or disciplinary action related to employment.

Good Practice:

Most of the data school employees know or create about students is private data and includes academic, personal, attendance, medical, disability, special education, and disciplinary information. Logically, it is in these areas where breaches of data privacy occur. To avoid data privacy violations, it is important to remember that most educational data can only be shared with staff members who have a “professional need to know.” Do not discuss a particular student with any other student or with parents/guardians other than their own, or in the presence of other staff members or volunteers who do not have a professional need to know. If you receive a request for student data, consult with your supervisor.

Policy 533 - Wellness**Key Idea:**

School Board actions and policies ensure a school environment that promotes and protects students’ health, well-being and ability to learn by supporting healthy eating and physical activity.

Good Practice:

Do your best to practice and model healthy eating and physical activity. If food or beverages are used as rewards for good behavior or achievement, make sure they are healthy options. Healthy options can include whole grains, fresh fruits, vegetables, and foods low in fat.

Policy 806 - Health and Safety**Key Idea:**

Osseo Area Schools will provide a safe and healthy environment for staff and students. Safety and health protections are an integral part of all operations. Employees are expected to comply with safety rules/procedures, attend related training, and report any concerns or possible violations immediately to their supervisor.

Good Practice:

Make sure you know the appropriate emergency response actions for your work location. Talk with your supervisor about training expectations and where to find [Health and Safety](#) related information. Comprehensive information is available on my279.org.

APPENDIX B

Employment Laws

Background Checks: According to Minn. Stat. §123B.03, the School District will seek a criminal background check for applicants who receive an offer of employment and/or seek to volunteer with the School District. The offer of employment or the opportunity to provide services shall be conditioned upon a determination by the school that an individual's criminal history does not preclude the individual from employment with, or provision of services to, the School District.

Equal Opportunity Employer: Osseo Area Schools prohibits discrimination in any form on the basis of race, color, creed, age, disability, sex, sexual orientation, national origin, marital status, or status with regard to public assistance. This procedure includes but is not limited to the following: employment, promotion, demotion, transfer, layoff, recall, corrective actions, termination, rate of pay, other compensation, and the application of policies and training. Employees who engage in discrimination will be subject to disciplinary action, up to and including, discharge of employment.

Immigration Law Compliance: Osseo Area Schools is committed to employing only United States citizens and others who are authorized to work in the United States. As a condition of employment, you must properly complete, sign and date the first section of the US Citizenship and Immigration Services Form I-9.

Employment of Minors: No one under eighteen (18) years of age will be employed without providing proper proof of their age in an age certificate, birth certificate, or driver's license. Minors will be employed only in accordance with child labor laws and School Board policies. No one under sixteen (16) years of age will be employed in any capacity.

Comparable Worth (Pay Equity): The School Board is committed to equitable compensation for employees without regard to gender. School District job classifications are regularly reviewed to determine the comparable worth of the skills, duties, and responsibilities required in each position.

INDEX

Absence, 28
Accidents and Injuries, 11
Attire, 17
Background and Reference Checks, 7
Badges, 9
Benefits, 32
Building Access, 9
Bullying, 20
Cell Phones, 19
Children at Work, 13
COBRA Benefits, 8
Collective Bargaining Agreements, 7
Communications, 18
Compensation, 26
Conceal and Carry, 38
Confidentiality, 17
Conflicts of Interest, 19
Direct Deposit, 26
District Vehicles, 22
Documentation, 17
Drug and Alcohol Testing, 37
Drug-Free School, 37
Drug-Free Workplace, 37
Email, 18
Emergency Contact, 24
Emergency Procedures, 14
Employee Assistance Program (EAP), 34
Exit Interviews, 8
Fair Labor Standards Act, 27
Gifts, 20
Gratuities, 20
Grooming, 17
Group Dental Insurance, 32
Group Health Insurance, 32
Holiday Pay, 28
Hours and Breaks, 15
Indoor Air Quality, 12
Internet, 38
Job Classification, 7
Job Postings, 7
Job Responsibilities, 15
Job Safety, 11
Jury Duty, 30
Layoff, 8
Leave of Absence Without Pay, 31
Leaves, 28
Licenses and Certifications, 7
Mailboxes, 18
Maltreatment of Children, 36
Mandated Reporting, 36
Meal Period, 15
Mileage, 23
Military Leave, 30
my279, 19
my279 Message Board, 19
National Day of Silence, 24
Open Enrollment, 32
Overtime, 27
Paid Time Off (PTO), 28
Parking, 22
Payroll, 26
Personnel File, 23
Policies, 16
Political Activity, 24
Probationary Periods, 16
Procedures, 16
Public Pension, 33
Relationships, 17
Religious Symbols and Decorations, 24
Representing our School District, 17
Resignation/Retirement, 8
Retirement Plans, 33
Retirement Savings, 33
Return of School District Property, 8
Salary Payments, 26
School Board Policies, 35
School Closings, 21
Separation of Employment and Unrequested Leave, 8
Sick Leave, 28
Student Behavior, 14
Student Injuries, 13
Subpoena, 25
Technology, 18
Tip Line, 19
Tobacco-Free Environment, 37
Vacation, 28
Violence, 21
Visitors, 9
Voicemail, 18
Vulnerable Adults, 36
Website, 18
When School Is Closed All Day, 21
Work Hours and Breaks, 15
Workers' Compensation, 11
Workplace Expectations, 15
Workplace Security, 9

Brown County

**EMPLOYEE
HANDBOOK**



APPENDIX G

INDEX

<u>SECTION</u>	<u>TITLE</u>	<u>PAGE(S)</u>
1	Introduction	1
2	Position Classification	2-3
3	Position Control	3-4
4	Employee Recruitment and Selection Process.....	5-7
5	Background Verification	7-8
6	Drug and Alcohol Testing	8-9
7	New Employee Orientation	9-10
8	Initial Employment Period	10
9	Salary Administration and Status Changes	10-13
10	Working Hours	13
11	Overtime / Compensatory Time	14
12	Exempt Employees	14-15
13	Paychecks	15-16
14	Benefits Eligibility	16
15	Insurance	16-17
16	Wisconsin Retirement System	17
17	Holidays	18
18	Vacation	18-20
19	Casual Days	20
20	Banked Sick Leave	20-21
21	Bereavement Leave	21
22	Worker's Compensation	21
23	Leaves of Absence – Short-Term Disability Leave	22
24	Leaves of Absence – Long-Term Disability Leave	22
25	Leaves of Absence – Family and Medical Leave	22-26
26	Leaves of Absence – Unpaid Leave	26-27
27	Miscellaneous Leaves	27-28
28	Employee Development	28-29
29	Employee Performance Evaluations	29
30	Corrective Action, Layoffs, Termination	29-31
31	Grievance Procedure	32-36
32	Personnel Records	36
33	Workplace Policies	36-38
34	Workplace Environment	38-43

APPENDIX G

BROWN COUNTY EMPLOYEE HANDBOOK

SECTION 1 – INTRODUCTION

1.01 General Policy Statement. It is the policy of Brown County to provide equal opportunity in employment to all qualified employees and applicants for employment. Positive action is required from all employees to help ensure that Brown County complies with its obligations under state and federal law. **This Handbook is not a contract of employment;** the Handbook supersedes and replaces provisions previously found in collective bargaining agreements that have expired and/or found in personnel policies and procedures that require modification due to the Budget and Budget Repair Bill. The Handbook applies to non-represented employees as well as general municipal employees previously covered under a collective bargaining agreement. In addition to subjects covered by this Handbook, individual departments may adopt department-specific rules. For employees who remain covered under a collective bargaining agreement, the terms of the bargaining agreement supersede the terms of the Handbook. Pursuant to Section 4.04 of the Brown County Code, all employees are “at will” employees. This Employee Policy Manual has been prepared for informational purposes only. This Handbook does not cover every situation which may conceivably occur, and may be modified as the need arises. None of the statements, policies, procedures, rules or regulations contained herein constitute a guarantee of employment, a guarantee of any other right or benefit, or a contract of employment, express or implied.

1.02 Role of Management. Certain rights and responsibilities are imposed by state and federal laws and regulations. Many of these rights and responsibilities have implications for policies and procedures governing employment. For this reason, Brown County reserves any and all management rights regarding employees' employment status. The role of management includes, but is not limited to, the right to:

- a) Manage and direct the employees;
- b) Hire, promote, schedule, transfer and assign employees;
- c) Lay off and recall employees;
- d) Discharge employees or take disciplinary action;
- e) Schedule overtime as required;
- f) Develop job descriptions;
- g) Assign work duties;
- h) Introduce new or improved methods or facilities or change existing methods or facilities;
- i) Contract out for goods and services;
- j) Discontinue certain operations; and
- k) Direct all operations of Brown County.

SECTION 2 – POSITION CLASSIFICATION

2.01 Employment Type. Each employee of Brown County is assigned to a certain employment type to satisfy required legal obligations and County requirements.

2.02 Employment Status:

- a) Regular Employee. Regular employees are assigned to full-time and/or part-time positions that are expected to remain employed by Brown County on a regular, ongoing basis as long as work is required or necessary, the employee(s) perform satisfactorily, and the department supports the continuing existence of the position.
 - 1) Regular full-time employees work equivalent to the department's normal, full-time work period on a regular basis.
 - 2) Regular part-time employees work fewer hours than the department's regular full-time workweek on a regular basis.

- b) Limited Term Employment. Limited Term Employees (LTE) are assigned by the County to positions that are not expected to remain employed by the County on a regular, ongoing basis. Employment beyond any stated period does not in any way imply a change in employment status, unless otherwise notified in writing by the Human Resources Department. Assignments in this category require individuals to engage in either full-time or part-time hours with the understanding that their employment may be terminated at the end of a project, funding source, or previously established date. LTEs are not Regular Employees and may be dismissed at the discretion of the County.
 - 1) While LTEs receive all legally mandated benefits (e.g. worker compensation insurance, Social Security, etc.), they are ineligible for all of Brown County's other benefit programs, unless specifically notified in writing by the Human Resources Department.
 - 2) Types of limited term employees include, but are not limited to the following:
 - i) Temporary Employees
 - ii) Summer/Seasonal
 - iii) Co-op Students/Interns
 - iv) Project Employees
 - v) On-Call
 - vi) Grant Funded
 - 3) Limited term employees who meet WRS eligibility requirements may be eligible for benefits offered through the Wisconsin Retirement System.

2.03 FLSA Status. Each position is designated as either Non-exempt or Exempt from the Federal Fair Labor Standards Act (FLSA) and state wage and hour laws. The determination of whether a position will be classified as Exempt or Non-Exempt shall be made in accordance with federal and state wage and hour laws.

- a) Exempt Employees. Exempt employees are those employees exempt in accordance with the Fair Labor Standards Act, and are excluded from specific provisions of the FLSA (e.g., overtime) and may include, but are not limited to, Department Heads, supervisors, managers, professionals. Exempt employees are paid on a “salary basis.”
- b) Non-Exempt Employees. Non-exempt employees as determined in accordance with the FLSA are classified as hourly employees and are entitled to receive overtime compensation, or compensatory time off, for all hours worked beyond the established work period under the specific provisions of this handbook.

SECTION 3 – POSITION CONTROL

3.01 Position Description. Each position shall have a written position description which provides a non-exhaustive list of job duties and is compliant with legal obligations and County requirements. All position descriptions shall be approved by the Human Resources Department.

- a) Assignment to a compensation plan or wage schedule shall be determined by an objective evaluation, internal comparisons, and salary survey results compiled by the Human Resources Department, with input from the Department Head.
- b) Any change of a position’s title or change in regular job duty assignment or responsibility in the position description in which the employee would be working outside of their current classification on a continual basis shall require a submission of a proposed job classification by the requesting Department Head to the Human Resources Department for approval by the County Executive.
- c) Any changes to the position shall be submitted to the Human Resources Department for review, classification, and approval. The Human Resources Department will review said changes with the County Executive and submit changes resulting in reclassifications to the County Board in the form of a resolution for approval.

3.02 Creating New Positions. The Board shall allocate to each department the maximum number of full-time equivalent (FTE) employees.

- a) Budgeted requests to be considered during the budget process for new positions shall be submitted to the Human Resources Department on or before the date designated by the County Executive at the beginning of the annual budget process.

- b) Requests made outside of the budget process shall be justified in the same manner as the budget process, but will follow an alternate timeline.
- c) The Human Resources Department will evaluate the request and provide a recommendation to the County Executive. The County Executive will determine whether or not the said position is to be included in the annual budget submitted to the Board.
- d) If the County Executive determines said position is to be included in the annual budget, a resolution shall be drafted for consideration by the Board prior to the adoption of the Resolution Establishing the Brown County Budget.
- e) Any position created during the budget process shall be effective January 1 of the following year, unless otherwise provided. A position created outside of the budget process shall be effective on the date of passage of the resolution creating and authorizing said position, unless otherwise provided.

3.03 Position Resolutions. Any request for a new position, or a permanent increase in budgeted hours for a position requires the approval of the County Board, subsequent to the approval of the Human Resources Manager and the County Executive.

3.04 Reorganization/Reclassification. The Department Head shall submit a proposed reorganization plan or job reclassification request to the Human Resource Department for review. The Human Resources Department shall submit its findings and recommendations to the County Executive. The County Executive shall review such findings and submit his/her approval, modification or disapproval to the Human Resources Department.

- a) If the proposed reorganization or reclassification involves a change in salary or wages, or an increase in budgeted hours for a position, such proposal must be submitted to the County Board for final approval. Such request shall be submitted in the form of a resolution to the appropriate committee.

3.05 Employee Holding Two County Jobs. No employee shall be employed in more than one County position at any time without the prior written approval of the Human Resources Manager.

3.06 Filling Vacancies. There is no requirement to fill all positions authorized by the County Board. Department Heads are encouraged to continually evaluate their department needs prior to filling open positions.

3.07 Unfunded Positions. Positions in the table of organizations that are not funded cannot be filled.

3.08 Employee Holding Outside Job. Every employee who holds a job in addition to County employment shall inform their Department Head of the nature of such employment. Employment on a full-time basis with the County should be considered the employee's primary employment. Secondary employment with other entities must not conflict with the duties of the employee.

SECTION 4 – EMPLOYEE RECRUITMENT AND SELECTION PROCESS

- 4.01 Authorization to Hire.** Department Heads wishing to fill vacancies in existing budgeted positions shall submit a requisition to the Human Resources Department prior to initiating recruitment. The Human Resources Manager shall review and verify the information, provide appropriate comments and recommendations, and forward the requests to the County Executive for final authorization. Monthly, the Human Resources Manager shall provide a report to the Standing Oversight Committee and Executive Committee of all vacancies approved and posted.
- 4.02 Vacancies.** In an effort to recruit the most qualified individuals, to ensure fair employment opportunity and to help in Affirmative Action communication efforts, the Human Resources Department will coordinate the posting of job opportunities, including external announcements of Brown County Job Opportunities. When the County determines that a vacancy or a new position will be filled, the County, in its sole discretion, may post notice of such vacancy or position electronically by the Human Resources Department. Job openings which the County chooses to post will be posted for a minimum of five (5) working days. The County retains the right to determine whether and when to recruit outside applicants.
- 4.03 Selection Process.** The Human Resource Department will coordinate the hiring and selection process.
- 4.04 Applications.** Prospective employees and employees seeking promotion, transfer, or voluntary demotion shall utilize the County's online application system which is required for all positions. Prospective employees, and employees seeking promotion or transfer, may post a résumé in addition to an application, but a résumé shall not substitute for an application.
- a) The County will provide reasonable accommodations, upon request, to any individual with disabilities applying for employment.
- 4.05 Selection Devices.** The Human Resources Department shall be responsible for determining methods to be used to screen applicants for position vacancies. Such methods or devices may include, but need not be limited to the following:
- a) Review of education, training and experience as shown on the application or other supplemental materials.
- b) Practical written or oral tests, work sample or performance tests, if job related. The Human Resources Department will work with the Sheriff's Department to administer and score Law Enforcement Testing.
- c) Physical tests of strength, stamina or dexterity and pre-employment health examination, when job related.
- d) Background and reference inquiries.

- 4.06 Applicant Testing.** To avoid the practice effect, or gains from having taken the same or similar exams previously, the Human Resources Manager may allow the reuse of an exam score within a twelve (12) month period.
- 4.07 Applicant Selection.** In consultation with the Human Resources Department, the Department Head, Elected Officer or their designee shall determine which applicants meet the minimum qualifications for the position. Qualified applicants are referred to the applicable departments for consideration by the Department Head. The Human Resource Manager may grant departments the authority to schedule and coordinate interviews provided they are trained in the necessary processes.
- 4.08 Pre-Employment Policies.** Prior to an offer of employment, the Human Resource Department will ensure completion of the appropriate Background Check, credit verification, drug and alcohol test, physical examination or similar post offer inquiry.
- 4.09 Interview Expense Reimbursement.** Except as provided herein, all applicants invited to participate in the Brown County selection process will do so at their own expense. Applicants may be reimbursed for all or part of reasonable expenses incurred in conjunction with an interview including travel, meals and overnight accommodations as determined by the Human Resources Manager and approved by the County Executive. All reimbursement requests must conform to transportation, meal, and lodging maximums and receipt.
- 4.10 Confidentiality.** Formal selection materials shall be known only to the Human Resources Department Staff and other persons they designate on a need to know basis. Every precaution shall be exercised by all persons participating in the development and maintenance of materials to insure the highest level of integrity and confidentiality.
- 4.11 Notification of Candidates.** The Human Resources Manager shall determine the proper notice given to candidates. Each person competing in the selection process at or beyond the interview stage shall be given written notice of whether or not he/she was selected for the position.
- 4.12 Eligibility Lists.** The Human Resources Manager shall have the authority to establish and maintain eligibility lists as may be necessary or feasible. The duration of eligibility lists shall not generally exceed one (1) year with extension possible at the discretion of the Human Resources Manager. Eligibility lists may be terminated if they no longer contain a sufficient number of qualified or interested applicants. A candidate may be removed from an eligibility list at the discretion of the County. Placement of a candidate on an eligibility list does not guarantee an offer of employment or promotion.
- 4.13 Contingent Offers of Employment.** The Human Resources Department may extend an offer of employment—which may be withdrawn at any time—that is contingent upon the applicant successfully completing a physical examination, drug and alcohol test, credit verification, or similar post-offer inquiry.
- 4.14 Relocation Expense.** When the County fills a FLSA exempt position with an individual who does not reside in Brown County, upon prior approval of the Human Resources Manager and County Executive, the County may pay the reasonable cost of the relocation upon request and proof.

4.15 Employment of Minors. In limited circumstances, Brown County may utilize minors for staffing purposes, if not prohibited by law. The utilization of minors for staffing purposes may only be done with the authorization of the Human Resources Department. When authorized for employment, those applicants will be required to provide a work permit to the Human Resources Department prior to engaging in any work activity.

4.16 Nepotism.

- a) No person shall be employed, promoted, or transferred to any department or agency within Brown County government or to a division or section thereof when, as a result, he or she would be directly supervising or receiving direct supervision from a member of his or her immediate family or working directly above the relative's immediate supervisor or directly for the relative's immediate supervisor. Immediate family is defined as wife, husband, father, mother, guardian, sister, brother, children of employees, step-children of employees, aunt, uncle, grandchildren, grandparents, father-in-law, mother-in-law, sister-in-law or brother-in-law.
- b) No person shall be employed, promoted, or transferred to any department or agency within Brown County government employment when a member of the person's immediate family is already employed within that department or agency if the Human Resources Manager determines that such employment, promotion or transfer would be detrimental to the best interests of Brown County.

SECTION 5 – BACKGROUND VERIFICATION

5.01 Verification of Qualifications. Those employees who are required to have a valid Wisconsin driver's license, commercial driver's license, other license or certification, or a degree to perform their duties, shall provide a current copy of the driver's license, CDL, other license or certification or degree to be placed in their personnel file.

5.02 Caregiver Background Checks. The Wisconsin legislature and the Wisconsin Department of Health Services have enacted laws and regulations which mandate the completion of background checks on certain caregivers. The County is prohibited from employing any person, or accepting volunteer services from any person, who has been convicted of, or has a pending charge for a serious crime as provided by statute or Department rule. The Human Resources Manager is responsible for managing and coordinating all background checks. After a conditional offer of employment has been made, or volunteer services have been accepted, the Human Resources Department shall conduct a caregiver background check in compliance with Wisconsin Statutes.

- a) The County shall fully comply with the laws and regulations governing background checks. In the event the regulations or laws are amended, this Policy and the applicable terms, conditions or requirements of the Policy shall be deemed to have been amended automatically.
- b) The County shall, to the extent authorized by law, complete a background check on all new employees before a conditional offer of employment has been made. Said background check shall be in compliance with Wisconsin Statutes.

5.03 Criminal Background Checks for New Employees. The Human Resources Department, or its designee, shall conduct a criminal background check in compliance with Wisconsin Statutes. All employees are required to have a criminal background check. Brown County does not discriminate on the basis of pending arrest or conviction record, as provided by state law, unless the circumstances of the arrest or conviction substantially relate to the job.

5.04 Employment References. Unless delegated by the Human Resources Manager, no County employee shall reply to an official reference check from a potential employer. Requests for reference checks should be forwarded to the Human Resources Department and must be made in writing and include an authorization from the employee for the release of the requested information. The Human Resources Manager may direct the questions to the Department Head who may respond in writing with a copy of the Human Resources Manager. In certain instances it may be necessary to provide a verbal response, but this shall only be done with a written release and at the direction of the Human Resources Manager. In the event a reference check is not accompanied by an employee release, the Human Resources Department shall provide the dates of employment, position held, annual salary, and job location only. This paragraph is not intended to prohibit employees from serving as personal references. For purposes of this policy, personal references are construed to mean references that do not speak to the candidate's work performance or specific service to the County, but rather the candidate's personal characteristics, educational background, and personal dealings with the referring employee. The referring employee assumes all liability for the content of the personal reference. Employment verification requests shall be referred to the Human Resources Department and must include the same authorization requirements as listed above. Payroll and salary verification requests may be sent directly to the Human Resources Payroll Department.

- a) Liability. Individuals providing employment references that are in "good faith" are granted a civil liability exemption under Wis. Stats. § 895.487.

5.05 Background Checks for Existing Employees. The County is required to conduct caregiver background checks for existing employees as provided by Wisconsin Statute. All County employees subject to the caregiver background check regulations shall notify the Human Resources Department as soon as possible about any pending charge or conviction of any crime which has been or is being investigated by any governmental agency of any act or offense specified under Wisconsin Statutes as it relates to acts or offenses that may be reasons for barring a person from employment as a caregiver. This same policy shall apply to all contracted persons and volunteers.

SECTION 6 – DRUG AND ALCOHOL TESTING

6.01 Drug and Alcohol Testing for New Employees. Brown County may require all final candidates for employment to successfully complete a County drug and/or alcohol test. Applicants shall be disqualified from further consideration for employment for refusal to submit to a required drug and alcohol test or if a candidate receives a confirmed positive drug and/or alcohol test result. An exception may be made in cases where the candidate has a valid prescription for a drug that yields a positive result in the test. If an

external applicant applies and is considered a candidate for another position, he/she may be required to submit to another drug and/or alcohol test.

6.02 Drug and Alcohol Testing for Existing Employees. Brown County may conduct drug and alcohol testing based on reasonable suspicion that an employee is under the influence of alcohol or illegal drugs. Brown County may also conduct testing for employees in testing-designated positions (such as CDL).

- a) Employees in testing-designated positions may have established, by either state law or agreement, specific drug testing procedures. In those instances, such established procedures shall supersede the procedures outlined above.
- b) A department may implement a procedure for random and/or annual testing for existing employees that are in certain operations.

6.03 Drug Testing Procedures. Brown County will utilize the policies and procedures set forth by the laboratory selected to perform the tests. Any laboratory selected will be NIDA certified.

- a) The testing or processing phase shall consist of an initial screening test and a confirmation test. An initial positive test result will not be considered conclusive; rather, it will be classified as “confirmation pending.” Notification of test results to the supervisor or other departmental designee shall be held until the confirmation tests results are obtained.
- b) A specimen testing positive will undergo an additional confirmatory test. The confirmation procedure shall be technologically different and more sensitive than the initial screening test. Where a positive test result is confirmed, specimens shall be maintained in secure, refrigerated storage for one year.
- c) Whenever there is reason to believe that the candidate may have altered or substituted the specimen to be provided, a second specimen shall be obtained immediately under direct observation of the testing personnel.
- d) All records pertaining to department-required drug tests shall remain confidential; and will not be provided to other employers or agencies. Drug test results and records shall be sent directly to the Human Resources Department and will be maintained for one year.
- e) Candidates having negative drug test results shall receive a memorandum stating that the test results were negative.

SECTION 7 – NEW EMPLOYEE OREINTATION

7.01 New Employee Orientation. New employee orientation is mandatory for all new regular employees. The Human Resources Department will regularly schedule countywide orientation.

7.02 Orientation to the County. The Human Resources Department is responsible for providing an orientation to familiarize new employees with their obligations and rights, and to inform them about the general functions of Brown County. A copy of this employee manual shall be provided to each new employee. Each new employee shall sign the Acknowledgment Form at the back of this policy, indicating that they have received a copy and the same will be placed in the employee's personnel file. When appropriate, a copy of the applicable union collective bargaining agreement or non-union wage schedule shall be given to all new employees by the Human Resources Department.

7.03 Orientation to the Work Site. The Department Head or designee shall also orient each new employee to his/her job and work site. Said orientation shall include introduction to co-workers, safety regulations, break periods, purchasing supplies, use of the telephone, and other items as deemed necessary. Departments are responsible for obtaining access to the necessary systems required for the employee duties (e-mail and software access, telephone access, etc.)

SECTION 8 – INITIAL EMPLOYMENT PERIOD

8.01 Initial Employment Period. An initial employment period allows a new employee time to demonstrate knowledge and skills with their new role with Brown County and allows that employee's supervisor time to provide training and evaluate the employee's performance.

- a) All regular full and part-time positions shall have an initial employment period of six (6) months. Public Safety-related positions (Correction Officers, Patrol Officers, and Telecommunications Operators) shall have an initial employment period of one (1) year.
- b) It is understood that during the initial employment period with Brown County the employment relationship may be terminated at any time, with or without cause, by the employee or Brown County.

8.02 Extension of Initial Employment Period. A new hire initial employment period may be extended beyond the six (6) month period if the Department Head and Human Resources determine that an additional amount of time is needed to effectively evaluate the employee's ability to assume the responsibilities of the position.

8.03 Orientation Period. An employee who is transferred into a different position may be required to serve an orientation period of up to ninety (90) days in the new position. The Department Head and Human Resources will make the determination of whether the employee will serve an orientation period, determine the length of the orientation period and will make the determination at any time during the orientation period whether the employee has shown the ability to assume the responsibilities of the position.

SECTION 9 – SALARY ADMINISTRATION AND STATUS CHANGES

9.01 Compensation Plan. The compensation plan for employees shall include the schedule of pay grades consisting of minimum and maximum rates of pay for all classes of regular full-time and part-time positions as reflected in the table of organization.

9.02 Salary Structure.

- a) Regular Full-time and Part-time Employees. Rates of pay for regular employees are established by County Board Ordinance. Normal rules on initial employment apply.
- b) Limited Term Employees. Rates of pay for LTE positions are established by County Board Ordinance. Normal rules on initial employment apply. LTEs returning after a successful season's work may be paid at the appropriate step in the wage plan.
- c) Reclassifications. Wage adjustments because of reclassifications are handled under the same rules as Promotions, Demotions or Transfers. An employee, who has been granted a reclassification of the position held to a higher pay grade than his/her current rate, shall be paid at the higher rate of pay from the date the reclassification is approved by County Board.
- d) Pay Increases during Initial Employment Period. No pay raise shall be granted to new employees during the initial employment period. At the successful conclusion of the initial employment period, the employee shall be entitled to any general pay raise which occurred during the employee's initial employment period.
- e) Review of Compensation Plan for Non-Represented Employees. The Human Resources Department will use the following procedure in the review of salary requests. Non-represented employees may submit a request to their Department Head using a standardized form contained in the Human Resources Department. The Department Head then makes a recommendation and forwards the request to Human Resources. The Human Resources Department will conduct a salary analysis, addressing such factors as turnover, ability to recruit, relevant market wages, and internal equity.
 - 1) The Human Resources Department will report its findings and recommendation to the County Executive. If the request is approved and is part of the budget process, it will be submitted to the County Board for approval. If the request is made outside the budget process and is approved, the Human Resources Department will prepare a resolution authorizing the equity adjustment and will forward the resolution according to standard procedure.

9.03 Status Changes.

- a) LTE to Regular Employee. An employee working in a limited term position, who then becomes a regular County employee, in the same classification, may have

time worked as a limited term employee credited toward the appropriate initial employment period and years of service.

- b) Part-time to Full-time Employee. An employee who transfers from part-time or full-time in the same classification will be placed at the same step. In certain circumstances the hours of existing part-time employees may be increased in lieu of other limited term employment options.
- c) Regular to LTE Employee. A regular employee, who transfers to a limited term position in the same classification, will be placed at the same step.
- d) Promotion. When promoted, an employee's pay shall be increased to a step of the pay grade for the class to which the employee is being promoted. If the employee's present pay is already above the minimum starting salary, he/she shall be placed in a step of the pay grade for the class to which the employee is being promoted which will provide a pay increase based on qualifications.
- e) Demotion. When an employee is demoted for any reason, the Human Resources Manager shall consult with the supervisor(s) involved to decide the pay for the re-assignment. In no case will it exceed the maximum of the pay grade of the job to which the employee is demoted.
- f) Retirement. The normal retirement age for County employees shall be determined by appropriate Wisconsin Statute. For employees who terminate employment, the last day of employment is the last day the employee is physically on the job.

9.04 Extra Pay.

- a) Shift Differentials. Regular part-time and full-time non-exempt employees may be eligible for additional pay for working non-standard hours. Positions that are scheduled to work on multiple shifts will receive shift differential for hours worked on a second or third shift. Shift differentials for other departments depend on the job classification of the employee and will be paid in accordance with an approved County policy.
- b) Stand-By Pay. Employees who are assigned stand-by duty may receive compensation for each week assigned to stand-by duty, upon approval of the Department Head. This will be the sole compensation for this stand-by duty, even when such duty would otherwise be out of the employee's usual schedule or classification.
- c) Compensation During Temporary Assignment. A temporary assignment is an assignment for a minimum of ninety (90) days or more, which requires approval by the Human Resources Manager and notification to the County Executive. The Human Resources Manager will recommend the appropriate rate of pay for the temporary assignment. A temporary assignment may not continue beyond six (6) months without approval from the Human Resources Manager.

d) Increased Pay for Work of another Classification. In certain cases an employee is eligible to receive increased compensation while performing the work of another classification:

- 1) Foreman or Leadworker duties: If employees assume these duties and work at least one (1) full day at that level.
- 2) Training Officer Pay: Perform on the job training and evaluations of new hired employees. (Telecommunicator and Correctional Officer)

9.05 Reinstatement/Rehire. When an employee is re-instated to his/her former job, he/she shall normally be paid at the same level of the pay grade he/she had before leaving. When he/she is re-instated to a job with a lower pay grade, he/she shall be paid according to his/her experience and qualifications within the pay grade in which he/she will be employed. If an employee terminates his/her employment and is rehired within six (6) months, the employee will not lose any years of service or benefit time, unless such time was previously paid out. If an employee is rehired more than six (6) months after his/her termination date, said employee will be considered a new hire.

9.06 Changes in Starting Salary. New employees are normally hired at the minimum starting salary of the pay grade established for their position. When qualified hire applicants possess exceptional qualifications directly related to the position, a salary higher than the starting salary may be authorized by the Human Resources Manager and County Executive. If the desired salary is the top of the salary range approval must be obtained by the County Board prior to start of employment.

SECTION 10 – WORKING HOURS

10.01 Hours of Operation. The standard hours of operation for most Brown County offices shall be 8:00am to 4:30pm Monday through Friday. Due to the varying needs of departments and because certain essential County services are provided on a 24-hour basis, County employees may have different work schedules based on department and job function. Where possible, County offices shall remain open during the lunch hour and employees shall stagger their lunch period to accommodate this schedule.

10.02 Lunch Periods and Breaks.

- a) Lunch periods shall be established on a departmental basis, and shall not be longer than one (1) hour.
- b) Break times are to be arranged between employee and the supervisor or Department Head. Employees may not leave their work area for paid breaks. If employees take two (2) unpaid fifteen (15) minute breaks per day they may leave their work area. Breaks not taken are lost.
- c) Breaks cannot be accumulated or used to extend lunch periods or to shorten the work day.

10.03 Time Off. Employees are expected to responsibly utilize accrued paid time off for regularly scheduled hours that are not worked in order to consistently reflect their scheduled weekly hours. In some instances unpaid time off may be granted which can then be reflected to complete the regularly scheduled hours.

SECTION 11 – OVERTIME / COMPENSATORY TIME

11.01 Overtime. Employees in non-exempt positions shall be compensated or receive compensatory time at a rate of one and one-half times normal pay for hours worked in excess of forty (40) hours in any work week. Non-exempt full-time employees that **do not work** on vacation days or holidays will have up to eight (8) hours of each said vacation day or holiday counted as hours worked in the computation of weekly overtime, but this does **not** apply to part-time or Limited Term Employees, **nor** does this apply to exempt employees. Non-exempt full-time employees that **do work** on vacation days or holidays will be subject to normal payroll rules. Per FLSA, some exceptions to the forty (40) hours per week standard apply under special circumstances to sheriff and hospital and nursing home employees. All time worked is subject to rounding rules.

- a) All overtime or compensation time must be authorized by the Department Head or supervisor and is subject to budgetary limitations. Any paid or unpaid leave will not count as hours worked for overtime or compensatory time calculations. All overtime and compensatory time accruals will be reviewed periodically by the Human Resources Manager. Overtime shall be kept to a minimum and shall be utilized to relieve specific occasional peak workloads or for work necessity, and is not intended as a convenience or benefit for the employee.
- b) No employee may start work before the appointed time, work through breaks, or work past the appointed time without prior authorization. Employees are not allowed to accumulate work hours more than 15 minutes before their appointed starting time, during breaks, or 15 minutes past the appointed quitting time.
- c) In the event an employee is called in to work outside of his/her normally scheduled hours, the employee shall be given a minimum of two (2) hours work or pay at his/her normal rates. This call-in pay does not apply when the hours are contiguous with the employee's regularly scheduled shift.
- d) Employees are not eligible for overtime hours on days where the employee is being compensated for non-work hours (e.g., vacation, casual day, personal day, etc.). Management may waive this requirement due to an emergency.

11.02 Compensatory Time. Upon mutual prior consent, employees may bank up to eighty (80) hours of overtime earned in a compensatory time bank. Employees may request the use of compensatory time off at the rate at which such time is earned. Use of compensatory time shall be by mutual consent. At the end of each calendar year, any unused compensatory time will be paid out. Accumulation of compensatory time shall not exceed eighty (80) hours during each calendar year, and shall not be accumulative from year to year. All compensatory time shall be taken at a time which is mutually agreeable between the employee and the Department Head or supervisor. Compensatory time shall not be taken for more than one week at a time.

SECTION 12 – EXEMPT EMPLOYEES

- 12.01 Expectation of Exempt Employees.** Exempt employees (including Department Heads, supervisors, managers, professionals) as defined in the Fair Labor Standards Act (FLSA) are expected, in addition to performing the duties of their positions, to also be available for special and regular meetings and events and may be subject to structured work schedules. In return for these services, these employees may take time off when the workload of their department permits.
- 12.02 Salaries.** Exempt employees are paid on a “salary basis.” Being paid on a “salary basis” means an employee regularly receives a predetermined amount of compensation each pay period. The salary paid by Brown County to salaried employees is specifically intended to compensate for their service to the County. Subject to limited exceptions, an exempt employee receives their full salary for any work week in which the employee performs any work, regardless of the number of days or hours worked. However, such salary includes requiring the employee to charge his/her absences to paid leave accruals.
- 12.03 Work Schedules.** Exempt employees are expected to work without regard to overtime. Exempt employees are not eligible for payment of overtime or compensatory time. Department Heads, supervisors, managers, professionals and other exempt employees may be subject to structured work schedules as set by their superiors and are required to receive prior approval to be absent from or leave the work area during work hours.
- 12.04 Time Off.** Exempt employees who are absent from the workplace for part of a week and do not have enough accrued leave to cover the absence, shall not have their salaries reduced for that portion of the absence that is not covered by paid leave.

SECTION 13 – PAYCHECKS

- 13.01 Schedule.** Employees shall be paid on a bi-weekly schedule. If a payday is an observed holiday, including the Friday before Easter, employees will be paid on the preceding workday.
- 13.02 Direct Deposit.** All employees shall participate in direct deposit for all of their pay.
- 13.03 Time Cards.** Each employee must maintain an accurate record of his/her time with the approval of their immediate supervisor or manager. Accurate time reporting is required by the FLSA and by the Wisconsin Department of Workforce Development.
- 13.04 Deductions.** It is Brown County’s policy to comply with applicable wage and hour laws and regulations. Any questions or concerns about salaried status or deductions an employee may believe has been made from pay that is inconsistent with the employee’s salaried status should immediately be addressed with the Payroll Department who can assist in understanding the information that is required in order to investigate the matter.
- a) Brown County is committed to investigating and resolving all complaints as promptly, but also as accurately, as possible. Consistent with the U.S. Department of Labor’s policy, any complaint will be resolved within a reasonable

time given all the facts and circumstances. If an investigation reveals that you were subjected to an improper deduction from pay, you will be reimbursed and Brown County will take whatever action it deems necessary to ensure compliance with the salary basis test in the future.

- 13.05 Employee Information Changes.** Any change in an employee's information (i.e., address, dependent status, wage rate, position transfer, etc.) shall be submitted to the Human Resource Department for processing.

SECTION 14 – BENEFITS ELIGIBILITY

- 14.01 Eligibility.** All regular full-time employees are eligible for the following benefits unless stated otherwise. Regular part-time employees working fifty percent (50%) or more shall be eligible to receive fringe benefits on a pro-rated basis, unless stated otherwise.
- 14.02 Proration of Fringe Benefits in Final Year of Employment.** Employees terminating their employment with Brown County shall have all fringe benefits prorated in their last year of employment.

SECTION 15 – INSURANCE

- 15.01 Policy.** The County will offer a group health, dental, and life insurance programs for regular full-time and qualifying regular part-time employees. The employee and employer contributions toward the premiums of such plan shall be determined by the County on an annual basis. The County may change carriers from time to time, modify its insurance offerings, provide alternate insurance carriers, self-insure its insurance coverage or change benefit levels as it deems appropriate for any or all of its insurance coverage at its discretion. For complete plan coverage and information, see the summary plan description.
- 15.02 Eligibility.** All regular employees are eligible for health and dental care coverage. New or rehired employees shall be covered on the first day of the month following the completion of thirty days of employment, provided the employee has completed an application.
- a) Regular part-time employees, working fifty percent or more shall be eligible for health, dental, and life insurance plans maintained by the County on a prorated basis. The percentage of employment which has been established by the budget or Board, shall determine the benefit pro-ration.
- 15.03 Payroll Deduction.** Regular full-time and part-time employees will have their portion of the monthly premium deducted equally between two monthly payroll checks.
- 15.04 Termination of Coverage.** In the case of an employee who terminates employment, coverage will be terminated on the last day of the terminating month.

- 15.05 Retiree Continuation Coverage.** Those employees who retire under the Wisconsin Retirement System, or those employees who become covered by Social Security by disability and have been employed by Brown County ten (10) years or longer, may continue to be covered under the County's Health Plan at the group rate by making self-premium payments to the County. Dental plan benefits will terminate for each retiree/spouse upon the first of the month in which the retiree/spouse attains age 65.
- 15.06 COBRA Rights.** Employees who are terminated from employment for reasons other than gross employee misconduct as well as employees who resign from their employment may continue their group health coverage for the period of time prescribed by COBRA. Spouses of deceased employees may continue with group health coverage for a period of time prescribed by COBRA. Such employees are normally advised of their continuation options and contribution requirements at the time of hire and at termination.
- 15.07 Life Insurance.** All regular employees who are participants under the Wisconsin Retirement System may elect to become covered by life insurance through the Wisconsin Group Life Insurance Program. Eligibility for coverage is defined by the Wisconsin Group Life Insurance Program.
- 15.08 Vision Insurance.** Employees may participate in a vision plan with the employee paying the full premium.
- 15.09 Deferred Compensation Plan.** The County offers a Section 457 deferred compensation plan to eligible employees on a voluntary basis. Regular full-time and regular part-time employees are eligible to participate in the plan. Newly hired employees are eligible to participate in the plan immediately.

SECTION 16 – WISCONSIN RETIREMENT SYSTEM

- 16.01 Eligibility.** Brown County is a participant in the Wisconsin Retirement System. All benefit questions must be handled through the WRS office directly.
- a) Full-time employees. Full-time employees shall be considered immediately eligible for participation in the Wisconsin Retirement System (WRS).
 - b) Part-time employees. Are eligible if they are expected to work at least two-thirds of what is considered full-time employment by ETF. If, after one year, a part-time employee has worked at least two-thirds of what is considered full-time by ETF or at least 1,200 hours in the immediately preceding 12-month period, the part-time employee shall become a participating employee.
- 16.02 Employee Contribution.** Once eligible for coverage under WRS, coverage is mandatory and an employee may not “opt out” of WRS. The County will make employer required WRS contributions as required by law. Employee contributions are pre-tax.

SECTION 17 – HOLIDAYS

17.01 Holidays Defined. Eligible employees who have been employed for a period of thirty (30) days shall receive a full day's pay for the following holidays: New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, Christmas Eve, Christmas Day, and New Year's Eve. For employees who work Monday through Friday schedules, if any of the above mentioned holidays fall on Saturday, the preceding Friday will be observed and if the holiday falls on Sunday, the following Monday will be observed or as determined by the County. For the sole purpose of this provision, pre-approved paid time off will qualify the employee for holiday pay.

17.02 Pay. Non-exempt employees will receive one and one-half (1-1/2) times their normal pay rate for the hours worked on a holiday. All eligible employees will receive paid holiday equal to their normal schedule up to eight (8) hours per holiday.

17.03 Commencement of Holiday. For purposes of compensation of holidays under this section, holidays will be deemed to commence and end at midnight.

17.04 Personal Days.

- a) Monday through Friday Schedules (8 hour Days). Eligible employees who have been employed for a period of thirty (30) days who work Monday through Friday schedules (8 hour days), 24 hours personal time shall also be observed as a holiday, to be taken as mutually agreed upon between the employee and supervisor. In addition, the day after Thanksgiving will be observed as a personal day with pay.
- b) Monday through Friday Schedules (7.5 Hour Days). Eligible employees who have been employed for a period of thirty (30) days who work Monday through Friday schedules (7.5 hour days), 22.5 hours personal time shall also be observed as a holiday, to be taken as mutually agreed upon between the employee and supervisor. In addition, the day after Thanksgiving will be observed as a personal day with pay.
- c) Seven Day Schedule. For employees who follow a seven (7) day schedule, thirty-two (32) hours of personal time shall be observed as holidays, subject to prior approval by supervisor or manager.
- d) Unused personal time shall be lost at the end of the calendar year.

SECTION 18 – VACATION

18.01 Vacation. All employees who are not covered by a bargaining agreement which includes a vacation schedule shall earn vacation as follows:

	<u>40-Hour Work Week</u>	<u>37.5 Hour Work Week</u>
After six months of service	40 hours	37.5 hours
After the first year of service	88 hours	82.5 hours
After the third year of service	96 hours	90 hours
After the fourth year of service	104 hours	97.5 hours
After the fifth year of service	120 hours	112.5 hours
After the ninth year of service	144 hours	135 hours
After the tenth year of service	160 hours	150 hours
After the sixteenth year of service	200 hours	187.5 hours

18.02 Vacation Scheduling. Employees must submit their vacation requests in advance and with as much notice as possible, so that supervisors can review the requests and make appropriate decisions based on the operational needs. In establishing regular schedules, supervisors shall give due consideration to the desires of individual employees within limits of work requirements of the division. Appointing authorities may amend vacation schedules to meet work emergencies or to grant requests of individual employees. If two or more employees request to take vacation during the same period and the matter cannot be resolved by agreement of the parties concerned, the employee with the most seniority with the County shall be granted vacation time.

18.03 Separation of Employment. Any employee who terminates his/her employment or has his/her employment terminated for any reason, shall be compensated for all earned vacation time worked as of the date of termination. The employee shall reimburse the County for any vacation time taken but not earned at the time of his/her termination.

18.04 Pay in Lieu of Vacation. No employee shall be permitted to accept vacation pay in lieu of vacation.

18.05 Vacation Carryover. An employee hired prior to January 1, 1982, cannot carry more than two hundred forty (240) hours [two hundred twenty-five (225) hours for employees working a 37.5 hour work week schedule] of vacation at the end of the calendar year. Employees hired after January 1, 1982, cannot carry more than eighty (80) hours [seventy-five (75) hours for employees working a 37.5 hour work week schedule] of vacation at the end of the calendar year.

18.06 Donation of Vacation. Any employee who has passed his/her initial employment period; has a need for a qualified absence in excess of two weeks; and who has exhausted all accrued personal leave may receive donated vacation time upon approval of the Human Resources Department. Donated vacation leave may not be used for purposes of avoiding corrective action nor may it be used for absences outside of the qualifying period.

- a) Donated leave and the use of such leave shall be on an hour for hour basis without calculation of dollars between the accrual accounts of either the donating employee or recipient. The recipient shall be paid at their regular rate of pay.
- b) Any donated vacation leave may not be rescinded on the part of the donating employee.
- c) The donation of vacation shall not result in overtime, compensatory time, or the accrual, continuation or extension of insurance or other benefits.
- d) At the end of the qualifying absence of the recipient, any remaining balance of donated hours shall be returned to the donating employee's vacation accrual account.

SECTION 19 – CASUAL DAYS

- 19.01 Policy.** After six (6) months of employment to provide first day coverage for sickness, each employee shall receive forty (40) hours [thirty-seven and one-half (37.5) hours for employees on a thirty-seven and one-half (37.5) hour work week] casual time each January 1. Casual days may also be used for personal time off with actual days off being subject to mutual agreement between the employee and the employer. Casual days will not be withheld for arbitrary or capricious reasons except during the last two (2) weeks of employment when only a two (2) week notice is given. At the end of each calendar year employees shall be paid at their existing rate of pay for any casual days not used during the year, to a maximum of five (5) days (payment shall be made automatically prior to the following January 31).
- 19.02 Accrual.** Casual day credit is earned on a monthly basis; however, for scheduling purposes, casual days earned during the calendar year are credited to the employee's casual account at the beginning of each calendar year. Any employee who terminates his/her employment or has his/her employment terminated for any reason, shall be compensated for all earned casual time worked as of the date of termination. The employee shall reimburse the County for any casual time taken but not earned at the time of his/her termination.
- 19.03 Scheduling.** Casual days may be taken in not less than fifteen (15) minute increments.
- 19.04 Supplementation of Benefits.** Casual days and banked sick leave may be used by an employee to supplement his/her disability benefits in an amount which will equal regular pay.

SECTION 20 – BANKED SICK LEAVE

- 20.01 Policy.** Employees participating in the banked sick leave program will have sick leave accumulation "banked" into a sick leave accumulation account, which may be used by the employee to supplement short-term disability benefits received for a disability. Banked sick leave may be used to make the employee whole for base pay earnings;

however, no additional sick leave benefits will accrue into the banked account. Fifty percent (50%) of an employee's unused accumulated banked sick leave, up to a maximum of 90 days (maximum payout - 45 days unless otherwise required by labor agreement) will be used in the following manner:

- (a) rolled over into a separate VEBA account upon termination of employment or retirement to be used for Section 213(d) eligible expenses.

20.02 Death of Employee. In the event of death of an employee, the surviving beneficiary will have the balance rolled over into a VEBA account to be used for Section 213(d) eligible expenses.

SECTION 21 – BEREAVEMENT LEAVE

21.01 Immediate Family. Whenever a death occurs to a member of the immediate family of an employee, the employee shall be entitled to a bereavement leave. The bereavement leave will commence on the date of death and continue for up to three (3) work days through the date of internment. If the date of internment occurs after three (3) work days from the date of death, the employee may use one of the bereavement leave days to attend the funeral or internment. In no event shall an employee be entitled to more than three (3) days of bereavement leave. Compensation shall be at the regular hourly rate of said employee for a normal work day.

- a) Immediate Family Defined. Immediate family is defined as: wife, husband, father, mother, guardian, sister, brother, child of employee, grandchildren, grandparents, father-in-law, mother-in-law, step-children, or stepparents.

21.02 Non-Immediate Family. Employees will be entitled to compensation for one (1) day to attend the funeral of the spouse's grandparents, son-in-law, daughter-in-law, brother-in-law, sister-in-law, aunt or uncle of the employee or spouse. In the event an employee is required to act as a pallbearer at the funeral of someone outside of his/her immediate family, he/she shall be granted one (1) day with bereavement pay.

21.03 Leave During Paid Time Off. Should any death occur during an employee's vacation or use of other paid time off, he/she shall receive additional time off with pay for any scheduled work day affected at a time mutually agreed upon by the employee and department.

SECTION 22 – WORKER'S COMPENSATION

22.01 Coverage Provided. An employee who is absent from work due to an injury or illness caused during the course of performing his/her duties may be eligible for compensation under the Worker's Compensation Act of Wisconsin. The County shall provide coverage to an injured or ill employee in compliance with State law. Information concerning Worker's Compensation in Wisconsin can be found at:

<http://dwd.wisconsin.gov/wc/workers/>

SECTION 23 – LEAVES OF ABSENCE
Short-Term Disability Leave

23.01 Leave Available. Employees who have completed six (6) months of employment may be eligible for disability leave pursuant to the County policy then in effect. Information concerning Brown County's short-term disability leave policy may be found on the Brown County employees intranet site under Human Resources / Disability Leave.

SECTION 24 – LEAVES OF ABSENCE
Long-Term Disability Leave

24.01 Policy. Employees who have exhausted short-term disability benefits may be eligible for disability leave pursuant to the County policy then in effect. Information concerning Brown County's long-term disability leave policy may be found on the Brown County employees intranet site under Human Resources / Disability Leave.

SECTION 25 - LEAVES OF ABSENCE
Family and Medical Leave

25.01 Policy. Brown County provides family and medical leave in accordance with the Federal Family and Medical Leave Act (FMLA) and the Wisconsin Family and Medical Leave Act. When applicable, the federal and state family and medical leave laws run concurrently. In addition, both federal and state family and medical leave law run concurrently with any other leave available through the County or as otherwise required by law. When an absence qualifies under both state and federal FMLA laws, the entitlement under each law will be exhausted for the same absence. Should one law provide a greater benefit than the other, the employee shall receive the greater benefit.

25.02 Eligibility. Any employee who has been employed by the County for more than 52 consecutive weeks and has been paid for a minimum of 1,000 hours during a 12-month period may be eligible under Wisconsin's Family and Medical Leave Act. Any employee who has worked for the County for more than 12 months and has been paid for a minimum of 1,250 hours during the 12-month period may be eligible under the Federal Family and Medical Leave Act. Entitlements are calculated on a calendar year basis (January 1 to December 31) for both state and federal purposes.

25.03 Leave Available.

a) Wisconsin FMLA.

- 1) Up to a maximum of six (6) workweeks of unpaid leave for the birth or adoption of a child. The leave must begin no earlier than 16 weeks before the estimated birth or placement and not later than 16 weeks after the birth date or placement of the child.
- 2) Up to a maximum of 2 workweeks of unpaid leave to provide care for a child, spouse, parent, parent-in-law, domestic partner, or domestic partner's parent who has a serious health condition.

- 3) A maximum of 2 workweeks due to the employee's serious health condition.
- b) Leave Available – Federal FMLA.
- 1) Up to 12 workweeks for the birth and first year care of a child or a child placed with the employee for adoption or foster care. The entitlement to leave for birth or placement of a child ends 12 months after the birth or placement.
 - 2) Up to 12 workweeks of unpaid leave to provide care for a child, spouse, or parent who is suffering from a serious health condition.
 - 3) Up to 12 weeks due to a serious health condition of an employee.
 - 4) Up to 12 weeks due to a qualifying exigency arising out of the fact that the employee's spouse, child, or parent is on covered active duty or call to covered active duty as a member of the Armed Forces, National Guard or Reserves.
 - 5) Up to 26 weeks of unpaid leave in a single calendar year in the case of a covered service member caregiver leave because the employee is the spouse, child, parent or next of kin of a covered service member with a serious injury or illness. Note that the maximum 26 weeks in this instance includes, and is not in addition to, all other FMLA leave. In other words, employees may not take more than a total of 26 weeks of FMLA leave during a single calendar year for any qualifying reason under FMLA.

25.04 "Serious Health Condition" Defined.

- a) For Wisconsin FMLA, "serious health condition" means a disabling physical or mental illness, injury, impairment, or condition which requires inpatient care in a hospital, nursing home, hospice, or outpatient care that requires condition treatment or supervision by a health care provider.
- b) For Federal FMLA, "serious health condition" means an illness, injury, impairment or physical or mental condition that involves either an overnight stay in a medical care facility, or continuing treatment by a health care provider for a condition that either prevents the employee from performing the functions of the employee's job, or prevents the qualified family member from participating in school or other daily activities. Subject to certain conditions, the continuing treatment requirement may be met by a period of incapacity of more than 3 consecutive calendar days combined with at least 2 visits to a health care provider or one visit and a regimen of continuing treatment, or incapacity due to pregnancy or a chronic condition. Other conditions may meet the definition of continuing treatment.

25.05 Designation of Leave. The Human Resources Department and/or the Third Party Administrator will notify the employee as soon as possible whether the leave applied for has been approved. Approval or denial of the leave will be made only through the Human Resources Department and/or the Third Party Administrator in writing. Should an employee be absent under circumstances that would qualify as FMLA leave but has not applied for leave under FMLA, the County reserves the right to designate such

absence as FMLA leave and may also waive the requirement of medical certification at its discretion. Any period of absence not covered by this Policy will be administered under the County's attendance policy.

25.06 Intermittent Leave. In some circumstances, leave may be taken on an intermittent basis. If intermittent leave is requested, the County and the employee shall attempt to work out a leave schedule that meets the employee's needs without unduly disrupting the County's operations. If the employee is allowed to take leave in less than full-day or full week increments, the employee will receive reduced compensation consistent with the hours the employee actually works. During a period of intermittent leave, the County may transfer an employee to an alternate position which may better accommodate the intermittent leave schedule. In such position, the employee will be paid at the rate he/she was paid prior to the leave with the same benefits.

25.07 Procedure. You are required to notify the County of your need for family and/or medical leave. FMLA leave request forms are available from the Human Resources Department and/or the Third Party Administrator. Failure to timely notify the County of your need for leave may result in delaying or denial of your leave until proper notice is received. Compliance with the regular employment policies of the County is also required. FMLA forms are required for all leaves in excess of three (3) consecutive work days and may be required for less than three (3) days in certain circumstance.

- a) Foreseeable Leave. In the event your need for leave is foreseeable, the County must be notified, in writing, at least 15 calendar days (or if not possible, as soon as practicable), before the date on which the leave is to begin. The County reserves the right to delay the start of any requested leave until 15 calendar days have passed from the date the employee notifies his/her supervisor of the intent to take family or medical leave if timely notice is not given.
- b) Unforeseeable Leave. Where advance written notice of the need for leave is not possible (such as an emergency need for medical consultation or treatment), notice (in person or by telephone) is required. Where advance notice is not possible, then oral notice must be provided as soon as reasonably practicable with written documentation to follow. If you wish an unforeseeable absence to be covered by FMLA leave, you must give the County sufficient information to do so no later than 2 business days after the commencement of leave. You will not be allowed to have such a designation made later.
- c) Scheduling Leave. Leave must be scheduled in such a fashion that it does not unduly disrupt the County's operations.

25.08 Substitution of Benefits. Under Federal FMLA, the County has the ability to require an employee to substitute all vacation, personal leave, sick leave, or casual days upon accrual of such leave during the leave period. If an employee receives disability pay, this will count as substitution for federal leave purposes. Under Wisconsin FMLA, an employee has the option of substituting accrued benefits for the State leave period, unless the paid leave is taken for a purpose also covered by the Federal FMLA. When paid leave is substituted for unpaid leave, that leave will not be available to an employee later, nor will an employee be entitled to additional family and/or medical leave as a result of the substitution of paid leave. If an employee chooses to substitute paid leave for unpaid leave, any accrued paid leave the employee may have at the time of leave

may be substituted, including short-term disability benefits, vacation, personal days or casual days. Paid leave will only be available for substitution by an employee who would otherwise be eligible for such benefits. This paid time used will not be available later to the employee.

- a) The eligibility requirements for Brown County's short-term disability, sick leave benefits, and worker's compensation (Wisconsin only) may meet the requirements for the federal and Wisconsin Family and Medical Leave Act. The County may need to count the amount of time used for these leaves of absence against your FMLA entitlement.

25.09 Medical Certifications and Examinations. If leave is the result of an employee's own serious health condition or the serious health condition of a family member under this Policy, the employee must provide the County, within fifteen (15) calendar days of the County's request, with a Health Care Provider Certification which is completed by the treating health care provider. Health Care Provider forms are available from the Human Resources Department and/or the Third Party Administrator. The County may request the clarification of a Health Care Provider Certification, which is generally due within five (5) calendar days of the request for such clarification.

- a) After receiving the Health Care Provider Certification, the County may, to the extent allowed by law, require that an employee see a health care provider of the County's choosing in order to verify the information provided. The County will pay the cost of this examination. If the results of the second examination differ from the original certification, the County may, to the extent allowed by law, require a third examination, again at the County's expense, by a health care provider which is mutually agreeable to the County and the employee. Both the County and the employee are obligated to cooperate in selecting a suitable health care provider. If applicable, the results of this third examination will be final and binding on the employee and the County as to the classification of the employee's leave.
- b) The County may require an employee to submit additional certifications periodically during the leave. Recertification of the Health Care Provider Certification may be requested every thirty (30) calendar days (or if longer, the stated duration of the leave) unless the facts and circumstances do not appear to support the original Certification or the County has information which casts doubt on the employee's stated reason for leave. In such a case, a certification of the serious health condition may be requested at an earlier point in time. The County will provide notice to the employee of any recertification which may be required.

25.10 Benefits During Leave. During an approved family or medical leave, the County will continue to make available to the employee the same insurance benefits which are available to the employees who are not on leave. To maintain insurance coverage while on FMLA leave, employees must continue to pay their portion of the premium on a bi-weekly basis. If the employee is paid during the leave period, the premium will be deducted from the pay available. However, during any period of unpaid leave, the employee may elect to make payments during the period of leave or the premium payment will be deferred until the expiration of the leave or the employee's return to work, whichever is the first to occur, at which time the premium payment will be due.

Upon termination from employment, any remaining premium amounts due will be deducted from the final paycheck of the employee. Coverage will cease if payment is not received within thirty (30) days of the premium due date. While on unpaid leave, employees will not accrue benefits (vacation or sick leave).

- a) If an employee fails to return to work for reasons other than a continuation of a serious health condition, said employee will be required to reimburse the County for any insurance premiums paid by the County on the employee's behalf while on leave. Any leave used in excess of earned leave will subject the employee to a payback provision.

25.11 Return to Employment.

- a) *Fitness for Duty Report.* If you have taken medical leave of more than three (3) consecutive days as a result of your own serious health condition, you must provide a Fitness for Duty certificate before returning to work. The Fitness for Duty report is available from the Human Resources Department and/or the Third Party Administrator. If an employee fails to provide a Fitness for Duty Report by the end of any medical leave, the employee may not be eligible for reinstatement.
- b) *Early Return to Employment.* If an employee desires to return to work prior to his/her designated return date, he/she must notify the County in advance. The County should be given at least two (2) work weeks advance notice of a desire to return early, but not less than two (2) work days before the end of the return date.
- c) *Employment Protection.* An employee who returns to employment after a qualified leave of absence under this Policy shall be returned to the position held immediately prior to the leave if the position is vacant. If the position is not vacant, the employee will be placed in an equivalent position with equivalent pay, benefits and terms/conditions of employment. The County cannot guarantee reinstatement if the leave extends beyond the twelve (12) workweeks in any twelve (12) month period, except to the extent necessary to comply with state and federal law. FMLA leave will not result in a more favorable employment situation than if leave had not been taken. The taking of leave under this Policy may not be used against an employee in any employment decision, including the determination of raises or discipline. However, no new benefits or employment rights will accrue during any unpaid leave period, except as required by a collective bargaining agreement, if applicable.

SECTION 26 – LEAVES OF ABSENCE Unpaid Leave

26.01 Policy. The Human Resources Manager, in collaboration with the Department Head, may grant a regular employee leave without pay for a period not to exceed six (6) months. A leave of absence (LOA) is defined as an unpaid approved absence from work for a specified period of time for medical, parental, military or personal reasons. If an employee finds that he/she must be out of work for more than three (3) days, he or she should contact the Human Resources Department to determine if a LOA may be necessary.

26.02 Eligibility.

- a) All regular employees employed by Brown County may be eligible to apply for an unpaid personal leave of absence. Job performance, absenteeism and departmental requirements will all be taken into consideration before a request is approved. Leave without pay shall be granted only when it is in the best interests of the County to do so. The interests of the employee shall be considered when he/she has shown by his/her record to be of more than average value to the County and when it is desirable to return the employee to service even at some sacrifice. Requests for leave of absence shall be approved prior to the taking of such leave. When such leave is requested as an extension of sick leave, an acceptable physician's certificate shall be included.
- b) Requests for unpaid personal leave may be denied or granted by Brown County for any reason or no reason and are within the sole discretion of the County. Approvals of the immediate supervisor, department director and the Human Resources Department are required.
- c) An employee must exhaust all other benefits (i.e., casual days, vacation, FMLA, etc.) before an unpaid leave of absence will be granted.

26.03 Unauthorized Absence. It is recognized that there may be extenuating circumstances for unauthorized absence, and due consideration shall be given each case. However, an employee who is absent from duty without approval may be considered as having abandoned his/her position, depending on the circumstances.

SECTION 27 – MISCELLANEOUS LEAVES

27.01 Jury Duty. Employees who receive a summons to serve on jury duty will be granted jury duty leave.

- a) General Guidelines. Employees must give reasonable advance notice of their intended absence for jury duty. If an employee is dismissed from jury duty on any given day prior to the end of his/her regularly scheduled working hours, he/she shall report to work for the balance of the working day.
- b) Compensation. Employees shall be compensated their regular rate of pay for time spent away from work on jury duty. Employees must remit to the County all compensation received for service on jury duty in order to qualify for their regular compensation. Employees, at their option, may use paid time off for a day of jury duty and thereby retain the jury pay as well as their regular compensation for the day.

27.02 Subpoena Leave. If subpoenaed for County business reasons, the non-exempt employee will receive pay for his/her regular hours of work and any other hours for which he/she may be required to testify outside his/her normal working hours. An exempt employee will receive his/her regular workday pay. All compensation fees received by the employee shall be given to the County Treasurer. An employee is expected to return to his/her regular job if released early. If subpoenaed for personal business, the

conditions stated above do not apply. Arrangements must be made to attend to these matters on an employee's own time or use paid or unpaid time off.

27.03 Military Leave; Active Duty. Employees who are called to active military duty or to Reserve or National Guard training should submit copies of their military orders to the Human Resource Department as soon as received. Employees will be granted a military leave of absence without pay for the period of military service outlined in the orders, in accordance with applicable laws. Eligibility for reinstatement after military duty is completed is also determined in accordance with applicable laws.

27.04 Emergency Conditions.

- a) *Inclement Weather.* Due to inclement weather, the County may determine that it will not open or it will close certain County facilities. In the event that a weather emergency is declared, employees who do not report to work or who are allowed to leave work early shall be given a choice between the use of unpaid leave or the use of accrued (paid) leave to cover their absence.

SECTION 28 – EMPLOYEE DEVELOPMENT

28.01 Policy. The purpose of the employee development program is to promote the training and development of employees in order to improve the quality of service to the County, equip employees for career development within the County, and provide a reservoir of skills necessary to meet current and future employment needs. Brown County is proactive in addressing liability and safety concerns through awareness training, policy distribution, skill building and role clarification.

28.02 Eligibility. Educational and training assistance is available to any actively employed regular administrative or represented employee who has passed his/her initial term of employment as follows:

- a) Eligibility for assistance for seminars, conferences, or workshops shall be available to all administrative and represented employees.
- b) Pending Department Head approval of a seminar, conference, workshop or course for any employee, financial assistance is available for educational and training programs meeting one of the following criteria:
 - 1) Programs which are directly related to the employee's current job and would improve the employee's skills on the job.

28.03 Responsibility. Countywide training efforts will be authorized and coordinated by the Human Resources Department. Employees shall request education and training in accordance with procedures established at the department level.

28.04 Mandated Training. Departments will maintain records of mandated training. Certificates or other evidence of training completed may be forwarded to the Human Resources Department, which would then be included in the employee's personnel record.

28.05 Training Reimbursement. Specific reimbursements may also be provided including mileage, travel, conference attendance, and tuition.

28.06 Tuition Assistance. Tuition assistance may be provided to assist employees in job-related courses and is dependent on budget funds available. Approved course work must be directly related to an employee's current position. All course work must be completed outside the regularly scheduled work day unless the employee has prior department approval and utilizes accrued benefits/unpaid leave for any work missed.

SECTION 29 – EMPLOYEE PERFORMANCE EVALUATIONS

29.01 Policy. Employees must receive a performance evaluation at least once each year. The evaluation will be based on the duties, responsibilities, and performance standards established for the employee's position, and on specific goals and objectives that have been established for that employee. The evaluation will be submitted on the form approved by the Human Resources Department. Formal written performance evaluations are not required for temporary employees. However, it is recommended that a brief written evaluation be performed on an annual basis or at the end of the season or term for which they were employed.

29.02 Review with Employee. The evaluation completed by the Department Head, or designee, must be discussed with the employee. After the evaluation is completed, the employee and the Department Head shall sign the evaluation indicating the evaluation was reviewed with the employee.

29.03 Comments. Comments are to be professional and job specific, supported by examples of work behavior or accomplishments. The employee shall be given the opportunity to comment in writing on the evaluation and to have those comments attached to the evaluation before it is placed in the employee's file.

SECTION 30 – CORRECTIVE ACTION, LAYOFFS, TERMINATION

30.01 Corrective Action. The purpose of corrective action is correcting job behavior and performance problems of employees. Employees shall be informed of standards of conduct and performance. Corrective action shall be administered in compliance with County Ordinances and policies and rules and standards shall be consistently applied. Penalties shall be appropriate to the circumstances. Persons administering corrective discipline shall systematically document the case. Corrective actions shall be in writing and include a full description of the alleged infraction and a statement informing the employee of his/her rights under the County's grievance procedure. An employee may have a representative of his/her choice in attendance during any disciplinary action involving suspension or termination. Records of verbal corrective actions shall be maintained in the department files. Copies of written reprimands, suspensions, and terminations shall be provided to the employee, the Human Resources Manager, to the employee's supervisor and kept in the department files. Suspensions and terminations shall be discussed with the Human Resources Manager before such actions are taken

and records shall be provided to the Human Resources Manager for retention in the employee file. The County Executive will be informed of suspensions and terminations. Corrective actions, with the exception of suspensions and terminations, are not subject to the grievance procedure.

30.02 Grounds for Corrective Action or Discipline. The following shall be grounds for discipline ranging from a warning to immediate discharge depending upon circumstances and the seriousness of the offense in the judgment of management: (The listing provided below is illustrative, and is not intended to be all-inclusive)

- a) Dishonesty or falsification of records.
- b) Unauthorized use or abuse of County equipment or property.
- c) Theft or destruction of County equipment or property.
- d) Work stoppages such as strikes or slow-downs.
- e) Insubordination or refusal to comply with the proper order of an authorized supervisor.
- f) Unlawful conduct defined as a violation of or refusal to comply with pertinent laws and regulations when such conduct impairs the efficiency of the County service.
- g) Habitual tardiness, unauthorized or excessive absence.
- h) Use of official position or authority for personal profit or advantage.
- i) Disregard or repeated violations of safety rules and regulations.
- j) Drunkenness, including drinking during working hours or being under the influence of alcohol or drugs during working hours, or bringing intoxicants or drugs into the workplace.
- k) Failure to adequately perform assigned job duties.
- l) Failure to follow duly established work rules, policies and procedures.
- m) Professional unethical conduct or behavior.
- n) Abuse of a Client or Patient.
- o) The disclosure of confidential information in violation of federal or state law or county ordinance.

Other circumstances may warrant disciplinary action and will be treated on a case-by-case basis.

30.03 Demotions. Demotions may be made in lieu of layoff or can be voluntary. Demotions must be approved in advance by the Human Resources Manager.

30.04 Layoffs.

- a) Policy. The Department Head may lay off an employee or employees as a result of a shortage or stoppage of work or funds, functional reorganization, or the abolishing of positions. Before implementing a proposed layoff, the Department Head shall confer with the Human Resources Manager in order to assure compliance with the provisions of Ordinances, Personnel Rules, applicable labor contracts, and labor laws.
- b) Layoff Considerations. The department shall first give consideration to the layoff or termination of employees with limited-term, trainee, and probationary status in the department, division, and classification affected. If further reductions are necessary, employees holding regular full-time and regular part-time positions shall be laid off.
 - 1) Layoffs shall be based upon departmental needs after considering the efficiency and economy of the workplace. When determining the

employee to layoff, Department Heads should consider an employee's length of service, the ability of remaining employees to satisfactorily perform the available work, and the historical job performance of the affected employees.

- c) Notification of Rights. The Human Resources Department shall notify each person laid off of all his/her rights including reinstatement eligibility. Regular employees shall receive at least fourteen (14) day notice prior to layoff. Layoff plans shall be approved by the Human Resources Manager before they are implemented. The rehiring of employees that have been laid off shall be determined by the Human Resources Department and the Department Head based on its need for the most qualified person to perform the available work.

30.05 Termination Notice.

- a) Resignations. Employees wishing to leave County employment are requested to submit a resignation in writing to their Department Head at least two (2) weeks in advance of their planned departure. Department Heads and supervisory employees should submit their resignation in writing at least four (4) weeks in advance of their planned departure. It is expected that employees will give as much notice as possible in order to facilitate recruitment and orientation of new staff members.
- b) Return Of County Equipment. Employees leaving County employment must return County identification cards, keys, tools and equipment on or before their last day of work.
- c) Job Abandonment. Unauthorized absence of an employee for three (3) consecutive workdays may be considered by the County as a resignation of such employee.
- d) Exit Interview. An exit interview may be conducted, when possible, with an employee who is separating from County employment regardless of their length of service, position or circumstances of separation. The Human Resources Manager or authorized designee may conduct an exit interview prior to the time the employee separates from County employment. The exit interview is used to gain insight into the effectiveness of County personnel and managerial practices, to determine where personnel policies and procedures are in need of review or revision, and where supervisory or managerial practices need modification or improvement. Employees are requested to complete the exit interview forms and return them to the Human Resources Department.

SECTION 31 – GRIEVANCE PROCEDURE

31.01 Policy. It is the policy of the County to treat all employees fairly and equitably in matters affecting their employment. Employees who believe they have not been treated fairly and equitably in matters have a right to present a grievance to the appropriate management official pursuant to the procedures as set forth herein. This grievance

procedure is intended to provide employees with a fair means to seek administrative redress for alleged violations, misinterpretations or inequitable applications of County policies, rules and expectations of conduct relative to employee discipline, termination, or workplace safety. The filing of a grievance by an employee shall not reflect unfavorably on the employee's standing, performance or loyalty and shall be without fear of reprisal. Nothing contained herein shall diminish any legal rights an employee maybe entitled to under the law.

31.02 Definitions.

- a) Termination: A separation from employment by reasons other than resignation, layoff or reduction in force.
- b) Employee Discipline: An employment action that results in disciplinary suspension, with or without pay, disciplinary termination, or disciplinary demotion. Employee discipline does not include oral reprimands or warnings, written reprimands or warnings, performance improvement plans, performance evaluations or reviews, documentation of employee acts or omissions, administrative leave or suspension with or without pay, non-disciplinary wage, benefit or salary adjustments, changes in assignment, action taken pursuant to an ordinance created under s. 19.59(1m), or other non-material employment actions.
- c) Employee: Shall not include employees subject to a collective bargaining agreement addressing employee discipline, termination and workplace safety, statutorily appointed individuals identified specifically in statute as serving at the pleasure of an appointing authority, elected officials, and independent contractors.
- d) Workplace Safety: Shall be narrowly construed and not construed to include basic conditions of employment unrelated to physical health and safety. Workplace safety means conditions of employment related to the physical health and safety of employees, as long as such conditions are not enforceable under state or federal law, and include safety of the physical work environment, the safe operation of workplace equipment and tools, provision of protective equipment, training and warning requirements, workplace violence and accident risk. Workplace safety does not include conditions of employment unrelated to physical health and safety matters, including, but not limited to, hours, overtime, sick, family, or medical leave, work schedules, breaks, termination, vacation, performance reviews, and compensation.

31.03 Timelines and Grievances.

- a) Written Grievance Submission: An employee must file a written Grievance within ten (10) working days of the termination, employee discipline or actual or reasonable knowledge of the workplace safety issue. The Grievance must be in writing and must be filed with Human Resources and with a copy to the department director. The Grievance shall contain a clear and concise statement of the pertinent facts, the dates the incidents occurred, the identities of the persons involved, and documentation related to the grievance in possession of the grievant, all reasons why the actions of the administration should be overturned, and the remedy that should be issued. A Grievance alleging a workplace safety issue shall also identify the workplace rules allegedly violated, if applicable.
- b) Administrative Response: The Human Resources Manager, or other administrator appointed by the County Executive, shall meet with the Grievant within fifteen (15) working days of receipt of the written Grievance to discuss voluntary resolution of the Grievance. If those discussions do not resolve the Grievance, then the administrative officer shall provide a written response to the Grievance within five (5) working days of the meeting. The written response shall contain a statement of the date the meeting between the administrative officer and the Grievant occurred, the decision to sustain or deny the Grievance, and the deadline for the Grievant to appeal the Grievance to an Impartial Hearing Officer.
- c) Impartial Hearing Officer: The decision of the administrative officer shall be final unless the Grievant files a written appeal requesting a hearing before an Impartial Hearing Officer. The written appeal shall be filed with Human Resources within ten (10) working days of the Administrative Response. The Impartial Hearing Officer shall file a written response within fifteen (15) working days of the close of the hearing.
- d) Appeal for Review: The non-prevailing party may file a written request for review by the Executive Committee of the County Board within ten (10) working days of receipt of the Impartial Hearing Officer's written response.
- e) Decision of the Executive Committee: The Executive Committee shall make a decision whether or not to uphold the Impartial Hearing Officer's decision and recommendation within sixty (60) working days of the Impartial Hearing Officer's decision to sustain or deny the Grievance and any recommendation of a remedy by the Impartial Hearing Officer. A decision by the Executive Committee, along with a remedy, shall be sent to the County Board for final approval.
- f) Importance of Timelines and Process: A Grievance will be processed pursuant to the established timelines. A Grievant may advance a Grievance to the next step if a response is not provided within the designated timeframes. A Grievant may not file or advance a Grievance outside of the designated timeframes. The Administration may advance a Grievance to the next step at the written request of either the Grievant or the Administration. The timelines may be modified by mutual agreement of the Grievant and Administration. The failure of the Grievant to follow the timelines and other requirements in this policy shall result in the

Impartial Hearing Officer not having jurisdiction over this matter and shall terminate the Grievance Procedure for that Grievance.

- g) Scheduling: Grievance meetings and hearings will typically be held during the Grievant's off-duty hours. Time spent in grievance meetings and hearings will not be considered as compensable work time. Upon mutual agreement the employee and the department head of Human Resources may extend or waive any time limits contained in this procedure.
- h) Individual Claim: Any Grievance filed regarding workplace safety must relate to issues personal to the Grievant filing the Grievance and may not relate to, without limitation by enumeration, safety of property or third parties. A Grievance filed regarding workplace safety must be filed by the Grievant claiming he or she has been personally affected by the alleged workplace safety violation.
- i) Selection of Hearing Officer: Following receipt of a properly filed appeal of the Administrative decision requesting a hearing before an Impartial Hearing Officer, the Administration shall provide the name of the person who shall serve as an Impartial Hearing Officer.
- j) Pre-Hearing Conference and Timelines: The Administration, Grievant and Impartial Hearing Officer shall conduct a pre-hearing conference and select a date for hearing not more than forty-five (45) working days from the date of the appeal. The Impartial Hearing Officer shall assign dates for preliminary matters that may arise prior to the hearing.
- k) Conciliation: Prior to the Hearing, the parties and Impartial Hearing Officer may engage in conciliation meetings to resolve the dispute. In cases involving allegations of workplace safety, the conciliation meeting shall be mandatory and shall occur not more than ten (10) calendar/working days after assignment to the Impartial Hearing Officer. The Impartial Hearing Officer's involvement in any conciliation process shall not disqualify the Impartial Hearing Officer from hearing the merits of any Grievance unless all parties agree to replace the Impartial Hearing Officer.
- l) Representation: The Grievant shall have the right to representation during the Grievance Procedure at the Grievant's expense. The representative shall not be a material witness to the dispute. The County Executive, within his sole discretion, may assign responsibilities to administer this Grievance Procedure to the department head of Human Resources, its legal advisor, Corporation Counsel, or other administrative officers. Upon mutual agreement the employee and the department head of Human Resources may extend or waive any time limits contained in this procedure. Nothing contained herein shall diminish any legal rights an employee may be entitled to under the law.
- m) Record of Proceedings: The Impartial Hearing Officer shall conduct the proceedings and make a record of the proceedings. Following the issuance of the decision, the record shall be provided to the Brown County Human Resources for preservation.

- n) Burdens of Proof and Production: The Grievant shall bear the burden of production and burden of proof. The rules of evidence shall not be strictly followed, but no factual conclusions may be based solely on hearsay evidence. Not less than ten (10) days prior to the hearing, the Grievant and the Administration shall exchange lists of witnesses and documentary evidence that they intend to introduce at the proceedings.

31.04 The Powers and Response of the Impartial Hearing Officer.

- a) Written Decision: After receiving the evidence and closing the hearing, the Impartial Hearing Officer shall issue a written decision. The Impartial Hearing Officer may request oral or written arguments and replies. The decision shall contain findings of fact, analysis and a recommendation. The Impartial Hearing Officer must answer the following question: Based on the preponderance of the evidence presented, has the Grievant proven the decision of the Administration was arbitrary or capricious?
- b) Powers of the Hearing Officer: The Impartial Hearing Officer shall have the power to sustain or deny the Grievance. The Impartial Hearing Officer shall have no power to issue any remedy, but the Impartial Hearing Officer may recommend a remedy. Remedial authority shall be subject to the determination and approval of the Administration, and shall be addressed by the Executive Committee in the event the Grievance is sustained. The Impartial Hearing Officer may request oral or written arguments and replies.
- c) Written Review of Appeal: The written notice requesting the Executive Committee to review the appeal decision and recommendation of the Impartial Hearing Officer ("Review of Appeal") shall contain a statement explaining the reasons for the appeal and a copy of the Grievance, the Administration's response to the Grievance, and the Impartial Hearing Officer's determination, response and recommendation. The written notice for Review of Appeal may not include information that was not presented at the hearing. The request shall be filed with the Chairperson of the Executive Committee at the Brown County Board Office with a copy to the prevailing party.
- d) Record of the Hearing: Upon request for Review of Appeal, a copy of the entire record of the hearing by the Impartial Hearing Officer shall be provided to the members of the Executive Committee.

31.05 Review by Executive Committee of the County Board.

- a) Review: The Executive Committee shall review the record and determine whether a rational basis exists for the Impartial Hearing Officer's decision. The findings of fact of the Impartial Hearing Officer shall not be overturned unless clearly erroneous. The Executive Committee shall fully inform the County Board as to the substance of the Grievance, the findings of fact of the Impartial Hearing Officer's determination, whether a rational basis exists for the Impartial Hearing Officer's decision, and the Executive Committee shall make a recommendation to the County Board whether the Grievance should be sustained or denied, and recommend a remedy. The County Board, after being fully informed by the Executive Committee, shall make a determination as to whether or not to adopt the recommendation and remedy of the Executive Committee. In the event the County Board does not approve the recommendation and remedy of the

Executive Committee, then the County Board may render a new decision and remedy after full review of the hearing and evidence presented, or request the Impartial Hearing Officer take further evidence, or request further review by the Executive Committee, or hold a new hearing before the County Board and make an independent decision.

- b) Decision: All decisions of the County Board involving the Grievance shall be by simple majority vote and in writing and filed with the clerk or secretary of the County Board within five (5) days of the date of the final decision. A copy of the final decision shall be delivered to the Grievant and the Administration. The County Board's decision is final and is not subject to appeal.

SECTION 32 – PERSONNEL RECORDS

32.01 Responsibility and Authority. The Human Resources Department shall maintain the official files of all County employees which shall be the exclusive personnel file maintained by the County. The files shall include all records required by law and other information as may be deemed appropriate by the Human Resources Department. All appointments, separations, and other personnel transactions shall be made on forms designated by the Human Resources Manager. All employees shall be responsible for notifying their supervisor of any changes which affect their personal data.

32.02 Inspection of Records.

- 1) Public. Information as to the name, employment address, class title and salary of employees and former employees is available for public inspection during regular office hours. All other information, including employee personnel files, shall be considered confidential to prevent the invasion of privacy and shall be only accessible to those employees who utilize official records in order to perform their assigned duties. Other people who are authorized access should obtain such records from those assigned responsibility for their maintenance.
- 2) Employees or Their Designee. Employees or a representative, designated in writing, upon written request to the Human Resources Manager, shall have the opportunity to inspect any personnel documents in accordance with procedures prescribed by the Human Resources Manager and in accordance with state law (sec. 103.13, Stats.).
- 3) Costs. The County may impose a reasonable charge for copies of records which it provides not to exceed the cost of making the copies including labor and materials.

32.03 Destruction of Records. Personnel records shall be retained consistent with Chapter 3 of the County Code.

32.04 Reports. The Human Resources Manager shall provide the County Executive, and the County Board with reports and information relating to personnel actions upon request or as may be appropriate.

SECTION 33 – WORKPLACE POLICIES

33.01 Political Activity. Political activity on the part of local government employees are codified at the Hatch Act at 5 U.S.C. §§ 1501-1508. County employees shall abide by the provisions of the Hatch Act in regard to their political activities which are summarized as follows:

Covered Employees. The Hatch Act restricts political activity of individuals principally employed by local governments, including the County, who work in connection with programs financed in whole or part by federal loans or grants. The Hatch Act does not apply to employees who exercise no functions in connection with federally financed activities.

- a) Prohibited Activities. The following activities shall be prohibited for employees who are “covered” by the Act:
- 1) Using an employee’s official authority or influence for the purpose of interfering with or affecting the result of an election or a nomination for office;
 - 2) Directly or indirectly coercing, attempting to coerce, commanding or advising a state or local officer or employee to pay, lend, or contribute anything of value to a party, committee, organization, agency or person for political purposes; or
 - 3) Be a candidate for public office in a partisan election.

33.02 Solicitation. In order to help maintain a work environment that protects employees from undue interference while performing their jobs, employees may not orally solicit or distribute written materials for any organization, fund, activity or cause to other employees in work areas while either employee is on working time.

- a) Employees On-duty. Employees may solicit other employees or distribute written materials before or after the normal work day, during normal break or lunch times or any other time when they are not working. These solicitations and literature distribution efforts are not permitted in working areas.
- b) Employees Off-duty. Off-duty employees may not solicit or distribute literature on County premises at any time.
- c) Non-employees. Non-employees may not solicit or distribute written materials on behalf of any organization, fund, activity or cause. Solicitations for charitable organizations are exempt as long as the organization is sponsored by an employee and prior permission has been secured from management. The same restrictions regarding working time and working areas apply to non-employees.

33.03 Gifts and Gratuities. No County employee shall solicit or accept for himself/herself or another person any gift, campaign contribution, gratuity, favor, service, promise of future employment, entertainment, loan or any other thing of monetary value from a person who has or is seeking contractual or other business activities from or which are regulated by the County. This prohibition does not include the acceptance of loans from

banks or other financial institutions, such as home mortgage loans, the acceptance of unsolicited advertising or promotional material or the acceptance of any award for meritorious public or personal contributions or achievements.

33.04 Conflict of Interest. Employees have an obligation to conduct business within guidelines that prohibit actual or potential conflicts of interest. State law prohibits all public officials and employees from engaging in certain kinds of conduct. Wis. Stats. §§ 946.10 through 946.80 describe prohibited acts of public officials and employees which constitute criminal offenses. Wis. Stats. § 19.59 sets forth further prohibitions relating to the use of a public position or office to obtain direct or indirect profit or gain. The following are examples of conduct which are prohibited under these statutory sections:

- a) *Receipt of Gifts and Gratuities Prohibited.* An official or employee shall not accept anything of value whether in the form of a gift, service, loan or promise from any person which may impair his or her independence of judgment or action in the performance of his or her official duties.
- b) *Business Interest.* An official or employee shall not engage in any business, transaction or act in regard to any financial interest, direct or indirect, which is incompatible with the proper discharge of his or her official duties, or may impair his or her independent judgment or action in the performance of those duties.
- c) *Employment.* An official or employee shall not engage in or accept any private employment or render any service for a private interest when such employment or service is incompatible with the proper discharge of his or her official duties or which may impair his or her independent judgment or action in the performance of his or her duties unless otherwise permitted by law.
- d) *Private Interest in Public Contracts.* A County officer or employee, acting in a private capacity, shall not negotiate, bid for or enter into a contract with the County if the said officer or employee has a private pecuniary interest, direct or indirect, if at the same time the officer or employee is authorized or required by law to participate in his or her capacity as a County officer or employee in the making of that contract or to perform in regard to that contract some official function requiring the exercise of discretion on the said officer's or employee's part. A County officer or employee, acting in an official capacity, shall not participate in the making of a contract in which the officer or employee has a private pecuniary interest, direct or indirect, or performs in regard to such a contract some function requiring the exercise of discretion on the officer's or employee's part. Certain conduct may be exempted from liability under the statutory provisions. It is the obligation of the individual officer or employee to establish the applicability of any exemption claimed.
- e) *Penalty.* An officer or employee who is in violation of this policy or of any Wisconsin Statute relating to ethics or conflict of interest is subject to discipline up to and including discharge.

SECTION 34 – WORKPLACE ENVIRONMENT

34.01 Drug-Free Workplace and Alcohol and Other Drug Abuse Policy. No employee shall report to work or be under the influence of alcohol or illegal drugs while on duty, during working hours, or at the workplace. This policy includes paid or unpaid lunch breaks as well as training sessions and the working hours of conferences. The unlawful manufacture, distribution, sale, possession, transfer, purchase, or use of illegal drugs while in the course and scope of employment is also prohibited.

- a) Each employee may be tested for drugs and/or alcohol if he/she has been observed using a prohibited substance on the job (including but not limited to illegal drugs or alcohol), or if Brown County supervisory staff has other reasonable suspicion that the employee is under the influence of alcohol or illegal drugs. Such testing will be done in accordance with established procedures.
- b) This policy, however, does not prohibit an employee from ingesting a legally obtained prescription drug that was legally issued to said employee. Because prescription medication can also affect an individual's demeanor and job performance, it is the employee's responsibility to notify his or her immediate supervisor if he or she is taking legal prescriptions drugs that may affect performance or ability to perform the position duties. Such prescription drugs must be given under medical supervision and may not interfere with the performance of job duties.
- c) Any employee convicted of violating any criminal drug statute must inform the Human Resource Department of such conviction within five (5) days. When the federal government requires a County to notify the federal contracting office of an employee's drug conviction in a workplace, the County will provide such notification to the federal contracting office within ten (10) days of receiving such notice of conviction from an employee or otherwise receiving notice of such conviction.
- c) Any employee convicted of any criminal drug statute violation or any employee who violates the drug-free workplace and alcohol or other drug abuse policy may be subject to discipline up to and including dismissal or be required to participate in a drug rehabilitation program at the sole discretion of the County.

34.02 Workplace Violence.

- a) Policy. Brown County is committed to providing a work environment that is free from violence. All employees, including supervisors and temporary employees, should be treated with courtesy and respect at all times. Employees are expected to refrain from fighting, "horseplay", or other conduct that may be dangerous to others. Any acts or threatened acts of violence will not be tolerated. Anyone engaging in violent behavior will be subject to discipline, up to and including termination, and may also be personally subject to other civil or criminal liabilities.
- b) Workplace Violence Defined. Workplace violence is any act or threat (either verbal or implied) of physical violence, including intimidation, harassment, and/or coercion, which involve or affect, Brown County employees or which occur on Brown County property.

- c) Restraining Orders and Injunctions. Employees who find it necessary to obtain a restraining order, injunction against harassment, order of protection or any other court order designed to prevent acts of violence or harassment from local judicial or law enforcement agencies, should immediately notify their supervisor and the Human Resource Manager. Every effort will be made to keep employees safe at work.
- d) Reporting and Investigation. Any employee who believes that he/she has been the subject or has been a witness of workplace violence should immediately report the matter to his/her immediate supervisor or the Human Resource Manager. It is the policy of Brown County to investigate reports of workplace violence for all acts occurring on County property or against an employee acting in their capacity as an employee. Employees are expected to cooperate with the investigation of any workplace violence incidents. The identity of the individual making a report will be protected as much as is practical. To maintain workplace safety, the County may suspend employees pending the investigation. Employees who fail to cooperate with an investigation or who give false information will be subject to disciplinary action, up to and including termination of employment. Nothing in this policy alters any other reporting obligation established by Brown County policies, or in state, federal, or other applicable law.

34.03 Harassment and Discrimination in the Workplace.

- a) Policy. Brown County strives to maintain a healthy work environment in which all individuals are treated with respect and dignity. All employees have the right to work in an environment free of all forms of unlawful harassment and discrimination. Brown County considers harassment, discrimination, and retaliation of others to constitute serious employee misconduct warranting prompt and effective remedial action to end the harassing or discriminatory behavior. It is the responsibility of all employees of the County to take reasonable and necessary action to prevent unlawful harassment, discrimination, and retaliation, and it is the responsibility of all employees to promptly report and cooperate with the County's efforts to eradicate conduct that could be in violation of this policy. Where impermissible harassment, discrimination, or retaliation has occurred, the County will take appropriate disciplinary action, including, without limitation, termination.
- b) Harassment. Harassment means any form of conduct that is objectively unreasonable or offensive and that could result in a hostile or intimidating work environment. Harassment includes persistently bothering, disturbing, or tormenting another person. Unlawful harassment may be based on a variety of factors, such as race, color, religion, sex, national origin, disability, marital status, sexual orientation or other protected status. The County prohibits all forms of unlawful harassment including, but not limited to,
 - 1) Verbal harassment, such as derogatory statements or suggestive comments to or about another person or group;
 - 2) Visual harassment, such as displaying offensive posters, cartoons, or drawings; and

- 3) Physical harassment, such as threatening, assaulting, or physically interfering with another person or making other inappropriate or unwelcome physical contact.
- c) Discrimination. Discrimination is a failure to treat all persons equally and without discrimination based on protected status under the law where no reasonable distinction can be found between those favored and those not favored.
- d) Sexual Harassment. Sexual harassment is defined as unwelcome conduct of a sexual nature, including unwelcome sexual advances, requests for sexual favors, sexually motivated physical contact, and other verbal, visual, or physical conduct of a sexual nature.
 - 1) Submission to such conduct is explicitly or implicitly made a term or condition of employment;
 - 2) Submission or refusal to submit to such conduct is used as the basis for employment decisions; or
 - 3) Such conduct has the purpose or effect of unreasonably interfering with an individual's work performance or creating an intimidating, hostile or offensive work environment.

No employee can be forced to submit to sexual harassment as a basis for any employment decision. The County will attempt to prevent and promptly eliminate any conduct that creates an intimidating, hostile or offensive work environment for our employees.

- e) Retaliation. The County prohibits retaliation against any employee for filing a complaint under this policy or for assisting, testifying, or participating in the investigation of such a complaint. If any County employee believes that he or she has been retaliated against for bringing a complaint or providing information related to a complaint, the County requires employees to promptly comply with and use the reporting procedure described in this policy. Retaliation is a form of employee misconduct. Any evidence of retaliation will be considered a separate violation of this policy and will be handled by the same complaint procedures established for harassment and discrimination complaints.
- f) Responsibility.
 - 1) Each employee of the County is responsible for complying with this policy and assisting in the prevention of sexual harassment and other unlawful harassment and discrimination.
 - 2) Supervisors are responsible for advising employees on the types of behavior prohibited and the County's procedures for reporting and resolving complaints of harassment and discrimination; monitoring the work environment on a daily basis for signs that harassment and discrimination may be occurring; and stopping any observed acts that may be considered harassment and discrimination and taking appropriate steps to intervene.

- 3) Each Supervisor has the responsibility to assist any employee of the County who comes to that supervisor with a complaint of sexual harassment or other unlawful harassment, discrimination, or retaliation in documenting and filing a complaint with the Affirmative Action Officer or as otherwise provided by this policy.
- g) Reporting. Employees with a complaint under this policy or questions about whether particular conduct is prohibited under this policy should immediately contact and discuss the concern with the employee's supervisor or the Affirmative Action Officer in Human Resources as soon as possible. Complaints received by supervisors or Department Heads must be reported to the Affirmative Action Officer immediately.
- h) Investigation. It is the policy of Brown County to investigate all complaints of sexual and other harassment thoroughly and promptly. Brown County will, to the greatest extent possible, maintain the confidentiality of those involved in the investigation. Employees are expected to cooperate with the investigation of sexual harassment. Employees who fail to cooperate with an investigation or who give false information will be subject to disciplinary action, up to and including termination of employment. If the investigation confirms that harassment has occurred, Brown County will take appropriate disciplinary action, up to and including termination of employment.

34.04 Dress Code. Presenting yourself in a professional manner is expected at all times. A professional image should be maintained regardless of your duties. A business casual dress code is generally appropriate for Brown County employees Monday through Thursday. Friday is "casual day," and while we are allowed to "dress down," good taste should always apply. For employees working in the field or performing manual duties, jeans or similar attire may be appropriate Monday through Friday. This may not apply to those employees required to wear uniforms. Clothing should be clean and neat and not be revealing, tight fitting, or offensive (e.g. images/words/political messages).

- a) Hairstyles and Beards. Hair must be clean and neatly trimmed. Extreme hairstyles and colors (e.g. fluorescent green) are not appropriate for business.
- b) Tattoos and Jewelry: Tattoos or jewelry cannot conflict with an employee's ability to perform effectively in the position held or the specific work environment. Factors used to determine whether tattoos or jewelry pose a conflict with the job or work environment will include but not be limited to:
- Safety of self or others
 - Productivity or performance of tasks
 - Perceived offense on the basis of race, sex, religion, etc.
 - Community norms
 - Customer complaints

If a potential conflict is identified possible solutions, such as removal of excess jewelry, covering of tattoos, etc. will be sought.

Supervisors and managers will be responsible for answering questions and resolving issues related to this policy on a case-by-case basis to ensure unique circumstances are appropriately considered.

- c) Other. Due to the close proximity of our various working environments, it is very important that all employees take the necessary steps to actively practice good personal hygiene. Employees shall limit the use of wearing heavily-scented perfumes, aftershaves or colognes, etc. to work due to allergies and sensitivities to smell.
- d) Departmental Guidelines. Certain departments may have different requirements based on the needs of the department. If employees have questions about whether something is appropriate, they should ask their supervisor prior to wearing it to work. Department guidelines shall be submitted to the Human Resources Department for review and agreement.
- e) Enforcement. Absent guidelines or requirements of individual departments, all County employees are required to follow these guidelines. Any department with an employee who does not meet the dress code standards set forth will be required to take corrective action, for example being sent home without pay to change their appearance. If these guidelines are not followed, employees and managers are subject to discipline, up to and including discharge.

34.05 Uniform Allowance. Brown County provides uniforms to certain employee classifications. Department Heads shall establish a uniform / clothing policy identifying specific uniform requirements and identifying authorized reimbursable items. Clothing / uniform requirements shall include only items of clothing that are required and distinctive to the employee's position. The Department Head or his/her designee shall maintain a record of account balances for each employee's clothing allowance account.

- a) Reimbursement. Reimbursement shall be made only for expenditures that are made to purchase items specified in the Department's uniform / clothing policy. The County shall not reimburse for sales tax paid on uniform / clothing purchases. Employees must submit the original detailed receipt indicating the item for which reimbursement is sought.
- b) Department Purchases – Department purchases shall follow the established Brown County purchasing policy.

34.06 Tool Allowance. Brown County provides a tool allowance to the Public Works Department employees who are classified as mechanics or welders. Newly hired employees in these classifications will be eligible to receive a pro-rated amount of the maximum tool allowance upon completion of their orientation period. Any portion of the annual tool allowance not used by the end of the calendar year will not be carried forward into the succeeding calendar year and will not be paid out.

APPENDIX G

EMPLOYEE HANDBOOK

Your guide in understanding
the way we work at



INTRODUCTION

We are pleased that you are employed with us at Outagamie County. We depend on the skill and energy of people like you to provide our citizens with the kind of efficient and courteous service they deserve and expect.

Please read all the information in this handbook carefully and keep this as a ready reference. You will undoubtedly have questions about your job with the County. When questions arise which are not answered in the handbook, do not hesitate to ask your supervisor/manager or department head for assistance.

You are an important member of the County work force; we hope your employment is mutually rewarding.

Thomas

Thomas Nelson
Outagamie County Executive

PURPOSE OF THE HANDBOOK

The Employee Handbook is designed to promote consistent, uniform personnel administration throughout Outagamie County. It is the intent of Outagamie County that all employees be treated with dignity and respect.

This handbook is not designed to be an all-inclusive or all exclusive document, as there may be other policies that may apply to you. However, it will help you familiarize yourself with important matters that relate to you, your job, and your career.

This handbook is for general information purposes only, and applies to all non-bargaining unit employees. The statements in this book are intended as explanation only and create no new rights or obligations. It is not, nor is it intended to be, a contract of employment or a promise of employment. The County reserves the right to modify, revoke, suspend, terminate, or change any or all of such plans or processes, in whole or in part, at any time, with or without notice. Any statements set forth which are in conflict with, are superseded by, and subject to all federal and state laws, county ordinances and resolutions, and, if applicable, collective bargaining agreements and individual employment contracts, related to employee rights and benefits. In addition, your department may have unique characteristics that may require special consideration within these guideline areas and may develop work rules within the parameters of this Manual. Employees of Outagamie County are employees-at-will. No person has authority to make any agreement for employment for any specified period of time or to make any agreement contrary to the foregoing.

The language set forth in this handbook supersedes all previous Outagamie County Employee Handbooks, as well as Personnel and Interim Personnel Manuals, and is effective February 2021. When there is a conflict regarding the present handbook and any other past practices related to personnel matters, the present manual will prevail.

Constructive comments on the usefulness and completeness of this handbook are welcome. Please direct them, as well as any questions you may have, to the Outagamie County Human Resources Department.

Table of Contents

ABSENCES.....	7
ACCEPTABLE BEHAVIOR.....	7
ALCOHOL AND DRUGS	9
BEREAVEMENT LEAVE.....	12
BREASTFEEDING FRIENDLY WORKPLACE	13
CIVIC DUTY	15
COMMERCIAL DRIVERS LICENSES	15
COMPENSATORY TIME.....	17
CONFLICTS OF INTEREST AND CODE OF ETHICS	18
CONTINUING EDUCATION	19
CORRECTIVE DISCIPLINE.....	22
COUNTY RESIDENCY	23
DEFERRED COMPENSATION.....	24
DENTAL INSURANCE	24
ELECTRONIC RESOURCES: COMPUTERS, INTERNET AND EMAIL	25
EMPLOYEE ASSISTANCE PROGRAM (EAP)	26
EMPLOYMENT OF RELATIVES.....	26
EMPLOYMENT RECORDS	27
EQUAL EMPLOYMENT OPPORTUNITY	27
EXIT INTERVIEWS.....	28
FAMILY and MEDICAL LEAVE ACT (FMLA)	29
FRINGE BENEFITS.....	29
GRIEVANCES/COMPLAINTS.....	30
HEALTH INSURANCE.....	33
HOLIDAYS.....	34
IDENTIFICATION CARDS	36
INCLEMENT WEATHER.....	37
INTRODUCTORY PERIOD.....	38
JOB SHARING	38
LAYOFF AND RECALL	39

LIFE INSURANCE.....	40
LONG-TERM DISABILITY	40
MEAL AND REST BREAKS	41
MILITARY LEAVE.....	41
OFF DUTY CONDUCT.....	46
OVERTIME.....	47
PARKING.....	48
PAY REMITTANCE AND DEDUCTIONS.....	49
PERFORMANCE EVALUATIONS AND SALARY ADMINISTRATION	50
PERSONAL APPEARANCE.....	52
PET POLICY & SERVICE ANIMALS	54
POSITION CLASSIFICATION.....	55
PROPERTY INSPECTION	58
RECRUITMENT.....	58
SAFETY AND ACCIDENT PREVENTION	62
SEPARATION FROM EMPLOYMENT	63
SHORT-TERM DISABILITY	64
SICK LEAVE.....	64
SOLICITATION & BULLETIN BOARDS	65
TELECOMMUTING	66
TERMINATION.....	68
TIME REPORTING	70
TOBACCO FREE WORKPLACE.....	70
TRAVEL	70
UNPAID LEAVES OF ABSENCE.....	71
UNPAID MEDICAL LEAVE.....	72
VACATION	73
VISION INSURANCE.....	75
VOLUNTARY SHARED LEAVE	76
VOLUNTEERS	79
WHISTLEBLOWER PROTECTIONS	81
WISCONSIN RETIREMENT SYSTEM.....	82

WORK WEEK AND HOURS 83

WORKER'S COMPENSATION..... 84

GLOSSARY OF TERMS 85

ADDITIONAL RESOURCES 88

APPENDIX G



ABSENCES

Employees unable to come to work must contact their supervisor or designee prior to the start of their work day as determined by their department. While it is recognized that there may be extenuating circumstances for unauthorized absences; and due consideration will be given for each case, an employee who is absent from duty without approval for three (3) consecutive scheduled work days will be considered to have voluntarily terminated his/her position.

Employees absent from work must account for their missed time through the use of vacation, sick leave, comp time, unpaid leave, or floating holidays. The provisions of this section apply to both Fair Labor Standards Act exempt and non-exempt employees and are in accordance with the county's policy of ensuring public accountability of its employees.



ACCEPTABLE BEHAVIOR

It is the policy of Outagamie County to promote a safe and respectful environment for employees and clients that is free from all forms of harassment, offensive language, violence, bullying, and other non-productive behaviors.

It is a violation of this section of the handbook to engage in any behavior that is offensive, unprofessional, illegal, disrespectful, or in any way does not meet the high professional standards expected in our workplace. Unacceptable behavior will include but will not be limited to:

Harassment or other discriminatory behavior toward individuals in protected classes as defined and covered by Title VII of the Civil Rights Act of 1964.

General harassment, bullying, other forms of psychological harassment, and any use of hostile, intimidating, threatening or humiliating behavior.

Violence, including the use or threat of use of any weapon on county property unless as a requirement of the job; the use of physical violence, including threat of physical violence on county property (reasonable force may be used in the defense of oneself or others).

Possession of any weapon in county facilities or vehicles, or in the performance of county duties, unless as a requirement of the job.

RESPONSIBILITY

It is the responsibility of each member of management to create an atmosphere free of unacceptable behavior. All members of management are responsible for preventing and/or eliminating unacceptable behavior in their work areas. In addition, it is the responsibility of all

employees, contractors, vendors and visitors to respect the rights and feelings of other individuals.

COMPLAINT PROCESS

Any employee who believes he/she has been subjected to unacceptable behavior is encouraged to file a report of such conduct by either:

- a) notifying their department management staff who will then notify the Human Resources Department, or;
- b) notifying the Human Resources Deputy Director or Director.

This report can be made verbally or by completing a Complaint Form found on the HR webpage. Complaints should include specific detail about the parties involved, what day and time the incident occurred, a list of any witnesses, and any other relevant information.

In cases of violent behavior where the threat of injury is imminent, or an injury has occurred, emergency responders such as police, fire and/or ambulance personnel should be notified immediately by calling 9-911. Human Resources should then be notified. Human Resources and/or department management will take steps to minimize the potential for further violence or the fulfillment of any threatened violence.

The county recognizes that false accusations can have serious effects on innocent individuals and their families. Consequently, false accusations will result in appropriate disciplinary action against the complaining party.

INVESTIGATION PROCESS

Allegations of protected class harassment will be investigated in a timely and thorough manner by members of the Human Resources Department in conjunction with department management staff.

Other allegations of unacceptable conduct will be investigated in a timely and thorough manner by department management staff or Human Resources staff in conjunction with department management staff.

Where allegations of violent behavior have been made, the county reserves the right to search an employee's belongings while on county property and county owned property being used by the employee or have law enforcement personnel search any employee's person if there is a reasonable suspicion that a weapon or evidence of violent behavior has been concealed. Any employee failing to cooperate with such a search will be subject to disciplinary action.

REMEDIAL ACTION

Discipline may include warning, suspension or termination depending on the severity of the incident and the repetitious nature of the behavior.

NOTIFICATION TO COMPLAINANT

Following investigation and imposition of any discipline, the complaining party will be notified as to the resolution of the case and that any further incidents should be reported promptly.

RETALIATION

Any and all forms of retaliation against a complainant or witness are expressly prohibited by the county. Appropriate disciplinary action will be taken against anyone retaliating against either the person filing a complaint or anyone assisting in the investigation.

CONFIDENTIALITY

To every extent possible, complaints and investigation results regarding unacceptable behavior will be treated with the utmost discretion and confidentiality for both the complaining party and the person against whom the complaint was filed.



ALCOHOL AND DRUGS

Outagamie County has a vital interest in maintaining safe, healthy, and productive working conditions for employees and providing safe, quality services to constituents. Employees under the influence of alcohol or other drugs while in the workplace pose a threat to the safety and wellbeing of themselves, co-workers and the general public.

The county encourages employees who have an alcohol or other drug problem to seek help to deal with their problem. Help is available through the Employee Assistance Program. For more details on this program, contact the Human Resources Department.

Some positions within Outagamie County fall within the purview of the DOT, Law Enforcement, FAA or other state or federal agencies that have different alcohol/drug standards that apply. Where a different standard exists, the more stringent standard will supersede.

POLICY STATEMENTS

The unauthorized consumption of alcohol during work hours or on county property is prohibited.

The unauthorized use, possession, distribution or sale of drugs, illicit drugs and/or controlled substances during work hours or on county property is prohibited.

Being under the influence of alcohol at work is a violation of this policy. Under the influence of alcohol is defined as a Breath Alcohol Concentration (BRAC) of .02 or greater.

Being at work under the influence of any drug not lawfully prescribed, or the misuse of any lawfully prescribed drug while at work is a violation of this policy. Under the influence of drugs is defined as meeting or exceeding urine concentration levels of prohibited substances as established by the DOT. Misuse is defined as exceeding the normal urine concentration range for a drug as prescribed.

Employees will not be permitted to work if under the influence of legal drugs or prescribed medications whose use adversely affects the employee's work.

Employees violating this policy will be subject to discipline.

REASONABLE SUSPICION

Where reasonable suspicion exists that an employee is under the influence of alcohol or drugs, the employee may be required to submit to testing specified by the employer.

Where reasonable suspicion exists that an employee is in possession of drugs or has been consuming alcohol or drugs during work hours or on county property, the employer reserves the right to inspect any and all storage devices on county property including personal storage devices.

Reasonable suspicion is defined as specific, contemporaneous, articulable observations about the conduct, appearance, speech or body odors of the employee and may include information provided by co-workers. Involvement in, or causation of an on-the-job accident may constitute a basis for reasonable suspicion. Anonymous tips will not be accepted as the sole basis for reasonable suspicion.

Reasonable suspicion must be established by a member of management and wherever possible, be confirmed by a second member of management.

PROCESS

Where reasonable suspicion exists, if at all possible, the Human Resources Department should be consulted before proceeding. Human Resources will provide the manager with a list of state certified testing facilities.

Where testing is indicated, a member of management must complete a Referral Authorization Form and escort the employee to the designated testing facility, present the Referral Authorization Form, and remain with the employee at the test site throughout the testing process. Under no circumstances should an employee, suspected of being under the influence of alcohol or drugs, be permitted to drive him or herself to the testing site.

Standard testing will include a Breath Alcohol Test (BAT) and a Rapid Drug Screen. The employer reserves the right to test for other illegal drugs at its discretion.

Following testing, the escort will return the employee to the worksite. If during normal business hours, the employee will be brought to the Human Resources Department to await test results. If not during normal business hours, or if test results are not immediately available, arrangements should be made for the employee to get home where the employee will await return to work instructions.

Test results will be reported to the Human Resources Department as either positive or non-positive as soon as they are available. An employee will not be permitted to work while awaiting test results.

Refusal to be tested, tampering with the samples and/or non-cooperation with the process will be considered a positive test and the employee will be subject to discipline.

Where non-positive results are obtained from the BAT and Rapid Drug Screen, Human Resources will clear the employee to return to work immediately. Management should investigate the circumstances that led to reasonable suspicion. The EAP may be consulted in this regard.

CHALLENGING RESULTS

An employee may request a blood sample be drawn at the time of the BAT if they wish to ultimately challenge the results of the BAT. The blood sample may be analyzed at a lab of the employee's choice. The results of the blood analysis will govern.

An employee may challenge the results of the Rapid Drug Screen findings with a confirmation test at a lab of the employee's choice within 14 calendar days of the initial test. In the event of conflicting results, the confirmation test will determine the outcome.

RETURN TO WORK FOLLOWING POSITIVE RESULTS: ALCOHOL

Employees testing positive will be subject to discipline. An EAP referral may be made in conjunction with discipline. If an EAP referral is indicated, the employee must execute a consent agreement allowing the release of information regarding treatment recommendations, cooperation, follow-through, and readiness to return to work.

If discipline does not result in termination of employment, the date and time of return to work will be determined by the Human Resources Department or the employee's manager.

RETURN TO WORK FOLLOWING POSITIVE RESULTS: DRUGS

A positive Rapid Drug Screen requires the test sample to be forwarded to a lab for a more detailed chemical analysis. Human Resources will be notified immediately that the sample is being sent for analysis. The analysis process may take several days. The employee will be sent home pending receipt of results.

Positive results are forwarded to the Medical Review Officer (MRO) at the designated testing facility who will review the results of the detailed analysis and contact the employee for additional information. The employee may be required to present proof regarding the usage of prescription medications. The MRO will then consult with the Human Resources Department.

After the results are made known to the Human Resources Department, the employee testing positive will be subject to discipline. An EAP referral may be made in conjunction with discipline. If an EAP referral is indicated, the employee must execute a consent agreement allowing the release of information regarding treatment recommendations, cooperation, follow-through, and readiness to return to work.

If discipline does not result in termination of employment, the employee may not return to work without evidence of a non-positive test.

Testing for purposes of return to work may be completed at a state certified facility of the employee's choice but must use threshold levels established by the employer.

RECORDS AND FOLLOW-UP

All test results and test related information will be maintained by the Human Resources Department in a confidential manner.

If discipline does not result in termination of employment, an employee, after having tested positive, may, without reasonable suspicion, be subject to a maximum of three subsequent

screens related to the initial positive test during the following 12 month period unless more frequent or random testing is prescribed by the EAP.

ASSOCIATED COSTS

All initial testing required by the employer will be paid for by the employer.

Random testing and follow-up testing prescribed by the EAP as described will be paid for by the employer.

Testing required for return to work will be determined by and paid for by the employer. Return to work testing not approved by the employer will be paid for by the employee.

All costs related to any challenge of initial test results, including any medical procedures, will be the responsibility of the employee unless the results are non-positive.

SALARY AND WAGES

Employees will be paid their regular wages for the time spent in the initial testing process.

Employees waiting for clearance to return to work following testing will be paid their regular wages for all missed time if the tests are non-positive. Where the tests are positive, the employee will not be paid their regular wages nor have access to sick leave, vacation or floating holiday pay for missed time.

Where return to work is delayed by an employee challenge of test results, the employee will be paid their regular wages for missed time in the event of a non-positive result and will not be paid for hours missed if the result is positive.

<https://www.thedacare.org/Hospitals-and-Clinics/Occupational-Health/ThedaCare-At-Work-Occupational-Health-Services-Appleton.aspx>



BEREAVEMENT LEAVE

Bereavement leave is leave taken by an employee due to the death of another individual, usually a close relative.

The time is usually taken by an employee to grieve the loss of a close family member, prepare for and attend a funeral, and/or attend to any other immediate post-death matters.

All regular full-time and part-time employees are eligible for up to three (3) days with pay for death in the family, to include spouse, child, parent, stepparents, stepchild, brother, sister, (great) grandparents, step-grandparents, father-in-law, mother-in-law, sister-in-law, brother-in-law, son-in-law, daughter-in-law, grandparent-in-law, stepbrother, stepsister; uncle, aunt, nephew, niece, grandchild, and step-grandchild. Family members covered in this section must be legal relatives at the time of death. For example, a person who once was a step-parent but has since divorced is no longer considered a step-parent at the time of death.

The hour equivalent of the term "days" is determined by the proration factor of the employee, with a maximum factor of eight (8) hours per day.

Bereavement leave will normally be granted unless there are unusual business needs or staffing requirements. An employee may, with his/her supervisor's approval, use any available vacation or floating holidays for additional time off as necessary. Sick leave may not be used to extend bereavement leave without a physician's certification.

Generally, bereavement leave is taken immediately following the death. However, there may be circumstances when a supervisor will recognize the need for flexibility, for example, if a memorial service is scheduled at a time in the future.

Bereavement pay is calculated based on the base pay rate at the time of absence, and it will not include any special forms of compensation, such as incentives, commissions, bonuses, overtime or shift differentials.

The employee's supervisor and Human Resources will consider this time off on a case-by-case basis and may require verification of the need for the leave in special circumstances.



BREASTFEEDING FRIENDLY WORKPLACE

In recognition of the well documented health advantages of breastfeeding for infants and mothers, Outagamie County provides a supportive environment to enable breastfeeding employees to express their milk during work hours.

EMPLOYEE RESPONSIBILITIES

Employees who wish to express milk during the work period shall keep supervisors informed of their needs so that appropriate accommodations can be made to satisfy the needs of both the employee and the department.

It is the employees' responsibility to initiate this communication and to clearly state her needs to her supervisor.

Maintenance of Milk Expression Areas:

Breastfeeding employees are responsible for keeping milk expression areas clean, using anti-microbial wipes to clean the surfaces they utilize to pump.

Employees are also responsible for keeping the general lactation room clean for the next user.

This responsibility extends to both designated milk expression areas, as well as other areas where expressing milk will occur.

Breastfeeding Equipment:

The employee is responsible to purchase her own breast pump equipment. The Affordable Care Act requires health insurance to cover a breast pump for all new mothers.

A list of breast pump distributors is available upon request from the Human Resources Department.

Milk Storage:

If milk is stored in a common refrigerator, employees should label all milk expressed with their name and date collected so it is not inadvertently confused with another employee's milk.

Use of Times to Express Milk:

Employees shall use the Staff Lactation Room Outlook Calendar or sign-up calendar displayed on lactation room door to schedule milk expression times that are most convenient or best meet their needs.

A Staff Lactation Room has been established on Level 3 of the Administration Building, on Level 2 (Heritage Square) at Brewster Village and ground floor of the Justice Center. All county employees are welcome to schedule time in these rooms. In other buildings where there is not a dedicated lactation room, the employee must work with their management staff to establish appropriate accommodations. Temporary Lactation Rooms have been identified at Highway Department, YFS, Solid Waste and the Sheriff's Department. If an employee has comments, concerns, or questions, regarding this issue, they may contact Human Resources.

EMPLOYER RESPONSIBILITIES

Milk Expression Breaks:

In accordance with the Fair Labor Standards Act (FLSA), Outagamie County will provide nursing mothers reasonable break time each time the employee needs to express milk for up to one year after the birth of a child.

Lactation times shall be established for each employee based on her work schedule. If possible, the lactation time is to run concurrently with any break time already provided.

Lactation time beyond the regular break time is unpaid and will be determined between the employee and the employee's supervisor.

A Place to Express Milk:

In accordance with the Fair Labor Standards Act (FLSA), a private room (not a toilet stall or restroom) shall be available for employees to breastfeed or express milk. The room will:

- Be private and sanitary
- Be located near a sink with running water for washing hands and rinsing out breast pump parts
- Have an electrical outlet
- Be in close proximity to the employee's work area
- Contain comfortable seating

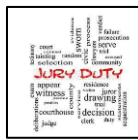
- Have appropriate signage and/or other security measures will be used to identify the occupied status of the lactation area

If employees prefer, they may also breastfeed or express milk in their own private offices, or in other comfortable locations agreed upon in consultation with the employee's supervisor.

Employees shall use the Staff Lactation Room Outlook calendar to schedule milk expression times that are most convenient or best meet their needs.

Supervisors will be responsible for reviewing policies and practices that will help facilitate each employee's infant feeding goals.

It is expected that employees will assist in providing a positive atmosphere of support for breastfeeding employees.



CIVIC DUTY

The county supports employees in their civic duty to serve on a jury, and their responsibilities as an active citizen.

Employees must present any summons to jury duty to their supervisor as soon as possible after receiving the notice to allow advance planning for an employee's absence.

An employee when subpoenaed in connection with county business, called upon to serve jury duty, or subpoenaed as a witness, will be paid his/her regular salary up to eight (8) hours per day.

The employee will not be entitled to jury duty pay or witness fees in addition to his/her regular pay except on those occasions when the employee chooses to take vacation or floating holiday time equal to the time lost by serving on the jury or as witness.

No employee will receive salary for attending court in cases involving a criminal act by the employee or a civil case initiated by the employee.



COMMERCIAL DRIVERS LICENSES

Highway and Recycling / Solid Waste Employees: The county shall pay up to one hundred fifty dollars (\$150.00) per renewal toward the cost of successfully obtaining / renewing a CDL and endorsements that are required by the county, including background screening fees, upon presentation of receipts, for employees who have completed their original introductory period.

The parties agree that they will comply with all federal and state regulations that pertain to the commercial driver's licenses.

Any employee who receives a citation for any offense that has a potential penalty of the suspension, revocation, or disqualification of their CDL shall notify the Highway Commissioner, or his/her designee, by 7:00 a.m. on the next business day. Failure to comply will make the employee ineligible for this Section and subject to discipline.

This opportunity shall be given to any employee only once during that employee's employment with Outagamie County. A second major offense, or a series of serious traffic violations resulting in CDL disqualification, shall result in termination.

The county will provide an unpaid leave of absence not to exceed thirteen (13) months to a maximum of two (2) employees at a time, who are disqualified from holding a CDL due to circumstances arising outside of work. Furthermore, it is recognized that loss of a CDL due to circumstances occurring during working hours is a severe offense and may result in termination of employment.

Prior to granting the leave of absence, the county may choose to continue the active employment of the affected employee to the extent that the Highway Commissioner determines that work is available. The employee may also be assigned to other work duties in other departments for which the employee may be qualified, at the sole discretion of the county.

It is understood that if a job assignment pays less than the employee's assigned position, the employee's wage will be adjusted accordingly. If the assignment is into a higher classification, the employee will be paid their normal rate.

Once a leave of absence is granted, the employee will not be required to return to work for intermittent, sporadic work assignments, unless said employee makes himself available for such work.

The decision of the Highway Commissioner to offer, or not to offer, continued work or to assign other work duties in other departments is final and cannot be grieved.

Said employee shall have their CDL privileges reinstated within thirty (30) days following the end of the suspension, revocation, or disqualification period, and failure to do so will result in termination of employment.

The county has the sole discretion to fill the employee's position on a temporary basis during the leave of absence in any manner it deems appropriate. The county may also temporarily fill the position internally, and it shall not be subject to the posting process.

The employee will be required to use available vacation and floating holidays prior to an unpaid leave of absence. Following the utilization of any paid leave, the leave of absence shall be without pay or benefits. It is agreed that the employee shall not file for unemployment benefits while on paid leave of absence. During the unpaid leave of absence, health, dental, and life insurance coverage will be available if the full premiums are paid by the employee, in accordance with county Policy.

The employee will not lose benefits accrued prior to the paid leave of absence but will not accrue benefits while on the unpaid leave.



COMPENSATORY TIME

It is the policy of Outagamie County to permit employees to earn compensatory time off, at the discretion of the supervisor, manager, or department head. For purposes of computing compensatory time, authorized paid leaves of absence are only considered time worked, if the additional work hours are required by the department. All overtime/compensatory work must be approved in advance by a supervisor or manager.

GRANTING COMPENSATORY TIME

There is no legal requirement or obligation of Outagamie County to grant compensatory time off to employees. A supervisor may choose to grant compensatory time off to employees who work in excess of 40/45 hours in a standard workweek for special projects, to perform urgent county business or during weekends/normally scheduled time off. Compensatory time will be granted on an hour-for-hour basis for exempt/salaried employees and at a rate of 1.5 hours for each hour worked for non-exempt/hourly employees. Compensatory time and overtime only applies after 40 hours for those positions that fall in a 37.5 hour/week category. (Note: all hours over 40 in a work week for non-exempt/hourly employees must either be compensated in compensatory time or overtime, with no exceptions.)

PROCESS

The maximum amount of compensatory time is a rolling amount of 40 hours (i.e. you cannot have more than 40 accumulated hours at any given time).

The approval for earning compensatory time must be approved by the supervisor in advance, whenever possible. Regardless of whether advance approval is required, all employees are responsible for tracking their compensatory time. Time reporting should reflect regular pay and any compensatory time earned or used for a select pay period.

An employee who has accrued compensatory time and requests use of the time must be permitted to use the time off within a "reasonable period" after making the request. Compensatory time usage must be taken in increments of fifteen (15) minutes. Supervisors may deny the request if the use of compensatory time will "unduly disrupt" the department's operations. Supervisors can also require an employee to take compensatory time off to manage the accrual limitation.

PAYOUT OF COMPENSATORY TIME

Non-exempt/hourly employees should intend to use all earned compensatory time off before the first pay period ending in December of the year it was earned. If a non-exempt/hourly employee has any remaining compensatory time off, it will be paid out on the second paycheck in December of the calendar year in which it was earned. Compensatory Time will also be paid out upon separation of a non-exempt/hourly employee or when an employee transfers to a department that does not utilize compensatory time.

For Exempt/Salaried employees, compensatory time may be carried over from one year to another, never to exceed 40 hours at any given time, and will not be paid out upon separation, unless approved by the HR Director due to extenuating circumstances. If an exempt/salaried employee transfers to another department that does not utilize compensatory time, any unused compensatory time the employee has earned will be lost.



CONFLICTS OF INTEREST AND CODE OF ETHICS

Outagamie County expects all employees to conduct themselves and county business in a manner that reflects the highest standards of ethical conduct, and in accordance with all federal, state, and local laws and regulations. This includes avoiding real and potential conflicts of interests, as well as perception of a conflict of interest.

Exactly what constitutes a conflict of interest or an unethical business practice is both a moral and a legal question. Outagamie County recognizes and respects the individual employee's right to engage in activities outside of employment which are private in nature and do not in any way conflict with or reflect poorly on the county.

The proper operation of government requires that employees be independent, impartial, and accountable to the people and for the public to have confidence in the integrity of its government. Nothing in this section will deny any individual rights granted by the United States Constitution, the Constitution of the State of Wisconsin, or the laws of the United States and State of Wisconsin.

No county employee will use his/her office or position for personal financial gain or the financial gain of his/her family. No employee shall engage in his/her own business activity, accept private employment, or render services for private interests when such employment, business activity, or service is incompatible or conflicts with the proper discharge of his/her official duties or would impair his/her independence of judgment or action in the performance of his/her official duties. No employee will participate in the selection, award or administration of a contract supported by a federal/state award if he/she has a real or apparent conflict of interest. No employee shall use or disclose "privileged, confidential, or HIPAA protected information" gained in the course of or by reason of his/her official position or activities.

No county employee is allowed to conduct business relating to outside employment while on county paid time, nor is an employee allowed, at any time, to use county facilities, supplies, equipment, telephones, or property in the performance of outside duties.

Employees can engage in political activity outside of the employee's county employment provided that such activity does not interfere with normal work performance, does not interfere with specific job duties, is not conducted during normal working hours and does not involve the use of county equipment or property. Employees are specifically prohibited from directly or indirectly coercing any person to hold or contribute monetary or other types of assistance to any political candidate, party, or purpose. Under provisions of the Federal

Hatch Act, employees who are principally employed in positions which are financed in whole or in part by federal loans or grants cannot become political candidates in partisan elections.

No person shall be employed, promoted, or transferred to any department within Outagamie County government or to a division thereof when, as a result, he/she would be directly supervising or receiving direct supervision from a member of his/her immediate family. No county employee will solicit or accept for himself, herself, or another person any gift, campaign contribution, gratuity, favor, services, promise of future employment, entertainment, loan, or any other thing of monetary value from a person who has or is seeking contractual or other business activities from or which are regulated by the county. This does not include acceptance of loans from banks or other financial institutions on customary terms of finance for personal use, such as home mortgage loans, the acceptance of unsolicited advertising or promotional material, such as pens and calendars, and acceptance of an award for meritorious public or personal contributions or achievements.

Any perceived conflict of interest that is detected or suspected by an employee or third party shall be reported to your supervisor or manager or to their supervisor or manager in their absence. An investigation by the supervisor/manager and/or department head will follow upon notification of perceived violations of this policy. Corporation Counsel should also be contacted to determine if any additional follow-up is needed and to determine what disclosures should be made. Disclosure of known conflicts will be included in federal/state grant applications or will provide prompt notification upon subsequent awareness prior to the awarding of grant funding, as required by federal and state laws. Subsequent identification of known violations (including fraud, bribery, or gratuity violations) must be disclosed, in a timely manner, in writing to the Federal awarding agency or pass-through entity with the department taking prompt, corrective action to ensure such conduct ceases and will not recur.

Violations of this policy may result in disciplinary action consistent with Board policies, procedures, and federal and state laws



CONTINUING EDUCATION

Outagamie County encourages continuing education by offering Education Reimbursement. This reimbursement is intended to provide assistance to the employee for out of pocket expenses for continuing education for the mutual benefit of the employee and Outagamie County, not covered in the departmental budget.

This section of the handbook describes eligibility requirements, criteria for approval and reimbursement, and the process for application, approval and reimbursement.

Any Outagamie County employee in good standing, having completed their introductory period and averaging twenty (20) hours or more per week during the six (6) months prior to the start of the course, is eligible to apply.

CRITERIA FOR APPROVAL

Classes must meet during non-working hours. Exceptions can be made only with the approval of the department head and Human Resources.

Courses must be directly related to the employee's current job, be preparation for a promotion to an existing county job for which the applicant would otherwise qualify, meet the requirements for specialized training related to a current assignment; or be required as part of a degree program that meets these qualifications.

Funds must be available in the department budget of the employee. If funds are not available in the employee's department budget, application may be made to the Human Resources Department, with prior approval by the department head.

Any expenses covered by grants or any other form of payment are not eligible for reimbursement under this program.

MAXIMUM AMOUNTS

Reimbursement is limited to tuition and books. All other fees and expenses are the responsibility of the employee.

Maximum reimbursement amounts, unless approved otherwise by the Legislative/Audit/Human Resources Committee, Finance Committee and County Board, include:

- a) \$1,600 per calendar year for an accredited Associates/Undergraduate degree program
- b) \$2,450 per calendar year for an accredited Graduate degree program

Reimbursement for books is limited to half the cost incurred.

Qualifying part-time employees will be eligible for one-half of the stated maximum amounts. Where an employee changes status from part-time to full-time or full-time to part-time, reimbursement maximums will be based on the status that the employee maintained for the majority of the length of the actual course.

Where an employee takes both undergraduate and graduate classes in the same year, total reimbursement for the year will not exceed the maximum for graduate level courses.

CLASS APPLICATION

Application for approval should be made in advance of the class by completing an Outagamie County Tuition Reimbursement Request for Course Approval form. One Application for Approval must be completed for each class. Forms are available the HR webpage.

APPROVAL PROCESS

The completed Request for Course Approval form must be submitted to the employee's Department management for review and approval. If approval is granted at the department level, the department will then forward the form to the Human Resources who will review the application for completeness and approve or disapprove the application in

accordance with established approval criteria and annual maximums. A copy of the Request for Course Approval will then be returned to the employee's supervisor with indication that the course was either approved or disapproved. If the course was not approved, the reason will be clearly stated.

CRITERIA FOR REIMBURSEMENT

- Requests for reimbursement must be made within a sixty (60) day period following the conclusion of class.
- Exceptions to this criteria require special approval from Human Resources and the appropriate Department.
- Employee must be employed with Outagamie County at the time of request for reimbursement.
- A grade of "C" (or better) or "pass" must be attained.

REIMBURSEMENT PROCESS

Employee must submit to Human Resources, a completed Reimbursement Request Form with appropriate signatures and account numbers and attach the following:

(a) Verification from the educational institution that payment covering or in excess of the reimbursement amount was made.

(b) Verification from the educational institution of the course, credit and grade received by the employee.

Upon verification that all requirements have been met, the Human Resources Department will initiate the payment process. The reimbursed amount will be charged against the "Maximum Amounts" for the calendar year in which the course is completed.

EMPLOYMENT LONGEVITY

Employees that voluntarily terminate employment with the county prior to the completion of two (2) years of employment from the course End Date will be required to pay back a pro-rated portion of their reimbursement amount. The pay back will be 1/24th of the total reimbursement for each month short of twenty-four (24) months employment post course End Date. Authorization to deduct any payback amounts are provided by the employee on the Request for Course Approval form.

Employees who are involuntarily terminated prior to the completion of two (2) years of employment from the course End Date will be obligated to pay back a pro-rated portion of their reimbursement amount. The pay back will be 1/24th of the total reimbursement for each month short of twenty-four (24) months employment post course End Date. This amount may be collected from the employee by the employer in the form of a deduction on the employee's final paycheck, a cash or check payment from the employee, or referred to a collection agency. Authorization to deduct any payback amounts are provided by the employee on the Request for Course Approval form.

For courses with no established End Date, the date of reimbursement will be considered the End Date.

RECORDS

Copies of all reimbursement related applications, documentation and payments will be scanned and preserved in the accounts payable records in Financial Services.

SEMINARS, CONFERENCES, TRAINING, AND OTHER ITEMS OUTSIDE OF REIMBURSEMENT AND PAYBACK PROCESS

1. Staff submit request directly to their supervisor.
2. Supervisor evaluates appropriateness of request based upon:
 - Applicability to their job function or individual training needs.
 - Cost effectiveness of the seminar.
 - Willingness of the attendees to share the knowledge gained with the organization.
 - Evaluate the number of seminars the individual has attended.
3. The supervisor/manager will then confirm their recommendation with the department head who will either approve or disapprove request.
4. Decisions go to the supervisor and employee.
5. Charges will be applied to the appropriate account within the department budget.



CORRECTIVE DISCIPLINE

The purpose of discipline is intended to correct unacceptable job performance. Disciplinary action is intended to be administered in a corrective fashion, concentrating on performance improvement rather than on punishment. The county will attempt to inform the employee of standards of conduct and performance which are expected. Because all performance criteria which may make disciplining an employee necessary cannot be listed, each employee is expected to follow all county or departmental policies and processes outlined in the Employee Handbook and conduct him/herself in a manner which is appropriate to the employment setting.

Normally, when disciplinary actions are required for non-introductory employees, the concept of progressive discipline will be followed; however, it must also be understood that the degree of disciplinary action will match the severity of the infraction. Therefore, depending upon the severity of the offense and an employee's disciplinary history, the action chosen by management may involve immediate application of one or more of the progressive steps, including immediate discharge, if warranted. Repeated infractions of even minor offenses can and will result in increasingly severe disciplinary actions. Unless there are mitigating circumstances, the normal sequence of discipline will be:

1st offense - The employee will be given a verbal reprimand. This normally will be done in private. The department head or supervisor will explain to the employee the reasons for being disciplined and also the manner in which the employee should correct his/her problem in the

future to avoid further discipline. A document confirming the conversation will be provided to the employee, at which time the employee should respond in writing acknowledging receipt. The document should then be forwarded to the Human Resources Generalist to be placed in the employee's personnel file.

2nd offense - The employee will be given a written reprimand, with a copy to the Human Resources Department to be placed in the employee's personnel file. This document, like the verbal warning, will give the rule or policy broken and the manner to improve performance. (Note: a Performance Improvement Plan template is available on the HR webpage, for use as appropriate.)

3rd offense - The employee may be suspended without pay. A confirmation letter will be sent to the employee with a copy to Human Resources to be placed in the employee's personnel file.

[Note: Employees considered exempt under the Fair Labor Standards Act will be suspended in weekly increments only, with the exception of a suspension for a major safety infraction or a serious work place conduct violation.]

4th offense - The employee will be terminated. Before any employee is terminated, the matter will be reviewed with the Human Resources Director.

An employee shall be terminated and the employment relationship ended for any of the following reasons:

1. Discharge;
2. Resignation; (Resignation will become effective upon receipt by the county of a written notice of resignation from the employee.)
3. Retirement;
4. Unexcused failure to return to work after the expiration of a leave of absence or period for which Worker's Compensation was paid;
5. Failure to report availability to return to work within five (5) calendar days after notice of recall from layoff or failure to return to work within fourteen (14) calendar days after reporting availability;
6. On layoff for a continuous period of time equivalent to twelve (12) calendar months.



COUNTY RESIDENCY

Employees of Outagamie County are not required to reside within the physical boundaries of the county. (Exception: All sworn employees of the Sheriff's Department, according to county ordinance, must, within six (6) months of employment with the county, establish residency within twenty seven (27) radius miles of Sheriff Headquarters.)



DEFERRED COMPENSATION

Section 457 of the Internal Revenue Code allows public sector employees to defer a portion of their pre-tax income into an investment account. Employees are allowed to defer up to one hundred percent (100%) of gross income, subject to an annual maximum deferral amount.

The county offers two deferred compensation plans, currently administered by ICMA and Wisconsin Deferred Compensation. Both plans also offer an after-tax Roth option. Additional information is available in the Human Resources Department or on the Human Resources webpage.

Employees will be aware of the Denim Day date and selected charity via email, employee newsletter, and/or hard copies placed in designated areas. The Denim Day Committee coordinator for each event will organize the publicity for that event.

A minimum donation of \$5.00 is required to participate in Denim Day.

A person(s) from the Denim Day Committee or other volunteer(s) will be designated as coordinating a particular Denim Day event.

The Denim Day coordinator(s) shall email the Denim Day information to county department coordinators. Donations are due to the Denim Day coordinator.

After the event, the Denim Day coordinator will record the event and arrange payment to the designated charity. The committee will retain all applicable records for future reference.

The total collection amount will be published in subsequent county newsletters.



DENTAL INSURANCE

All regular employees who are hired at or are pro-rated at twenty (20) or more hours per week (or thirty (30) hours or more per week for specific Sheriff's Department roles) are eligible for dental insurance coverage.

Eligible employees may choose either single, limited family, or family coverage. In the event an employee has a spouse who is also a county employee, that employee and spouse may choose either two single plans or one family plan.

Insurance becomes effective the first day of the month following one full month of employment or eligibility. Coverage continues through the end of the month in which termination of coverage occurs.

Specific details regarding dental premium amounts can be found on the Benefits Summary on the Human Resources webpage.



ELECTRONIC RESOURCES: COMPUTERS, INTERNET AND EMAIL

The county provides a wide variety of communication tools and resources to employees for use in running day-to-day business activities. Whether it is the telephone, voicemail, fax, scanner, internet, intranet, e-mail, or any other county-provided technology, use should be reserved for business. All communication using these tools shall be handled in a professional and respectful manner.

Employees do not have any expectation of privacy in their use of county computer, phone, or other communication tools. All communications made using county-provided equipment or services, including e-mail and internet activity, are subject to inspection by the county. Employees should keep in mind that even if they delete an email, voicemail, or other communication, a copy will be archived on the county's systems on a real-time basis.

E-mails that are not job-related have the potential to drain, rather than enhance, productivity and system performance. You should also be aware that information transmitted through e-email is not completely secure and that information you transmit and receive could damage the reputation of the county.

The county encourages employees to use communication tools only to communicate with fellow employees, suppliers, and clients regarding county business. Internal and external e-mails are generally considered public records and may also be subject to discovery in the event of litigation. Be aware of this possibility when sending e-mails within and outside of the county.

Using communications in a manner that violates any county guidelines or policies is strictly prohibited, including but not limited to the Equal Opportunity and Harassment policies, the Conflict of Interest Policy, etc. Delete any e-mail messages prior to opening that are received from unknown senders and advertisers.

It is the county's goal to respect the dignity of employees at all times. Because e-mail, telephone and voicemail, and internet communication equipment are provided for county business purposes and are critical to the county's success, your communications may be accessed without further notice by Information Technology department administrators and county management to ensure compliance with this guideline.

The electronic communication systems are not secure and may allow inadvertent disclosure, accidental transmission to third parties, etc. Sensitive information should not be sent via unsecured electronic means.

Office telephones are for business purposes. While the county recognizes that some personal calls are necessary, these should be kept as brief as possible and to a minimum. Abuse of these privileges is subject to corrective action, up to and including termination. With the exception of emergency situations, personal cell phones should be used at break times or lunch hours.

It is also against county policy to turn off anti-virus protection software or make unauthorized changes to system configurations installed on county computers. Violations of this policy may result in termination for a first offense.

All employees are subject to the Outagamie county Acceptable Use Policy and are required to review such policy provided during new hire orientation.

See the ACCEPTABLE USE POLICY located on the IT webpage.



EMPLOYEE ASSISTANCE PROGRAM (EAP)

The Employee Assistance Program (EAP) is a resource designed to provide highly confidential and experienced help for employees in dealing with issues that affect their lives and the quality of their job performance.

Outagamie County wants employees to be able to maintain a healthy balance of work and family that allows them to enjoy life.

This free, comprehensive counseling service offers employees and their spouse or children three visits per issue each year and a 24-hour hotline answered by professional, degreed counselors. Employees may contact the Employee Assistance Program directly. Contact information can be found on the HR Webpage.

The county encourages employees to use this valuable service whenever they have such a need. Employees who choose to use these counseling services are assured the information disclosed in their sessions is confidential and not available to the county, nor is the county given any information on who chooses to use the services.

The initial appointment to the agency will not be charged to the employee's sick leave or vacation leave; however, should follow-up counseling be required, the employee is expected to use sick leave, vacation, or non-scheduled time.



EMPLOYMENT OF RELATIVES

Due to potential for perceived or actual conflicts, such as favoritism or personal conflicts from outside the work environment, which can be carried into the daily working relationship, Outagamie County will hire or consider other employment per the guidelines below concerning relatives of persons currently employed. This policy applies to all current employees and candidates for employment.

For the purposes of this policy, "relatives" are defined as spouses, children, siblings, parents, or grandparents.

Outagamie County will hire or consider other employment only if: a) candidates for employment will not be working directly for or supervising a relative, and b) candidates for employment will not occupy a position in the same line of authority in which employees can initiate or participate in decisions involving a direct benefit to the relative. Such decisions include hiring, retention, transfer, promotion, wages and leave requests

Current employees who marry each other will be permitted to continue employment with the county provided they don't work in a direct supervisory relationship with each other or otherwise pose difficulties. If employees who marry do work in a direct supervisory relationship with each other, the county will attempt to reassign one of the employees to another position for which he/she is qualified, if such a position is available. If no such position is available, one of the employees may be required to leave the county.



EMPLOYMENT RECORDS

Information contained in an employee's personnel file is generally considered confidential and is available only to the employee or the employee's designee, the County Executive, Departmental Supervisory staff, Human Resources staff, legal staff, and authorized federal or state representatives who have cause to review the records for official reasons, unless otherwise disclosable under the Wisconsin Public Records Law.

The employer will grant at least two (2) requests to inspect his/her file by an employee in a calendar year. The employer will provide the employee with the opportunity to inspect the employee's personnel records within seven (7) working days after the employee submits a written request for inspection.



EQUAL EMPLOYMENT OPPORTUNITY

Outagamie County is committed to a policy of equal opportunity for all candidates and employees without regard to age (over 40), race, religion, color, sex, national origin or ancestry, disability or association with a person with a disability, arrest record, conviction record, sexual orientation, gender identity, marital status, pregnancy or childbirth, military participation, genetic testing, submitting to honesty testing, or use or non-use of lawful products off the employers premises during non-working hours.

The county pledges not to engage in illegal discrimination against employees or applicants in any employment activity including, but not limited to recruitment, hiring, job classification, firing, promotion, demotion, wages, benefits and training.

This section of the handbook sets forth the responsibility for compliance with EEO legislation and the methods of policy communication.

RESPONSIBILITY

It is the responsibility of the HR Deputy Director to instruct, counsel and provide training material to management staff on EEO related issues.

It is the responsibility of all participants in employment related decisions to be knowledgeable of, and to comply with the Outagamie County EEO Policy and federal, state and local legislation.

COMMUNICATION

Outagamie County complies with federal and state posting regulations by posting the required Equal Employment Opportunity is the Law notices at all facilities.

Each employment advertisement in any medium, or any other public announcement contains the Equal Opportunity Employer statement.

Each Outagamie County job description contains an Equal Opportunity Employer statement.



EXIT INTERVIEWS

The exit interview is a function of the Human Resources Department and is used as a tool to look at reasons for turnover, recommendations for improvement, and job satisfaction.

This section of the handbook outlines how exit interviews are managed.

SCHEDULING THE EXIT INTERVIEW

When termination notification is received in Human Resources, an exit interview link is forwarded by Human Resources via Survey Monkey to the exiting employee. While completing the survey, employees will have the option to notify Human Resources of their desire to meet personally to discuss their exit interview responses in greater detail. This email notification will also include a link to the Termination Frequently Asked Questions document.

The exit interview is voluntary.

The exit interview can be done on paid work time.

CONDUCTING THE EXIT INTERVIEW

When an in-person meeting is requested, Human Resources introduces the exit interview purpose, points out that it is voluntary, and reminds the exiting employee that the information obtained will be routed to the Human Resources Director, the employee's department head, the employee's supervisor or manager, and to the County Executive.

PROCESSING THE EXIT INTERVIEW

Human Resources will route the questionnaire after the employee's last paid day.

Exit metrics are provided to the Leg/Audit/HR Committee as requested or at least annually.



FAMILY and MEDICAL LEAVE ACT (FMLA)

Outagamie County complies with the federal and state Family and Medical Leave Act (FMLA), which requires employers to grant unpaid leaves of absence to qualified workers for certain medical and family-related reasons. The more generous of the two laws will apply to the employee if the employee is eligible under both federal and state laws.

Please note there are many requirements, qualifications, and exceptions under these laws, and each employee's situation is different. Whether an employee is eligible is determined by the number of hours he/she was paid (Wisconsin State FML) or has worked (Federal FML) within the past year of employment with Outagamie County and the health condition requiring the leave.

Reasons for Taking Leave: Under federal law, unpaid leave may be requested for pregnancy and prenatal care; pre-placement activities, birth, adoption, or foster placement of a child; or the serious health condition of a child, spouse, parent, domestic partner, or the employee. State law may have additional reasons defined.

Military Family Leave Entitlements: Under federal law, unpaid leave may also be requested by eligible employees who have any qualifying exigency arising out of the fact that the spouse or a son, daughter, parent, domestic partner, or next of kin of the employee is on covered active duty (or has been notified of an impending call or order to covered active duty) in the armed forces and may use their 12-week entitlement to address certain qualifying circumstances. Qualifying circumstances may include deploying on short-notice, attending certain military events, arranging for alternative child care and school activities, addressing certain financial and legal arrangements, attending certain counseling sessions, engaging in rest and recuperation, and attending post deployment reintegration briefings.

Employees wishing to request either of the Family Medical Leaves, should first have a conversation with their manager/supervisor to inform them of the need for a leave. Following that discussion, the employee should complete a leave request form, found on the Human Resources webpage. The Employee Leave Administrator will then review the leave and process accordingly.

Any employee with a serious health condition that misses more than three consecutive days of work is expected to open an FML claim by completing the online request form.

Outagamie County reserves the right to place a qualifying employee on Family Medical Leave, if the employee refuses to follow the outlined process.

Salary	Fringe Benefits	Total Compensation
\$40,000	\$14,000	\$54,000

FRINGE BENEFITS

Fringe benefits are types of compensation offered by the county to its employees in addition to wages. Fringe benefits are not offered to lease or employment agency workers.

Each fringe benefit has its own eligibility criteria, such as length of service, or completion of the initial introductory period. In addition, each type of benefit must be examined to determine whether it is available to any particular group of employees, such as regular full-time, temporary part-time, etc.

Unless otherwise stated, part-time employees are generally eligible for prorated benefits at such time as they average twenty (20) hours or more per week during each proration period, or thirty (30) hours or more per week in the Sheriff's department.

References to "day" and "week" in the county policy refers to the part-time employee's prorated "day" or "week", e.g. a 50% employee's day is equal to 4 hours and a week to 20 hours.

Proration calculations are performed by Payroll and forwarded to each department.

Requirements for eligibility for certain benefits noted in other sections of the Employee Handbook (including, but not limited to, employer portion of health/dental insurance, vacation and sick leave and holidays) are based on the following: Full-time employees must receive pay for an equivalent of their Full Time Factor multiplied by ten (10) for each applicable month; pay to include wages for time worked, in addition to holiday, bereavement and jury duty paid hours, vacation, holiday, floating holiday, comp or sick hours used); Part-time benefit eligible employees must receive pay equivalent to their Part Time Factor multiplied by ten (10) at minimum. Full time employees have a factor of 8 (except those full time employees in roles working 7.5 hours per day whose Factor is 7.5). Part time factors are determined each Anniversary Date and provided to employees by the Payroll team or employee's department.



GRIEVANCES/COMPLAINTS

It is Outagamie County's standard to treat all employees equitably and fairly in matters affecting their employment. The county has established this Grievance section for an employee to utilize for matters concerning discipline, termination, or workplace safety covered by this Grievance section. This section of the handbook provides an employee with the individual opportunity to address concerns regarding discipline, termination, or workplace safety matters, to have those matters reviewed by an Independent Hearing Officer, and to appeal to the County Board. Information on the complaint process is available to each employee by contacting the Human Resources Department.

The grievance shall mean a dispute regarding the application of county policies regarding an employee's discipline or termination of employment, or a dispute concerning workplace safety. No grievance shall be processed under this policy unless it is in writing and contains all of the following:

1. The name and position of the grievant;
2. A clear and concise statement of the grievance;
3. The issue involved;
4. The relief sought;
5. The date the incident or alleged violation took place;

6. The specific section of the policy or workplace safety rule alleged to have been violated; and
7. The signature of the grievant and the date.

The term "days" means regular business days, Monday through Friday, other than weekends and holidays, regardless of whether the employee or his/her classification is scheduled to work. The time within which an act is to be done under this policy shall be computed by excluding the first day and including the last day.

A "grievant" is an employee of Outagamie County and shall not include employees subject to a collective bargaining agreement addressing employee discipline, termination and workplace safety, statutorily appointed individuals identified specifically in statute as serving at the pleasure of an appointed authority, elected officials, and independent contractors. Any grievant may request a peer or outside representative of their choice to attend meetings related to the grievance. Any cost associated with external representation is the responsibility of the employee.

"Workplace safety" means those conditions related to physical health and safety of employees enforceable under federal or state law, or county rule related to: safety of the physical work environment, the safe operation of workplace equipment and tools, provision of protective equipment, training and warning requirements, workplace violence, and accident risk.

"Discipline" means oral reprimands (where a written record of the reprimand is placed in the employee's file), written reprimands, suspension, performance improvement plans, and demotion. Discipline does not include counseling, job coaching, paid administrative leave for pending investigation, change in job assignment or location, performance reviews, work plans, or corrective actions that do not include a reprimand or other adverse employment action.

"Termination" means discharge from employment. Layoffs (reduction in force), voluntary resignation, failure to return to work from a layoff, absences when not on an approved leave, job abandonment (no call / no show) and loss of license or certification. Inability to perform due to physical or mental condition are not considered terminations and are not subject to this process.

First Step

Within ten (10) days after the facts upon which the grievance is based or should have reasonably become known, the employee shall present the written grievance to his/her immediate supervisor, who will review the grievance with the department head. The department head shall give a written answer within ten (10) days of receipt of the grievance, with a copy to the Human Resources Director.

An employee who has been notified of termination may process the grievance commencing at Step 3.

Second Step

If the grievance is not satisfactorily resolved at Step 1, it may be submitted by the grievant to the Human Resources Director within five (5) days after having received the answer in the First Step. After receipt of the written grievance by the Human Resources Director, he/she or the designated representative of the Human Resources Director will meet with the grievant in an effort to resolve the issue(s) raised by the grievance. Within ten (10) days after the meeting, the Human Resources Director shall respond to the grievance in writing.

The Human Resources Director shall also determine if the grievance is timely and if the subject matter of the grievance is within the scope of this policy and otherwise properly processed as required by this policy. If the Human Resources Director is aware of other similar pending grievances, the Human Resources Director may consolidate those matters and process them as one grievance.

Third Step

Upon the written request of the grievant in response to an adverse decision, the decision at the second step may be appealed by a written statement forwarded to the Human Resources Director, particularly describing the reason for appeal. The grievance will be referred to an Independent Hearing Officer (IHO), who will be designated by the County Executive. Any costs incurred by the IHO will be paid by the county. The IHO will convene a hearing in the manner the IHO determines necessary. The IHO shall have the authority to administer oaths, issue subpoenas at the request of the parties, and decide if a transcript is necessary. The IHO may require the parties to submit grievance documents and witness lists in advance of the hearing to expedite the hearing. The burden of proof shall be "a preponderance of the evidence". In termination and discipline cases, the county shall have the burden. In workplace safety cases, the employee shall have the burden. The IHO may apply relaxed standards for the admission of evidence, including allowing the admission of hearsay. The IHO may request oral or written arguments and replies. The IHO shall provide the parties a written decision.

The IHO may only consider the matter presented in the initial grievance filed by the employee. The IHO shall have the power to order only the following remedies: withdrawal of a verbal or written reprimand, reduction of suspension, and transfer to original position from demoted position, reinstatement with or without some or all back pay. All other remedial authority shall be subject to the determination and approval of the County Executive.

Fourth Step

Either party may appeal an adverse determination at Step 3 to the County Board, by filing written notice appealing the decision of the IHO in the Human Resources Director's office within ten (10) days of the decision of the IHO. The County Board shall, within thirty (30) days after submission of the appeal, schedule the review of the IHO's decision. The review will be conducted by the Board during a closed session meeting unless an open session is requested by the employee. The Board may make its decision based on the written decision of the IHO or the Board may examine any records, evidence, and testimony produced at the hearing before the IHO. A simple majority vote of the Board membership shall decide the appeal within twenty (20) days following the last session scheduled for review. The Board will issue a final written decision, which shall be binding for all parties.

Timelines: Failure to process the grievance by the grievant within the specified time limit or agreed upon extensions shall constitute waiver of the grievance and will be considered resolved on the basis of the county's last answer. Failure of a management representative to meet the time limits shall cause the grievance to move automatically to the next step in the process. To encourage that grievances are addressed in a prompt manner, the time limits set by this policy are intended to be strictly observed and may not be extended except in extreme circumstances, and then only upon the express written consent of the parties.

Exclusive Remedy: This section of the handbook constitutes the exclusive process for the redress of any employee grievances as defined herein. However, nothing in this grievance section shall prevent any employee from addressing concerns regarding matters not subject to the grievance process with administration, and employees are encouraged to do so. Matters not subject to the grievance process that are raised by employees shall be considered by administration, which has final authority, subject to any applicable Board policy or directive, to resolve the matter.



HEALTH INSURANCE

All regular employees who are hired at or are pro-rated at 20 or more hours per week (or thirty (30) hours or more per week for specific Sheriff's Department employees) are eligible for health insurance coverage. Eligible employees may choose either single or family coverage. In the event an employee has a spouse who is also a county employee, that employee and spouse may choose either two single plans or one family plan. Insurance becomes effective the first day of the month following one full month of employment or eligibility due to a change in status. Coverage continues through the end of the month in which termination of coverage occurs.

Health Insurance Choices: The county currently offers a Low-Deductible Health Plan and a High Deductible Health Plan with a Health Savings Account (HSA). Each of these plans are available for single or family coverage. Contribution rates are determined each year during the budget planning process. Specific details can be found on the Benefits Summary.

Health Savings Account (HSA): Effective on the first pay period following December 31st for employees who are enrolled in the High Deductible Health Plan, the county will contribute to an employee's Health Savings Account. The amount deposited into this account is also determined each year as part of the budget planning process and is based upon the employee's job status and health insurance coverage level in effect on January 1st of that year. The amount the county deposits into an employee's HSA account is not adjusted during the calendar year for changes to the employee's job status or health insurance coverage levels.

- **HSA - New employees:** For new employees who enroll in the Consumer-Driven Health Plan after January 1st of the calendar year, the county will contribute a pro-rated amount to the employee's Health Savings Account for that calendar year.
- **HSA - Part-Time Employees:** For regular part-time employees who work at least an average of twenty (20) hours per week (or 30 hours per week in Sheriff's Department), the county will contribute to the employee's Health Savings Account an amount equal to sixty-five percent (65%) of the amount contributed on behalf of full-time employees.
- Specific details regarding Health Savings Account contribution amounts can be found on the Benefits Summary.
- **HSA – Payroll Deduction:** As allowed by law, the county agrees to allow employees to contribute, through payroll deduction, additional funds to their Health Savings Account, up to the amount allowed by the IRS.
- **HSA - Hold Harmless:** The county will be held harmless for any employee eligibility issues or tax consequences caused by outside insurance coverage, inappropriate withdrawals, payroll deductions in excess of the allowable limits, or other matters beyond the county's control that would interfere with an employee's Health Savings Account eligibility.

Leave of Absences: Employees on official leaves of absence without pay, with the exception of USERRA (Military Leave) which allows COBRA for twenty-four (24) months, may elect continuation for up to eighteen (18) months under COBRA, and must pay the full premium to the County Treasurer by the 25th of the month for the following month's coverage.

Pursuant to 2019 Wisconsin Act 19, Outagamie County will pay health insurance premiums for the surviving spouse and dependent children of a law enforcement officer who dies in the line of duty. This coverage may continue until a surviving spouse remarries or reaches the age of 65, or to a surviving child after he or she reaches the age of 26.

Retirees: Early Wisconsin Retirement annuitants and enrolled spouses may remain in the group policy, provided the retiree pays the full premium to the County Treasurer by the 25th of the month for the following month's coverage. Once the retired annuitant becomes eligible for Medicare, Medicare Coverage Parts A & B must be applied for and will become primary payer, while the group plan pays second.

Terminations/Change in Status Resulting in Reduction of Hours: Under federal COBRA regulations, terminated employees (except for terminations due to gross misconduct) and employees with reduction of hours due to change in status into a non-benefit eligible position that are/were enrolled in a county health plan may elect to continue group coverage for up to eighteen (18) months by paying the County Treasurer the required premium by the twenty-fifth (25th) of the month for the following month's coverage.



HOLIDAYS

The county observes and allows time off with pay for various holidays across departments. Any additional holidays will be designated by the county for each calendar year. The Holiday Calendar can be found on the HR website.

If one of these holidays falls on a Sunday, it will be observed on the following Monday. If the holiday falls on a Saturday, it will be observed the preceding Friday. However, if Christmas Day and New Year's Day fall on the weekend, the following Monday will be the observed holiday; and if December 24th or 31st fall on the weekend, the preceding Friday will be the observed holiday.

To be eligible for holiday pay, all non-union employees must work the last regularly scheduled workday preceding the holiday and the first regularly scheduled workday following the holiday, unless the employee is on approved paid time off. When a holiday falls within a period of leave without pay, the employee will receive no holiday pay. When a designated holiday falls on an employee's scheduled day off, an additional day off will be substituted. A "regularly scheduled day" is based on the proration amount of the employee, with a maximum of eight (8) hours per holiday.

Employees assigned to those departments that work a 24 hours, seven (7) day a week schedule will follow the specific holiday practices and schedules currently in effect in those departments.

All regular full-time and benefit-eligible part-time employees shall receive their regular compensation for county-observed holidays, based on their proration factor. Employees normally

scheduled to work more than their prorated holiday hours may use vacation, floating holiday, or comp time to make up for the difference unless the employee is already scheduled to work on that day or provided the paid hours do not exceed 40 in the week. Non-Exempt/hourly employees required to work on a holiday will receive overtime pay of time and one half for all hours actually worked or given compensatory time off at a rate of time and one half for anything worked over 40 hours in the week, in addition to holiday pay. As always the use of compensatory time is to be scheduled at the mutual convenience of the employee and their supervisor and in accordance with the provisions of applicable law, but must be used within the year it was earned. Unless previously granted an exception, exempt employees who are required to work on a holiday will be eligible, based on the departments use of compensatory time, to earn compensatory time for all hours worked over 40 (Grades 1-8) or 45 (Grades 9 and over) in the week. This time must also be scheduled at the mutual convenience of the employee and their supervisor, but does not need to be used within the year it was earned. Departments that do not use compensatory time have the option to allow the employee to flex their schedule due to additional hours worked on the holiday, within the holiday week. Exempt employees are not eligible for overtime for time worked on holidays and not eligible for straight pay for hours paid over 40 in that week, unless previously granted an exception. For shift pay purposes, the holiday shall be defined to include those shifts which start on the actual holiday.

Floating holidays are paid leave not tied to any particular day (as are county observed holidays), and are available for use at a time mutually agreeable between the employee and his/her supervisor, and can be taken in increments no smaller than fifteen (15) minutes. Like county observed holidays, full-time employees receive credit for a full day's time, not to exceed eight (8) hours, and part-time benefit eligible employees will receive a pro-rated amount.

Floating holidays will be available for employee use upon hire and must be used within the calendar year granted with the following exception:

New employees hired prior to July 1 are eligible for floating holidays, and those hired on or after July 1 are not eligible for any floating holidays during that calendar year.

If an employee moves from one department, role or shift to another that has a different floating holiday schedule, any floating holidays they are eligible for will be based on the transfer date into the new role or status.

If they move to the new role prior to July 1st, they will acquire the floating holiday count for their new department, role or shift less any hours that they have already used. If they move July 1st or later, there is no change and they will keep the balance they had at the beginning of the year, less any floating holidays used.

Employees are not allowed to use floating holidays during the two weeks of notice to terminate or retire from employment. No pay-out of floating holidays will be made.

The total number of holidays (including observed and floating) that all employees receive annually is 12. A matrix of observed holidays and floating holidays by department/role/shift are listed on the intranet.



IDENTIFICATION CARDS

Outagamie County is committed to providing a safe and secure environment for its employees and those who visit Outagamie County. In order to maintain a safe and secure environment for employees and visitors, and to ensure the public that individuals providing services on behalf of the county are indeed county employees, all Outagamie County employees shall display an identification card while performing their job. This section will outline the responsibility, identification card information, requirements for wear, new employee process, and replacement and use of employee identification cards.

In most cases, the responsibility to issue identification cards to all Outagamie County employees lies with the Human Resources and Maintenance Departments, with Human Resources issuing the badge and Maintenance establishing security access.

There may be some off-site locations that print and administer their own badging process.

REQUIREMENTS FOR WEAR

All Outagamie County employees, County Board members, temporary contract workers, State employees assigned to the county location and county emergency personnel shall obtain an identification card. Volunteers may be given a department temporary card or individual card based on length of and type of assignment.

The identification card should be worn while performing duties as an Outagamie County employee, and should be used to swipe in and out of employee entrances and exits.

All Outagamie County employees (exceptions may be made by department heads due to safety or uniform requirements) should wear their identification card on the front of their person on their outermost garment.

Outagamie County will provide the cardholders. An employee may obtain his/her own cardholder.

Departments shall ensure that their employees are wearing the identification card.

Supervisors of volunteers or temporary contract employees should contact the Human Resources Department if a card needs to be issued for an individual.

NEW EMPLOYEE IDENTIFICATION CARD PROCESS

New employees will fill out an Outagamie County Employee Identification Card Information Sheet and have their photograph taken at employee orientation or first day of hire.

Contract workers who are determined to need an individual identification card must fill out the Contractor Identification Card form and have it filled out and signed by a supervisor.

Badge information created for new employees is provided to the maintenance department, who will then establish facility access for designated departments.

REPLACEMENT AND USE

If an employee forgets his/her identification card, he/she may obtain a temporary department identification card to wear for that day. This should be obtained through the employee's department.

If an employee misplaces his/her identification badge, he/she may use the department temporary card for up to one week. The employee should immediately notify their supervisor or Human Resources so the security access can be disabled. If the employee has not located his/her card in one week, a new card must be obtained through Human Resources.

Upon termination, all employees shall surrender their identification card to their supervisor or Human Resources.

Any employee who is found to have used his/her identification card for purposes other than for authorized Outagamie County business, or who allows another person to use his/her identification card for personal use, will be subject to the discipline process.

If an employee changes department or name, the supervisor or employee may contact the Human Resources Department for a new identification card.

If the identification card is broken, worn, or no longer works for security access, the employee should contact Human Resources for a replacement card.



INCLEMENT WEATHER

The safety of our employees is a priority for Outagamie County. We realize there are emergency situations caused by inclement weather. This inclement weather section outlines how the county will handle notification and pay of employees in such situations.

Inclement weather may make it impossible for employees to come to work, or it may require employees to leave work before the end of normal office hours. Employees may request that this time off be charged to unused vacation, leave without pay, or choose to "make-up" the lost time, consistent with flex, comp-time and Fair Labor Standards Act requirements, with department head's approval.

Note: Due to the nature of services provided at 24/7 facilities, employees at those locations are expected to make arrangements for safe and timely arrival for all scheduled shifts, wherever possible.

There are no provisions to close the county offices. However, it may be determined that it is appropriate to cancel or postpone work in a particular department because of inclement weather. If this determination is made, a general announcement will be made over the following radio stations: WPKR (99.5 FM), WIXX (101.1 FM), and WNCY (100.3 FM), WTAQ (1360 AM), WHBY (1150 AM), WNAM (1280 AM), and WAPL (105.7 FM).

Updates and announcements will be sent via e-mail and also included on the County Executive Facebook page.



INTRODUCTORY PERIOD

An introductory period is a trial period of employment during which time an employee is required to demonstrate acceptable capability for continued employment in that position.

Introductory periods are entered when an employee is newly hired and when promoted, demoted, or transferred. The length of time for initial introductory periods is twelve (12) months for select Outagamie County Justice Center Association and Highway employees, nine (9) months for Economic Support Specialist positions, and six (6) months for all other employees. Employees will receive an introductory evaluation which is completed by the manager/supervisor, indicating whether the employee has passed or failed the introductory period, or if the introductory period has been extended.

Periods of time during which the employee is not working in the job may be disregarded as counting toward the employee's introductory period. However, as circumstances warrant, the county may extend any introductory period for up to an additional three (3) months.

During an employee's introductory period, he/she may be terminated at the discretion of the county without regard to cause and without recourse to the employee complaint process. Continued employment beyond the introductory period is taken as evidence of satisfactory completion of the introductory period, unless the employee is a contract, seasonal, or appointed employee.



JOB SHARING

Outagamie County, recognizing the importance of balance between work and family/life issues, supports the concept of job sharing. This section identifies the conditions under which job sharing will be approved and the process for approval.

CONDITIONS

Job sharing is not an entitlement. Management retains the right to approve, reject or cancel a job share request or agreement based on the business needs of the county.

Work quality, productivity and level of service cannot be compromised by the sharing of a position.

The value of the work performed must be shared on a relatively equal basis.

Cost (wages and benefits) to the county for a shared job must approximate the cost of the same position when not shared.

The hours of the job may not be expanded to gain a "forced advantage." For example, a 37½ hour position cannot be expanded to 40 hours in order for both to be eligible for benefits.

PROCESS

An employee requesting a job share arrangement should direct a written request to their immediate supervisor/manager.

A supervisor/manager initiating a job share request or in support of an employee request, should document their position relative to the request and route for review and approval by their immediate supervisor, department head and Human Resources.

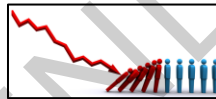
Components of the job share agreement such as the division of hours, split of duties and other relevant terms will be documented for inclusion in the job share request.

Employees involved in a job share arrangement must sign a Job Share Agreement, which can be obtained from Human Resources.

In the event a job share request is denied, the requestor will be notified by their immediate supervisor of the decision and the reason(s) for that decision.

Copies of the request, all supporting documentation and the signed job share agreement will be maintained in each job share employee's personnel file.

Monitoring of the job sharing process at Outagamie County is the responsibility of the Department and the Human Resources Department.



LAYOFF AND RECALL

If Outagamie County determines that it must reduce employment because of adverse economic or other conditions, then layoffs and recall from layoffs will generally be conducted in a manner that is consistent with Outagamie County requirements and in accordance with the process described below.

Employees shall be laid off as determined by the county until the work force is reduced to the required number. Employees shall be rehired as determined by the county. The employee shall be notified in writing.

The county shall pay the county's share of the premium for Health, Dental, Long Term Disability and Life Insurance for the remainder of the month of layoff where the enrolled employee has not received pay for at least ten (10) regular workdays during the month of layoff, or the county shall pay the county's share of the premium for Health, Dental, Long Term Disability and Life Insurance for one additional month following the month of layoff where the enrolled employee has received pay for at least ten (10) regular workdays during the month of layoff.

Employees who continue on layoff after the county no longer pays the county's share of the premiums may exercise their COBRA rights by paying the full cost of the premium in advance by the twenty-fifth (25th) of the month for the following month's premium. Upon return from layoff, so long as the employee receives pay for at least ten (10) regular workdays during the month of return, the county shall reimburse to the employee the county's share of the Health, Dental, Long-

Term Disability and Life Insurance premiums that the employee had previously paid for that month of return.



LIFE INSURANCE

Outagamie County provides group life insurance for full-time employees. All employees are eligible the 1st of the month following six (6) full months of continuous employment.

The cost of this coverage is paid for in full by the county and coverage is \$50,000.

Within thirty-one (31) days of termination, the employee shall have the opportunity to elect conversion to a personal policy. Application can be obtained through the Human Resources Department.

In the event of an unpaid leave of absence or layoff, employees can elect up to twelve (12) months of continuation by paying the group rate premium to the county Treasurer by the 25th of the month for the following month's coverage.

If the unpaid leave is a medical leave, the county will pay the premium during the elimination period for the waiver of the life premium until the waiver of the life premium begins or until the waiver of life premium is denied.



LONG-TERM DISABILITY

All regular, full-time employees are eligible for long-term disability coverage. Premiums are fully paid by the county.

Coverage becomes effective the first of the month following three (3) full months of continuous employment of eligibility.

Provisions of the plan are contained in the plan booklet.

In the event an employee is on an unpaid leave of absence or layoff, he/she can elect up to three (3) months of continuation by paying the group premium to the Outagamie County Treasurer by the 25th of the month for the following month's coverage. If the unpaid leave is a medical leave, the county will pay for the six (6) month elimination period.



MEAL AND REST BREAKS

While lunch and rest breaks are not mandated by law, the county encourages departments to provide a break of at least 30 minutes at or near the usual meal period, whenever operationally possible.

Employees are eligible for a 15-30 minute unpaid meal break each day. If a non-exempt / hourly employee is required to work through a meal break, he/she will be paid for the meal period. Meal and rest breaks will be scheduled by the department supervisor or manager. It is not acceptable to skip a normally taken lunch break in order to shorten the workday.

As coverage needs allow, employees may also be able to take two paid personal breaks of fifteen (15) minutes throughout their workday. Such fifteen (15) minutes shall be computed from the time the employee leaves his/her work station until he/she returns to said work station.

Employees under the age of 18 must be given a 30 minute unpaid, uninterrupted meal break if they have worked six hours or more.



MILITARY LEAVE

GENERAL INFORMATION

All Outagamie County employees who are serving, have served, or will serve in the uniformed services are covered under this policy, regardless of length of employment or part-time or full-time status. "Employee", however, does not include contracted staff, and may not include seasonal or temporary staff who worked for a brief, nonrecurring period where there is no reasonable expectation that the employment would have continued indefinitely or for a significant period.

"Service in the uniformed services" covers all categories of military training and service, including duty performed on a voluntary or involuntary basis, in time of peace or war, and includes a period of absence for an examination to determine the fitness of the employee to perform such duty, absence for the purpose of performing authorized funeral honors duty, as well as travel time to allow the employee to arrive at the duty station fit to perform the service and, depending on the duration of service, the amount of notice received, and the location of the service, additional time to rest or to arrange affairs and report to duty.

Uniformed services includes the U S Armed forces; Army National Guard and Air National Guard when engaged in Federal orders for active duty for training, inactive duty training, or full-time National Guard duty; the commissioned corps of the Public Health Service; any other category of persons designated by the President in time of war or national emergency; and service as an intermittent disaster response appointee of the National Disaster Medical System (NDMS) when federally activated or attending authorized training in support of their Federal mission.

PRIOR TO BEGINNING THE LEAVE

It is the employee's responsibility to inform Outagamie County in advance, whenever possible, of the intent to be off work for military leave. This notice can be verbal or written.

A copy of the military orders or a Leave and Earnings Statement (LES) is required by the county in order for the employee to take advantage of any military stipend pay and/or validate the right to claim the county's share of the Wisconsin Retirement System (WRS) contribution be made on his/her behalf upon reemployment.

Additional information regarding benefit coverage may be forwarded to the employee depending on the length of time the employee is expected to be off work.

DURING THE MILITARY LEAVE

During the period of uniformed services, the employee is considered on the employment status of "leave of absence" and is entitled to length of service-based benefits. Specifically, Outagamie County length of service-based benefits include:

Military stipend. The applicable Union contract, or Employee Handbook may provide for additional pay for a short period of time, if the military pay is less than the pay the employee would have received from the county for that same period of time. Proof of the amount of military pay received must be provided to Payroll in order to calculate any amount due.

Insurance coverage. County sponsored health, dental, life and long term disability insurance coverage will continue through the end of the month in which the employee is last paid prior to the start of the military leave of absence. Effective the first of the following month for military leaves expected to exceed 30 days, the employee is eligible to exercise his/her COBRA rights by paying the full premium for health and dental insurance for up to twenty-four (24) months.

If the employee returns to work with an absence of fewer than thirty-one (31) days, the premium amount paid for that COBRA continuation will be refunded to the employee. Also effective the first of the following month, the employee is eligible to continue the long term disability insurance coverage for up to three (3) months and life insurance coverage for up to twelve (12) months by paying the full premium.

Step increases and base salary increases. The length of time the employee is on military leave of absence will be credited towards any step increase(s) and/or base salary increase(s) he/she would have otherwise been awarded during that absence. Those adjustment(s) in the wage rate will be made following the employee's reemployment with Outagamie County.

Seniority. Where seniority exists in an applicable collective bargaining agreement, the length of time the employee is on military leave of absence will be credited towards seniority as though the employee was not absent.

During the period of uniformed services, the employee is considered on the employment status of "leave of absence" and is not entitled to non-length of service-based benefits. Specifically, Outagamie County non-length of service-based benefits include:

Holiday pay. Employees are required to be paid a certain number of scheduled day(s) prior to and following the fixed holiday(s) that are listed in the Employee Handbook in order to be paid the holiday pay.

Floating holiday pay. Employees who are awarded one (1) or more floating holiday(s) at the beginning of a calendar year are able to use that / those day(s) during military leave upon request and with approval of their supervisor. Note that floating holiday(s) do not carry over into a new calendar year. If the floating holiday(s) are not used prior to the end of a calendar year, they are lost and will not be reinstated.

Vacation allotment. Earning vacation time is tied to satisfying the definition of "full month of service". The definition of "full month of service" can be found in the Employee Handbook. For each full month of service an employee satisfies that definition, he/she earns one-twelfth (1/12th) of his/her allotment of vacation for use during the following anniversary year. Conversely, for those months when an employee does not satisfy that definition, he/she does not earn any vacation time. Any earned vacation hours not spent prior to or during an employee's military leave of absence will be held in trust pending the reemployment of that employee.

Sick leave accrual. Sick leave accrual is tied to the employee satisfying the definition of "full month of service". The definition of "full month of service" can be found in the Employee Handbook. For each full month of service an employee satisfies that definition, he/she earns one (1) day of sick leave time available for use the first of the following month. "Day" is defined as the number of hours an employee normally works, with full-time status equaling seven and one-half (7½) hours or eight (8) hours and part-time status equaling a prorated amount compared to full time status. Any earned sick leave not spent prior to an employee's military leave of absence will be held in trust pending the reemployment of that employee.

Wisconsin Retirement System (WRS) contributions. WRS is a contributory defined benefit plan with a vesting schedule as well as employer and employee required contributions. During a military leave of absence, no WRS contributions will be made to the employee's account. Additionally, no creditable service will be deemed unless a USERAA certification is completed. Adjustments may be made following the employee's reemployment.

GENERAL ELIGIBILITY REQUIREMENTS FOR REEMPLOYMENT.

To be considered for reemployment following his/her military service, the employee must have met all of the following conditions:

- a) The employee must have given reasonable advance notice, most often at least thirty (30) days, to the county of his/her intent to leave work for military service. That notice can be either verbal or written, may be informal and is not required to follow a certain format. [Note: Submission of specific documents is, however, required for Wisconsin Retirement System (WRS) purposes.] In the event an employee is unable to provide advance notice because of, for example, the classified nature of the service, Department of Defense regulations allow an "appropriate officer" to give notice on the employee's behalf. [Note: Under Wisconsin law, an employee enlisted in the U S Armed Forces is not required to give his/her employer advance notice of the need for leave.]
- b) The employee has been absent from work for Outagamie County because of his/her military service for a cumulative five (5) years or less in any combination of U S Armed Forces service and / or National Guard Federal duty. In addition, other military leaves may also not qualify in the five (5) year maximum (see USERRA 1002.103 for complete list). [Note: National Guard members who serve under State orders are allowed a cumulative maximum absence of up to four (4) years.] Regardless, it is the employee's responsibility

to provide documentation as to the exact length of the cumulative military leave of absence, upon request of the county.

- c) The employee returns to work or applies for reemployment, either verbally or in writing, in a timely manner.

An employee returning from U S Armed Forces duty or Federal National Guard duty must report to work or submit a timely application for reemployment depending upon the length of service as follows:

- a) Period of Service less than thirty-one (31) days or for a period of any length for the purpose of a fitness examination. The employee must report to work no later than the beginning of the first full regularly scheduled work period on the first full calendar day following the completion of the period of service and the expiration of eight (8) hours after a period allowing for safe transportation from the place of that service to the employee's residence.
- b) Period of service more than thirty (30) days but less than one hundred and eighty one (181) days. The employee must submit an application for reemployment, which can be written or verbal, not later than fourteen (14) days after completing service.
- c) Period of service more than one hundred and eighty (180) days. The employee must submit an application for reemployment, which can be written or verbal, not later than ninety (90) days after completing service.
- d) If, however, the employee is hospitalized for or convalescing from an illness or injury incurred in or aggravated during the performance of the service, he/she must report to or submit an application for reemployment at the end of the period necessary for recovery from the illness or injury. Absent extenuating circumstances, this period may not exceed two (2) years from the date of the completion of service.
- e) The employee has not been separated from military service with a disqualifying discharge or under other than honorable conditions; is not absent from service without authority for more than three (3) months; is imprisoned in a civilian court; or was dismissed by court martial. [Note: the employee may be required to provide documentation to prove the condition(s) of the military separation.]

REEMPLOYMENT RIGHTS AND BENEFITS

Absent other circumstances and so long as the criteria listed in this policy have been met, the employee has the right to prompt reemployment. As an example, "prompt reemployment" is considered generally practicable by the next scheduled work day following National Guard duty; and within two (2) weeks of the employee's application for reemployment following several years of active duty in the U S Armed Services.

Generally speaking, the employee is entitled to reemployment in the position he/she would have attained with reasonable certainty if not for the military absence. This "escalator principle" takes into consideration such factors as the position the employee left, the employee's length of service, qualifications, and disability (if any). The reemployment position may be either the escalator

position; the pre-service position; a position comparable to the escalator or pre-service position; or the nearest approximation to one of these positions, depending on the circumstances.

The employee may be required to take qualifications tests, become relicensed or recertified, or be retrained in order to assume such position. The course of action will be determined by Outagamie County on a case-by-case basis.

The county's obligation to grant the returning service member reemployment rights may result in adverse consequences and cause an employee to be laid off, or even terminated.

The wage rate paid to the employee on reemployment will take into account the escalator principle, and in combination with language found in an applicable collective bargaining agreement or Employee Handbook and employment practice(s), will result in the military leave of absence time being allowed to "credit" time towards a step increase(s) and/or longevity increase(s) that would have occurred with reasonable certainty if the employee had not been away in military service.

The time-in-grade toward any next step increase(s) and/or base salary increase(s) that were missed because of the employee's military leave of absence, will be determined and his/her rate of pay will be adjusted accordingly so that the rate of pay on reemployment will begin immediately upon the employee's reemployment.

A reemployed employee who belongs to a Union with seniority rights will be granted seniority credit equal to the military leave of absence time as though the employee had had no military leave of absence.

A reemployed employee who would otherwise be eligible for Federal or Wisconsin Family and Medical Leave (FML) but for the military leave of absence, will be credited with the number of hours of work he/she would have normally been scheduled to work during that military leave of absence, toward his/her eligibility requirements for the FML.

Upon reemployment, the employee must make a choice regarding catch-up contributions to the WRS. An employee can choose to make all, some or none of the employee required make-up contributions. Contributions can be made within a timeframe beginning with the date of reemployment and ending either three (3) times the period of military service or five (5) years, whichever is shortest. Be advised the degree to which the county's contribution to the employee's WRS account will be made is determined by the degree to which he/she makes his/her own WRS contribution. However, any vested amount already in the employee's WRS account will not be affected by the decision whether to participate in making up the missed contribution(s).

Reinstatement of health, dental, life and long term disability insurance coverage is not subject to a waiting period, although service-related injuries or illnesses may create an exclusion of coverage. If there has been a lapse in coverage, the employee must complete enrollment applications within thirty (30) days of the date he/she returned to work. Reemployed employees are subject to the same insurance carrier(s) and plan(s) as those offered to all other Outagamie County employees.

Any sick leave or vacation balance(s) will be available to the reemployed employee without a waiting period, and future accruals will be subject to the satisfaction of the definition of "full month of service" provisions of the Employee Handbook. If the employee's anniversary date passed during his/her military leave of absence, he/she will be credited with one-twelfth (1/12th) of his/her

vacation allotment earned prior to the beginning of the leave of absence for each of the months he/she satisfied the definition of "full month of service". Specific approval of a request(s) to use vacation time following reemployment is subject to the practices of the reemployed employee's department and the Employee Handbook language in effect at the time of the request.

If a reemployed employee whose most recent period of military service was:

- a) between thirty-one (31) and one hundred and eighty (180) days, he/she must not be terminated without cause during the first one hundred and eighty (180) days following his/her date of reemployment; or
- b) greater than one hundred and eighty (180) days, he/she must not be terminated without cause during the first one (1) year following his/her date of reemployment.

DISCLAIMER

This information is published to provide a general overview and encourage a basic understanding of the interaction of the various military leave laws and the practices of Outagamie County. It is not, however, intended to be an exclusive or all-inclusive document that will cover all parameters of all the various regulations that impact the employee and/or Outagamie County when an employee takes a military leave of absence. Management staff and employees are encouraged to contact Human Resources for additional information or to obtain answers to questions or concerns that may arise.



OFF DUTY CONDUCT

Generally, employees are held accountable for their actions and behaviors while working. However, as a public organization providing services to our community, there are certain instances where employees may be held accountable for actions or behaviors while off-duty, as well.

FIRST AMENDMENT RIGHTS

The content of free speech (both online and offline) covered under the First Amendment by an employee is not restricted but for a narrow category. Employee protections under the First Amendment apply in most but not all circumstances. First, speech is only protected by the First Amendment when you are speaking as a private citizen. If their speech is part of their official job duties, then the employee may be disciplined including up to termination. Second, even if an employee is speaking as a private citizen you can be disciplined by your employer for certain conduct. If you are speaking as a private citizen on a matter of public concern, the First Amendment will not protect your speech. If you are speaking on a matter of public concern, the First Amendment will not protect your speech if your right to speak freely is outweighed by the County's interest in efficiently fulfilling its public services. This determination can consider factors such as whether the speech could interfere with the performance of the employee's duties, the nature of the relationship between the speaker and those toward which the speech was directed, and whether the speech could create a hostile work environment.

OTHER OFF DUTY CONDUCT

Employees who engage in certain conduct while off duty may also be subject to discipline if substantially related to the County's interests. Whether or not an action or behavior is substantially related is determined on a case by case basis. Employees may be disciplined, suspended or potentially terminated if they engage in any of the following:

- 1) Illegal Conduct, regardless of whether the conduct results in arrest or conviction, which substantially relates to the job duties of the position held by the employee, or the interests of the County.
- 2) The use or possession of illegal drugs, including prescription drugs which have not been prescribed to the employee, and where the use and/or possession bears a substantial relationship to the job duties of the employee or the interests of the County.
- 3) Harassment of any person, where such harassment creates a negative effect on the work environment for an employee of the County, a vendor who provides services for the County, a client of the County, or any individual who has a substantial relationship with Outagamie County such that the harassment creates a hostile environment.



OVERTIME

When required by the needs of the business or by County policy or contract, employees may be required to work or get paid for overtime. Overtime is generally due to working hours in excess of 40 hours in a workweek for most county employees with various exceptions that follow in this section or appendix. Unless noted elsewhere, non-exempt employees, will be paid time for overtime at one and one-half their regular rate of pay for all hours worked over 40 hours in a work week. For the purposes of computing overtime, all authorized paid leaves of absence are considered time worked. All overtime must be approved in advance by a supervisor or manager.

Sheriff's Department: Overtime in certain Sheriff's Department areas are determined by Section 7(k). Section 7(k) of the Fair Labor Standards Act provides that employees engaged in law enforcement may be paid overtime on a "work period" basis. A "work period" may be from seven (7) consecutive days to 28 consecutive days in length. For work periods of at least 7 but less than 28 days, overtime pay is required when the number of hours worked exceeds the number of hours that bears the same relationship to 171 as the number of days in the work period bears to 28. For example, law enforcement personnel must receive overtime after 86 hours worked during a 14-day work period.

Eligibility for overtime compensation is determined by individual department and in accordance with the Fair Labor Standards Act as noted below.

- Non-exempt employees are eligible for overtime pay at the rate of time and one-half for all hours worked in excess of forty (40) in a given work week. Where applicable within the department, compensatory time may also be used, also at a rate of time and one-half.
- Exempt employees are not eligible for overtime. Unless previously granted an exception, exempt employees are only eligible to earn compensatory time, if the department allows,

for hours worked over 40 in a week for Grades 1-8 or over 45 hours in a week for Grades 9 and over.

- Brewster Village: As determined by the Fair Labor Standards Act, all applicable seven day a week health care and maintenance staff will earn overtime over 8 hours in a day and over 80 in a two week period. All other Brewster Village staff will earn overtime over 40 hours in a workweek.
- Sheriff Department staff exceptions when paid overtime or different than general categories:
 - Correctional Officer - Over 171 hours in a 28 day cycle or outside of their normal schedule. Part-time staff will only earn over 171 hours in a 28 day cycle.
 - Operations Assistant - For 5/2 and 5/3 shift staff, over 40 hours in a work week or outside of their normal schedule.
 - Telecommunicator - For 5/2 and 5/3 shift staff, over 40 hours in a work week or outside of their normal schedule. Part-time staff will only earn over 40 hours in a one week period.
 - Records Specialist - Over 40 hours in a work week. Telecommunications Supervisor - Over 40 hours in a work week.
 - Staff Sergeant - Earn comp time at straight-time regular rate but are paid overtime on any hours worked outside of their normal schedule.
- Highway (with the exception of eligible Recycling and Solid Waste department employees) - Earn overtime over 10 hours in a day and/or 40 hours in a workweek and for all hours on Sunday. Recycling and Solid Waste department eligible employees only earn overtime over 40 hours in a workweek.

For Brewster Village employees, holidays, vacations, sick leave, and bereavement leave shall be considered time worked for the purpose of overtime, provided, however, that employees on a seven (7) day per week schedule shall not have the hours of holiday pay (8) considered as time worked for the purpose of computing overtime, unless such holiday falls on a scheduled workday and the employee is given the day off as holiday off time. Employees who work a double shift at the direction of the county shall receive eight (8) hours pay at the straight-time rate for the first shift and eight (8) hours overtime pay (time and one-half) for the second shift and may be provided with a meal during the second shift at no cost to the employee.



PARKING

Designated employee parking spaces are required for each county facility to ensure ample parking for all employees.

Maintenance Department issued parking permits are required for all workers (County/State employees, and contract workers) based at the Outagamie County Government Center and parking on county-controlled lots within the Outagamie County Government Center. Although all reasonable attempts shall be made to afford free parking to employees, such a benefit is not guaranteed.

For employees who move to the Outagamie County Government Center from an outlying campus (Highway/Solid Waste, Airport, UW Extension/Ag/Brewster), the employee must complete

and submit a parking permit request form to the Maintenance Department. The permit will be issued and sent to the employee via interoffice mail.



PAY REMITTANCE AND DEDUCTIONS

Pay can be viewed via self-service functionality in the Human Resources-Payroll system. If a pay day falls on a federal holiday, employees will receive their pay on the preceding workday. Pay is directly deposited into the employee's checking and/or savings accounts. Direct deposit is mandatory for all employees.

The following deductions are mandatory and are made each pay period, unless exempt by law:

- a) Federal Withholding Tax
- b) Social Security
- c) State Withholding Tax
- d) Wisconsin Retirement Plan

Various deductions may be made from the employee's pay when so authorized by the employee. Noted below are a few examples:

- a) Deferred Compensation
- b) Insurances
- c) Flexible Spending
- d) Health Savings Account

Circumstances in Which Outagamie County May Make Reductions from Pay for Exempt/Salary Employees: Reductions in pay are permissible when an exempt employee is: absent from work for a partial day or one or more full days for personal reasons other than sickness or disability and/or for absences of a partial day or one or more full days due to sickness or disability, if the reduction is made in accordance with a bona fide plan, policy, or practice of providing compensation for salary lost due to illness, to offset amounts received as jury or witness fees or for military pay; or for unpaid disciplinary suspensions of one or more full days imposed in good faith for workplace conduct rule infractions.

Also, Outagamie County is not required to pay the full salary in the initial or termination week of employment for penalties imposed in good faith for infractions of safety rules of major significance or for weeks in which an exempt employee takes unpaid leave under the Family and Medical Leave Act. In these circumstances, either partial-day or full-day reductions may be made.

Outagamie County Policy for Employees Paid on a Salary Basis: It is Outagamie County's policy to comply with the salary basis requirements of the Fair Labor Standards Act. Except as noted, any county official is prohibited from making any improper reduction from the salary of exempt employees. Outagamie County wants its exempt employees to be aware of this policy and to know that Outagamie County does not allow reductions that violate the Fair Labor Standards Act.

What to Do If an Improper Reduction Occurs: If an employee believes an improper reduction has been made from their salary, the employee should immediately report this to their supervisor or the Human Resources Director. Reports of improper reductions will be promptly investigated. If it

is determined that any improper reduction has occurred, the employee will be promptly reimbursed for any improper reduction. The provisions of this section apply to Fair Labor Standards Act exempt employees and are in accordance with the county's policy of ensuring public accountability of its employees.



PERFORMANCE EVALUATIONS AND SALARY ADMINISTRATION

The purpose of the introductory and annual performance evaluation is to assess an employee's *work effectiveness and to discuss good performance while also identifying areas for development*. Performance evaluations are considered in decisions affecting placement, salary advancement, overtime assignments, promotions, demotions, termination, order of layoff, reemployment, and training.

Human Resources is responsible for the overall administration of the employee performance evaluation and salary administration processes and takes an active role in advising and assisting employees, supervisors, and department heads to ensure that performance evaluation processes are handled according to the provisions of the program and result in meaningful discussions for the employee.

The purpose of salary administration is to fairly allocate each position in the county to a wage grade in such a manner as to maintain equity between positions, balancing such job duties/factors as education required, impact of errors, and supervision exercised. It also sets initial hiring rates and salary ranges, as well as promotion guidelines, and sets standards and processes for performance evaluations and step increases.

The Human Resources Director can recommend necessary amendments in the compensation program to the County Executive and County Board's Legislative Audit / Human Resources Committee.

The County Executive may seek the input of the various committees, commissions, and boards, as needed in the evaluation process.

New employees will normally be hired at the lower end of the pay grade established for their position. However, a new employee's starting wage may be at a higher step of his/her pay grade if warranted by such reasons as exceptional qualifications or competitive market conditions. Discussion with the Human Resources Recruiter and approval of the department head and the Human Resources Director is required before a starting salary above the pay grade minimum may be offered to a new hire.

At twelve month intervals following the employee's date of hire, reclassification, or promotion, the employee will be eligible to advance to the next highest step within the employee's pay grade. Regular part-time employees in the Sheriff's Office (in positions formerly a part of the OCJCA employee group) will remain at their current step and may become eligible for step increases only after their proration is 30 or more hours per week after 12 months. Conversely, in the Sheriff's Office, full time employees who take a part time position (less than 30 hours per week) will be frozen at their current step and will not be eligible for step increases while in a part time status.

Prior to the expiration of the employee's introductory period and at twelve month intervals following the employee's date of hire, reclassification, or promotion; both the employee and the employee's manager/supervisor will complete a comprehensive evaluation of the employee's performance for the previous twelve months and will establish goals or areas of focus for the coming year. For all employees, the manager/supervisor will then finalize the evaluation by determining approval, denial, or delay of step increases performance or other wage schedule requirements.

The Step Program is dependent on budget conditions and may be put on hold by approval of the County Executive and County Board.

Other than in the case of annual step progression within the Deputy Sheriff's Association, advancement in the pay grade is predicated on the employee meeting the key expectations of their position and as defined by the job description, as well as the standard county evaluation categories outlined in the evaluation form. Step increases shall occur at the beginning of the pay period following the employee's date of hire or adjusted date of hire.

In cases of poor performance, the department head or County Executive may, after conferring with the Human Resources Director, reduce the pay of an employee by up to 3.0% or withhold a scheduled general base salary adjustment for an employee. These actions apply to those situations where the employee's job performance is unsuitable for the employee's step position within his/her pay grade. Disagreement with the performance evaluation is not grievable under the Employee Complaint process.

An employee promoted or reclassified to a position in a higher pay grade will be put at that step in his/her new pay grade which typically provides for an increase of between 3% and 10%. Any promotional or reclassification increases of more than 5% of the employee's current wage will require approval from Human Resources before offering the position. Promotional or reclassification increases of more than 10% may only be given if needed to bring the employee up to the Minimum Step of the employee's new pay grade.

An employee who is promoted, demoted, or reclassified to a position in a lower pay grade may be paid at any step in his/her new pay grade as recommended by Human Resources and approved by the County Executive. All step increases will become effective on the first pay period following the anniversary date of that event.

Upon the recommendation of Human Resources, the County Executive may authorize specific salary adjustments due to extraordinary circumstances, subject to availability of appropriated funds. The Legislative Audit / Human Resources Committee will be notified of all such salary adjustments.

In order to reflect necessary increases in the minimum and maximum rates appropriate for each job, the salary structure recommended will be reviewed and updated annually as part of the annual budget process.

In a situation where the assignment or scheduling of work requires an employee to perform in a higher level classification (higher pay grade or pay range), a temporary pay rate may be established for the period of that assignment or work schedule. This action requires the recommendation of the department head, as well as the approval of the Human Resources

Director and the County Executive. The Legislative Audit / Human Resources Committee will be informed of any such action. This practice will not be applied to vacation replacement.



PERSONAL APPEARANCE

Outagamie County allows departments and their employees the flexibility to “**Dress for Your Day.**” The “Dress For Your Day” policy is intended to be relaxed when you have a workday that does not include meetings with clients, vendors or business associates. The expectation is that employees will wear clothing appropriate for the nature of our business and the type of work performed. It gives employees the flexibility to dress in a way that adheres to his/her/their schedule for that day. If you are at a client, training/conference, recruitment activity, or other professional circumstances, employees must dress in business attire.

At the discretion of the Department Head, an employee not otherwise required to wear a uniform may wear casual, yet appropriate, work attire (including wearing denim jeans) on days when the employee has no obligations to interact in-person with clients, visitors, customers, vendors, and/or the public. Even though the dress code is casual, it is important to project a professional image to our customers, visitors, and co-workers, consistent with the environment in which an employee works. All employees are expected to dress in a manner consistent with good hygiene, safety, and good taste.

Supervisors should communicate any department-specific workplace attire and grooming guidelines to staff members during new-hire orientation and evaluation periods. Not adhering to this policy may result in disciplinary action or the removal of the “Dress for Your Day” option.

Below are some guidelines to help employees differentiate what is appropriate. Any questions about the department’s specific guidelines for attire should be discussed with a supervisor.

APPROPRIATE FOR CASUAL DAYS	APPROPRIATE FOR BUSINESS DAYS	INAPPROPRIATE
<ul style="list-style-type: none"> • PANTS: leggings under a dress or long shirt, (the length of the shirt should reach the person’s fingertips when arm is facing downward), jeans (must be clean and free of rips, tears and fraying; may not be excessively tight or revealing). • SHIRTS: denim or flannel shirts, non-hooded plain sweatshirts. • SHOES: dress sandals or open toe shoes. <p>Note: Casual attire may be further defined by departments based on the expected dress for specific work related activities.</p>	<ul style="list-style-type: none"> • PANTS: dress slacks, khakis or corduroys, business suit. • SHIRTS: blazers/sport coats, collared knit or golf shirts, oxford shirts, County logo wear, short-sleeve blouses or shirts, sweaters • SHOES: Closed toe dress shoes such as loafers, flats, deck shoes, and dress boots. <p>Note: Business attire may be further defined by departments based on the expected dress for specific work related activities.</p>	<ul style="list-style-type: none"> • PANTS: jeans that are frayed, damaged, washed-out, dingy or dirty with holes, shorts/skorts, yoga/exercise pants, sweat pants and form-fitting leggings. • SHIRTS: t-shirts, tank tops, halter tops, tops with spaghetti straps, shirts with lettering or logos larger than 4”x4”, hooded sweatshirts, off-the-shoulder tops, low-cut/sheer blouses/shirts or shirts that bare the midriff, sports attire (unless communicated otherwise by Human Resources or the County Executive Office), beachwear. • SHOES: Thong sandals, flip flops, athletic shoes, tennis shoes, croc-like shoes.

CLOTHING ALLOWANCES

Airport, Plamann Park, Maintenance and Custodial employees who are required to wear uniforms will be provided with the following initial allotment:

- 2 summer shirts
- 2 summer pants
- 2 winter shirts
- 2 winter pants
- 1 summer jacket
- 1 summer cap
- 1 winter jacket
- 1 winter cap

The county will pay fifty percent (50%) of the replacement cost of such uniforms, up to a maximum of one hundred dollars (\$100.00) per employee per calendar year. Employees shall submit receipts for such replacement cost of uniforms two times per year, no later than the work day immediately prior to July 1 and January 1. The county will pay for and provide any identification patches required to be placed on the uniforms.

Highway and Recycling / Solid Waste Employees: The county agrees to provide, at such employee's option, either a pants and shirt or coveralls, to an employee classified as a mechanic to be used by such employee when that employee is performing mechanic's work, and to an employee who is assigned as the gasman. Employees will be provided with a hard hat, vest, goggles, and fuel cards, which will be their responsibility to replace if they are lost or stolen, provided that if there is clear evidence of forced entry, the employee will not have the responsibility to replace the item. These items will be inventoried on an annual basis. The county shall make disposable coveralls available to employees as set forth below. The Employee shall reimburse the county for its cost of such coveralls, except those employees who are required to change oil will receive two (2) pair of disposable coveralls per year, free of charge. The Employer agrees to provide employees normally assigned to perform body shop work during the year and the one employee normally assigned to perform welding during the year with each employee's option of either pants and a shirt or coveralls, to be used by these employees when they are performing body shop work or welding.

The amount and administration of the clothing allowance for uniformed Sheriff's Office staff will be made in accordance with existing policies, with a summary of current policies provided below:

- Sheriff, Chief Deputy, Captains, Jail Staff Sergeants, Lieutenants, and Telecommunicator Supervisors shall receive a \$275 initial allowance and an annual \$275 allowance.
- Patrol Staff Sergeants shall receive a \$375 initial allowance and an annual \$375 allowance.
- Justice Center employees in the Jail and Communications Center will receive an initial \$275 allowance and then an annual \$250 allowance after that.
- All employees paid during the pay period in January each year when the clothing allowance has been disbursed (typically the 2nd payday in January), will be paid the full annual rate for clothing allowance for that year. As an example: if you were hired in Feb or Dec of 2017, you will receive your clothing allowance as a new employee in Feb or Dec of 2017 and in January of 2018 you will receive the 2018 annual clothing allowance. The only exceptions are for new employees hired Jan 1 through the pay period of the uniform allowance, as they will receive just their initial hiring allowance; whereas those not leaving in good standing during that disbursement pay period will not receive the allowance.

All uniformed Sheriff's Office staff, including part-time, shall receive a clothing allowance on the above basis, excluding Operations Assistants, Process Servers, and Health Records Specialists.

Any questions or complaints regarding the appropriateness of attire should be directed to your department head or the Human Resources Department.



PET POLICY & SERVICE ANIMALS

Outagamie County prohibits employees from bringing a pet to work or having a pet in Outagamie County controlled buildings and premises, with the exception of service dogs for a person with disabilities or in the case of certified therapy dogs/cats for specific departments or as part of the K-9 unit in the Sheriff's Department. Animals other than service dogs or certified therapy dogs/cats are not allowed at work or in any Outagamie County controlled buildings.

SERVICE ANIMALS

According to the Americans with Disabilities Act (ADA), a service animal is defined as "any animal individually trained to work or perform tasks for the benefit of an individual with a disability, including, but not limited to, guiding individuals with impaired vision, alerting individuals to an impending seizure or protecting individuals during one, and alerting individuals who are hearing impaired to intruders, or pulling a wheelchair and fetching dropped items."

A person with a disability uses a service animal as an auxiliary aid. In compliance with the ADA, service animals are welcome in all buildings on company property and may attend any class, meeting or other event. There may be an exception to certain areas.

Employees requesting accommodation for a disability that includes a service dog or service dog in training, must contact the Human Resources (HR) Department and complete a Documentation of Disability form. All service dogs must be registered with the Risk Management Administrator.

REQUIREMENTS OF SERVICE DOGS OR CERTIFIED THERAPY DOGS/CATS AND THEIR OWNERS:

- All animals need to be immunized against rabies and other diseases common to that type of animal. All vaccinations must be current.
- Animals must wear a rabies vaccination tag.
- All service dogs and certified therapy dogs/cats must be licensed per state law.
- Service dogs and certified therapy dogs/cats must wear an owner identification tag (which includes the name and phone number of the owner) at all times.
- Service dogs in training, must wear the designated service animal vest throughout their training period.
- Animals must be in good health.
- Dogs must be on a leash, harness or other type of restraint at all times, unless the owner/partner is unable to retain an animal on leash due to a disability.
- The owner must be in full control of the animal at all times. The care and supervision of the animal is solely the responsibility of the owner/partner.
- The owner/partner must provide the HR department staff with information as to how the service dog accommodates for the individual's disability.

Reasonable behavior is expected from service dogs while on company property. The owners of

disruptive and aggressive service dogs or certified therapy dogs/cats may be asked to remove them from Outagamie County facilities. If the improper behavior happens repeatedly, the owner may be told not to bring the service/therapy animal into any facility until the owner takes significant steps to mitigate the behavior.

Cleanliness of the dog/cat is mandatory. Consideration of others must be taken into account when providing maintenance and hygiene of animals. The owner/partner is expected to clean and dispose of all animal waste.

Animal owners are responsible for any injury, death or damage caused by their animal.



POSITION CLASSIFICATION

Position classification is the process used to allocate a position's defined duties and responsibilities to a job standard. The position classification process involves the department, Human Resources, and at times an external market analysis, reviewing the duties and responsibilities assigned to a position and determining the appropriate classification for the position.

In order to determine eligibility for benefits and overtime status and to ensure compliance with federal and state laws and regulations, Outagamie County follows Fair Labor Standards and classifies its employees as shown below. Outagamie County may review or change employee classifications at any time.

Exempt: Exempt employees are paid on a salaried basis and are not eligible to receive overtime pay, based on criteria established by the Fair Labor Standards. Some exceptions may apply by county policy.

Non-Exempt: Non-exempt employees are paid on an hourly basis and are eligible to receive overtime pay for overtime hours, based on criteria established by the Fair Labor Standard or county policy.

Full-Time Regular Employee: Works a regular schedule of 37.5 or 40 hours per week or meets the hours requirements of Section 7(k) of the Fair Labor Standards Act (FLSA).

Part-Time Regular Employee: Works a regular schedule that is, on average, less than 37.5 hours per week, with the exception of Section 7(k) for Sheriff Department employees. Part-time employees, on a pro-rated basis, are entitled to the same benefits as full-time employees, with the exception of Life Insurance and Long Term Disability Insurance, provided they are hired at or averaged at least 20 hours per week for the 12 months preceding their anniversary date. Under federal laws, part-time employees are treated the same as full-time employees under the Fair Labor Standard Act concerning minimum wage and overtime pay.

Job Share Employee: Job sharing means that two (or more) workers share the duties of one full-time job, each working part-time. Employees involved in a job share arrangement must sign a Job Share Agreement.

See the Job Share section of handbook for additional details.

Casual-Call Employee: One who is hired to satisfy or meet the needs of a department which are cyclical and recurring in nature. They may have a regular/consistent, infrequent, or variable schedule and may work as needed throughout the year but they may not work more than 960 hours in a 12-month period. If an employee is anticipated to work beyond 960 hours within a 12-month period, the supervisor should speak with Human Resources to determine whether the status of the employee should be changed.

Temporary Employee: A direct hire temporary employee is an hourly appointment used to fill a classified job title in the county. A temporary employee is one who will be with the county for less than a year and one who has a specific expiration date. Temporary employees are eligible to earn leave and are covered by Social Security and unemployment compensation but do not receive any other fringe benefits.

Seasonal Employee: Any employee who works one hundred twenty days a year or less for the county. These days need not be consecutive. The work being provided does not fulfill a classified job title in the Table of Organization. For example, if an employee works for the months of January, July, and October, then the employee is a seasonal employee.

Intern: A student who works, sometimes without pay, at a trade or occupation in order to gain practical work experience as part of an academic requirement. Internships will most often be viewed as employment, unless described below, relating to other academic compensation. Interns who qualify as employees typically must be paid at least the minimum wage and overtime compensation for hours worked over 40 in a work week. There are some circumstances under which individuals who participate in internships or training programs may do so without compensation. This may apply to interns who receive training for their own educational benefit, if the training meets certain criteria. The determination of whether an internship or training program meets this exclusion depends upon all of the facts and circumstances of each such program.

Contract Workers: Typically hired to cover for absent employees (such as those who are on medical or disability leave) and temporary vacancies or to fill gaps in a county's workforce. Contract workers are typically hired through a temporary staffing agency -- in which case the temp is on lease with the staffing county but not an employee of the county. Contract workers may be contracted to perform work in a range of industries, such as system support, labor, education, information technology, and healthcare. Some temporary jobs may lead to regular employment where appropriate. More often, however, departments procure contracted staff for a specific business purpose while avoiding the cost of hiring regular employees.

Contract workers may work full or part-time but are not eligible for county benefits. Any benefits a worker may be eligible for would be provided by the contracting agency, where applicable. The maximum contract assignment for any temporary contract worker is twelve (12) calendar months. Any assignment needed beyond twelve (12) months must be approved by Human Resources.

Note: Contract workers are not considered benefit eligible employees of Outagamie County and would not fall into the category of Employee as it pertains to this Employee Handbook.

Throughout one's employment with the county, an employee's status may change, whether by voluntary or involuntary means. He/she may be granted a promotion, make a lateral transfer, get laid off, terminate the employment relationship, or become part or full-time. Since changes such

as address and marital status are quite straight forward, they will not be discussed here. Instead, following is an explanation of the usual types of changes that may occur.

Temporary to Regular Status: A temporary employee is one who occupies a temporary slot on the Table of Organization, holds a position of limited duration for a specified period of time, or is hired to perform a specific project. A regular employee is one who occupies a regular slot on the Table of Organization and is expected to remain employed by Outagamie County so long as the work is required and the individual performs in a satisfactory manner. Temporary and regular employees may be either part-time or full-time. A temporary employee who, through continuous employment, obtains regular status in the same job classification in the same department, will have his/her date of employment for the purpose of determining wage rate and date of hire, vacation eligibility, and sick leave accrual established as of his/her date of employment as a temporary employee.

Promotion: A promoted employee is one who accepts a job assignment in a higher classification with a higher pay range. Upon moving to this new position, the employee will receive an adjusted date of hire.

Demotion: A demoted employee is one who is assigned, either voluntarily or involuntarily, to a job in a lower classification with a lower pay range. Whether the employee receives an immediate decrease in salary is determined by the circumstances at the time of the demotion and the spread of the new salary range. Demotions may be made in lieu of layoff, may be used as a disciplinary measure, or can be voluntary. Demotions must be approved in advance by the Human Resources Director. Upon moving to this new position, the employee will receive an adjusted date of hire.

Reclassification: Reclassification is the reassignment of a position from one class to another to recognize a change in the duties and responsibilities of a position or to correct a misclassification in the original assignment. Reclassifications must be approved by the Legislative Audit / Human Resources Committee and County Board. Upon moving to this new position, the employee will receive an adjusted date of hire.

Full-Time / Part-Time: In response to changing business needs or priority, the time allotted to a particular job may change from part-time to full-time, or vice versa. In those cases where a part-time position is expanding to fill full-time hours, or where a full-time position is reducing to part-time, the posting process is not normally followed. Instead, the employee who has the part-time or full-time position expands or reduces his/her hours. Occasionally, when the situation warrants, job sharing one full-time position may be allowed.

Lateral Transfer: When necessary, Outagamie County may change an employee or group of employees from one job to another within the same pay grade. When an employee is transferred to a position in the same pay grade, he/she will not receive an adjustment in pay nor an adjusted date of hire.

An employee in good standing may also request to transfer to another comparable vacant position for which they are qualified. Requests for such voluntary transfer should be made to Human Resources and requires the approval of the employee's department head. Successful completion of an introductory period in the new position is required to make the placement regular. The employee may use earned sick leave, vacation, and other benefits during this introductory period, with department head approval. If at any time during the introductory period

the work of the employee is determined not to be satisfactory, the department heads involved may agree to return the employee to his/her former department and/or former position if a vacancy is available.

Termination: This is a term used to refer to the removal of an employee from the payroll for voluntary or involuntary reasons including dismissal, resignation, retirement, or death.

Layoff: A layoff is the involuntary separation of an employee due to lack of work, lack of funds, the abolishment of a position, or other reason. Layoff plans must be approved by the Human Resources Director before they are implemented. No regular employee will be laid off while there are temporary or newly-hired employees still in their introductory period serving in the same classification in the same department. Layoffs are based on job performance and seniority. Regular employees will receive at least ten (10) business days' notice prior to layoff, and each laid-off employee will be notified of all of his/her rights, including reinstatement eligibility and benefits. Laid-off employees will be held in a layoff pool for a period of time equal to their length of service but no longer than one year. Employees in the layoff pool have a priority for reinstatement when a vacancy occurs for which he/she is qualified. A laid-off employee loses his/her reinstatement rights if he/she does not return to work within ten (10) calendar days after notification. This does not apply to sunset or grant positions.

Employees are not allowed to hold more than one position within the county.



PROPERTY INSPECTION

The county provides desks, filing cabinets, lockers and/or other storage devices, electronic or otherwise, for employee's convenient safekeeping of work materials and personal items. The storage devices remain the property of the county, and the county makes no assurance of an expectation of privacy regarding the contents thereof. Further, the county reserves the right to inspect any and all such storage containers or devices at any time and may inspect personal property on county premises where reasonable suspicion exists that the container or device may contain stolen items, firearms, drugs, alcohol, or other contraband. Further, county information in or on personal containers or devices may be accessed, if necessary, by the county.



RECRUITMENT

The standard of the county is to recruit and select the most qualified persons for county positions. Recruitment and selection is conducted in compliance with all applicable laws. Whenever possible, vacancies are filled from current county employees, providing they meet qualification standards and are the most qualified candidate. Internal applicants who have successfully completed their introductory period may be considered for internal vacancies, or unless an exception is granted from Human Resources. The filling of Union positions is done in accordance

with the applicable bargaining agreement. Recruitment is the responsibility of the Human Resources Department, who works in conjunction with the department in need of staff.

This section sets forth general process guidelines to be used by Outagamie County management personnel relative to the employment function. It is understood that adjustments to this process may be made as dictated by special circumstances. The following process will be the recognized process for employment functions at Outagamie County.

JOB OPENING

Open positions are either identified by a vacancy created or upon approval for an additional position by the County Executive and Board of Supervisors. Positions being requested from the Not Posted list will require approval from the HR Director or their designee.

The hiring manager will complete a requisition request form in the applicant tracking system for submission to Human Resources.

Human Resources will verify the opening against the Table of Organization (TO).

The HR Recruiter, in conjunction with the hiring manager, will review the position job description and update as required.

POSTING

The position will be posted for a minimum of five days (excluding holidays and weekends).

- Human Resources will develop the posting using the duties and requirements found in the job description/class spec and review the posting with the hiring manager.
- Postings will be on the Current Openings sections of the Outagamie County intranet site and internet sites. In addition to the official posting sites, Human Resources and the hiring manager may identify other industry and recruitment sites where the position will be posted.
- Postings will remain on the official posting sites until the position has been filled or a suitable amount of applications have been received.
- Once a position has been posted, the hiring manager(s) can view applicant data within the applicant tracking system and determine next steps within the system.

RECRUITMENT/SOURCING

Methods and timing of external recruitment will be determined by Human Resources and the hiring manager on a case-by-case basis.

Advertising should be coordinated through and tracked by the Human Resources Department. Advertising costs may be charged back to the department.

APPLICANT FLOW

In order to be considered for a position, an applicant must submit his/her application electronically via the applicant tracking system. Only electronic applications will be accepted. Inquiries received in other departments should be directed to apply via the Outagamie County internet/intranet sites.

Unsolicited applications will not be accepted.

All applicants must apply separately for each posted opening.

Human Resources will maintain applicant data and hire records within the applicant tracking system.

SCREENING OF CANDIDATES

The HR Recruiter will work with the hiring manager to determine on a case-by-case basis the process for screening applicants. As requested by the hiring manager, Human Resources will assist in reviewing resumes and applications.

Candidates will be evaluated based upon their qualifications for the job being filled without regard to gender, race, color, religion, age, national origin, sexual orientation, genetic testing, and military service or on the basis on any other protected status.

In general, consideration will be given to applicants in the following order:

- In the case of county employees who are members of a bargaining unit and who may have contractual rights related to the open position within that same bargaining agreement, primary consideration will be given according to the contractual language.
- In the case of non-union employees, selection of candidates for job openings will be determined by the county from the available internal and external applications.
- As a best practice, hiring managers should contact current managers of internal applicants with questions related to overall performance. It is expected that all internal applicants be provided either a telephone or in-person conversation.

INTERVIEWING

The hiring manager will coordinate and conduct interviews of candidates. The HR Recruiter will be available for consultation or to participate in the interview process.

Human Resources should be involved in interviews involving managerial or critical positions.

Hiring managers should establish and utilize set interview questions for all applicants and keep separate notes and comments on candidates interviewed. Notes and comments are not to be recorded on the original resume or application.

Employees are encouraged to discuss their interest in open positions with their supervisor. However, supervisor approval is not required to submit an application if the employee meets all eligibility requirements. When an employee is selected to be interviewed for an opening, the employee must notify their supervisor that they are being considered for a particular opening. Such notification must take place before the interview. Non-exempt/hourly employees will not be paid for the time they are interviewing or testing. They will be allowed to make up that time or take as some sort of leave time. Exempt employees should adjust their schedule accordingly.

Upon completion of interviewing, all accompanying notes and comments should be uploaded to the applicant tracking system by the hiring manager or their designee.

TESTING

The HR Recruiter, in conjunction with the hiring manager, will determine testing needs based on requirements of the position and will determine the point in the interviewing process where testing will be administered.

All testing will either be coordinated through the Human Resources Department or within their respective department.

Test results will be shared with the hiring manager and become part of the candidate's file.

Results of testing will remain valid for a period of six (6) months.

SELECTION

The hiring manager makes the hiring decision. Prior to acting on any employment decision, the hiring manager should consult with the appropriate department head and the HR Recruiter.

REFERENCE CHECKS

Whenever possible, a minimum of two (2) references should be secured prior to any offer of employment being extended. References are to be obtained by the department designee. Human Resources is available for assistance. Documentation of references should be maintained in the employee's personnel file.

OFFERS OF EMPLOYMENT

Starting wage rates will be determined by Human Resources in conjunction with the hiring manager in accordance with established bargaining agreement and compensation administration guidelines.

Start dates of all new hires coincide with the orientation calendar to ensure new hires are beginning employment on an orientation day and complete the necessary steps to be placed on the payroll. There may be exceptions allowed in this timing based on critical business needs. Any exceptions must be discussed with the HR Recruiter and approval obtained from the HR Director.

Verbal offers of employment may be extended by the hiring manager after consultation with the appropriate department head and HR Recruiter. Hiring managers will complete the hire process in the applicant tracking system in order to initiate the written offer letter.

Written offer letters should be drafted by the HR Recruiter. Signed offer letters and applicable new hire paperwork will be provided electronically or in hard copy to the HR Recruiter who will then attach these documents to the exam plan in the applicant tracking system.

New hire details will be provided to the HR Administrative team for entry into HR system.

CONTINGENT OFFERS OF EMPLOYMENT

Offers of employment are contingent on appropriate background check, POPEs (Post Employment Physical Evaluations), education records, required certifications, and/or driver's license requirements.

Education levels will be verified for any position that requires a particular degree level. Verification will consist of receipt of transcripts or direct contact with the educational institution. The Human Resources Department is responsible to ensure that proper verification has been obtained. Documentation regarding education level verification will be filed in the personnel files located in the Human Resources Department.

Human Resources will process the appropriate background request forms upon receipt of signed release of information statements. Sheriff's department will perform investigations and administer appropriate background checks for their hires or those county employees working within the Sheriff's department. Releases must be received and background checks run prior to the employee beginning employment. Exceptions to this will be considered based on Human Resources Director approval.

With the exception of the Sheriff's department, Human Resources will review the report information. Results of background investigations will be forwarded to the hiring manager as applicable. In the case of negative results, a course of action will be determined with the hiring manager and input from Corporation Counsel when appropriate.

Contingency documents will be stored in the employee's personnel file.

RELEASE OF INTERNAL CANDIDATES

It is the responsibility of the hiring manager and the selected employee's current manager to mutually agree on the starting date for the new position. In general the new starting date should be within 20 days (excluding holidays & weekends) of the accepted offer and should begin at the beginning of a pay period.

NOTIFICATION OF UNSUCCESSFUL CANDIDATES

All internal candidates not selected will be notified directly (in person, by phone or e-mail) by either the hiring manager or Human Resources.

Notification to external candidates interviewed but not selected, will be communicated by either telephone or using the notification functionality within the applicant tracking system.



SAFETY AND ACCIDENT PREVENTION

Outagamie County has a long-standing philosophy of taking pride in its practices to ensure the safety, health and well-being of all its employees. This section serves to provide guidance to all employees on the standards the county expects its employees to adhere to.

Employees injured on the job must report the injury to their supervisor immediately. All reports must be filed within twenty-four (24) hours of the injury. Suggestions from all employees regarding safety are welcome and encouraged. See Worker's Compensation section of this handbook for additional details related to reporting an injury.

Employees who transport county clients in their own personal vehicle (excluding motorcycles) and whose vehicle suffers damage during that transport may be eligible for partial reimbursement for damages.

Additional information regarding vehicle usage and insurance coverage requirement can be found on the Risk Administration webpage.



SEPARATION FROM EMPLOYMENT

Employment with Outagamie County is governed by the common law doctrine of "at-will" employment. An employee may be dismissed at any time at the option of the county. In such case of involuntary separation, the employee's supervisor or department head will discuss the proposed action with Human Resources prior to taking action. Employees involuntarily terminated or who resign due to misconduct or poor job performance are not eligible for rehire without department head and Human Resources approval. An employee may quit employment with the county at any time. The publishing of this Employee Handbook does not guarantee or make a promise of employment nor does it create a contractual employment relationship.

Employees are encouraged to provide a two-(2)-week written notice of intent to terminate their employment. This allows the county time to begin a search for the employee's replacement and/or to realign the duties within the department. An employee is considered as having terminated in good standing if he/she gave the fourteen-(14)-day notice or if his/her employment was terminated by the county for reasons other than misconduct. Failure to give proper notice will affect sick leave payout, earned and accrued vacation, etc. In addition to providing a two-(2)-week notice, resigning employees must work on their last day of employment, with the exception of those on an approved medical leave, in order to be considered to have left in good standing.

In most cases, Human Resources or a department representative will collect all county property as appropriate and to discuss final pay. The exit interview is conducted by the Human Resources Department with an employee who is separating from employment with the county and is intended to gain insight into the effectiveness of county practices, to determine where personnel guidelines and processes are in need of review or revision, and to determine where supervisory or managerial practices need modification or improvement. Exit interviews will be provided whenever possible, regardless of reason for leaving, position held, or length of service.

Return of county Equipment: Employees leaving county employment must return county identification cards, cars, books, manuals, keys, tools, equipment, and other county-owned items on or before their last day of work. If applicable, information regarding benefits continuation through the Consolidated Omnibus Budget Reconciliation Act (COBRA) will be sent to the employee's home address.



SHORT-TERM DISABILITY

Short-Term Disability pays the employee a portion of his/her income for a specified period of time, as determined by the plan. The Short Term Disability plan provides coverage for injuries and illnesses that occur outside of work. Employees are eligible if they are an active full-time employee who works at least 37.5 hours per week on a regularly-scheduled basis. Active part-time employees are eligible if their current pro-ration is at or above the threshold for benefit eligibility (i.e., health and dental insurance).

Employees may purchase coverage that would pay a percentage of the employee's weekly earnings. The maximum Voluntary Short-Term Disability Insurance benefit is determined by the plan.

Short-term disability benefits run concurrently with the Family and Medical Leave Act and/or any other leave where permitted by state and federal law. Employees on Unpaid Medical Leave while receiving Short-Term Disability payments are not required to use sick leave or vacation leave balances.



SICK LEAVE

Every full-time employee shall earn one (1) sick day (eight (8) hours or 7.5 hours) for each month of full-time, regular service with the County, regardless of department. A full month of service is any month in which an employee received pay for at least ten (10) times the employee's factor (Full Time Factors: 8 and 7.5; Part Time Factors: As assigned by Payroll or employee's department).

New employees that are eligible to earn sick leave can use it once it is available on the first of the month following their hire date. Any leave taken prior to having it available would be without pay.

Unused sick leave may be accumulated to a total of one hundred and twenty (120) days. Part time employees may accumulate up to 120 days times your factor.

Employees absent from work on legal holidays, during sick leave, vacation, for disability arising from injuries sustained in the course of their employment, or for other authorized leaves of absence with pay shall continue to accumulate sick leave at the regularly prescribed rate during such absence as though they were present for duty.

An employee eligible for sick leave with pay may use such leave upon approval of the manager/supervisor/department head for absence due to illness, injury, exposure to contagious disease, dental or medical appointments or due to illness in the employee's immediate family (i.e., the employee's spouse, or dependent children living in the employee's household) requiring the employee's personal attendance. An employee on sick leave shall inform his/her immediate

supervisor of the fact and reason therefore as soon as possible and failure to do so within reasonable time may be cause for denial of pay for the period of absence. The department head may request a doctor's certificate before approving such leave with pay if three (3) or more consecutive workdays are missed. The department head may also request a doctor's certificate, for any sick leave use, before approving such leave with pay after four (4) instances of sick leave, without a doctor's certificate, are taken in a calendar year.

In the event that an employee becomes ill on the job, the time actually spent off the job shall be charged to sick leave.

Absences for a fraction or part of a day that are chargeable to sick leave in accordance with these provisions may be charged in no less than fifteen (15) minute increments. Sick leave usage of less than fifteen (15) minutes must still be reported as fifteen (15) minutes.

SICK LEAVE AND RETIREMENT - Employees hired prior to January 1, 2014 who are retiring under Wisconsin Retirement will receive a 100% payout of accumulated sick leave. Employees hired on or after January 1, 2014 who are retiring under the Wisconsin Retirement System will receive a graduated percentage payout of up to 120 days of accumulated sick leave based on their length of service with Outagamie County so that: after ten (10) years of service the employee is eligible for a fifty percent (50%) payout of sick leave accumulation; after fifteen (15) years of service the employee is eligible for a seventy-five percent (75%) payout of sick leave accumulation; and after twenty (20) years of service the employee is eligible for a one hundred percent (100%) payout of sick leave accumulation. In the event of the death of an employee, the County will make the same 100% payment to the employee's estate. If an employee does not participate in the life insurance program, the employee may specify a beneficiary with the Human Resources Department for the purpose of this Section.

SICK LEAVE AND RESIGNATION – Grandfathered and accreted employees hired prior to January 1, 2014 who terminate in good standing will receive a 50%-100% payout up to 120 days of accumulated sick leave, based previously agreed to terms.

For all other employees, sick leave is cancelled upon resignation.



SOLICITATION & BULLETIN BOARDS

In order to protect our employees and visitors, solicitation by employees is strictly prohibited while either the employee being solicited or the employee doing the soliciting is on "working time." "Working time" is defined as time during which an employee is not at a meal, on break, or on the premises immediately before or after his/her shift.

Employees are also prohibited from distributing written materials, handbills, or any other type of literature on working time and, at all times, in "working areas," which includes all office areas. "Working areas" do not include break rooms, parking lots, or common areas shared by employees during non-working time.

All required governmental postings are posted on the boards located in the break rooms of county buildings. These boards may also contain general announcements. The county reserves the right to refuse permission to post or to take down any announcement.

Visitors may not solicit or distribute materials anywhere on county property, at any time.



TELECOMMUTING

Telecommuting allows employees to work remotely for all or part of their workweek. Outagamie County considers telecommuting to be a viable, flexible work option when both the employee and the job are suited to such an arrangement. Telecommuting may be appropriate for some employees and jobs but not for others. Telecommuting is not an entitlement, it is not a county wide benefit, and it in no way changes the terms and conditions of employment with Outagamie County. This guidance provides a general overview and does not attempt to address each unique situation or technology need.

Telecommuting is not designed to be a replacement for appropriate child care. Although an individual employee's schedule may be modified to accommodate child care needs, the focus of the arrangement must remain on job performance and meeting business demands. Prospective telecommuters are encouraged to discuss expectations of telecommuting with family members prior to entering a trial period.

PROCEDURES

Telecommuting can be informal, such as working remotely for a short-term project or a formal set schedule of working away from the office as described below. Either an employee or manager can suggest telecommuting as a possible work arrangement.

Any telecommuting arrangement made will be on a trial basis for the first three months and may be discontinued at will and at any time at the request of either the telecommuter or the supervisor/county. Every effort will be made to provide 30 days' notice of such change to accommodate commuting, child care and other issues that may arise from the termination of a telecommuting arrangement. There may be instances, however, when no notice is possible.

ELIGIBILITY

Individuals requesting formal telecommuting arrangements must be employed with Outagamie County for a minimum of 6 (six) months of continuous, regular employment and must have a satisfactory performance record.

Before entering into any telecommuting agreement, the employee and manager, with the assistance of the Human Resources and Information Technology departments, will evaluate the suitability of such an arrangement, reviewing the following areas:

Employee suitability. The employee and manager will assess the needs and work habits of the employee, compared to traits customarily recognized as appropriate for successful telecommuters.

Job responsibilities. The employee and manager will discuss the job responsibilities and determine if the job is appropriate for a telecommuting arrangement.

Equipment needs, workspace design considerations and scheduling issues. The employee and manager will review the physical workspace needs and the appropriate location for the telework. This can be done in person or virtually, as requested.

Tax and other legal implications. The employee must determine any tax or legal implications under IRS, state and local government laws, and/or restrictions of working out of a home-based office. Responsibility for fulfilling all obligations in this area rests solely with the employee.

The employee understands that he/she is responsible for all equipment needs related to a home workspace, with the exception of a county provided laptop/tablet. The County will provide supplies related items such as: paper, ink, pens, etc. The county will not provide laptops for the purpose of working remotely. Only employees identified as having a need for a laptop when working onsite will be provided a county laptop, which can then be used for remote work as needed.

If the employee and manager agree, and the Human Resources department concurs, a draft telecommuting agreement will be prepared and signed by all parties, and a three-month trial period will commence.

Evaluation of telecommuter performance during the trial period will include regular interaction, by phone and e-mail between the employee and the manager, and weekly face-to-face meetings to discuss work progress and problems. At the end of the trial period, the employee and manager will evaluate the arrangement and make recommendations for continuance or modifications.

EQUIPMENT

With the exception of a county issued laptop, the employee will be responsible for providing/acquiring the appropriate equipment needs (including hardware, software, high speed internet, secure Wi-Fi, phone lines and other office equipment) for each telecommuting arrangement, at their own expense. The Human Resources and Information Technology departments will serve as resources in this matter. Outagamie County reserves the right to make determinations as to appropriate equipment, subject to change at any time, and in ensuring proper security is in place to protect County related data.

Outagamie County will supply the employee with appropriate office supplies (pens, printer ink, paper, etc.) as deemed necessary. Outagamie County will also reimburse the employee for business-related expenses, such as phone calls and mailing costs that are reasonably incurred in carrying out the employee's job.

The employee will establish an appropriate work environment within his or her home for work purposes. Outagamie County will not be responsible for support of personally owned equipment, costs associated with the setup of the employee's home office, such as remodeling, furniture or lighting, nor for repairs or modifications to the home office space. Outagamie County Information Technology Department will not provide technical support for personal equipment, even when co-mingled with county provided equipment. For liability reasons, Information Technology will also not remote into personal equipment and some technical issues for county equipment may need to be addressed onsite.

SECURITY

Employees must adhere to all Federal State and local confidentiality laws including *but not limited* to 45CFR160-164 Wis. Stat. §146.81 and .82 (HIPAA protected health information), Wis. Stat. Chapters 51, 54 and 55 (Mental Health and Guardianship Information), and Wis. Stat. Chapters 48, 938, and 118 (Protected Juvenile Information). Employees who choose to operate under this agreement are responsible for ensuring that all confidential information deemed to be confidential under these or any other applicable state, federal or local law remains confidential. Maintaining confidentiality includes working in a location where third parties, including family members, will not be able to overhear or see confidential information in any format, written, verbal or electronic. Employees must also take steps to secure this information including the use of locked file cabinets and desks, regular password maintenance, and any other measures appropriate for the job and the environment.

SAFETY

Employees are expected to maintain their home workspace in a safe manner, free from safety hazards. Outagamie County will provide each telecommuter with a safety checklist that must be completed at least twice per year. Injuries sustained by the employee in a home office location and in conjunction with his or her regular work duties are normally covered by the company's workers' compensation policy. Telecommuting employees are responsible for notifying the employer of such injuries preferably by the end of the work shift, or as outlined in a departmental policy. The employee is liable for any injuries sustained by visitors to his or her home worksite.

Employee request forms and supervisor assessment forms can be found on the Human Resources webpage located on MyOC.



TERMINATION

The Human Resources Department wants terminations to be conducted accurately and efficiently for both the employee and Outagamie County. Based on the type of termination, certain information must be provided to Human Resources.

This section will define the steps required to process an employee's termination, whether it is an involuntary termination, voluntary termination, or retirement.

Involuntary Termination: Determination by the employer that the employee's services are no longer needed. Misconduct has occurred or the employee is unable to perform satisfactorily. Note: Does not include layoff which is considered a temporary arrangement with return to work possible.

Voluntary Termination: Determination by the employee where his/her desire to continue the employment relationship with Outagamie County no longer exists.

Retirement: Voluntary withdrawal from one's position with Outagamie County, similar to voluntary termination, but receives a Wisconsin Retirement annuity.

INVOLUNTARY TERMINATION

Prior to termination, the Human Resources department will need to be contacted and a file review will need to be completed. No involuntary terminations can take place without approval from the Human Resources Director.

In the case of involuntary termination, a meeting should be scheduled with the employee, the employee's manager, and a member of the Human Resources team to discuss the details of the termination. If there are any safety concerns regarding the employee's reaction or behavior after notification, notify someone in the Sheriff's department in advance of the termination so a deputy can be placed on standby.

All involuntary terminations should be done with two persons present with the employee.

Prior to or immediately after, make arrangements for Information Technology to discontinue system access and to contact department IT resource to discontinue any department specific access.

Meet with the employee in a neutral area, such as a conference room. Inform the employee of his/her last day and termination reason.

Inform the employee that benefits information will be mailed to them and encourage the employee to contact the Employee Benefits Specialist for detailed benefits information. The exiting employee should also be given a copy of the Termination Frequently Asked Questions document.

Retrieve all keys, the ID badge, and any other county property before the exiting employee leaves the building.

Complete a Personnel Action in HR System to notify HR, Payroll, IT, and Maintenance. The Personnel Action should indicate if the employee is eligible for any normal payouts.

VOLUNTARY TERMINATION

Obtain a signed resignation from the employee indicating the employee's last day of work and complete a Personnel Action in HR System to notify HR, Payroll, IT, and Maintenance. The Personnel Action should indicate if the employee is eligible for any normal payouts.

Employees must provide two weeks' notice in order to be considered as Leaving in Good Standing. Direct the employee to the Leaving in Good Standing policy indicating what needs to be done or can be done their last two weeks.

Human Resources will contact the employee regarding an exit interview.

For employees subject to annual audiogram requirements, the supervisor will contact an appropriate medical provider to obtain an exit audiogram prior to the employee's last day of work. Contact the Risk Administrator for assistance.



TIME REPORTING

Accurately reporting time worked is the responsibility of every employee and his/her supervisor/manager. Outagamie County must keep an accurate record of time worked to calculate employee pay and benefits.

Accurate time reports showing all time actually worked or time to be paid are required. These records are required by governmental regulations and are used to calculate regular and overtime pay. At the end of each pay period, the employee and his/her supervisor must submit the time record attesting to its accuracy, before final submission for processing.

Highway Employees: Time and equipment used must be prepared by the employee daily and submitted to the foreman.



TOBACCO FREE WORKPLACE

A tobacco-free environment helps create a safe and healthy workplace. Outagamie County recognizes the hazards caused by tobacco use and exposure to second-hand tobacco smoke. Our goal is to provide a safe and healthy workplace environment for all employees and visitors.

No use of tobacco products including, but not limited to, cigarettes, e-cigarettes, and "spit tobacco" will be allowed within the facilities of Outagamie County, and employees must abide by department vehicle policies at all times.

Smoking or tobacco use shall be permitted only during break times and in designated smoking areas located at least 20 feet outside of the building entrance.

All materials used for smoking in designated smoking areas, including cigarette butts and matches, will be extinguished and disposed of in appropriate containers.



TRAVEL

Travel regulations as set forth herein are subject to approval by the Outagamie County Board of Supervisors. Included are mileage reimbursement rates, portage tips, moving expenses, temporary lodging allowances, meals and lodging rates and other employee travel related expenses. All travel paid or reimbursed to employees from county-administered funds must be done in compliance with these regulations, regardless of the funding source. Anticipated travel expenses are to be appropriated as part of the annual budget process.

Employees who travel are expected to exercise good judgment when incurring travel costs. An employee may be reimbursed for reasonable and necessary travel expenses actually incurred in the performance of official duties in accordance with the provisions herein. Reimbursement is generally limited to the most reasonable cost-effective transportation available.

A claimant shall not seek reimbursement for goods or services provided free of charge, not personally paid for by the claimant, reimbursed by another source, or which will be paid or reimbursed from another source. Any reimbursement which is received by the employee from another source for the same costs reimbursed by Outagamie County shall be deposited back to the county funding source which was initially charged.

Only travel expenses related to the conduct of Outagamie County business, including meetings, conferences, and other appropriate departmental activities, may be reimbursed.

See the My OC webpage <http://myoc.org/departments/financial-services> for additional details related to this policy.



UNPAID LEAVES OF ABSENCE

The reason for Unpaid Leaves of Absence is for the county to allow time off, flexibility for employees, or reduce county expenses by providing an opportunity for employees to voluntarily take time off without pay. Additionally, Unpaid Leaves of Absence may be required if an employee does not have any paid leave balances, as outlined below.

ELIGIBILITY

All full-time and part-time employees of Outagamie County. This leave is not to be used in lieu of Unpaid Medical Leave.

PROVISIONS

Typically, participation in the program is subject to approval of the employee's supervisor and/or department head when an employee has exhausted their paid leave balances.

Requests to take unpaid time off will be reviewed on a case-by-case basis and may be granted at the sole discretion of the county, department or division.

Leave may be granted as a continuous block of time or in 7.5, 8, or part-time hour increments. Less than eight-hour increments may be allowed at the discretion of the department head.

An employee's vacation, floating holiday and compensatory time balance(s) MUST be exhausted before he/she can utilize an unpaid leave of absence.

If an employee is ill and does not have paid sick leave available, the employee will be required to substitute and exhaust remaining vacation, floating holiday, and/or compensatory time balance(s) before becoming eligible for unpaid time off.

If the leave is initiated by the department, the employee's current benefits (i.e.: vacation and sick leave accrual, and county sponsorship of the insurance programs for which the employee is a current participant) and status (full-time or part-time at a specific proration) will be maintained.

If unpaid leave is not initiated by the department, full-time employees will be responsible to ensure they are paid enough hours within a month to maintain health and dental benefits or will be responsible for the entire portion of the benefit contribution to maintain their benefits. If the leave is two (2) weeks or longer and/or may affect the employee's ability to have ten (10) times their Factor worth of pay on their timesheet in a month, the Unpaid Leave of Absence Request Form must be completed and sent to Human Resources. The form may be found on the intranet.

If an observed holiday occurs during an employee's unpaid leave, or occurs either the normally scheduled work day(s) prior to and / or normally scheduled work day(s) following an observed holiday, the employee will not receive his/her normal holiday pay for that holiday. The holiday may be paid in the case of a department initiated leave.

Employees who are receiving Short Term Disability (STD) payments from the voluntary STD insurance plan must be on an Unpaid Medical Leave, if not already on FMLA, in conjunction with the STD. Similarly, employees are not eligible to be on another leave while on an unpaid leave of absence.

The county reserves the right to rescind or modify the program with or without notice, and at its sole discretion.

PROCESS

Employees requesting an unpaid leave of absence must notify their immediate supervisor of their need for leave and the day(s) requested. If the leave request is approved and this is the first time the employee is requesting an unpaid leave of absence, the supervisor must inform the payroll department to add this pay code to the employee's self-service timesheet.

The employee must record time used as Unpaid Leave of Absence as part of the time reporting process.



UNPAID MEDICAL LEAVE

An employee who has exhausted or is not yet eligible for paid sick, vacation or compensatory time and who still is unable to work because of the employee's non-work related illness or injury may, upon prior written request may be granted an unpaid medical leave of absence not to exceed six (6) months by the Human Resources Director (or their designee). Such leave may be extended up to an additional six (6) months by the Human Resources Director (or their designee) upon prior written request. Where it is impossible to make a prior written request, such request shall be made as soon as possible.

Such requests shall be submitted to Human Resources and shall be accompanied by a doctor's certificate substantiating the need for such medical leave of absence. An employee granted such medical leave under this provision shall be required, at the discretion of the Human Resources

Director (or their designee), to furnish the county with a medical report from his/her doctor for each six (6) weeks of leave.

An employee who is on an extended medical leave of absence may be placed in a similar position within one (1) year with a doctor's certificate. While the county may rely upon the determination of the employee's doctor regarding the employee's request for a leave or any extension, or for the employee's return to work, it shall have the right to obtain a second opinion from another doctor, mutually agreed upon by the employee and the county, for any extension or return to work with which a final determination will be made. If the county requires a second opinion from another doctor, the county will pay the cost of such opinion. In the event a second doctor is not mutually agreed upon, the employee and the county shall each submit three (3) doctors qualified in the area of illness or injury involved. From those six (6) doctors, five (5) names will be drawn. The parties shall then proceed to alternately strike names from that panel until a doctor is selected. The striking order shall be determined by a coin toss.

Employees on an unpaid leave of absence because of such non-work related illness or injury who are enrolled in the group health and/or dental insurance program shall be permitted to continue their participation in such programs while on such leave, under the applicable COBRA provisions. The county shall pay the county's share of the premium for any month in which a full or part time employee received pay for at least ten (10) times their Factor in a month.

Employees on an unpaid leave of absence because of such non-work related illness or injury who are enrolled in the life insurance plan can elect up to twelve (12) months of continuation by paying the group rate premium to the County Treasurer by the twenty-fifth (25th) of the month for the following month's coverage. However, for absence caused by such non-work related illness or injury, the county shall pay the life insurance premiums during the elimination period for the waiver of life premium. The cessation of this county sponsorship for the life insurance plan shall be triggered by the end of the nine (9) month time frame, employee's return to work, denial of the waiver premium by the life insurance company, or death, whichever occurs first.

Employees on Unpaid Medical Leave while receiving Short-Term Disability payments are not able to use sick leave or vacation leave balances.



VACATION

Outagamie County recognizes the importance of time off from work to relax, spend time with family, and enjoy leisure activities. The county provides paid vacation time to full-time and benefit-eligible part-time employees for this purpose, and employees are encouraged to take vacation during the year. Part-time employees who are regularly scheduled to work 20/30 or more hours per week (depending on the department) will be eligible for paid vacation on a pro-rated schedule.

Vacation is determined by an anniversary year system, where on the anniversary date of hire, the employee is granted a new allotment of vacation benefit. The exact allotment granted is determined by the years of continuous service, the full-time/part-time status, and the employee's continuity of service.

Vacation benefits for full-time employees are accrued at the rate of one-twelfth (1/12th) of the employee's authorized vacation for each full month of employment in the previous anniversary year. A full month of employment is any month in which an employee received pay for at least ten (10) times the employee's Factor (Full Time Factors: 8 and 7.5; Part Time Factors: As assigned by Payroll or employee's department).

Part-time employees meeting the benefits-eligibility requirements of the county receive a pro-rated portion of the vacation allotment, according to actual time worked in relation to a full-time employee with the same number of continuous years of service. Vacation hours are determined on the employee's anniversary date of hire by Financial Services, taking into account the hours paid during the twenty-six (26) pay periods immediately prior to the anniversary date.

Vacation granted upon hire within the first year of employment may be adjusted if an employee takes a new position or posting. For example, if a part time employee takes a full time posting within the initial year of hire, his or her vacation balance will be increased based on the number of months in the full-time position. Conversely, for example, if a full time employee takes a part time position within the initial year of hire, his or her vacation will be reduced based on the number of months in the part time position.

Vacation can be taken at times mutually agreed upon by the employee and his/her supervisor. Employees are encouraged to take their vacation in half day, full day, or full week increments. However, a department head may allow vacation time to be used in as small as fifteen (15) minute increments.

An employee who presents an acceptable medical excuse from his/her physician as proof of illness, and which includes the dates of the illness, may have that portion of his/her vacation leave converted to available sick leave.

Vacation allowances are not cumulative from year to year. However, on those occasions when an employee has not used all his/her vacation allotment prior to reaching his/her anniversary date, a maximum of five (5) days will be automatically carried over into the employee's next anniversary year. Any accumulated vacation over five (5) days will only be carried over with written approval of the department head and Human Resources. Benefit eligible part-time employees vacation carryover will be prorated. This carry over vacation must be used prior to the employee's following anniversary.

Upon leaving in good standing from county service and following one (1) year of employment, an employee shall be paid for all unused vacation leave at the time of his/her leaving county employ due in the current anniversary year plus a pro-rated amount of vacation allowance due in the succeeding anniversary year, based on length of service subsequent to the employee's anniversary date. Leaving in good standing includes death and retirement and also voluntary termination, where the employee gives notice thereof at least fourteen (14) calendar days prior thereto and remains in active employment during such fourteen (14) day period, and termination caused by layoff, but it does not include discharge for disciplinary reasons. Such pro-rated amount will be computed on the employee's eligibility as of the time of termination, during the second year – pro-ration of two weeks, etc. In the event of the death of the employee, any wages and vacation payments due the employee will be made by a check issued to the employee's life insurance beneficiary, or if none is designated, to the estate of the employee. If an employee does not participate in the life insurance program, the employee may specify a beneficiary with the Human Resources Department for purposes of this Section.

Those employees who terminate in good standing, following one year of service, will be paid for earned but unused and/or accrued vacation allowance. However, if the employee terminated employment prior to completing an anniversary year of continuous service, he/she is not eligible for any vacation payout. Employees satisfying the service criteria will receive payment for accrued vacation allowance on a pro rata basis from the previous anniversary date to the date of termination (computed to the nearest one-quarter (1/4) month) and based on his/her eligibility level as of the date of termination and the provisions of the definition of "full month", above.

Retiring employees may extend their final date of retirement up to 30 days, by using unused vacation days, provided they satisfy the adequate fourteen (14) day notice provisions.

Employees who are leaving in good standing must have any vacation requests for time off during their fourteen (14) day period of notice re-approved by their department head, and cannot have vacation as their last day of pay, unless the absence was pre-approved, due to medical leave, or the result of retirement.

Employees who are on Federal Family Medical Leave will be required to use their vacation accumulation if they remain off work and have exhausted their sick leave accumulation following their choice period, unless on short-term disability.

A full-time employee's earned vacation to be taken during his/her anniversary year is determined as of the anniversary date of employment. Service shall be construed as full-time regular service with the county, regardless of department.

Each department head/manager/supervisor shall approve vacation in accordance with operating requirements, and insofar as possible, based upon a request of the employee.

Below is a table outlining the vacation schedule for all employees.

	Upon Hire	After three years of service	After eight years of service	After 15 years of service
ALL EMPLOYEES (excluding DSA)	Two Weeks	Three Weeks	Four Weeks	Five Weeks



VISION INSURANCE

The county offers single, employee plus one, employee plus children, and family voluntary vision insurance for those that are benefit eligible. Vision Insurance is paid 100% by the employee.

Vision insurance coverage provides an opportunity for employees to save money on routine vision exams, contacts, eyeglass frames, and lenses. Additional details regarding this benefit can be found on the Human Resources webpage.



VOLUNTARY SHARED LEAVE

The Outagamie County Human Resources Department administers a County Executive initiative called Voluntary Shared Leave which allows one employee to assist another employee by donating earned vacation in case of a prolonged, life-threatening medical condition or accident which exhausts the employee's available paid leave sources, i.e. sick leave, vacation, floating holiday and compensatory time, and forces the employee to be on a leave without pay.

Because Voluntary Shared Leave is a County Executive initiative, authorizations and approvals under this program are at the sole discretion of the County Executive.

This section of the handbook describes the conditions under which an employee may be eligible to receive or donate leave, the process of application for receipt or donation of leave, and provides forms for those purposes.

Voluntary Shared Leave is intended to be used by employees with a prolonged, life threatening medical condition or one that is likely to require an employee's absence from work for a prolonged time.

Voluntary shared leave does not apply to incidental, normal, and/or short-term medical conditions or illnesses. This includes conditions such as short-term, sporadic recurrence of chronic allergies or conditions; short-term or sporadic absences due to contagious disease; or short-term, recurring medical or therapeutic treatments. These examples are illustrative only, and are not intended to be all inclusive. Each case will be examined and decided based on its conformity to policy intent.

Voluntary shared leave is not intended to circumvent the requirement of management to have duties performed, or limit management's right to deny a request for leave without pay.

RESPONSIBILITY

Human Resources responsible for coordinating this program and interacting between the employees involved, the County Executive or his/her designee, and Payroll staff.

GUIDELINES

Donated hours can be used while an employee is on a Family and Medical Leave or unpaid Medical Leave as described in the Employee Handbook, or Collective Bargaining Agreement. When an employee is on unpaid Medical Leave and using shared leave, the income generated by the shared leave will not disqualify the employee from eligibility for the unpaid Medical Leave.

Employees on worker's compensation are not eligible to participate in Voluntary Shared Leave as a recipient.

Employees who are receiving Short Term Disability (STD) payments from the voluntary STD insurance plan available through Outagamie County are not eligible to participate in Voluntary Shared Leave as a recipient.

Program participation is limited to 1,040 hours (prorated for part-time recipients), either continuously or, if for the same condition, on a recurring basis. Additional verification from the physician may be required. The number of hours of leave an employee can receive is equal to the projected recovery or treatment period (up to a maximum of 1,040 hours), less the employee's combined vacation and sick leave balance as of the beginning absence, including Family and Medical Leave.

The employee must exhaust all available vacation, sick leave, floating holiday, and compensatory time (comp time) before using any donated shared leave.

Shared leave ends when the employee returns to work, even for a part of the employee's regular shift. In the event that there is a balance of donated leave when the employee returns to work, the donated leave will be returned to the donator(s) in reverse order of the date the donation was received in Human Resources.

The establishment of a leave bank for use by unnamed employees is prohibited. Leave must be donated on a one-to-one personal basis.

An employee may not directly or indirectly make any attempt to intimidate, threaten, or coerce any other employee for the purpose of soliciting leave. Such action is considered a personal conduct issue and subject to disciplinary action, including dismissal.

All information from the applicant and the donator will be kept strictly confidential, including the identity of the donator. In the event the applicant wishes to divulge any information, medical or otherwise, he/she can do so. However, there will be no release of information by Outagamie County, Human Resources, or Payroll, with the exception of a short announcement in the County Executive's Newsletter if the recipient signs a release.

ELIGIBILITY

Any county employee who is eligible to accrue vacation may participate in this program and may apply to receive leave donations at any time when faced with a prolonged, life threatening medical condition.

A prolonged, life-threatening medical condition is one which has already or is likely to require an employee's absence from work for a prolonged period. A prolonged period is generally considered to be at least twenty (20) consecutive work days.

An exemption to the twenty (20) day requirement may be made if the employee has had previous, random, and excessive absences for the same condition as that for which shared leave is currently being requested; or if the employee has had a different but prolonged, life-threatening medical condition within the past twelve (12) months.

PROCESS

An eligible employee may apply to receive shared leave by submitting a completed Application to Receive Voluntary Shared Leave form to the Human Resources Department.

Only those applicants who currently have a zero balance in all paid leave accounts, i.e. sick leave, vacation, compensatory time, and floating holiday, will be considered.

The employee requesting the shared leave must provide a physician's statement describing the specific nature of the medical condition, prognosis, and the estimated recovery or treatment time. To do this, the employee can either attach such certification to the application form, or, in the event the employee is currently on Family and Medical Leave, he/she can choose to use the Health Care Provider Certification that justified that leave, so long as the date of the Family and Medical Leave Certification is within twelve weeks of the date of the Voluntary Shared Leave application. If an employee has used all of his/her Family and Medical Leave and is now applying for or is currently receiving unpaid Medical Leave, he/she must once again provide a certification from his/her physician justifying the need for the continued absence.

Human Resources will research the requesting employee's attendance history, provide information as to paid leave balances; and present the application form to the County Executive or his/her designee who will approve or deny the request.

The employee requesting the shared leave will be informed by Human Resources as to the results of the approval process.

DONATION PROCESS

Any eligible employee, i.e. one who currently has earned vacation in his/her vacation account, can donate vacation leave to another eligible employee. Attempts to donate sick leave, compensatory time or floating holidays will not be approved.

An employee may donate shared leave by submitting a completed Voluntary Shared Leave Donation form to the Human Resources Department.

An employee may not donate more than his/her available earned vacation amount.

The minimum allowable donation must be equal to the donator's full workday increments, whether in eight (8) hour, seven and one-half (7.5) hour, or prorated (part-time) blocks.

A full-time employee's donated hours, whether eight (8) hour or seven and one-half (7½) hour blocks, will be received by the full-time applicant in that same increment. That is, if an employee who normally works a seven and one-half (7½) hour day donates a day to an applicant who normally works an eight (8) hour day, the donation will be credited as seven and one-half (7½) hours. Likewise, if an eight (8) hour employee donates a day, it will be received by the seven and one-half (7½) hour recipient as eight (8) hours. In the event a part-time employee donates one of his/her regular days, for example a four (4) hour day, to a full-time employee, that recipient will receive four (4) hours. In the event a full-time employee donates an eight (8) hour day to a part-time employee, the part-time recipient will receive eight (8) hours. At no time will a recipient be paid for more than the number of hours they normally work. In all cases, donations will be credited to the first day the recipient has been unpaid. For example, if the recipient had unpaid days beginning June 2nd, and on July 10th he/she received a donation of one (1) day, that donation would be paid out on the current check cycle but credited to June 2nd.

Human Resources will confirm that an employee who wishes to donate earned vacation actually has the vacation, will coordinate the donation with Payroll, and will inform the employee that his/her donation has been accepted or rejected.

DISCLAIMER

The Voluntary Shared Leave Program is an initiative of the County Executive and may be continued or discontinued at any time and without recourse by the participants in this Program.

The form to request Voluntary Shared Leave can be obtained from Human Resources.



VOLUNTEERS

Outagamie County recognizes the value of the contributions made by volunteers to the community and in support of county programs. However, volunteers also expose the county to potential risk and liability. Proactive risk management efforts can control and minimize liability exposures and help ensure that the use of volunteers is a positive experience for the volunteers, Outagamie County and its' residents.

This section of the handbook sets forth minimum requirements for the use of volunteers in support of county objectives. Due to the nature of various volunteer programs throughout the county, additional steps, training or safeguards may be prudent or required and are not limited by this section.

A volunteer of Outagamie County is defined as an individual recognized and authorized by Outagamie County or one of its' officials, agents or employees to perform services on behalf of Outagamie County without receipt of salary or compensation other than expense reimbursement.

RESPONSIBILITY

It is the responsibility of the management staff of each department utilizing volunteers to ensure the provisions of this section of the handbook are followed and that any additional steps, training or safeguards which would minimize exposure to liability are instituted.

The Human Resources Department, Risk Administrator, Corporation Counsel and other departments are available as needed to assist with evaluation of technical issues associated with the operation of the volunteer programs.

INSURANCE COVERAGES

General Liability. The county's general liability insurance policy provides that any expressly authorized volunteer of the county, while acting within the scope of their volunteer service, is covered by the policy, subject to its terms, conditions and exclusions.

If a volunteer's actions cause physical injury or property damage to another and the injured party files a claim against or sues the volunteer, the county or its insurer will defend the volunteer and be responsible for any financial judgment incurred, provided that the volunteer was acting within the scope of his/her responsibilities, gives notice of the claim to the county and cooperates in the defense or litigation.

Automobile Liability. The county's automobile liability insurance policy states that anyone operating a county owned vehicle with the permission of the county, or their personal vehicle while conducting county business, is an insured subject to policy terms, conditions and exclusions.

However, when using a personal vehicle, the county's automobile liability coverage is secondary, or excess, over any other insurance available to the volunteer. Volunteers who use their own vehicle to conduct county business should confirm with their insurance provider that there is coverage for such use. The county does not provide any physical damage coverage for the volunteer's personal vehicle.

For any volunteer that is likely to drive in the course of their service, the Department is required to obtain and maintain on file a Certificate of Insurance or Insurance Identification Card that verifies automobile insurance coverage at least equal to the Wisconsin minimums. The Department will also obtain evidence of continued coverage if the volunteer's insurance expires during the term of service with the county. State minimums are listed on the Risk Administration website under the "Insurance Info" tab.

Volunteer Accident Policy. The county provides accident insurance to all volunteers which covers medical, dismemberment and death benefits to a maximum of \$25,000 per occurrence along with a \$1,000 dental benefit. These benefits are payable for an injury sustained while on the county premises and participating in authorized volunteer work or while traveling in connection with volunteer activities while under direct supervision of the county. The county does not provide any coverage for loss of income, permanent disability or other non-monetary damages or injuries.

Reporting. Volunteers must report all incidents/accidents related to their volunteer service to their supervisor as soon as possible and complete a Volunteer Report of Injury or Accident (Addendum 3) which must be forwarded to the Risk Administrator within 48 hours. Verbal notification to the Risk Administrator should be made as soon as possible.

MINIMUM PROCEDURAL REQUIREMENTS

All volunteer candidates should be screened and interviewed based on interests and suitability for the responsibilities of the assignment by the supervising department. References should be obtained, documented and retained.

Basic information will be collected and maintained by the supervising department or agency for all individuals retained as volunteers prior to the provision of any services on behalf of the county. The basic information will include: Name, Telephone Number, Address and Date of Application.

An Outagamie County Volunteer Information Form is attached (Addendum 1). Use of this particular form is optional. Based on the nature of the volunteer assignment, additional information may be required.

Criminal Background Investigations will be required for volunteers who are assigned tasks in which there will be unsupervised interaction with clients and/or where the handling of money or sensitive information is involved. The Human Resources Department will pay for Criminal Background Checks and will assist with processing the checks as necessary. Any questionable information obtained in a background check should be discussed with the Human Resources Department or Risk Administrator.

Motor Vehicle Operations Checks are required for all volunteers whose responsibilities will include driving any vehicle (county or personal) in the fulfillment of their assignments. Any check that reveals an infraction within the past 3 years must be reviewed with the Risk Administrator. Details for completing Motor Vehicle Operations Checks can be found on the Risk Administration website under the "Insurance Info" tab.

The supervising department or agency will provide all volunteers with a written description of their responsibilities and duties and should include at a minimum: volunteer title, supervisor or point of contact, objective of the position, duties of the position, and requirements necessary to perform the duties. The supervising department or agency will control the time and activities of the volunteer and maintain records which will, at a minimum, indicate the beginning and end of volunteer service for each individual.

All volunteers should receive basic training on how to carry out their responsibilities. Based on the complexity and responsibility of the assignment, instruction will vary from an informal orientation to a formalized training program. Training will include safety issues and incident reporting information.

It will be the responsibility of the supervising department or agency to monitor the performance of volunteers and ensure that volunteers are performing up to standards and in the best interests of the county. Those not performing up to expectations will be relieved of their responsibilities.

RECORDS RETENTION

Records of each volunteer's basic information, begin and end dates, and any other pertinent information will be retained by the supervising department or agency for a period of seven years. In the event a juvenile is retained as a volunteer, those records will be kept for a period of seven years from the date the individual reaches the age of majority (18).

A copy of the Volunteer Form can be obtained from Human Resources.



WHISTLEBLOWER PROTECTIONS

A whistleblower as defined by this policy is an employee of Outagamie County who reports an activity that he/she considers to be illegal or dishonest to one or more of the parties specified in this Policy. The whistleblower is not responsible for investigating the activity or for determining fault or corrective measures; appropriate management officials are charged with these responsibilities.

Examples of illegal or dishonest activities include but are not limited to violations of federal, state or local laws; billing for services not performed or for goods not delivered; and other fraudulent financial reporting.

If an employee has knowledge of or a concern of illegal or dishonest fraudulent activity, the employee is to contact the Human Resources Director or their designee. The employee must exercise sound judgment to avoid baseless allegations. An employee who intentionally files a false report of wrongdoing will be subject to discipline up to and including termination.

Whistleblower protections are provided in two important areas – confidentiality, and anti-retaliation. Insofar as possible, the confidentiality of the whistleblower will be maintained. However, identity may have to be disclosed to conduct a thorough investigation, to comply with the law and to provide accused individuals their legal rights of defense. Outagamie County will not retaliate against a whistleblower. This includes, but is not limited to, protection from retaliation

in the form of an adverse employment action such as termination, compensation decreases, or poor work assignments and threats of physical harm. Any whistleblower who believes he/she is being retaliated against must contact the Human Resources Director immediately. The right of a whistleblower for protection against retaliation does not include immunity for any personal wrongdoing that is alleged and investigated.

In the event that such a report requires disclosures of trade secrets, the DTSA provides for immunity to the employee for certain disclosures of trade secrets.

Pursuant to 18USC1893(3) and Wis. Stat. § 134.90(1)(c), the term “trade secret” means all forms and types of financial, business, scientific, technical, economic, or engineering information, including patterns, plans, compilations, program devices, formulas, designs, prototypes, methods, techniques, processes, procedures, programs, or codes, whether tangible or intangible, and whether or how stored, compiled, or memorialized physically, electronically, graphically, photographically, or in writing if— (A) the owner thereof has taken reasonable measures to keep such information secret; and (B) the information derives independent economic value, actual or potential, from not being generally known to, and not being readily ascertainable through proper means by, another person who can obtain economic value from the disclosure or use of the information.

Defend Trade Secrets Act (DTSA) Compliance: "Immunity from Liability for Confidential Disclosure of a Trade Secret to the Government or in a Court Filing:

(1) Immunity—An individual shall not be held criminally or civilly liable under any federal or state trade secret law for the disclosure of a trade secret that—(A) is made—(i) in confidence to a federal, state or local government official, either directly or indirectly, or to an attorney; and (ii) solely for the purpose of reporting or investigating a suspected violation of law; or (B) is made in a complaint or other document filed in a lawsuit or other proceeding, if such filing is made under seal.

(2) Use of Trade Secret Information in Anti-Retaliation Lawsuit—An individual who files a lawsuit for retaliation by an employer for reporting a suspected violation of law may disclose the trade secret to the attorney of the individual and use the trade secret information in the court proceeding, if the individual—(A) files any document containing the trade secret under seal; and (B) does not disclose the trade secret, except pursuant to court order."



WISCONSIN RETIREMENT SYSTEM

Employees expected to work 1200 hours and at least one year are eligible to participate in the Wisconsin Retirement System (WRS) as administered by Employee Trust Fund (ETF). This State-administered program covers employees from the first day in a qualifying position; however, employees hired on or after July 1, 2011 will be subject to a five (5) year vesting requirement.

The retirement plan consists of two parts: an employee-required portion and an employer-required portion. Outagamie County pays the employer portion, and employees are responsible for paying the employee-required portion. However, Sheriff's Department protective status

management staff hired prior to July 1, 2011 will have the same Wisconsin Retirement System contribution arrangement as the Deputy Sheriff's Association. Contribution rates are determined by the Trust Funds Board and are subject to change.

A separation benefit from the Wisconsin Retirement Fund can be taken upon termination of employment. The termination must occur any time prior to age 55 for general category employees, or if over 55, a separation benefit would be available to participants who are not vested. A separation benefit is a lump sum withdrawal of the employee contribution balance which will include all employee contributions (whether deducted from the employee's salary or paid on the employee's behalf by the county) plus accumulated interest. The employer-required contributions are forfeited.

On retirement, employees vested in the Wisconsin Retirement System can apply for a lifetime monthly annuity based on the plan's available formula calculation or other options as allowed by ETF. Employees severing their employment status with the county should contact the Human Resources Department to obtain the applicable forms and information regarding their retirement account. Retiring employees are encouraged to contact ETF at least six (6) months in advance of their anticipated retirement date.



WORK WEEK AND HOURS

Outagamie County maintains work hours which are compatible with state law, departmental functions, and the maintenance of effective work schedules. The county reserves the right to modify the normal schedule of hours.

Each payroll period is two weeks long, beginning on a Sunday and ending on a Saturday, and is known as a bi-weekly payroll, with the exception of certain Highway employees who are on a semi-monthly schedule. Payday for most county employees is every other Friday.

With the exception of Section 7(k) Sheriff Department employees, the normal work day for regular full-time employees shall generally be 7.5 - 8 hours and a normal work week shall generally be 37.5 - 40 hours. Employees on a 37.5 hour work week schedule shall be compensated at straight-time pay for all hours worked between thirty-seven and one-half (37.5) and forty (40) hours per week.

Brewster Village: Full-time regular Brewster Village employees shall work a normal day of eight (8) hours and a normal work period of forty (40) hours or eighty (80) hours, depending on assignment. Brewster Village nursing staff will receive a shift differential as defined on the wage schedule. The work schedule will be posted at least two (2) pay periods in advance and posted on the respective neighborhoods. In the event of a layoff, the work schedule shall be made two (2) weeks in advance of the effective date of the layoff and posted on the respective neighborhoods. Any deviation from this schedule, if requested by an employee, shall be the responsibility of the employee to have someone to work in his/her place as long as it does not involve overtime pay. Exceptions may be made in cases of illness, bereavement leave, or vacation.

Sheriff's Department: The normal work week for full-time employees classified as Telecommunicator, Correctional Officer, and Jail Operations Assistant will typically be 5 on – 2 off,

5 on – 3 off, and the normal work day for such employees shall consist of an eight and one-third (8.20) hour shift. Shifts for Communication Center Personnel and Jail Operations Assistants shall be assigned as determined by the county. Other assignments to the various shifts may be made by the county as needed.



WORKER'S COMPENSATION

It is the policy of the Outagamie County to provide a workers' compensation program at no cost to employees. This program covers any injury or illness sustained in the course of employment.

Workers' compensation is a "no-fault" system that provides compensation for reasonable medical expenses and wage losses to employees who are injured or who become ill because of employment.

Outagamie County has self-funded workers' compensation insurance with a third-party claims administrator. The insurance provides coverage for related medical and rehabilitation expenses and a portion of lost wages to employees who sustain an injury on the job. Worker's Compensation begins on the employee's first day of work, regardless of part-time and/or introductory status.

The County abides by all applicable state workers' compensation laws and regulations.

If an employee sustains a job-related injury or illness, the employee is required to notify the Supervisor and/or Risk Administration. The Supervisor will complete an injury report with input from the employee and return the form to the Risk Administrator who will file the claim. In cases of true medical emergencies, the employee should report to the nearest emergency room and notify his or her supervisor as soon as possible.

In the case of serious work-related injury which requires the employee to leave work to seek medical attention on the date of the injury, a full day's pay will be allowed for the first day, regardless of what time of day the injury was sustained after the official starting time. Per Wisconsin statutes, Chapter 102, if an employee misses work due to a work injury (or work illness), workers' compensation will pay up to two-thirds of the employee's gross average weekly wage. A three-day waiting period may apply. To receive any wage benefit, missed time must be authorized by the employee's treating physician.

No employee will be allowed to take sick leave for an occupational injury except as cited above, as per ruling of the Wisconsin Division of Workers' Compensation. Compensation is always paid on legal holidays falling on a work day, and when an employee is off work due to an injury over a holiday, he or she cannot receive holiday pay from the County. Compensation is figured at six (6) days per week.

If an employee returns to work after an injury and he or she has to go back to his or her doctor for treatment or checkup, such time can be charged to sick leave. If any employee is off from work at the close of the year because of occupational injury and still has unused vacation time, such time can be taken in the following year, with authorization from the Administrator.

During the time an employee is receiving temporary-total Worker's Compensation benefits, the County will continue paying its share of the Health Insurance premium, for a maximum of twelve (12) months.

Worker's Compensation Differential Pay for Correctional Officers, Telecommunicators, Process Servers, Operations Assistants & Records Specialists (former OCJCA employee group): In the event a full time employee becomes entitled to and receives Worker's Compensation payments for temporary-total or temporary-partial disability under Chapter 102 of Wisconsin Statutes, the employee's Worker's Compensation payments will be supplemented so that the employee will receive eighty percent (80%) of his or her full salary during said period up to a maximum of twenty-six (26) calendar weeks from the date of the original injury or illness. This shall be accomplished by the County paying the employee the difference between the employee's Worker's Compensation check and the employee's normal salary for the period covered by said Worker's Compensation check. For purposes of this paragraph only, an employee shall be considered as entitled to Worker's Compensation payments for temporary-total or temporary-partial disability during the first three (3) days of any illness or injury, notwithstanding the provisions of Chapter 102 of Wisconsin Statutes. Part time employees in these positions do not qualify for this differential pay.

Workers' compensation benefits (paid or unpaid) will run concurrently with the Family and Medical Leave Act, if applicable, and where permitted by state and federal law.

Information on how to report an injury can be found on the Risk Administration webpage <http://myoc.org/departments/risk-administration/reporting-procedures/reporting-work-related-injuries>

GLOSSARY OF TERMS

The following definitions are in alphabetical order and are presented here as resources for your use as you use the handbook.

Active Employment: Performing actual work for the county for which the employee receives pay.

Adjusted Date of Hire: A date used as a starting point to track such things as time in grade.

Allocation: The assignment of a position to a class.

Anniversary Date: The date an employee begins county employment. Also known as "Date of Hire".

Board: The Outagamie County Board of Supervisors.

Class: One or more positions which are sufficiently alike in duties and responsibilities to warrant using the same title, similar qualifications, selection processes and the same pay range.

Class Specification: A written description of a class containing the class title, a general statement of the duties and responsibilities, examples of typical duties performed, and minimum qualifications required.

Class Title: The official designation or name of the class as stated in the class specification. The class title shall be used on all personnel records and other official personnel actions.

Classification Plan: The sum total of all job class specifications in the county service and a system showing salary and classification relationships.

Compensatory Time: The hours absent from duty granted to compensate for authorized overtime worked.

Continuous Service: The total length of employment with the county without break or interruption.

Demotion: The assignment of an employee from one class to another class with a lower pay range.

Department: A unit of government having a separate operational budget, usually reporting directly to the County Executive.

Department Head: A county official with the responsibility for the operation of a county department and that department's budget.

Disciplinary Action: The action taken to discipline an employee for cause which may include any action from a verbal reprimand up to and including discharge.

Effective Date: The date at the beginning of a payroll period on or following the eligibility date for which a change in pay is to be implemented.

Eligible: A person certified as meeting the training, experience, and skill requirements and as successfully completing all parts of the selection process when formal selection devices are used.

Eligibility Date: The date an employee becomes eligible for benefits and/or change in salary.

Eligibility List: A list of persons eligible to fill positions in a particular job class.

Emergency Appointment: An appointment not to exceed thirty calendar days which may be made in case of unforeseen emergency and when necessary to prevent impairment of county service.

Employee: An individual who is employed by the county and is paid in part or whole through the county payroll. This specifically excludes leased, employment agency and independent contractors.

Employee Complaint: A formal employee complaint regarding alleged poor working conditions, unjust application of discipline, or unfair application or violation of the personnel rules and regulations of the county or the department for which the employee works.

Entrance Pay Rate: The rate at which an individual not currently on the payroll will normally be paid upon joining the county service.

Full Month of Service: Minimum of ten (10) times an employee's Factor (Full Time Factors: 8 and 7.5; Part Time Factors: As assigned by Payroll or employee's department); 10 is derived from 10 days of service in a month.

Immediate Family: Includes spouse, child, parent, brother, sister, mother-in-law, father-in-law, sister-in-law, brother-in-law, daughter-in-law, son-in-law, grandparent, stepparent, stepchild, stepbrother, or stepsister.

Introductory Period: A trial period of employment during which time an employee is required to demonstrate acceptable capability for employment, and during which he/she may be terminated without cause. Also used for promotion, demotion, and transfer introductory periods.

Jurisdictional Committee: That committee established by the County Board to be the policy and budget oversight committee for a particular department.

Layoff: The involuntary separation of an employee because of lack of work, lack of funds, or the abolishment of a position.

Leave: An authorized absence from regularly scheduled work hours which has been approved by proper authority.

Overtime: Time an employee is directed and authorized to work in excess of forty (40) hours in one work week, or other hours as determined by Federal or State law for applicable law enforcement or Brewster Village staff.

Pay Plan: A schedule of pay ranges for all classes of positions in the county service.

Pay Range: The minimum and maximum rates of pay established for each class of positions.

Position: A grouping of duties and responsibilities to be performed by an employee. A position may be filled or vacant, full-time or part-time, regular or temporary.

Promotion: The assignment of an employee from one class to another class with a higher pay range.

Reclassification: The reassignment of a position from one class to another to recognize a change in the duties and responsibilities of a position or to correct an error in the original assignment.

Reinstatement: The action by which a former employee may be reinstated to a position with pay and/or fringe benefits comparable to that received at the time of separation or as may be appropriate at the time.

Reprimand: A written notice to an employee that the supervisor believes a deficiency exists in the employee's work performance or conduct and improvement is needed, which is filed in the employee's Human Resources Department personnel file.

Supervisor: The person responsible for the assignment, direction and evaluation of the work of another employee.

Termination: The removal of an employee from the payroll for voluntary, or involuntary reasons, including dismissal, resignation, retirement, or death.

Transfer: The assignment of an employee from one position to another in the same class or to a class with the same pay range.

Vacancy: A duly created position which is not occupied and for which funds have been provided.

ADDITIONAL RESOURCES

Internal Outagamie County Website (for employees only)

<http://myoc.org/>

External Outagamie County Website

<https://www.outagamie.org/>

Administrative Rules & County Executive Newsletter

<http://myoc.org/departments/county-executive>

Human Resources Webpage

<http://myoc.org/departments/human-resources>

Tyler-Munis Employee Self-Service

<https://outagamie.munisselfservice.com/>

Various Policies and Procedures

<http://myoc.org/applications/policies-procedures>

APPENDIX G

Appendix I - References

Organizational Culture vs. Organizational Climate – PSI Caliper 08/15/2020

7 Key Features Your Employee Training Program Should Have – 10/27/2021

Importance of Training and Development for Employees – Maryville University 10/28/2021

7 Characteristics of a Positive Work Environment – Balance & Basics 12/09/2015

What is Employee Retention – Shawn Sutner – HR Management 10/27/2021

What is an Affirmative Action Plan – UpCounsel 10/07/2021

5 Benefits of Diversity in the Workplace – Indeed 09/22/2021

APPENDIX I