



County of Frederick

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TO: Human Resources Committee and Board of Supervisors
FROM: Paula Nofsinger, HR Director *Paula Nofsinger*
DATE: February 22, 2012
SUBJECT: HR Committee Agenda

The HR Committee will meet in the First Floor Conference Room at 107 North Kent Street on Friday, March 2, 2012, at 8:00a.m. The agenda for the meeting is as follows:

1. Introduction of our newest HR Committee Citizen member, Ms. Dorrie Greene.
2. The review and approval of draft HR policies.
3. Presentation of Benefits Overview.
4. An update of the County's HR priorities for calendar year 2012.
5. The review and approval of the Employee of the Month award.

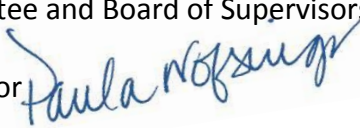


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TO: Human Resources Committee and Board of Supervisors

FROM: Paula Nofsinger, HR Director 

DATE: February 22, 2012

SUBJECT: Summary of Policy Changes

Attached you will find the table of contents for Frederick County's Human Resources Policy Manual and four (4) policies that have been reviewed, updated, and matured to meet the needs of our current organization and employee population. At this point, you will see only minor wording modifications not major content changes.

Even though some policies are essential and may be more complicated to simplify and comprehend, the Committee's objective in reviewing the recommended changes is to determine the level of understanding of the policy from an employee's perspective. The ultimate goal is to recommend to the Board a set of policies that are fundamental, compliant, and comprehensible to the extent possible.

Should you prefer a summary of changes, the following is a list made to each policy by section.

In all cases throughout the policy manual, changed the word "Personnel" to "Human Resources."

- I. **Introduction-** 1.1 Clarified the term "the merit service" to "County." 1.2 Added "working conditions." 1.4 "Exempt Service" to "Exemptions for the HR Management System" clarification. 1.6 Deletion in definitions of "Administrative Leave, Failure to Appear, Probationary Period, Promotion, and Reinstatement." Changed "Anniversary Date" to "Date of Hire."
- II. **Classification of Positions-** Changes in 2.4(b) and (c).
- III. **Compensation Plan-** Changes in 3.1, 3.2, and 3.3.
- IV. **Overtime/Compensatory Time Policy-** Changed title of policy, changes in sections 4.2, 4.3, 4.4(a), 4.4(b), 4.4(d), 4.4(g), and 4.4(h).

Thank you for your support and please contact me directly with any questions.

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I. INTRODUCTION

1.1 Purpose

The following ~~personnel~~ Human Resources (HR) policies have been prepared and established for the information and guidance of County employees and other interested persons. It is the intention of the Board of Supervisors to provide an orderly system of personnel administration as an aid to achieving better public service for the County. However, this manual is not intended to contain every detail concerning the County's policies, but it serves as a guide for employees and supervisors. You may obtain specific information and interpretation from the County Administrator.

~~Personnel~~ Human Resource regulations are developed and adopted to provide for the recruitment and development of the best available employee for each position in the ~~merit service~~ County at all times. The regulations provide for establishing orderly procedures for administering the ~~Personnel~~ Human Resource Management System in such a way to ensure:

- a. That employment in the ~~merit system~~ County shall be made attractive as a career.
- b. That all appointments and promotions to positions in the ~~merit system~~ County shall be on the basis of merit and fitness, which, as far as is practicable, shall be determined by means of job-related, fair and competitive standards.
- c. That the position classification and compensation plan will conform ~~with~~ to the principle of equal pay for equal work under like working conditions.
- d. That each employee in the ~~merit system~~ County shall be encouraged to render his best service at all times.

The provisions of this manual do not create any right of employment and do not constitute a contract between the County and its employees. The County reserves the right to make changes to any of its policies, procedures, and employee benefits at any time. The ~~Personnel~~ Human Resource Department will make such changes known to each employee as soon as possible.

1.2 Merit Principles and Objectives

Frederick County is committed to a policy of non-discrimination in all aspects of employment, including recruitment, promotion, transfer, training, salary, working conditions, discipline and separation. It incorporates sound merit principles in all aspects of personnel administration affecting its employees or applicants. Personnel administration is free from such practices as discrimination, sexual harassment, or any other conduct inconsistent with sound merit principles. The County provides equal employment opportunity on the basis of fitness and job-related qualifications, without regard to race, color, religion, national origin, political affiliation, uniformed service members, disability, gender or age (except where such is a bona fide occupational qualification).

County employees shall be paid in relation to the value of the work they perform and performance shall be a major factor in justifying salary adjustments and increases.

The specific objectives of the ~~Personnel~~ HR Management System shall be to:

- a. Establish and maintain a sound salary structure which will attract and retain qualified employees.
- b. Establish and maintain salary ranges which will assure internal equity of compensation based on systematic evaluation of each job.
- c. Maintain the salary structure in proper relation to competitive pay practices in the local labor market in which the County competes.

- d. Assure each County employee a performance and/or salary review at specified intervals.
- e. Provide an effective control of salary payments on a uniform basis. Furnish County management with a consistent and effective means of recognizing and rewarding improved and outstanding performance.

1.3 Applicability

Unless otherwise stated, the ~~personnel~~ HR policies contained herein shall supersede any existing ~~personnel~~ HR policies in effect prior to the date of approval of this manual by the Board of Supervisors, and the same are hereby repealed. These policies shall apply to all County departments, to all employees in the County service, and to employees of agencies or depots for which the County serves as fiscal agent, except that their application to Constitutional Officers and their employees shall be only when specifically requested in writing by the Constitutional Officer and approved by the Board of Supervisors.

1.4 Exemptions for HR Management System Service

All Officers of the County shall be divided into the classified and the exempt service.

The exempt service shall include the following:

- a. All elected officials.
- b. Members of boards and commissions.
- c. Volunteer personnel and personnel appointed to serve without pay.
- d. Consultants and counsel rendering professional service.
- e. Positions involving seasonal or temporary employment except as otherwise herein provided.
- f. Employees of the School Board and Social Services Department.
- g. Student interns and work-study employees.
- h. Such other positions as may be designated by the Board of Supervisors.

1.5 Interpretations

Only the County Administrator is authorized to make necessary interpretations and clarifications of these policies. He may also issue administrative regulations or directives not inconsistent with these policies which shall be brought to the attention of the Board and which shall remain in effect unless contrary action is taken by the Board.

All references in this employee manual to the male gender shall be interpreted to include the female gender.

1.6 Definitions

Adjusted Work Schedule shall be defined as a 40 hour work week scheduled through varied hours other than the normal work hours.

Administrative Leave shall be defined as leave with pay at the discretion of the Department Head. ~~as a result of a pending disciplinary action.~~

Administrative Termination shall be defined as termination of employment due to budgetary deficits or lack of qualifications.

Anniversary Date of Hire shall be defined as the date established upon employment for the purpose of computation of leave time and merit evaluations.

Appointing Authority is the person or group of persons having authority to make appointments under the laws of the State and County.

Change in Pay Range for Class shall be defined as a change in pay range when it is determined that the present pay range is not commensurate with the duties and responsibilities of the class.

Completion of Temporary Employment shall be the separation from employment of a temporary employee who has worked through the last workday the temporary position is available.

Dismissal shall be defined as an involuntary separation from employment initiated by the employing authority as a result of the employee's unsatisfactory work performance or misconduct.

Failure to Appear shall be defined as a failure by an employee to report to work ~~during the first scheduled work day following appointment~~ without previous notification to the appointing authority and without good and sufficient cause.

Failure to Grant Merit Increase shall be defined as the failure to grant a merit increase within the pay range of a class based upon the employee's unsatisfactory merit evaluations.

Full-time Employee shall be defined as a County employee who is scheduled to actually work the prescribed work week, with no scheduled date of termination for the position.

General Increase shall be defined as an increase to a higher pay range for all classes of employees simultaneously.

Merit Increase shall be defined as the salary increase awarded to full-time County employees in accordance with the Frederick County Merit Evaluation Performance System.

Original Employment shall be defined as the status of an employee's initial period of continuous employment with the County of Frederick.

Part-time Employee shall be defined as a County employee who is scheduled to actually work less than the prescribed work week for full-time employees or for a specified period of time.

Probationary Period shall be defined as the initial six (6) calendar months of employment or twelve (12) calendar months for law enforcement, communications, firefighters and correctional officers, following an original employment or re-employment, ~~promotion, demotion, etc.~~ In addition, probationary period shall be defined as any period of review and counseling up to six (6) months duration selected by the County Administrator or his designee.

Promotion shall be defined as ~~an advancement~~ advancement to a higher pay ~~or position range~~ granted to an employee in conjunction with increased job duties and responsibilities.

Reclassification shall be defined as a reassignment of the appropriate job title, pay range, and ~~or~~ step to an employee whose classification does not accurately reflect the actual duties performed.

Re-employment shall be defined as the status of the returning employee's employment period following a separation from County employment of more than thirty (30) consecutive calendar days from the date of separation.

Regular Employee shall be defined as a County employee who is to be employed in a position for an indefinite time period and who has completed an initial probationary period.

Reinstatement shall be defined as the status of the returning employee's employment period following a return to duty ~~in the same class~~ within thirty (30) consecutive calendar days from the date of separation.

Reprimand shall be defined as a written reprimand from a supervisor to an employee wherein the employee is cautioned and advised with reference to his unsatisfactory work performance or misconduct.

Resignation shall be defined as a voluntary separation from employment.

Retirement shall be defined as the separation of a full-time employee who is scheduled to begin receiving retirement benefits from the state and/or federal agencies.

Suspension shall be defined as the temporary prohibiting, without pay, of an employee to perform his duties.

Temporary Employment shall be defined as a County employee who is employed in a position in which the length of employment is fixed.

Transfer Between Departments shall be defined as the transfer of an employee from one department to another.

II. CLASSIFICATION OF POSITIONS

2.1 Purpose

Positions in the County service will be identified in an orderly system based on duties, responsibility, and qualification requirements. This "classification" of positions is intended to serve as an aid to recruitment, selection, budgeting, and pay administration.

2.2 Class Specifications

- a. For position classification purposes, a position is a group of currently assigned duties and responsibilities requiring full or part-time employment of one person. A position may be occupied or vacant.
- b. A class is a group of positions (or one position) that: (1) has similar duties and responsibilities, (2) requires like qualifications and (3) can be compensated equitably by the same salary range.
- c. The class title is the official designation of name of the class as stated in the class specification. It shall be used on all personnel records and actions. Working or "office" titles may be used for purposes of internal administration.

2.3 Allocation of Positions - Creation of Classes

After the establishment of a new position has been approved, the head of the department involved shall complete a position description covering the duties and responsibilities of each proposed position. The County Administrator shall allocate the position to one of the classes in the classification plan. If a suitable class does not exist, he shall recommend the establishment of a new class and after the adoption of the new class by the Board of Supervisors as provided in 2.7 of this section, shall allocate the position to it.

2.4 Maintenance of Plan

- a. It shall be the duty of each Department Head to submit to the County Administrator new position descriptions for all affected positions each time a department or division under his jurisdiction is permanently or substantially reorganized.
- b. The County Administrator may require departments ~~or employees~~ to submit position descriptions on a periodic basis, or at any time he has reason to believe that there has been a change in the duties and responsibilities of one or more positions.
- c. Each time a new class is established, a class specification shall be written and incorporated in the existing plan. ~~The class title shall be added to the schematic list of titles.~~ Likewise an abolished class shall be deleted from the classification plan by removing the class title from the schematic list of ~~titles~~ classes.
- d. Periodically, after the adoption of these regulations, the County Administrator may conduct a general review of the classification plan.

2.5 Interpretation of Class Specifications

The class specifications are descriptive and not restrictive. The use of a particular description as to duties, qualifications or other factors shall not be held to exclude others of similar kind or quality. Descriptions are intended to indicate the kinds of positions which shall be allocated to the classes established.

2.6 Official Copy of the Position Classification Plan

The ~~Personnel~~-HR Department shall maintain an official copy of the Position Classification Plan. The official copy shall include a schematic list of class titles and class specifications plus all amendments thereto. A copy of the official plan shall be available for inspection by the public under reasonable conditions during business hours.

2.7 Amendments to the Position Classification Plan

The County Administrator may from time to time establish or abolish classes of positions as required, subject to approval by the Board of Supervisors. Such changes shall take the form of amendments as specified herein.

2.8 Position Classification Plan in Force

- a. The Position Classification Plan shall be considered a part of this section and have the same force and effect as these personnel regulations.
- b. The Position Classification Plan may be amended by a majority vote of the Board of Supervisors.
- c. The County Administrator and/or the ~~Personnel~~-HR Committee may recommend amendments to the Board of Supervisors for consideration.

III. COMPENSATION PLAN

3.1 Preparation

The County Administrator shall be responsible for the preparation of an equitable pay plan, which shall consist of a schematic list of classes showing all positions in the merit system and a minimum and maximum rate for each position or class of positions and such intermediate steps as are deemed necessary. In arriving at salary ranges, consideration shall be given to prevailing rates for comparable work in other public employment and private business in the area, the current cost of living, duties and responsibilities of the positions, and the County's financial condition and policy. The ~~pay-compensation~~ plan and any amendments thereto are effective when approved by the Board of Supervisors.

3.2 Pay Rates to be in Accordance with Pay Plan

The rates of pay of County employees shall be in accordance with the scheduled salary ranges as adopted and amended by appropriate action of the Board of Supervisors. The scheduled ~~d salary ranges~~ shall be effective in all cases except as otherwise provided for in this section.

3.3 Annual Review

The County Administrator shall review the ~~pay-compensation~~ plan at least once a year and submit any recommended changes to the Board of Supervisors. This should be done as part of the annual budget cycle.

3.4 General Increase

A general increase may be approved by the Board of Supervisors. General increases are not dependent on an employee's individual performance or job class, but rather take effect as the result of market value studies conducted to keep the County in an equitable and competitive stance within the local labor market. The Board may request a recommendation from the County Administrator and/or ~~Personnel~~-HR Committee relative to a general increase.

3.5 Merit Increases

Merit increases will be awarded in accordance with the Frederick County Performance Evaluation System and the merit performance matrix in effect at the time of the evaluation. Merit increases shall be awarded to full-time regular employees only.

3.6 Failure to Grant Merit Increase

The failure to grant a merit increase shall be documented by the Department Head in writing, and approved by the County Administrator.

IV. OVERTIME/~~COMPENSATORY TIME~~ POLICY

4.1 Purpose

To establish a policy for compensating employees for overtime hours worked.

4.2 Eligibility

All employees considered to be non-exempt employees shall be eligible for ~~comp time~~/overtime in accordance with the Fair Labor Standards Act (FLSA).

4.3 Overtime Hours Defined

Overtime hours for all eligible employees shall be defined as all those exceeding 40 hours in one work week (i.e. 7 days) established by the appointing authority. In the case of law enforcement, ~~personnel and~~ firefighters, and correctional officer personnel a twenty-eight day work schedule shall be established in accordance with FLSA regulations.

4.4 Policy

- a. Overtime may be worked only with prior approval of the County Administrator or his designee. When an employee is required to work overtime in direct support of a County activity and there is not sufficient time to obtain prior approval, it shall be the responsibility of the Department Head to ~~submit~~ documentation of the reasons for said overtime to the County Administrator ~~for approval via the timekeeping system. The County Administrator or his designee shall have the authority to deny the overtime within the constraints of the FLSA if he deems the documentation therefore to be insufficient and the employee shall have the right to appeal such denial to the Personnel Committee.~~
- b. Eligible employees shall be compensated with pay at a time and one-half rate for all overtime hours worked when requested ~~by the Department Head~~ and approved by the County Administrator or his designee.
- c. Upon notice issued by the County or individual departments before the performance of the work, eligible employees may receive an amount of compensatory time at the rate of one and a half hours of compensatory time for each hour of overtime hours worked and not compensated as provided above. Compensatory time earned may be preserved, used, or cashed out consistent with the provisions of the FLSA.
- d. Eligible employees may not accumulate more than 480 hours of compensatory time ~~for public safety, emergency response for law enforcement, firefighters, or correctional officer personnel.~~ All other employees may not accumulate more than 240 hours of compensatory time. ~~Employees may use such compensatory time within a reasonable time after a written request is submitted, if the use of such compensatory time will not unduly disrupt County operations.~~ Employees may be required to take compensatory time at the times, and over periods, deemed by the County to be in its best interest. ~~Should an employee be permitted to accumulate compensatory time in excess of 40 hours during a fiscal quarter, the employee shall be compensated with pay at a time and one-half rate for all excess overtime over 40 hours in the first pay period of the following fiscal quarter.~~ It shall be the responsibility of the Department Head to insure that employees within his department adhere to these guidelines.
- e. Exempt employees are not eligible for overtime pay or compensatory time unless approved by the County Administrator and/or the Board of Supervisors. Department Heads are not eligible to receive overtime pay or compensatory time except when required to respond to requirements placed directly upon them by the Board of Supervisors and/or the County Administrator. Said overtime/compensatory time shall be subject to prior approval by the Board of Supervisors.

- f. Eligible employees separating from County employment shall be compensated ~~at the time and one-half rate~~ for all accumulated overtime.
- g. ~~Departments shall provide the Personnel Department with a report of the overtime worked, method compensated and accumulated balances for each fiscal year quarter. Departments shall establish a fixed work schedule normally consisting of five (5) work days. Those departments selecting a work schedule other than five (5) days shall submit in writing to the County Administrator, for approval, the schedule desired.~~
- h. The authorization and control of all overtime work are the direct responsibility of the Department Head. Overtime assignments are permitted only when required by operational necessity, and without which the normal functioning of the agency concerned would be adversely affected. Department Heads must assure adequate funds are available for any payment for overtime work, and a statement to this effect must be included in the request for approval to the County Administrator. ~~Failure to do so may result in disciplinary action.~~



County of Frederick

Paula A. Nofsinger
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TO: Human Resources Committee and Board of Supervisors

FROM: Paula Nofsinger, HR Director 

DATE: February 22, 2012

SUBJECT: Human Resources Strategic Initiatives CY2012 Update

1. Wellness Program

Frederick County's healthcare insurance Broker, BB&T and Anthem's Wellness Representatives presented a proposal to the County Administration team on February 13, 2012. The team will be meeting again in March to discuss the Anthem proposal components and tentative next steps.

2. Continued Automation Efforts

After an initial requirements meeting with Frederick County's appropriate IT employees, it was decided to prioritize the automation of the open enrollment process first. The intent is to have ready a prototype program this summer. At that point, the prototype should be able to begin testing phase.

Thank you for your support and please contact me directly with any questions.



County of Frederick Employee of the Month Nomination Form

Outstanding service can be demonstrated in many ways, but it always involves more than just good job performance. An employee can be outstanding for suggesting improvements that result in greater efficiency, improved service, or cost savings; for leadership in departmental activities, for the department's goals or for the goals of the county as a whole. Outstanding service includes job performance that clearly exceeds requirements.

The Board of Supervisors must discount generalities not supported by specific examples of activities which support the nomination. Remember, there is no way to know whether specifics are missing by accident or because they do not exist. If you believe an employee has made an outstanding contribution, give specific examples of what they have done.

Nominations are not judged on how well you write. However, they are judged on the facts presented.

Employee Name : Noemy Espinal Department: County Administrator's Office

Nomination Submitted By: Paula Nofsinger Department: Human Resources

Nominator's Signature: *Paula Nofsinger* Date: 01/30/2012

Reason for Nomination (please be specific, precise, and definite):

In the spring of 2010, the Human Resources (HR) department began scanning employee personnel files into the newly purchased Laserfische records management system. There were over 620 files that needed to be physically scanned into the system. These files ranged from having anywhere from 20 documents to over 200 documents. Each file had to be cleaned of all staples, paperclips, and any other item that would disable the scanner. We asked for help with this enormous task and the County Administration team offered to share their office assistant, Noemy Espinal.

Noemy immediately worked with her supervisor and planned out a monthly schedule that supported deadlines for her work with Administration but gave the scanning project at least a full day's worth of work each week. She meticulously went through each employee file, scanned it, and replaced all the documents in the correct order within the file after the scanning was completed. She took on this huge task in the spring of 2010 and finished it in January 2012. If it were not for her help, the employees' files would not be in the system. These electronic files will enable the appropriate managers to have access to their employees' files and greatly reduce the workload and paper flow of the HR department. We are sincerely appreciative for her assistance with this tedious, detailed-oriented, and generally "not at all fun" project.

With much gratitude, we are nominating Noemy for the Employee of the Month for February 2012 for all of her hard work for the HR department.

HR Section: Received: 2/1/12 Emailed to HR Committee: _____