Personnel & Salary – County Clerk & Recorder Committee
Tentative Minutes
Tuesday, December 9, 2009

1. Call to Order- by Chairman Kenney at10:04. Members present Kenney, Bowers, Colbert, Saunders, Boes, Members absent: Gouker, Heuer. Also present: Ed Rice, Bob DeArvil, Lynne Kilker, Lou Finch, Becky Huntley, Sheriff Beitel, John Coffman, Jim Harrison, Mike Dale, Frank Mallory, Susan Montavon, Meggon McKinley, Don Conn.

2. Approval of Minutes: Bowers moved to approve the November 10, 2009 meeting minutes. 2nd by Colbert. Motion carried.

3. Approval of Bills – Saunders moved to approve bills in the amount of $31,994.42. 2nd by Colbert. Motion carried.

4. Public comment- none

5. County Clerk & Recorder Report – Huntley distributed the monthly recorders report. Huntley reports her team is set up and will be ready to proof and finalize the upcoming election ballots once hearings at the state level are finished. She noted the judge of election school this year had 20-30 attendees, many of whom came without registering.

6. New Business -
    a. Hiring Freeze – Kenney noted that during the 2010 budget process, we were asked to put a recommendation together for a hiring freeze, and would like committee input. Saunders says it sounds good in theory, but it's very challenging when a job really has to be replaced. Kenney interprets the hiring freeze as talking about not creating and hiring any new positions rather than not replacing positions after someone leaves. Boes suggests having departments evaluate whether a part time or full time position is really needed. Saunders said she thinks an across the board hiring freeze means no hiring at all. McKinley said the board can structure it however they'd like but that she interprets hiring freezes to mean no replacement of those who have left. Boes expressed concern about how this looks to those laid off. Kenney noted that the represented groups are bound by contract, and the unions stipulate who has to be called back if hiring takes place. Kenney also noted that as long as the elected officials have the salary amount approved in their budget, they have the option to manage the position how they see fit. McKinley reported she spoke with the McHenry County Administrator, who said their county worked together throughout 2009 to reduce staffing levels by 26 positions through attrition – when people left, they didn't fill the spot to reduce their budget and avoid lay offs. She said McHenry County

reports high levels of team work and cooperation across their department heads, elected and appointed, so it was done all voluntarily. Boes suggested we implement a hiring freeze for new hires above current staffing levels, and that for turnover of current positions, the administrator and department heads should sit down to have a frank, open discussion to determine if the position really needs to be filled. Colbert says she thinks we need to do the freeze, and noted she appreciated hearing that in the Sheriff's department, an older officer agreed to retire so that a younger officer could have his job back. Bowers noted she is in favor of the hiring freeze. Boes noted that if the department heads and the administrator don't agree on whether or not a position should be filled, it should be brought back to the Personnel Committee. Saunders says she has no problem with hiring freeze, which is really handled by the budget because they don't have funds to increase positions anyway. Boes says it really is up to the dept head to manage the process. Colbert noted she is frustrated because we worked with EA for so long and it seems we still don't have things in place to help avoid equity issues between union and non-union employees. More discussion followed, and then Boes moved to recommend a hiring freeze from this point forward, such that no new positions will be created, but if someone retires or leaves, the department head and administrator are to meet and determine if the position really needs to be filled. 2nd by Bowers. Motion carried with one nay vote by Kenney.

b. 2010 Non-Union Compensation- Boes reported noted he and Dorothy Bowers brought their concerns to McKinley this week to show what has happened in the budget process, where he feels the non-union people were not treated fairly. He distributed a report from the County Clerk's office showing 2010 pay of all county positions. Boes said he felt mislead about who would and would not get raises during the budget process and stated he feels the county has done a disservice to non-union employees as they watch unions continue to get raises. He expressed concern other departments will want to unionize. Saunders says if they do so, they will face the same problem the Sheriff's people did- having to take lay offs to fund the raises. Saunders said she appreciates our employees and indicated that many department heads do have the choice to reallocate funds from other sources to avoid layoffs. Boes says he doesn't have a problem with the raises being given because he believes our employees, particularly in Focus House, deserve every dime they get. Saunders said we had to set a budget with a deadline and when agreements didn't come from the union, we set all department budgets at $0 salary line item increases, union and non-union alike. She noted the Sheriff had to do lay offs, and that Probation didn't increase the salary line item for General Fund raises, but had other discretionary funds to avoid lay offs. Boes expressed concern that it appears everyone blames the Sheriff for the lay offs and Saunders clarified that is not her point at all, rather, that negotiations didn't reach agreement but no salary line item increase was

given to the Sheriff's department to fund his raises so he had no choice but to lay off. Boes stated his belief that the Board should have had enough foresight to see there wouldn't be enough funds, but they didn't. Kenney stated when things beyond our control happen, we have to go back and review the contract. Kenney stated that the Finance Committee did thank the union for their offer, but indicated we could not accept it because we couldn't fund it. Boes said because the Sheriff has the biggest budget, he took the biggest hit. Kenney agreed and noted it is not the Sheriff's fault that the budget is so large- he inherited the responsibility for all these departments. Boes expressed frustration with the way the last union contract was negotiated because he didn't understand the steps in the contract and didn't feel it was explained well. Kenney clarified he is not in favor of steps, then asked what Boes recommends in dealing with the non-union compensation when those getting raises may still be in jeopardy of losing their jobs to fund it if alternative funding sources aren't available. He noted that the Board only has control over the finances and that we don't have control over discretionary funds, that elected officials' discretionary funds can be used as the department head sees fit, like in Focus House. Mike Dale reported that the Focus House budget is much bigger than the county contributions, and so the DC fund pays another $400,000 to cover expenses. Frank Mallory noted that anything spent out of the DC, is approved by Judge Pemberton. Mike Dale clarified if the DC account isn't healthy enough this year, they might have to make more lay offs. McKinley noted last year they had to lay off in Focus House too. Dale noted this is nothing new stating they've had to move many of their expenses to the DC account with General Fund budget pressure, and that because out of county kids are down, they have to lay off, which is reasonable if the amount of staff required to supervise fewer kids is also reduced. Dale noted the Focus House budget print out was presented at the Judiciary / Probation committee and will be included in the Board packets this month to help educate the board on how the funds are spent. Boes noted that Huntley gives money back to the county at the end of the year, and suggested that if she has the money, why not give raises? Rice said we don't have a crystal ball for what the end of the year will bring. Saunders said, in defense of the county board, several years ago, we ran into this issue when a contract we had no say in was approved and it created disparity with non-union employees. Saunders recalls the Board authorized non-union departments to figure out how to give raises, which triggered inequity with other unions, and we ended up in arbitration for the situation. Saunders noted she believes the department heads are very responsible in analyzing what they can afford budgetarily and that what they give back at the end of the year goes to the reserves for the general fund budget. Kenney said there are inequities in the budget we can't do anything about and that he doesn't want to micro manage any department. The Sheriff noted the County Board is co-employer with the Sheriff and so we both have to approve the Sheriff union contract. Saunders confirmed.

McKinley noted her perspective that we have as much information as the departments will share with us and we need to know the operation well enough to set a responsible financial budget. She said it is important to her to work with each department head work to provide the best, and lowest budget possible to keep downward pressure on each budget. McKinley said that if Huntley has money to give back at the end of the year to fund raises, then that shows she has not provided the lowest budget possible for that year. McKinley indicated that the primary objective in this year's budget process was to avoid lay offs for the non-union employees, which transferring the money from reserves accomplished. She said she had spoken many times about the fact this year's budget would bring pockets of inequities that we could not control with all the differences of how each department is structured. McKinley said that shortly after she was hired, she reviewed the EA study in detail with Marcia Heuer to interpret the data, and confirmed with the Personnel Committee that our pay ranges fall within the acceptable range of the EA pay ranges. McKinley distributed a hand out showing the EA job level and salary ranges. She noted the County Clerk's report doesn't show what level job each person has, so it's hard to completely interpret the data other than just comparing to other people on the sheet. Skip said the EA study was a guideline and we put it on the back burner to deal with the budgetary constraints, and we need to pick it up, clean it up, and receive the benefit we paid for. He noted McKinley is working to locate the right EA people in Springfield to work with moving forward. Boes said the EA study gave us enough information to move forward and establish a salary policy in this county. He said they used federal, Winnebago and state wages, and it appeared our wages were pretty fair, with a few exceptions. Boes said we shouldn't place blame, rather, move forward and establish a salary policy in this county. Boes would like McKinley to focus energies on establishing the ranges. Saunders says if elected officials don't like the salary guidelines, they don't have to follow them. Kenney said we need to be able to quantify the value of the job and set salary ranges so that people can work for a promotion for higher pay, which is what EA will help us accomplish. McKinley noted she wants to confirm how the EA job levels were defined to ensure they are really accurate, and obtain current market data. Boes would like to see a project timeline agreed upon for this. The committee discussed why we don't have an agreed upon starting pay rate, and Boes reported Bowers had motioned the starting pay rate to be $22.25 over a year ago, but it did not move forward until Boes brought it back up in spring of 2009 and it was voted down 0-6 because of concern about setting off union contract inequities. Kenney noted if this is adopted, it would help each department head have the ability to see who is where on the targeted pay scale, with the goal of being just at or near the mid point of that job level. Boes asked if we should try to condense the level ranges down. McKinley said we'd have to review how the levels were determined, meet with each department head to understand whether they

agree with the assessment of levels, and how they would implement them, along with performance management strategies to move them from one level to the next over time by meeting certain performance criteria. Kilker noted she recalls being appalled at what we were hearing during the EA department head presentations, and the fact the process fell apart. She asked the committee why we would continue looking at EA for help. She asked what the value of the study is, and indicated she has no confidence in the materials and the out dated data. Saunders said she isn't confident this will solve our inequity problem. McKinley says she can compare EA data with surrounding county data and the UCCI data to see what the levels and ranges should or should not be. McKinley said she would report back to the committee in January on what we have and what we need and what our gaps are with a plan for implementing by 1Q10 before union contracts are negotiated. Kenney clarified this project must be done in conjunction with McKinley's other job responsibilities. He also said he'd work with EA to get whole on the work we were owed, and will confirm how much we paid. Kenney indicated the represented people may or may not participate. McKinley noted this should be viewed as a tool to help set the budget based on reasonable policies and procedures.

7. Old Business
   a. Personnel Manual & Review Process – Kenney noted a few changes for McKinley to make from his last copy in the table of contents and with contact information on page 2. Saunders noted page 16's sexual harassment section should stay as is since this was written in conjunction with all the training we completed, as required for insurance purposes. McKinley noted our last risk assessment indicated we should perform back ground and vehicle checks for all employees. She will work with the Sheriff's department to see how these procedures can or cannot be incorporated into the work they are already doing to cover so many county employees. McKinley noted we may want to consider adding reference to starting wages once established, as well as reference to the performance management process, and a new IT policy. McKinley distributed a sample IT policy for consideration. Discussion followed about how to reference the other personnel manuals that exist in other departments. Kilker recommended being sure to establish this guide as the County Board Policy, not an employee policy, so that we don't create conflicts between multiple personnel guides within the county. McKinley suggested noting in the County Board Policy that other department-specific policies or union contracts may supersede this Board Policy, to which Kilker agreed this would protect us from conflicting language and situations. Rice noted that it seems we are headed in the right direction with our changes and that we just have to spend the time to get this updated and established. He noted he would like everyone to have input, such as Lynne's suggestions, and depend on the administrator to keep us out of trouble since we don't have an HR department. He also said that, to be fair to McKinley, she has had a very short period of time since joining to try and get these issues all straightened

out and that there is much work to be done here beyond when committees meet and then go home to focus on other things in their lives. He noted we'll need McKinley's help getting this manual right. McKinley then also noted she will take Pat Saunders recent change suggestions, update the health insurance verbiage, add the dental insurance offering, and work with John to get the health benefits booklet information updated. Kenney asked to ensure health benefit and IMRF benefit contact information is included so people know who to contact with questions.

b. Market Salary Data & Performance Based Management – nothing new to discuss.

c. Other - Saunders noted that the salary reported handed out does not include all salaries accurately because she sees only the Sheriff's stipends noted when she knows other departments get stipends too. McKinley said she'd work with the County Clerk's office to properly update the data. She also reported to the committee that Sheriff Beitel had offered to give up one of his stipends, and found out that he cannot do that because of statutes. Saunders also noted that the county board has to set elected officials' pay 6 months before election, so this must be on the agenda for spring. Saunders suggests considering a pay freeze to elected officials now and then pay decreases for those up in two years.

8. Adjournment – 12:05 by Skip.

Respectfully submitted,
Meggon McKinley, Ogle County Administrator

John "Skip" Kenney – Chairman

Sheriff's Department Training Room
103 Jefferson St in Oregon, Illinois
Public Entrance – gated entrance off Jefferson Street – use East door of building