

**Personnel Committee  
Personnel Meeting  
Vergas Event Center  
1:30 PM on Wednesday, April 7, 2021**

- 1. Mike's Request**
- 2. Vergas City Clerk-Treasurer-Liquor Store Manager Split**
- 3. Job Descriptions**
- 4. Pay Step Structures**

# Table of Contents

2. Vergas City Clerk-Treasurer-Liquor Store Manager Split.....	3
3. Job Descriptions .....	18
4. Pay Step Structures.....	27

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**2. Vergas City Clerk-Treasurer-Liquor Store Manager Split**

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**Files Attached**

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- hiring-policy-city-of-vergas- proposed.pdf
- 10-8-2019 City of Vergas Personnel Policy 2019 (1).pdf

## **City of Vergas Policy for Hiring Employees**

**INTRODUCTION:** The City of Vergas is committed to hiring the most qualified applicant into new and vacant positions and adhering to the guidelines established by the US Equal Employment Opportunity Commission (EEO) on selection and employment. The City of Vergas is an equal opportunity employer and it is the objective of the City to recruit, hire and promote qualified applicants into vacant positions without regard to race, gender, national origin, religion, color, creed, age, disability or veteran's status. All decisions regarding employment are based on an individual's qualifications related to the specific job vacancy. All positions are advertised in the City's official newspaper and/or through use of electronic posting site(s). To ensure there is an adequate pool of qualified applicants. The city may expand to other area newspapers and/or the city's website. Advertisement will include minimum qualifications, brief description of position, contact information and timeline to apply.

### **POLICY:**

- A. The City established Personnel Committee will receive approval and direction from the City Council to advertise a position. Exception to this is the hiring for the Municipal Liquor Store, which is directed by the Department Manager to maintain operations.
- B. The Personnel Committee or Department Manager will ensure there is a current and accurate job description, salary scale and benefit package specific to the position prior to advertising for a position.
- C. Positions are advertised for two (2) weeks, or longer if needed, with a set deadline for accepting applications.
- D. Applications are received in the City Office with receipt recorded.
- E. The City Clerk/Treasurer will review the applications and resumes to determine if the applicant(s) meet the minimum qualifications. The eligibility listing of qualified applicants is valid for a minimum of 90 days from the date of establishment.
- F. Applicants meeting the minimum qualifications will be submitted to the Personnel Committee or Department Manager, who will review and identify the most qualified for interview.
- G. The City Office will contact applicants and schedule the interviews, direct any supplemental testing needs, and conduct reference checks at time of selection and prior to offer for employment.
- H. The City Personnel Committee or Department Manager will complete the interviews and review the provided applicant information. The interview team may include other staff as desired. Based on applicant review at a minimum the top 3 applicants should be offered an interview.
- I. Interviews shall be based on the use of structured questions and an objective scoring system related to the responsibilities and duties to be performed in the position.
- J. The Personnel Committee or Department Manager will recommend to City Council the applicant selected for the position and the hourly pay rate based on the ten (10) step pay scale. Selection is based upon the most qualified applicant for the position.

- K. Pay above the minimum step one (1) will be based upon superior qualifications, skills, competencies, experience, education and/or accomplishments which are significantly higher than the minimum qualifications of the position.  
When pay is recommended above the minimum, the criteria and evidence used must be annotated in the pay determination and the criteria considered included. Criteria considered includes:
- 1) Level, type and quality of candidate skills and competency
  - 2) Education and training above the minimum requirement
  - 3) Quality of accomplishments compared to others in the field
  - 4) Candidate documented salary in currently held position or competing job offer, comparable to the job being interviewed for; considering locality market pay.
  - 5) Labor market conditions and efforts to recruit quality applicants for same or similar position.
- L. The City Clerk/Treasurer will maintain a record listing the names of all applicants, whether the applicant was interviewed, those interviewed and not hired, and name of applicant that was selected for hire.
- M. After applicant selection is approved by the City Council, the City Office will proceed with the hiring offer to include instructions for accepting the position, start date and time, where to report, position classification, compensation and benefits, supervisor, and further requirements for drug screening, back ground check authorization and physical examination as indicated.
- N. The City Office will notify all applicants by telephone or in writing, as soon as practical, after they have been eliminated from consideration for the position.
- O. All employment offers shall be contingent upon reference checks and successful completion of required background investigations and other pre-employment requirements specific to the position, as physical examination.
- P. Applicants will be required to provide W-4, I-9 (verifying employment eligibility) through the US Department of Homeland Security, Minnesota New Hire Reporting and other forms as required for employment and position.

Adopted this 13 day of April 2021 by the City Council of the City of Vergas.

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Julie Bruhn  
Mayor

ATTEST:

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Julie Lammers  
City Clerk-Treasurer

# **City of Vergas Personnel Policy**

## **Section 1: Purpose**

- A. It is the purpose of this policy to establish a uniform and equitable system of personnel administration for employees of the City of Vergas. The policy provides information about certain terms and conditions of employment and should not be construed as contract terms for any city employee. No supervisor or City representative has the authority to enter into any agreement for employment or make an agreement contrary to this policy.
- B. Nothing in this policy, or in other City policies which may be communicated, constitutes a contract of employment. Policies serve as an informational guide to help employees become better informed and make their experience with the city more rewarding. Departments may have special work rules deemed necessary by the supervisor and as approved by the City Council for achievement of objectives of that department. Employee's will be given a copy of such work rules by the department upon hiring and such rules will be further explained and enforcement discussed by the assigned supervisor.
- C. Policies are not intended to cover every situation that might arise and can be amended at any time at the discretion of the City Council. As an employee, you are responsible for complying with current city policy at all times.

## **Section 2: Scope of Policy**

This policy applies to all employees of the City. Except where specifically noted, these policies do not apply to:

- 1. Elected officials
- 2. City Attorney
- 3. Members of city boards, commissions, and committees
- 4. Consultants and contractors
- 5. Volunteers

### **A. Definitions**

- 1. Employee: A person employed by the City of Vergas, whether on a full (40 hours or more a week) or part-time (39 or less hours per week) basis.
- 2. Seasonal Employee: A person who works only part of the year, 100 days or less to conduct seasonal work. Seasonal employees do not earn benefits or credit for seniority.
- 3. Temporary Employee: Person who works a temporary job with a defined start and end date or for the Duration of a project. This may be on a full-time or part-time schedule. Temporary employees do not earn benefits or credit for seniority.
- 4. Employer: The City of Vergas.

### **B. EEO**

The City of Vergas is committed to providing equal opportunity in all areas of employment, including but not limited to recruitment, hiring demotion, transfer, selection, lay-off, disciplinary action, termination, compensation and selection for training. The City of Vergas will not discriminate against any employee or job applicant on the basis of race, color, creed, religion, national origin, ancestry, sex, sexual orientation, gender identity or gender expression, disability, age, marital status, genetic information, status with regard to public assistance, veteran status, familial status or membership on a local human rights commission or lawful participation in the Minnesota Medical Cannabis Patient Registry.

### **C. Discrimination.**

No person shall be employed, promoted, demoted or discharged by the City or in any way favored or discriminated against because of political opinions or affiliations, race, color, national origin, religion, sex, marital status, status with regard to public assistance or disability, or because of the exercise of rights under provisions of the Public Employment Labor Relations Act, Minnesota Statutes, Sections 179.61 to 179.76. No person who is between 18 and 70 years of age shall be discriminated against with reference to City employment in any way forbidden by federal law.

### **D. Data Practices Advisory**

Employee records are maintained in a location designated by the City Clerk. Personnel data is retained in personnel files, finance files, and benefit/medical files. Information is used to administer employee salary and benefit programs, process payroll, complete state and federal reports, document employee performance.

### **Section 3: City Work Rules and Code of Conduct**

In accepting city employment, employees become representatives of the city and are responsible for assisting and serving the citizens for whom they work. Employees should exhibit conduct that is ethical, professional, responsive, and of standards becoming of a city employee. To achieve this goal, employees must adhere to established policies and procedures.

- A. **Falsification of Records.** No person shall knowingly make any false statement, certificate, mark, rating or report in regard to any test, certificate, work hours, or appointment held or made under the City personnel system or in any manner commit or attempt to commit any fraud preventing the impartial execution of the provisions of this policy. Immediate disciplinary action will be taken up to and including termination or potential criminal prosecution dependent on the nature of the fraud.
- B. **Rendering of Consideration.** No person seeking employment to or promotion in the municipal service shall either directly or indirectly give, render or pay any money, service or other valuable consideration to any person or on account of or in connection with his test, appointment or promotion, or proposed appointment or promotion.
- C. **Conflict of Interest.** City employees are to remove themselves from situations in which they would take action or make a decision where that action or decision could be perceived or actual conflict of interest or could result in a personal benefit from themselves or a family member. If an employee has any questions about whether such a conflict exists, he/she should consult their assigned supervisor.
- D. **Access and Use of City Property.** Any employee who has authorized possession of keys or other city owned equipment must register his/her name and serial number or identifying information about the equipment with the City Office. City property must be turned in and accounted for by any employee leaving employment with the city in order to resign in good standing. Employees are responsible for the safe keeping and care of such city keys. The duplication of keys is prohibited unless authorized by the City. Unauthorized duplication of keys will be subject to disciplinary action. Employees will be responsible for the cost to replace lost keys and required lock rekeying. Personal access and use of city buildings after hours is prohibited, unless prior approval by the City Council.
- E. **Cellular Phone Use.** All employees are expected to follow applicable local, state, federal laws and regulations regarding cellphones at all times. Use should in no way limit the conduct and completion of work. Regardless of who pays the bill; cellphone records about city business are subject to the Minnesota Government Data Practices Act. Refer to City policy "Use and Maintenance of City Vehicles" regarding cellular phone policy for those employees driving a city vehicle.

- F. **Social Media.** What employees write or post is public and reflects on the city. Personal social media account name or email name is not to be tied to the city. Refer to City policy entitled “Social Media”.
- G. **Smoking.** The City of Vergas observes and supports the Minnesota Clear Indoor Air Act. All city buildings and vehicles, in their entirety, are designated as tobacco free. This means that smoking in any form through the use of tobacco products such as pipes, cigars, cigarettes or vaping with e-cigarettes is prohibited. Employees are allowed to smoke only during breaks and lunch and cannot smoke on city property or in city vehicles.
- H. **Weapons.** Possession or use of a dangerous weapon is prohibited on city property, in city vehicles, or in personal vehicle being used for city business. This includes employees with valid permits to carry firearms. Exceptions to the dangerous weapon prohibition include 1) employees legally in possession of a firearm, for which the employee holds a valid permit as required, and the said firearm is secured within an attended personal vehicle or concealed from view within a locked unattended personal vehicle while working on city property and 2) Rodent control by City Utilities Supervisor or Maintenance Operator at the City lagoon.

#### **Section 4: Probationary Period**

- A. **Purpose.** The probationary period is an integral part of the selection process and is utilized for training and to evaluate the employee's work performance and work results, ensure an effective adjustment by the employee to the position, and for purposes of determining need for termination when the employee's performance does not meet required work standards.
- B. **Duration.** Every original appointment and every promotional appointment are subject to a probationary period of up to a year. At three months a progress review is held to determine to evaluate performance or whether a performance improvement plan or additional training may be needed.
- C. **Termination.** The City Council may terminate a probationary employee at any time during the probationary period if in the Council's opinion, based upon work observation & review, indicates the employee is unable or unwilling to perform the duties of the position satisfactorily or that work habits and dependability do not merit continuance in the position.

#### **Section 5: Performance Review**

An objective performance review will be conducted annually on the employee anniversary date. The quality of an employee's performance will be considered in personnel actions and salary adjustments. Performance reviews are discussed with the employee. Certain components of a performance evaluation, such as disputed facts reported to be incomplete or inaccurate, are challengeable using the city's grievance process. Subjective assessments are not challengeable. For those parts an employee may submit written response that will be attached to the performance review. Signing of the performance review acknowledges the review has been discussed with the assigned supervisor and does not necessarily constitute agreement. Failure to sign the document by the employee will not delay processing.

#### **Section 6: Compensation**

- A. **Monetary.** An employee of the City shall be paid according to the employee's designated position and assigned step on a ten step pay scale. Each step shall provide a specific hourly rate to be paid to the employee assigned that step.
- 1) After each year of service an employee performing satisfactory or higher is eligible for a step increase as recommended by Personnel Committee and approved by the City Council. For each year of service after an employee has achieved the tenth step, the wage increase, if the employee is



otherwise eligible for advancement, shall be 2% of the employee's current rate of pay. Employees of the City shall be compensated according to the recommendations of the City Council

- 2) Unless approved by the City Council, no employee shall receive pay from the City in addition to the salary authorized for the position to which he/she has been appointed.
- 3) Pay tables will be established for new positions and at time of a position vacancy. Pay tables may also be reviewed when experiencing significant turnover or when critical positions are not getting filled or are delayed in getting filled. Pay tables are reviewed and approved by the City Council.
- 4) Compensation for seasonal and temporary employees is set by the City Council at time of hire.
- 5) Work hours between 12am to 6am are paid at 1.5 times the regular pay. Night time hours are as approved by a council member serving on the Personnel Committee.

**B. Overtime.** Employees shall be compensated for overtime rates at one and one-half (1.5) the regular rate of pay. Overtime will be calculated to the nearest 15 minutes. The established work week is Monday morning from 12:00 a.m. to Sunday evening at 11:59 p.m., or such other seven-day period as may be designated from time to time by the City. A Council member on the Personnel Committee must approve overtime hours in advance. An employee who works overtime without prior approval may be subject to disciplinary action and may be denied pay for the overtime worked. Overtime worked shall be compensated in the form of compensatory time off or pay at the discretion of the employer and shall be governed by the following rules:

- 1). Except as provided in paragraph 3, below, all overtime worked shall be compensated in the form of compensatory time off or pay. Compensation for overtime worked will take the form of either time and a half pay or compensatory time, the method of compensation to be determined from time to time by the City Council. Compensatory time is paid time off at the rate of one and half hours off for each hour of overtime worked.
- 2). No employee shall accumulate more than 42 hours of unused compensatory time (resulting from 28 hours of overtime worked). Any accrual of compensatory time above the 42 hours limit shall be lost unless payment for the excess compensatory time is authorized by a Council Member serving on the Personnel Committee prior to the performance of the overtime work. An employee may not be required to work overtime in any situation where compensatory time will be lost without pay.
- 3). In December of each year all employees carrying a compensatory time balance shall be paid in full for said balance at the employee's hourly pay rate at the time payment is made. The payment shall accompany or be added to the payroll check for the second to last pay period of the calendar year, less normal payroll deductions.
- 4). Employees may request and use compensatory time off in the same manner as other leave requests. All compensatory time will be marked as such on official timesheets, both when it is earned and when it is used. The City Clerk/Treasurer will maintain compensatory time records. All compensatory time accrued will be paid when the employee leaves city employment at the hourly pay rate the employee is earning at that time.

**C. Payday:** Employees are paid bi-weekly on alternate Wednesdays. Bi-weekly pay periods are designated by the City and begin on a Monday and end on the second Sunday after such Monday. Work shifts that begin on a Sunday are treated as entirely worked on that Sunday, even though a portion of that shift may actually be worked on Monday. When a pay day falls on a holiday, employees shall receive their pay the preceding Tuesday. An employee shall turn in his or her time sheet for a bi-weekly pay period on or before the Monday upon which the bi-weekly pay period ends.

#### **D. Work Hours:**

Work schedules are established for each pay period and posted in the City Office. Work schedules are devised to communicate work hours and availability of city personnel to ensure good customer service and effective work coverage to minimize the use of overtime and compensatory time.

**E. Time Sheets.** All employees shall keep accurate records of the time worked in the manner and on the defined forms as specified by the City Council. Falsifying of time sheets by an employee shall be cause for immediate dismissal of that employee from City employment.

#### **F. Compensatory Time of Officers and Employees (MN Stat. 30.09)**

Members of the Vergas-CDH Fire and Rescue Department who are employees of the city may respond to calls or when paged during their regular work schedule. When an employee (who is also a Vergas-CDH Firefighter or First Responder) responds to a call or page when they are engaged in city compensated employment, will be paid for that time period, based upon their hourly rate or a pro-rated portion of their non-hourly flat rate compensation. They must note on their bi-weekly time sheet the time they were away from the worksite or provide other acceptable written evidence of the time spent away from city employment.

### **Section 7: Attendance and Leave**

The operations and standards of services in the City of Vergas require that employees be at work unless valid reasons warrant absence or an employee has a position approved to work remotely. Employees who are going to be absent from work are required to notify the City Office or City Clerk as soon as possible in advance of the absence.

#### **A. Paid Time Off Accrual (PTO)**

After six (6) months of service, vacation leave may be used as it is earned, subject to approval by assigned supervisor. PTO replaces separately assigned sick, emergency or vacation leave and is combined into a single benefit program. PTO does not replace City observed holidays, or other leave such as jury duty or military leave. Temporary, seasonal and part time employees are not entitled to paid time off (PTO) or holidays with pay. It is the policy of the City of Vergas to grant PTO with pay to regular employees in accordance with the guidelines established below:

- 1) An employee's anniversary date will be used to determine an employee's eligibility for PTO.  
PTO for regular full-time employees will accrue as follows:
  - 1-5 Years 2 hours per week (104 hours per year)
  - 6-14 Years 3 hours per week (156 hours per year)
  - (Those employed prior to October 2019 will maintain the 3.08 annual leave accrual)*
  - 15+ Years 4 hours per week (208 hours per year)
- 2) Accrued PTO will be added to each employee's balance each pay period.

#### **B. PTO Leave Requirements**

- 1). To remain eligible for health or emergency related PTO leave, the employee is responsible for keeping the City Clerk/Treasurer advised of health status. If a health-related cause for PTO leave results in an absence from work of more than 3 consecutive work day duration, a health professional's written verification of the nature and anticipated length of the employee's health related absence must be submitted prior to the end of business on employee's third day of absence from work. If a doctor's verification is not received, no PTO pay will be issued and employee's continued absence will be deemed "unexcused".

- 2). The maximum amount of PTO time that shall be allowed to accrue is 200 hours for employees.
- 3). Should an employee reach the accrued PTO maximum of 200 hours, A plan for leave usage is to be devised to get under the 200 hours with approval at the following City Council meeting.
- 4). The City of Vergas will pay employee for all accrued PTO leave upon resignation or retirement for those employees leaving in good standing.

### **C. Non-Accrued PTO**

#### **1) Eligibility:**

An employee may elect to receive up to 64 hours of non-accrued PTO (“NAPTO”) if the employee cannot work due to a health-related disability and when the employee does not have sufficient accrued PTO to provide benefits during the term of the employee’s health related absence from work. An employee may elect to receive NAPTO by submitting a written request to the City Clerk/Treasurer on the application form provided for such purpose. A treating provider’s written confirmation of employee’s health related restriction from work must accompany this application.

#### **2). Reimbursement.**

- a). All NAPTO wages and benefits must be reimbursed to the City within twelve (12) months of the date of the last pay period in which the Employee receives NAPTO wages and benefits. The method of reimbursement shall be agreed upon between the City and the employee. The City retains the sole authority to determine what hours, if any, may be accrued as compensatory time.
- b). At the employee’s election, reimbursement may be from employee’s subsequently accrued PTO at a rate not less than 50% of the employee’s accrued PTO wages and benefits per pay period or from accrued compensatory time or by direct payment of the value of all wages and benefits provided.

### **D. Light Duty/Modified Work Assignment**

- 1) Light duty is evaluated by the City Council on a case-by-case basis. Temporary assignment of work will be evaluated for temporarily disabled employees who are medically unable to perform their regular work duties. Such assignments are for short-term, temporary disability-type purposes. The City Council will determine when and if light duty work will be assigned. This policy does not guarantee assignment of light duty. When an employee is unable to perform the essential requirements of his/her job due to temporary disability, he/she must notify the assigned supervisor in writing as to the nature and extent of the disability and the reason why he/she is unable to perform the essential functions, duties, and requirements of the position. This notice must be accompanied by a physician’s report containing a diagnosis, current treatment, and any work restrictions related to the temporary disability. The notice must include the expected time frame regarding return to work with no restrictions, meeting all essential requirements and functions of the assigned job description, along with a written request for light duty.
- 2) Upon receipt of the written request, the assigned supervisor will forward copy of the report to the City Council. The City may require additional medical information or exam.
- 3) The circumstances of each disabled employee performing light duty work will be reviewed at regular intervals. Any light duty/modified work assignment may be discontinued at any time.
- 4) If a light duty assignment is offered to an employee who is out on workers’ compensation leave, the employee may be subject to penalties if he/she refuses such work. The City will not, however, require an employee who is otherwise qualified for protection under the Family and Medical Leave Act (FMLA) to accept a light duty assignment.

## **E. Employee Health Conditions Relating to Pregnancy**

- 1) The city will attempt to provide a female employee who requests reasonable accommodation with the following health conditions related to pregnancy or childbirth.
  - More frequent restroom, food and water breaks;
  - Seating;
  - Limits on lifting over 20 pounds; and/or
  - Temporary transfer to a less strenuous or hazardous position, should one be available.
- 2) Unless such accommodations impose an undue hardship on the city, the city will engage in an interactive process with respect to an employee's request for a reasonable accommodation.

## **Section 8: Leave without Pay**

### **A. Pregnancy and Parental Leave (MN Stat. 181.940 – 181.944)**

- 1). Eligible employees who are a biological or adoptive parent will be provided an unpaid leave of absence of up to twelve (12) weeks for the birth or adoption of a child, (as defined in MN Stat. 181.940 Subd. 4), or for the placement of a child in foster care. Leave may begin at the time designated by the employee but must start within twelve (12) months of the date of the birth, adoption, or placement of the child and be completed within that year. However, if the child remains in the hospital longer than the mother, leave commences at the time the child leaves the hospital.
- 2). An employee shall provide at least 30 days' notice of the date leave is to commence and its expected duration. If leave is longer than 1 month the employee shall provide at least 2 week's notice of employees expected return date.
- 3). An eligible employee is one who has completed twelve (12) months of fulltime employment immediately preceding the requested leave date and who has worked an average number of hours each week that is at least equal to one-half the fulltime equivalent position in the employee's job classification.
- 4). An employee may choose to use paid time off (PTO) during the parental leave of absence. This leave will not extend beyond the 12 week leave period. All other time will be unpaid. However, the employee's benefits will continue as if the employee were still at work. No PTO benefits shall accrue during a leave of absence without pay.
- 5). An employee failing to return to work as scheduled after completion of an approved leave will be considered to have voluntarily terminated employment with the City of Vergas.
- 6). If an employee needs to request a longer leave of absence the employee may do so under the city's General Leave without Pay Policy.

### **B. General Leave without Pay**

The City Council may grant any permanent employee a leave of absence without pay for a period not to exceed 90 days except that it may extend such leaves to a maximum of one year in case the employee is disabled or where extraordinary circumstances, in its judgment, warrant such extension. No PTO benefits shall accrue during a leave of absence without pay.

### **C. Leave for School Conferences and Activities (Mn Stat. 181.9412)**

Employees with children receiving child care services or attending a prekindergarten, regular or special education program or attending elementary through high school may take up to 16 hours of leave each 12 month period for school conferences and activities each year provided the conferences or activities cannot be scheduled during nonwork hours. The employee must request leave at least 1 week in advance of the scheduled leave date. All school conference and activity leave covered by this section is unpaid. However, employees may use accrued PTO in place of unpaid leave.

### **D. Military Leave**

- 1). State and Federal laws provide protections and benefits to city employees who are call to military service, whether in the reserves or on active duty. Such employees are entitled to a leave of absence without loss of pay, seniority status, efficiency rating, or benefits for the time the employee is engaged in training or active service not exceeding a total 15 days in any calendar years.
- 2). The leave of absence is only in the event the employee returns to employment with the city as required upon being relieved from service, or is prevented from returning by physical or mental disability or other cause not the fault of the employee, or is required by the proper authority to continue in military or service beyond the 15 day paid leave of absence.
- 3). Employees on extended unpaid military leave will receive 15 days paid leave of absence in each calendar year, not to exceed 5 years.

#### **E. Family Medical Leave**

1). Basic Leave Entitlement FMLA requires covered employers to provide up to 12 weeks of unpaid, job-protected leave to eligible employees for the following reasons:

- Incapacity due to pregnancy, prenatal medical care or child birth; • to care for the employee's child after birth, or placement for adoption or foster care; • to care for the employee's spouse, son, daughter or parent, who has a serious health condition; or • for a serious health condition that makes the employee unable to perform the employee's job. Military Family Leave Entitlements Eligible employees whose spouse, son, daughter or parent is on covered active duty or call to covered active duty status may use their 12-week leave entitlement to address certain qualifying exigencies. Qualifying exigencies may include attending certain military events, arranging for alternative childcare, addressing certain financial and legal arrangements, attending certain counseling sessions, and attending post-deployment reintegration briefings.

A serious health condition is 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.

2). Employees are eligible if they have worked for the City of Vergas for at least 12 months and have 1,250 hours of service in the previous 12 months.

3). Employees must provide 30 days advance notice of the need to take FMLA leave when the need is foreseeable. When a 30day notice is not possible, the employee must provide notice as soon as practicable and generally must comply with an employer's normal call-in procedures.

4). The City of Vergas will inform employees requesting leave whether eligible under FMLA. If eligible, the notice must specify any additional information required as well as the employees' rights and responsibilities. If not eligible, the employee will be provided a reason for the ineligibility.

#### **Section 9: Jury or Witness Duty**

When an employee performs jury duty or is subpoenaed as a witness in court or voluntarily serves as a witness in a case in which the City is a party, the employee is entitled to compensation from the City equal to the difference between his regular pay and the amount received as a juror or witness.

#### **Section 10: Holidays**

A. Regular, full-time employees shall receive nine (9) hours of pay at regular straight time hourly rate for each of the following days on which they are not required to work:

New Year's Day      Martin Luther King Day      President's Day

Memorial Day  
Veteran's Day

Independence Day  
Thanksgiving Day

Labor Day  
Christmas Day

B. An employee required to work on a holiday shall receive holiday pay for the hours worked. A holiday falling on Saturday shall be observed on the preceding Friday and a holiday falling on Sunday shall be observed on the following Monday.

### **Section 11: Meal Break and Rest Periods**

A paid fifteen (15) minute break is allowed within each four (4) consecutive hours of work. An unpaid thirty (30) minute lunch is provided when an employee works eight (8) or more consecutive hours. Employees are expected to use these breaks as intended and will not be permitted to adjust work start time end time by saving the breaks and applying to scheduled work shift.

### **Section 12: Resignation**

Any employee wishing to leave the municipal service in good standing shall file with the City Council, at least 14 days before leaving, a written resignation stating the effective date of the resignation and the reason for leaving. Failure to comply with this procedure may be considered cause for denying the employee future employment by the City. Unauthorized absence from work for a period of three working days may be considered by the City Council as a resignation without such benefits.

### **Section 13: Lay-off**

After at least two weeks notice to the employee, the City Council may lay off any employee whenever such action is necessary because of shortage of work or funds, the abolition of a position, or changes in organization. No permanent or probationary employee shall be laid off while there is a temporary employee serving in the same class of position for which the permanent or probationary employee is qualified, eligible and available.

### **Section 14: Grievance**

It is the policy of the City to prevent the occurrence of grievances and to deal promptly with those which occur. The employee must present the grievance in writing, stating the nature of the grievance, date occurred, facts on which it is based, and the provision(s) of personnel policy allegedly violated and remedy requested. The grievance is to be filed within twenty-one (21) days after the alledged violation.

### **Section 15: Drug Free Workplace**

In accordance with Federal Law, the City has adopted the following on drugs/alcohol in the workplace.

- A. Employees are expected and required to report to work on time and in appropriate mental and physical condition. It is the City intent and obligation to provide a drug-free, safe and secure work environment.
- B. The unlawful manufacture, distribution, possession, or used of a controlled substance on City property or while conducting City business is absolutely prohibited. The use of alcohol while on duty is prohibited. Violations of this policy will result in disciplinary action, up to and including termination and may have legal consequences.
- C. The City recognizes alcohol/drug abuse as a health, safety, and security problem. Employees needing help are encouraged to use the health insurance plan and assistance programs, as appropriate.
- D. Employees, as a condition of employment, must abide by the terms of this policy and must report any conviction under a criminal drug statute for violations occurring on or off the work premises. A report of a conviction must be made within five (5) days after conviction as required by the Drug-Free Workplace Act of 1988.

## **Section 16: Discipline**

Employees will be subject to disciplinary action for failure to fulfill their duties and responsibilities at the level required, including compliance of work rules, city policies and standards of conduct. Discipline will be administered in a non-discriminatory manner. There will be an investigation into any allegation of which disciplinary action might be based before any disciplinary action is taken. If an employee believes the discipline applied is either unjust or disproportionate to the offense, may pursue a remedy through city grievance procedures.

**A. Forms of Discipline.** Discipline will be in one or more of the following forms

- (a) oral reprimand;
- (b) written reprimand;
- (c) suspension with or without pay;
- (d) termination

**B. Notices.** Notices of suspension, demotions and termination will be in written form and will state the reasons for the action taken. The employee shall be provided with a copy of such notice.

**C. Written Records.** Written reprimands, notices of suspension, and notices of termination which are to become part of an employee's personnel file and shall be read and acknowledged by signature of the employee. The employee will receive a copy of such reprimands and/or notices.

**D. Examination.** Employees may examine their own individual personnel files at reasonable times under the direct supervision of the City Clerk/Treasurer.

**E. Other Disciplinary Actions.** The following other disciplinary actions may be taken after the foregoing steps have been followed:

- 1) Involuntary demotion. This step shall be taken only if the employee does not have the ability to function at the higher level.
- 1) Withholding a salary increase or decreasing the employee's salary. The employee shall be notified in writing of the action and the reasons. A copy of the notice shall be placed in the employee's file.
- 2) Required completion of specific disciplinary or corrective action by the employee.

**F. Hearing.** In any case of disciplinary action, the employee shall be granted a hearing before the City Council if the employee submits a written request for such a hearing to the Council within five working days of notification of the action taken. The hearing shall be held within ten working days from the date the request is filed unless the City and the employee agree on an earlier or later date. If the disciplinary action involves the removal of a veteran, the hearing shall be held in accordance with Minnesota Statutes, Section 197.46.

## **Section 17: Insurance**

**A. Employer Contribution.** The City will pay 100 percent of employee coverage and employees will pay for dependents coverage. In addition, the City will pay 100 percent of life and disability insurance premiums at current benefit levels. The contribution terms and conditions set forth in this subdivision regarding insurance benefits may be changed by resolution of the City Council.

**B. Part-Time Employees.** The City does not provide a city contribution for health/hospital insurance for any part-time city employees. However, part-time employees who work over 30 hours a week may purchase at their own expense such insurance coverage as may be available from time to time for part-time employee's through the City's group insurance carriers. This right to purchase such insurance is subject to any availability restrictions or other

limitations imposed by said group insurance carriers.

**C. Single Coverage.** Employees not choosing dependent coverage cannot be covered at City expense for any additional insurance, nor will they receive a cash payment for the difference between the cost of single coverage and the maximum monthly dollar cost paid by the City.

**D. Additional Coverage.** Under the group insurance program, an employee may purchase additional health, disability and life insurance for the employee and the employee's dependents provided that the employee pays the full cost of such additional coverage.

### **Section 18: Retirement**

The city participates in the Public Employees Retirement Association(PERA) to provide pension benefits for eligible employees, per Minnesota statute based on pay or hours worked, to help plan for a successful and secure retirement. Participation is mandatory for most employees, and contributions into PERA begins immediately on employment. The city and employee contribute to PERA each pay period as determined by state law. Most employees are also required to contribute a portion of each pay check for Social Security and Medicare. The city matches the employee's Social Security and Medicare withholding.

### **Section 19: Safety**

- A. Exposure to Hazardous Substances.** Any employee routinely exposed to hazardous substances or harmful physical agents as defined in the Minnesota Employee Right to Know Act of 1983 shall be trained before being assigned or reassigned work exposing him or her to such substances or agents and shall be given training annually thereafter. Training shall include an explanation of how and where information about hazards is stored in the workplace, how the hazards are labeled, and where to obtain specific information. An employee acting in good faith has the right to refuse to work under conditions which the employee reasonably believes presents and imminent danger or serious physical harm to the employee.
- B. Safety Equipment/Gear.** Where safety equipment is required by federal, state or local rules and regulations, it is a condition of employment that such equipment be used or worn by the employee.
- C. Reporting of Accidents and Illness.** Minnesota workers' compensation laws and state and federal Occupational Safety and Health Acts require all job related injuries or illnesses be reported as soon as possible.

### **Section 20: Media Request**

- A.** With the exception of routine events and basic information readily available to the public, all requests for interviews or information from the media are to be routed through the City Office. No city employee is authorized to speak on behalf of the city without prior authorization from City Official. Media requests include anything intended to be published or viewable to others in some form, such as television, radio, newspaper, newsletters, social media postings or websites.
- B.** When responding to media requests, employees should follow these steps:
- 1) If the request is for routine or public information (such as meeting time or agenda) provide the information and notify the City Office of the request.
  - 2) If the request is regarding information about city personnel, potential litigation, controversial issues, an opinion on a city matter, or if an employee is unsure if the request is a "routine" question, forward the request to the City Office.



- C. All news releases concerning the city and city personnel is the responsibility of the City Clerk.

**Section 21: Whistleblower**

- A. An employee of the City who, in good faith, reports an activity that he/she considers illegal or dishonest to one or more parties may have whistleblower protections. The whistleblower is not responsible for investigating the activity or for determining fault or corrective measures; appropriate City Management Officials are charged with these responsibilities.
- B. Examples of illegal or dishonest activities include violations of federal, state or local laws, billing services not performed or goods not delivered and other fraudulent reporting.
- C. If an employee has knowledge of a concern of illegal or dishonest fraudulent activity, the employee is to contact their assigned supervisor. If the City Council has the assigned supervision, contact the Personnel Committee.
- D. The employee must exercise sound judgment to avoid baseless allegations. An employee who intentionally files a false report of wrongdoing may be subject to disciplinary actions.
- E. It is the city's legal responsibility to protect employees who make a complaint. Whistleblower protections are provided in two important ways: confidentiality and protection from retaliation, consistent with the Minnesota Data Practices.

**Personnel Committee  
Personnel Meeting  
Vergas Event Center  
1:30 PM on Wednesday, April 7, 2021**

**3. Job Descriptions**

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**Files Attached**

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- Job Description Mar 19 update City Clerk\_Treasurer & Liquor Store Manager .pdf
- 2021 Job Description LS Manager proposal.pdf

**City of Vergas****Job Description**

<b>POSITION TITLE:</b>	City Clerk-Treasurer and Liquor Store Manager
<b>DEPARTMENT:</b>	General Government/Water/ Sewer/Liquor
<b>SUPERVISION RECEIVED:</b>	City Council
<b>SUPERVISION EXERCISED:</b>	Liquor Store Clerks, Event Center Maintenance and Receptionist
<b>FLSA STATUS:</b>	Full Time, Non-exempt
Date of Latest Revision:	Revised March 2019

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**Position Summary:**

The City Clerk is the appointed representative for the administrative oversight and coordination of city operations and municipal affairs; record keeping, budget, policies, utilities, zoning, and grant writing. Assists and supports the City Council, City Departments and city appointed Board Officials and serves as the custodian of the City's seal and records.

As Liquor Store Manager performs the administrative work to manage the operations of the City's off-sale liquor store. This entails developing and implementing policy and procedures, directing and managing work processes and activities to promote sales, manages expenses, and supervises employees. Determines inventory and product needs, makes purchases, set's prices for merchandise and reviews/approves invoices for payments. Is directly responsible for sales and profitability and accountable for the store receipts and expenditures.

**Essential Functions for the Position City Clerk:****1. Leadership and Supervision:**

Organizes and directs the operations of municipality by researching policies, ordinances and laws and has the primary responsibility for ensuring adherence to the same in matters of council actions, human resources, and administrative practices. Acts as employee supervisor and resource by participating in the hiring process and ensuring mandatory and development training requirements are met and maintaining personnel records. Monitor's payroll, tracks work hours, compensatory and leave time. Provides support to city officials and city departments by informing, prioritizing, assigning, monitoring, and assisting with associated work needs. Is committed to continued development of own knowledge and skills to perform the duties of the position and make improvements through ongoing training and education.

**2. Administration:**

Represents the City with agencies including the Office of the State Auditor, MN Revenue, IRS, PERA, DEED, MDH, MPCA, OSHA, etc. monitoring and reporting to ensure city compliance. Signs official papers, posts and publishes notices and ordinances. Attends council and other meetings as needed and represents the City in a courteous and professional manner in person, phone or correspondence.

**3. Office Operations:**

Serves as the point of contact and information resource to the municipality, the city council, and other councils and boards. Acts as the recorder and record keeper for the city council and other councils and boards; preparing meeting notifications and agendas, compiling informational materials and providing action and document follow-up. Responsible for special project assignments for the various department and councils/boards and assists with research and correspondence. Monitor's phone, fax, mail, and email

for critical information and compliance issues. Develops and approves city radio and print advertising. Serves as the custodian for city central files, personnel files, ordinances, policies, resolutions, minutes, and all other municipal documents.

4. Municipal Affairs:

Receives requests, complaints and information inquiries from the public and processes through city staff and/or the City Council. Reviews, renews, and reports on property, liability, liquor liability, bonding, work compensation, and unemployment insurances. Preparation/follow-up of all city business and dog and liquor licenses. Assists in bidding, contracting, bonding, and auditing procedures. Administers local election activities. Active in city events including fundraisers and celebrations and hearings and updates addresses, licensures, business and mailing lists. Prepares assessment materials and certifies to the county.

5. Financial Duties:

Develops and monitors the city budget for all municipal departments and prepares fiscal performance reports; monitors statements, claims and disbursements; and is the signatory on city checks. Assists the city council in monitoring and adjusting the budget or expenditures. Certifies levy information to the county auditor and budget information to the state auditor and prepares monthly budget reports for the liquor store and Event Center. Monitors and assists in managing city investments, savings accounts, and bond accounts/payments. Reviews invoices, statements, and claims, and signs checks.

6. Zoning:

Receives requests for construction permits, prepares information for the City Council regarding permits. Monitors and assists in managing the construction permits for zoning regulations. Takes minutes at Planning Commission meetings and provides Council with their recommendations.

7. Grant Writing:

Research grant opportunities supportive of City goals, growth and improvement needs and writes or delegates the writing of grants on behalf of the City of Vergas.

8. Utility Billing:

Plans, manages, supervises and implements all utility billing functions, including billing, collections and customer service. Coordinates with meter readers to insure accounts are read in a timely manner and ensures accuracy of the meter readings and directs rereading of meters when inconsistencies identified between the readings for present and previous months. Coordinates with other Electrical personnel to process work orders for utility disconnections, reconnections, new orders, owner/tenant changes and other public service requests. Develops and implements the goals, policies, procedures and controls for all utility billing functions: billing, collections and customer service. Reviews billings for accuracy and re-calculates bills which have been issued to customers improperly. Pursues collection of delinquent utility accounts, including preparation and mailing of final notices, shut-off and turn-on orders, establishment and monitoring payment schedules, adjusting errors and processing complaints. Reviews and verifies all utility activities at each month's end. Prepares delinquent account data for preparation of assessment rolls for tax certification.

**Essential Functions for the position of Liquor Store Manager:**

1. Departmental Administration & Management:

- A. Daily coordination and controls of liquor store operations in compliance with state and federal laws/rules/regulations and in accordance with City policies.
- B. Regularly informs the City Council regarding department operations and activities and prepares department's new and revised policies and plans, implementing and administering upon City Council approval.
- C. Attends meetings of City Council and oversight committees and implements Council directives.

## 2. Sales Operations & Store Maintenance:

- A. Maintains cash control by balancing and preparing daily cash report; prepares and makes daily bank deposit; and ensures adequate change is available for the cash register.
- B. Prepares and submits monthly sales report to City Council
- C. Handles purchases and make related decisions: orders liquor, beer, wine, and other merchandise & supplies; follows up with vendors on missing or damaged items; and reviews/codes invoices for accuracy.
- D. Manages inventory and makes related decisions: prices items according to sales and profitability goals; conducting physical checks as necessary; providing information to the Clerk-Treasurer.
- E. Determines methods to increase profitability of operations and decrease expenses; advertises specials/sales following state guidelines; and oversees other promotional activities.
- F. Oversight and participation in the maintenance of store's appearance; oversees regular building maintenance and maintenance of all departmental equipment; and coordinates or performs repairs/services as appropriate. Monitors and maintains the store's electronic security system.

## 3. Coordination with Other City Departments:

*(Areas of coordination includes: city/community events, common budgeting/purchasing issues, store security and workplace safety, and emergencies)- do we need this breakdown?*

- A. Question how security/safety & emergencies is addressed.
- B. Coordinates work with other city department's by sharing information, actively seeking input/feedback, and informing elected/appointed officials of important issues, concerns and needs.
- C. Receives requests, complaints and information from the public and transmits to staff and/or the City Council; providing follow-up as requested and needed.

## 4. Supervision of Employees

- A. Conducts the full complement of supervisory functions for assigned positions; staffing/hiring, training & staff development, assigning and prioritizing work, reviewing work and work results, coaching and evaluating performance, compensation/rewards, and discipline/ discharge per City policy.
- B. Manages payroll, reviewing & submitting bi-weekly time sheets.
- C. Provides oversight and participates in mandatory and other job-related training. for department employees to ensure and improve safety, emergency response and work-related procedures.
- D. Demonstrates by example the desired standards of conduct and work habits and promotes teamwork through communication, motivation and cooperation.

## **Performance Criteria:**

- Effectively executes the operations of the City.
- Courteous and cooperative with public officials and the public.
- Effectively communicates in person, phone, or correspondence.
- Demonstrates effective time management in the completion of duties.
- Completed work is professionally complete, accurate and timely.
- Maintains confidentiality and privacy according to rules and regulations.
- Promotes teamwork, safety, professionalism with staff and the overall City.
- Demonstrates ability to effectively execute change and improvements.

- Demonstrates accountability in attending meetings and providing the support needs.

**Minimum Requirements:**

- Preferred minimum Associate Degree in Business Management or Accounting
- One to three years of accounting and/or bookkeeping experience
- Knowledge of laws, rules, and regulations of local, state, and federal requirements
- Demonstrated proficiency in reading, interpreting, and communicating policy and procedures.

**Desirable Qualifications:**

- Additional ability, training, and/or experience in bookkeeping or accounting
- Experience in the coordination and financing of varied municipal activities
- Advanced knowledge of local government and public administration
- Additional experience and ability in computer office automations; word processing, spreadsheets, diagrams, and record management.

**Special Working Conditions:**

Work is light to moderate, requiring sitting for extended periods, and variably frequent rising, walking, standing and bending. This position is required to have hand and arm dexterity adequate to allow for extensive use of keyboards, to talk and hear with enough proficiency to allow for communicating by phone or in person and to have adequate vision to accommodate frequent viewing of computer screens and printed reports. This position requires lifting and/or moving up to 10 pounds frequently, and infrequently lifting or moving up to 25 pounds. The noise level is usually low to moderate. Flexibility to work consistent business hours and be available for office nights for meetings.

The work environment and physical demands described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.

The functions, criteria, and qualifications are intended only as an illustration of various types of work performed and are not all inclusive. The job description does not constitute an employment agreement and is subject to change as the needs of the City and the requirements of the position change.

**POSITION TITLE:** Liquor Store Manager

**DEPARTMENT:** Liquor Store

**SUPERVISION RECEIVED:** City Clerk/Treasurer, Liquor Store Committee,  
City Council

**SUPERVISION EXERCISED:** Liquor Store Clerks

**FLSA STATUS:** Full Time, Non-exempt

Date of Latest Revision: April 2021

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**I. Position Summary:**

Is a working manager performing the administrative work in managing the overall operations of the City of Vergas off-sale liquor store while also serving as a clerk for the store. The position entails managing a number of systems, processes and activities; operation's planning, purchasing, promoting sales, maintaining and planning inventory and budgeting. Is directly responsible for sales and profitability and accountable for the store receipts and expenditures. Develops and implements policy and procedures and provides the supervision of store personnel.

**II. Essential Functions of the Position:** *This section are major areas of accountability, priorities, key responsibilities, and recurring duties. The listing of duties is not exhaustive, but is inclusive of all duties, tasks, and subtasks that can be logically inferred are not specified.*

**1. Leadership:**

- Overall authority in managing the functions of the municipal liquor store subject to city council policy guidance.
- Organizes, directs and prioritizes the operations of municipal liquor store, establishes policy, and ensures adherence to city policies and applicable federal & state laws/rules/regulations.
- Overall responsibility for communications and actions for human resources, inventory, pricing, and administrative practices.
- Regularly informs the City Council of liquor store operations, programs, activity, new and revised policy, budget, profit, and trends.
- Provides reports and assists the Liquor Store Committee and attends meetings of the City Council as directed or needed.
- Promotes a positive and motivational work environment.

**2. Administration & Management:**

- Daily coordinates and controls the systems, processes and activities of the liquor store.

- Responsible for the planning, budgeting and purchasing.
- Handles and oversees the preparation and maintenance of complete and accurate records and ensures required reports are completed and submitted timely.
- Further supervises the department by prioritizing, assigning, monitoring, and assisting work. Demonstrates by personal example the desired standards of conduct and work habits and promotes teamwork through communication, motivation and cooperation.
- Represents the Liquor Store by attending and participating in Vergas Community Club meetings and activities.

### **3. Sale Operations**

- Maintains cash control by balancing and preparing daily cash report, prepares and makes daily bank deposit, and ensures adequate change is available for cash register.
- Prepares and submits monthly sales report and handles purchases and the related decisions in ordering liquor, beer, wine and other merchandise and supplies.
- Follows up with vendors on any missing or damaged items and reviews invoices for accuracy.
- Manages the inventory and makes related decisions regarding pricing according to sales and profitability goals. Conducts physical checks as necessary.
- Determines methods to increase profitability of operations and decrease expenses, advertises specials and sales following state guidelines and oversees the promotional activities and communications.

### **4. Store Maintenance:**

- Oversees and participates in the maintenance of the store appearance, regular building maintenance and maintenance of all department equipment. Reports, coordinates and performs repair and services as appropriate.
- Monitors and maintains the store electronic security system.
- Maintains the digital liquor store sign and applies effective principles and practices regarding electronic communications, visual appeal, and advertising/marketing.

### **5. Communications and Coordination with other City Departments**

- Works closely with the City Clerk/Treasurer to coordinate work, provides daily sales reports and bank deposit slips, and receives input/feedback.
- Coordinates work with other departments by sharing information, actively seeking input/feedback and informs elected officials about important issues and concerns.
- Receives requests, complaints and information from the public and communicates to city staff and or City Council as indicated. Conducts follow-up and resolution as appropriate.
- Prepares and follow's up on city business as assigned when City Clerk/Treasurer is out of the office.

### **6. Supervision of Department Personnel**

- Maintains, and effectively recommends to the Liquor Store Committee/City Council, the full complement of supervisory functions for a supervised position as staffing/hiring, training, staff development, assigning and prioritizing work, reviewing work, coaching and evaluation performance, compensation/rewards, discipline/discharge per City policy and under Council's final approval.



- Oversees department daily work, supervises employee performance and reviews work output and reviews/submits bi-weekly time sheets.
- Ensures completion and participation in mandatory and other job-related training needs.
- Promotes workplace safety through ongoing efforts related to training and awareness.

### **III. Examples of Performance Criteria**

- Supports and promotes City policies, procedures, vision, and mission.
- Establishes and maintains cooperative and productive relationships with a variety of people.
- Represents the City through effective communication, verbally or in writing, via in person, phone, or correspondence.
- Demonstrates time management, confidentiality, and the ability to read and analyze technical information.
- Develops the necessary knowledge and skills to perform the duties and continually improve personal knowledge base and keep current with industry trends and new technologies.
- Analyzes data, plan operations, prepares reports, provides reliable information and sound advice to promote decision making.
- Promotes teamwork, safety, professionalism, and efficiency within the City.
- Travel and attend meetings and respond to emergencies.

### **IV. Minimum Requirements**

- High school diploma or equivalent.
- Two years' experience in purchasing, sales, marketing/advertising, accounting, office management and inventory control.
- At least two years of supervisory experience with specific responsibility for work scheduling, assigning/prioritizing/reviewing work, and coaching/motivating employees.
- Knowledge of liquor store inventory products.
- Computer skills including competency in work processing and spreadsheets or experience with point-of-sale software programs.
- Proficiency at reading, interpreting, and communicating procedures and policies.

### **V. Preferred Qualifications**

- Coursework and or additional training and experience in marketing, purchasing, sales and accounting.
- Experience in a Municipal Liquor Store
- Greater supervisory experience than listed in the minimum qualifications.
- Experience with direct responsibility for one or more functions in a retail establishment.

## **VI. Special Working Conditions**

Work indoors a majority of time. Work in refrigerated cooler and check in deliveries outdoors in all types of weather. Can experience extended periods of standing and computer use with variably frequent sitting, rising, walking, and bending. Requires lifting, carrying or moving merchandise up to **40** pounds. This position is required to have hand and arm dexterity adequate to allow for extensive use of keyboards, to talk and hear with enough proficiency to allow for communicating by phone or in person and to have adequate vision to accommodate frequent viewing of computer screens and printed reports. The noise level is usually low to moderate. Flexibility to work business hours as well as work evenings and weekend hours as needed or to attend meetings.

*The work environment and physical demands described here are representative of those an employee encounters while performing the essential functions of this job. Reasonable accommodations may be made to enable individuals with disabilities to perform the essential functions.*

*The functions, criteria, and qualifications are intended only as an illustration of various types of work performed and are not all inclusive. The job description does not constitute an employment agreement and is subject to change as the needs of the City and the requirements of the position change.*

**Personnel Committee  
Personnel Meeting  
Vergas Event Center  
1:30 PM on Wednesday, April 7, 2021**

**4. Pay Step Structures**

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**Files Attached**

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- Sample Performance Manual.pdf
- CITY OF VERGAS PAYSCALE- Current.pdf
- 2021 Proposed-Pay-Step Structures.pdf

# **PERFORMANCE MANAGEMENT SYSTEM SUPERVISOR'S MANUAL**

*City of Star, Minnesota*

SAMPLE

## TABLE OF CONTENTS

<b><u>TOPIC</u></b>	<b><u>PAGE NUMBER</u></b>
Purpose	3
The Process	4
Planning the Initial Meeting	5
The Initial Meeting	6
Completing the Performance Plan	7
Planning the Performance Appraisal Meeting	12
The Seven Questions	13
The Performance Appraisal Meeting	14
Appendix	16
- Process Time-line	
- Rating Scheme	
- Rater Errors and Biases	
- Rating Scales	
- Appeals Procedure	
- Self Appraisal – Blank Form	
- Sample Questions for Supervisor	

## **PURPOSE**

The purpose of the City's performance management system is first to promote increased and better communication between you and your employees. Formal meetings as well as frequent, informal interactions are central to this purpose. The system will allow you to check on the employee's progress toward work goals and to give objective feedback on performance. Additionally, the system will be used to document performance and identify developmental needs. For non-unionized employees, the system will provide an incentive in terms of pay increases (i.e. step advancement).

Performance management should be an ongoing, cooperative process for which you and the employee share responsibility. Great emphasis is placed on the idea that performance management is a process, not a once-a-year event. You should take notes during the rating period so your evaluations will be based on the employee's performance over the entire period. The best environment is one in which feedback is communicated in the spirit of growth and improvement.

When we observe any situation or behavior, we often make assumptions based on our own values and past experiences. We need to learn to describe situations factually and to gather information in order to assess what is actually happening and to bring more objectivity into the process. When we communicate our observations about performance, we need to:

- Be specific, not general
- Direct comments toward observable behavior that the receiver can control
- Be descriptive, not judgmental
- Be prompt, but well-timed
- Respect the dignity and opinions of the recipient

## **THE PROCESS**

As mentioned above, performance management is an ongoing, cooperative process for which the supervisor and employee share responsibility. The City's performance period will cover one year, coinciding with the calendar year. (A time-line can be found in the Appendix). You are expected to observe, monitor, and document the employee's performance over this entire period. Communication between you and employee should occur on a formal and informal basis.

The process will include at least three formal meetings: an initial meeting, a six-month review, and the appraisal meeting. Interim reviews are left to your department head's discretion. In most cases, meetings will be conducted by the employee's department head, who serves as the primary rater. In the case of two departments, the employee's first-level supervisor and department head will serve as co-raters. (The City's Rating Scheme can be found in the Appendix.) Supervisors should anticipate and take advantage of the numerous, informal opportunities to provide performance-related feedback.

A performance plan and an evaluation form will be used to create the necessary documentation. These two forms have been incorporated into one document for ease of use. A self-appraisal form will be used to help the employee prepare for the appraisal meeting. This manual and a binder of information will assist supervisors in preparing these documents as well as preparing for the various formal meetings.

All employees, except seasonal and temporary, will be covered by the performance management system. The City Clerk-Treasurer will serve in the role of reviewer to ensure consistency in ratings.

A procedure for an employee to appeal his/her rating is established. (See Appendix). The opportunity to raise any legitimate question or concern the employee may have about the rating first begins with the supervisor. Then, a



formal appeal would be heard by the department head, then the City Clerk-Treasurer if needed, and finally a personnel committee of the City Council if needed.

### **PLANNING THE INITIAL MEETING**

- ❑ Give the employee advanced notice of the meeting.
- ❑ The time, day, and place of the meeting should be mutually convenient and comfortable for you and the employee.
- ❑ Provide for up to a couple of hours of uninterrupted time. Pick a room that is conducive to an open discussion.
- ❑ Inform the employee about his/her role and responsibilities as well as your role and responsibilities. (See Tab 1).
- ❑ Prepare each of your employee's performance plans. See instructions found in this manual and on the separate information sheets found under Tab 2.
- ❑ Review the employee's performance plan to anticipate questions or items for which you would like specific feedback. Takes notes.
- ❑ If there is something that could be difficult or uncomfortable to talk about, plan what you are going to say ahead of time.

### **THE INITIAL MEETING**

The purpose of the initial meeting is to discuss performance expectations with your employee, achieve a mutual understanding of those expectations, and record all of the final (agreed-upon) expectations in the form of performance goals, competencies, and training/development goals. Clearly communicate the meeting purpose to your employee. The Performance Plan must be completed, with appropriate signatures, after this or any follow-up meeting.

Be mindful a particular goal, performance or developmental, or competency may elicit a negative reaction from the employee if it tends to reveal a past performance problem or weakness. These could be real or perceived—based on the employee's or even your perspective. Be prepared for this but remember the focus is on the future and laying out expectations for the employee's performance for a given time-frame. If the employee becomes defensive, take some time to explain the performance management process in greater detail.

Because you have already spent a great deal of time with the Performance Plan, be sure to provide the employee with adequate time to review the document. You may help the employee understand the plan by first providing an overview and then explaining the details of your performance expectations. (Note: Consider allowing some time, one or two days before the meeting for the employee to review the Performance Plan).

Speak positively about the opportunities, for your employee and you, presented by the performance management system. Let your employee know you will be actively engaged in observing and commenting on his/her performance throughout the performance period. Encourage him/her to seek feedback and coaching when needed. Emphasize the real opportunity for increased and better communication.

## **COMPLETING THE PERFORMANCE PLAN**

### **First Step – Employee Information**

The top section of Page 1 contains relevant information about the employee. Fill out this section and read the instructions for the Initial Meeting.

### **Second Step – Performance Goals**

The next section (Section 1) provides space for performance goals. Record all final performance goals in this section and any relevant notes in Section 4. Copies of Page 2 will need to be made, one for each performance goal. See sheet entitled *Rating Scale*, in the Appendix, for definitions of the three levels of performance.

Performance goals should be:

- challenging yet attainable
- meaningful (linked to the organization/department/individual)
- specific (using action words – See list under Tab 2)
- measurable and verifiable in terms of:  
QUALITY/QUANTITY/TIME/COST
- based on facts or data

### ***Key Questions***

- What must an employee do to successfully perform a major duty/responsibility?
- How will successful performance be measured? What evidence will you use to evaluate the employee?
- The employee and you must have a common understanding of this for each major duty/responsibility.
- Does the employee have sufficient control over the duty/responsibility? Focus on the individual employee's performance when duties are performed independently and as part of a team.

## Second Step – Performance Goals (cont.)

### *Key Questions (cont.)*

- Can a measurable standard be developed for a particular duty/responsibility? Measuring is important, but measuring for its own sake or because something is easy to measure should be avoided.
- What is meant by any vague words? Should any duty/responsibility statements be revised for clarity and meaning? Find agreement between employee and supervisor.

Major duties/responsibilities are what needs to be done in a job. Performance goals state how or to what level a duty/responsibility is to be successfully performed. They are tangible items, representing either desired end-results or “results” achieved along the way. Performance goals typically include objective standards and measures. While objective standards are preferable, subjective standards can also be used. In fact, subjective standards might be more appropriate depending on the job or specific duty/responsibility. Standards and measures make up the employee’s criteria for success. Standards should recognize the degree of difficulty and reflect the consequences of the work results to the organization, the department and its functions while remaining job-related, i.e. based on the requirements of the employee’s position.

In completing this section of the performance plan, you will identify the results expected for each major duty/responsibility or project and the criteria that will be used to evaluate the employee’s success in achieving them. Success criteria may be based on terms of cost, timeliness, quality, quantity, accuracy, work behaviors, and/or other manners of performance that have an impact upon the work results of the organization, the department and its functions. The more subjective standards can still be “structured” in terms of how they will be evaluated. For example work behaviors, the steps an employee takes to complete a particular work activity, can be specified by creating a checklist. In turn, the employee’s performance of items on

the checklist can be directly observed by the supervisor, reviewed by the supervisor through a meeting with the employee, or gathered from other individuals with whom the employee interacts.

### **Second Step – Performance Goals (cont.)**

Performance goals, like major duties/responsibilities, must be consistent with the employee's job description. In fact, performance goals must be based on the major duties and responsibilities or projects identified by you. Performance goals should be established for each major duty/responsibility at the *Meets Standard* level. (Please refer to the Rating Scale sheet).

Results and success criteria must be stated in writing on the performance plan and must be communicated to the employee at the beginning of the performance period, or during the performance period when a substantive change is made. Particular care should be taken to ensure that employees are treated equitably within each department and that differences in major duties/responsibilities and their related goals represent real differences in the jobs.

### **Third Step - Competencies**

The next section (Section 2) provides space for competencies and related notes.

Competencies are the qualifications (traits/characteristics, knowledge, skills, and abilities) that are essential for an employee to perform at a satisfactory level. Competencies are established based on the requirements of the job. They support the employee in carrying out his/her position's duties and responsibilities. The employee's own strengths and developmental opportunities are not addressed here at first. As mentioned in the next section on training/development goals, a new employee begins a job with only so much of a knowledge base, only certain work skills, and only so many abilities. However, the employer will expect the employee to obtain, over time, all of the knowledge, skills, and abilities (KSAs) required of the job. Additionally, knowledge essential to the job will have to be utilized at the appropriate level and the skills essential to the job will have to be performed at the appropriate degree. In this way, competencies are those KSAs, as well as traits/characteristics, that are required for ongoing, successful

performance. After these requirements are determined, a comparison between them and the employee's qualifications can be made to influence the employee's training/developmental needs.

### **Third Step - Competencies**

#### *Key Questions*

- What is the department's mission? What is the City's overall mission?
- What perception of your department and staff do you want to promote to your internal and external customers?
- Does the employee have internal and external customers?
- What is the nature of the employee's internal and external contacts?
- How do the employee's regular contacts influence the position's critical competencies?
- How does the employee perform his/her position's duties and responsibilities? What "tools" are used?
- Is the position performed more independently or through a team approach?
- Are the competencies required of the position more technical or non-technical in nature?
- If the job were vacant what type of person, in terms of personal characteristics/traits and other qualities, would be hired?
- Is the position managerial or supervisory in nature? How does this affect the required sets of competencies?

### **Fourth Step – Training/Development Goals**

The next section (Section 3) provides space for training/development goals and related notes.

Training/Development Goals are items that are expected to contribute to the employee's qualifications to perform his/her position. When first hired, a new employee starts his/her position with certain qualifications. Formal education, training through workshops/seminars/self-study, on-the-job training, and other work experiences add to or further enhance the employee's qualifications. Most

times, a new employee does not possess all of the various types of knowledge, skills, and abilities (KSAs)—or possess them at the level or degree—required of the position. Training and development is necessary to ensure an employee obtains and maintains the “tools” needed to perform the work.

#### **Fourth Step – Training/Development Goals (cont.)**

Generally, the employee should be able to meet training goals within a given performance period. An employee’s professional continuing education requirements can be discussed but should not necessarily be the only “goals” established. When establishing goals, consider time-frames and anticipated results. The job description may provide some guidance in determining the KSAs that are necessary for the position’s ongoing successful performance. A “gap” analysis can be done by comparing the job’s requirements to the employee’s current knowledge areas, skill sets, and abilities. The purpose of this analysis is to note any discrepancies or gaps in the employee’s knowledge or skills. The resulting list represents “tools” that might need to be added if the employee does not have them or further enhanced if the employee does not possess them at the required level or degree.

#### ***Key Questions***

- What knowledge and skills does the employee need to successfully perform the position?
- How does the training/development goal contribute to the achievement of one or more performance goals?
- Can the proposed training be provided? What are potential constraints?
- Have any duties and responsibilities been added that require training?
- Will any new duties and responsibilities be added that require training?

#### **Fifth Step – Notes and Signatures**

In this final section (Section 4), you and the employee can add any relevant information not covered elsewhere. Notes can cover any additional information regarding a goal’s standard and measures, a clarification of ambiguous words, or any potential barriers the supervisor and employee have discussed. You and the

employee must sign and date the form after reading the acknowledgement.

SAMPLE



### **PLANNING THE PERFORMANCE APPRAISAL MEETING**

- ❑ Complete the evaluation form. (Instructions are found on the form itself). Provide a copy to the Administrator for review. The Administrator's review will ensure all appraisals have been completed in a consistent manner. After the Administrator has reviewed the appraisal form and returned it to you, you are now ready to schedule the performance appraisal meeting.
- ❑ Give the employee advanced notice of the meeting (two weeks is suggested).
- ❑ Give the employee the self-appraisal form and ask that it be completed and returned to you one or two days before the meeting.
- ❑ The time, day, and place of the meeting should be mutually convenient and comfortable for you and the employee. Some employees might be troubled by Monday or Friday meetings.
- ❑ Ensure the meeting place is private so no interruptions will occur. Pick a room that is conducive to an open discussion.
- ❑ Prepare for the meeting by reading and thinking about the employee's self-appraisal. Are there positive and negative items that stand out? Consider areas in which the employee's perspective differs from yours. How will approach the discussion on these areas?
- ❑ If there is something that could be difficult or uncomfortable to talk about, plan what you are going to say ahead of time.
- ❑ Think about the Seven Questions.

## **The Seven Questions**

The following are seven questions most employees would like answered:

1. How am I doing?
2. What can I do to improve?
3. Do I have a chance for improvement?
4. What will be expected of me before the next review?
5. How will my work be evaluated during that time?
6. What kind of help or attention can I expect from my supervisor?
7. What changes are likely in our department or organization in the months ahead and how will they affect me?

### **THE PERFORMANCE APPRAISAL MEETING**

The purpose of the appraisal meeting is three-fold: 1. review the past (i.e. past performance); 2. analyze the present; 3. plan for the future. Sometimes it helps to use a written outline to shape your performance discussion. If you use an outline or notes, remember they are tools to help you with the meeting. Do not let them control. The evaluation form itself will serve as an effective guide to remind you of areas to address. Remember to keep the discussion on work-related performance. In any discussion, both parties are able to participate.

Begin the meeting by reviewing its purpose. Make it clear the meeting represents a two-way conversation to discuss the employee's progress toward specific performance goals, his/her strengths and weaknesses (developmental opportunities) in terms of competencies, and his/her completion of specific training goals. Keep your focus on job performance and these related areas.

Be candid and accurate on discussing performance and competencies. Describe rather than judge; this helps to focus on behavior rather than personality. Provide specific feedback as opposed to generalizations. Express your comments in a thoughtful, non-threatening manner. Think about how you would want to be spoken to and how to best facilitate a productive conversation.

Clearly describe the situations/behaviors that support your ratings and assessments. Cover both strengths and weaknesses when discussing competencies. We need to communicate with employees when we want behavior to change and when we want behavior maintained. Be sure to tell employees what they are doing well.

Allow the employee to respond. When receiving feedback from the employee, focus on listening and understanding, rather than on rehearsing what you are going to say next. Ask for clarification and examples when needed and summarize what you understand the message to be, to be sure you understand

what the employee is saying.

### **THE PERFORMANCE APPRAISAL MEETING**

Next, start developing the Performance Plan for the next period. You might have already begun this effort. Plan a follow-up meeting, if needed, for review and for possible modification of goals.

#### **A Note About the Overall Performance Rating**

You are required to rate the employee on performance goals only. The employee's overall rating will be a weighted average of these ratings. No separate, overall rating will be given. Training/development goals and competencies will not be formally evaluated using the rating scale. See the Evaluation Form for further information.

#### **A Note About Unsatisfactory Performance/Behavior**

As a supervisor, you should be aware of the difference between **Below Standard** performance and **Unsatisfactory** performance. On the Rating Scale, performance that is below the standard still represents an acceptable situation because you and the employee will plan together how to improve his/her level of performance. It is assumed the goal of performance improvement will be accomplished and a Meets Standard performance level will be achieved. Unsatisfactory performance, which is not on the rating scale, is performance so far below the standard the employee is clearly not meeting the essence of his/her job. Similarly, a behavioral issue may be present that fundamentally affects the employee's functioning. Either situation requires drastic action that could include use of a corrective action plan or the City's disciplinary policy. In either situation, you should consult immediately with the City Clerk-Treasurer for guidance.

SAMPLE

## **APPENDIX**

Includes:

- Time-line
- Rating Scheme
- Rater Errors and Biases
- Rating Scale
- Appeals Procedure and Form
- Self Appraisal – Blank Form
- Sample Questions for Supervisor

## Performance Management System - Timeline

### *Performance Period: Twelve Months*

<i>Time/Time-frame</i>	<i>Activity</i>	<i>Associated Task</i>	<i>Responsibility</i>
Month Twelve <sup>1</sup> /Month One.....	Initial Meeting <sup>2</sup> .....	Complete Performance Plan.....	Supervisor & Employee
Ongoing.....	Observe Employee's..... Performance and Review Work Results	Take Notes, Provide Feedback and Coaching.....	Supervisor
Month Three/Month Four.....	Interim Meeting <sup>3</sup> .....	Use Improvement Plan?.....	Supervisor & Employee
Ongoing.....	Observe Employee's..... Performance and Review Work Results	Take Notes, Provide Feedback and Coaching.....	Supervisor
Month Six.....	Review Meeting <sup>2</sup> .....	Make Changes to Performance Plan Use Improvement Plan?.....	Supervisor & Employee
Ongoing.....	Observe Employee's..... Performance and Review Work Results	Take Notes, Provide Feedback and Coaching.....	Supervisor
Month Nine/Month Ten.....	Interim Meeting <sup>3</sup> .....	Use Improvement Plan?.....	Supervisor & Employee
Ongoing.....	Observe Employee's..... Performance and Review Work Results	Take Notes, Provide Feedback and Coaching.....	Supervisor
Month Twelve.....	Appraisal Meeting <sup>2</sup> .....	Complete Evaluation Form.....	Supervisor & Employee

<sup>1</sup>Month Twelve of Previous Performance Period

<sup>2</sup>Required, Formal Meetings

<sup>3</sup>Discretionary Meetings

### **Rater Errors and Biases**

While it is not important to memorize each of the following rater errors and biases, it is important to realize they exist. Review these prior to making their evaluations and periodically during the review period.

#### **Length of Service**

Making the assumption the employee meets the expectations simply because s/he has been in the job for a long time.

#### **Loose Ratings**

Not communicating about behavior that needs to change in order to avoid conflict.

#### **Tight Ratings**

Assuming an employee can never live up to the expectations that have been set, and setting expectations that may be unachievable.

#### **Competitive Ratings**

Holding back on positive feedback where it is due, because you are not getting enough positive feedback yourself from your own boss.

#### **Halo Effect**

Giving a favorable evaluation based on one exceptional area of performance.

#### **Pitchfork Effect**

Opposite of Halo Effect (unfavorable). Also called the

Horn Effect.

#### **Contrast Error**

Comparing the employee to other employees rather than against the standard.

#### **Central Tendency Error**

Avoiding the highest and lowest categories in order not to rock the boat.

#### **Recency Error**

Basing all of your feedback on one specific, recent event or occurrence without considering everything else which may have occurred over a period of time.

#### **Leniency Error**

Tendency to give everyone higher ratings than warranted.

#### **Severity Error**

Tendency to give everyone lower ratings than warranted.

#### **Sunflower Error**

Rating everyone high, regardless of their performance, to make yourself look good.



**Spillover Error**

Continuing to downgrade an employee for performance errors in prior rating periods.

SAMPLE

## Rating Scale

### **Exceeds Standard**

This rating indicates a level of performance so unusual or of such high quality that it is normally found among a very small percentage of employees throughout the organization. It is a level of performance that demonstrates excellence in the scope and quality of the employee's achieved results. The achieved results are obvious to all and their contribution to the goals and objectives of the organization are extraordinary and highly effective. This rating recognizes very impressive performance in terms of quality, quantity and efficiency. This is the highest performance level which by its very nature, is difficult to reach. This should be reserved for those individuals who have displayed excellence on a consistent and sustained basis. An employee with this rating is clearly an *outstanding* performer.

### **Meets Standard**

This rating represents the level of performance expected of any qualified and experienced employee performing the same duties under the same conditions. Solid performance in the full scope of the employee's job would indicate a rating of "Standard." The employee should take initiative, plan and follow through on all responsibilities. The employee's performance meets accepted principles, methods and practices in regard to job responsibility, work habits and relationships. The achieved results are compatible with stated goals and objectives and are supportive and complimentary to the directions of the department and organization. An employee who receives this rating is *fully successful*.

### **Below Standard (Needs Improvement)**

This indicates a performance level that is less than the standard. This level is to be expected of a new employee who is learning the job and does not have sufficient experience or training to achieve the standard of a given performance goal. It indicates substandard performance for a qualified, experienced employee. The achieved performance results are not compatible with stated goals and objectives. Completed tasks often need follow up by the supervisor and certain tasks may have

to be withheld so that a full performance is not yet attained. Supervisory guidance is necessary for performance improvement.

SAMPLE

## **Appeal Procedure**

### ***Overview***

A process is established for an employee to make a legitimate appeal regarding his/her performance rating. Based on the information/documentation required and the level of management involved, informal and formal means will be used to address the employee's questions and concerns.

### ***Informal Means***

An informal preliminary step in the appeal process begins with the employee's supervisor. An employee should first talk to his/her supervisor about any questions/concerns regarding the performance evaluation. Nothing in writing is required to utilize this step although the supervisor may ask the employee to prepare some notes for their meeting. An employee must request a meeting within three (3) days of the appraisal meeting. (The employee should receive a copy of his/her evaluation form at the appraisal meeting). The supervisor should schedule the meeting so it takes place within five (5) working days of the request. The employee and supervisor should maintain the objectivity of the meeting by discussing specifics of the employee's performance during the period in question. The employee's self-appraisal and supervisor's appraisal should be used and can be more fully discussed during this meeting as they relate to the employee's questions/concerns. The supervisor must make a final decision and inform the employee by the next business day following the meeting. The supervisor should create a dated note for the employee's personnel file to document the meeting.

### ***Formal Means***

If an employee has not received a satisfactory response by talking to his/her supervisor, s/he may initiate the formal procedure below.

**Step One.** The first step involves the employee's department head. If the employee chooses to use this step a formal appeal, in writing, must be submitted within three (3) working days after receiving the supervisor's decision. If the department head is the sole rater, the appeal should go directly to the City Administrator. The employee should state why s/he objects to the decision reached at Step One and what resolution s/he believes is satisfactory. Any additional information should be provided by the supervisor and employee. A response should be given to the employee within five (5) business days.

The reviewer should provide sufficient documentation regarding the response for the employee's personnel file.

### **Appeal Procedure (cont.)**

Step Two. The second step involves the City Administrator. If the employee chooses to utilize this step, s/he must make a formal request within one (1) day of receiving the decision from Step One. The employee should state, in writing, why s/he objects to the decision reached at Step One and what resolution s/he believes is satisfactory. Any additional information should be provided by the supervisor and employee. A response should be given the employee within five (5) business days. The Administrator should provide sufficient documentation regarding the response for the employee's personnel file.

Step Three. The third step involves a Personnel Committee of the City Council. If the employee chooses to utilize this step, s/he must make formal request within one (1) day of receiving the Administrator's decision. The employee should state, in writing, why s/he objects to the decision reached at Step Two and what resolution s/he believes is satisfactory. Any additional information should be provided by the supervisor and employee. The Personnel Committee should make its determination within twenty (20) days.

The last step involves the City Council. If the Council chooses to hear the appeal, an effort will be made to discuss the topic at the next regular meeting or within forty-five (45) days after the completion of Step Three. If the Council chooses not hear the appeal, the determination made at Step Three will be final.

## Performance Rating Appeal Form

Job/Position Title:

Department:

Supervisor's Name:

*Guidelines.* A legitimate appeal:

- Is based on facts and data.
- Is for the employee him/herself.
- Can be illustrated with specific examples.
- Is based on ratings for the given performance period.
- Is not simply based on the employee's dissatisfaction with the rating.
- Should not be exclusively based on a comparison to other employees' ratings.

*I request a reconsideration of my performance rating based on the following:*

Signature

Date

Printed Name: \_\_\_\_\_

SAMPLE

## City of Star Self-Appraisal Form

Name: \_\_\_\_\_

Date: \_\_\_\_\_

My performance review is scheduled for \_\_\_\_\_ (time) on \_\_\_\_\_ (day and date).

To obtain the maximum benefit from your performance review, complete and forward this form to your supervisor one to two days before your evaluation. Attach additional sheets if necessary.

1. Over the past performance period, what do you think your most outstanding accomplishment was, and why?
2. Which of your duties did you do best?
3. In which area did you most improve? What contributed to this?



**City of Star  
Self-Appraisal Form**

4. Were there any significant problems or obstacles that you overcame? Explain.
5. Over the past performance period, what duties could you have performed better? What affected your performance?
6. In what areas could you have used more experience or training?
7. What courses, training, or experience most benefited you during the past year?
8. What else could your supervisor have done to help you be more effective?

**City of Star  
Self-Appraisal Form**

9. What suggestions, ideas, or concerns do you have for yourself or the department? (Your response will be held in the strictest confidence.)
10. Do you have skills that you are not using, are being under-used, or that you would like to use more?
12. Are there any specific skills that you do not have now that you would like to develop?

13. What would you like to do in the next six months to one year for your own development?

## **Appraisal Process**

### *Questions for Supervisors*

- Do I value the importance of effective people management and the value of feedback and coaching? Do I seek to improve my communication skills to enhance my coaching and feedback abilities?
- Do I encourage my employees to take risks and encourage them to function independently?
- Do I encourage my employees to discuss their problems, ideas, and solutions with me?
- Am I an accessible resource for my employees?
- Do I consistently and immediately recognize and praise a job well done?
- Do I consistently and immediately deliver constructive criticism when needed? Do I have the courage to deliver constructive criticism to employees for undesirable behaviors and results?
- Do I consistently jot down informal notes on my employee's performance?
- Can I recall at least one instance for each employee where effective feedback and coaching resulted in improved performance?
- Do I provide ongoing encouragement and support for difficult assignments?

- Do I listen non-defensively and openly to employees?
- Am I non-judgmental and respectful of employees' perspectives?
- Do I develop an effective working relationship with each of my employees—no exceptions?
- Do I project hostility or retribution toward employees who express opinions that differ from my own?
- Do I project confidence in my employees to them and others?
- Do I creatively deliver non-monetary rewards and recognition to fully contributing employees?

	Liquor Store Clerks & Receptionist	Maintenance Operator	City Clerk/Treasurer.	Liquor Store Manager	Utilities Superintendent
Step 1	\$10.10	16.80		\$22.50	\$15.84
Step 2	\$10.30	17.30		\$23.50	\$16.24
Step 3	\$10.50	17.70		\$24.50	\$16.65
Step 4	\$10.80	18.10		\$25.50	\$17.07
Step 5	Part time \$11.00	Part time 18.50		Full time \$26.50	Full time \$17.50
Step 6	\$11.25	18.90		\$27.50	\$17.94
Step 7	\$11.50	19.35		\$28.50	\$18.39
Step 8	\$12.00	19.75		\$29.50	\$18.85
Step 9	\$12.50	20.10		\$30.25	\$19.45
Step 10	\$13.00	20.60		\$31.00	\$20.00
	<b>Current</b>	<b>18.90</b>		<b>32.84</b>	<b>25.37</b>

<b>Benefits:</b>	Public Retirement	Public Retirement	Public Retirement
	Overtime after 40 hours	Overtime after 40 hours	Overtime after 40 hours
	Cell Phone Reimbursement \$25.00 a month	Cell Phone Reimbursement \$75.00 a month	Cell Phone Reimbursement \$75.00 a month
	Night Pay 1.5 times wage	Paid Time Off	Paid Time Off
	Shirts provided by City.	Holiday Pay (9 holidays a year)	Holiday Pay (9 holidays a year)
	Winter Jacket provided by City.	Night Pay 1.5 times wage	Night Pay 1.5 times wage
	Ice covers for shoes provided for by City.	Shirts provided by City.	Shirts provided by City.
	DOT physical exam provided by City.	Winter Jacket provided by City.	Winter Jacket provided by City.
		Ice covers for shoes provided for by City.	Ice covers for shoes provided for by City.
		License fee paid: Drivers and Class C water license.	License fee paid: Drivers and Class C water license.
		DOT physical exam provided by City.	DOT physical exam provided by City.
		Utilities Superintendent safety glasses (up to \$100.00 per year)	Utilities Superintendent safety glasses (up to \$100.00 per year)
		Health Insurance	Health Insurance
		Life Insurance	Life Insurance

# 2021 STEP STRUCTURE - Regular Employees

(with STEP Adjusting + cola %)

Effective:

		MINIMUM					MIDPOINT						MAXIMUM	Currently Paid		
Grade Level	Points		Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9		Job Title		Supervision	
100	153	\$11.00	\$11.22	\$11.44	\$11.67	\$12.02	\$12.20	\$12.39	\$12.57	\$12.76	\$12.95	\$13.15	Liquor Store Clerks	10.60-13.50	0	
110	163	\$12.65	\$12.90	\$13.29	\$14.09	\$14.51	\$14.73	\$14.95	\$15.17	\$15.40	\$15.63	\$15.87	Office Support Technician	11.50	0	
140	188	\$16.80	\$17.14	\$17.65	\$18.18	\$18.72	\$19.10	\$19.48	\$20.46	\$20.86	\$21.28	\$21.71	Maintenance Worker	18.90	0	
160	301	\$18.00	\$18.36	\$18.91	\$19.48	\$20.06	\$20.46	\$20.87	\$21.29	\$21.72	\$22.15	\$22.59	Street Utilities Supervisor	25.37	0	
200	323	\$18.50	\$18.87	\$19.44	\$20.02	\$20.62	\$21.03	\$21.45	\$21.88	\$22.32	\$22.77	\$23.22	Liquor Store Manager	5.00	5-7 parttime	
260	598	\$23.34	\$23.81	\$24.52	\$25.26	\$26.01	\$26.53	\$27.07	\$27.61	\$28.16	\$28.72	\$29.30	Clerk-Treasurer	27.84	32.84 1 full time, 1 parttime	
		MINIMUM	Step 1	Step 2	Step 3	Step 4	Step 5	Step 6	Step 7	Step 8	Step 9	MAXIMUM				

Each Pay Grade is adjusted up 1.15%

Each Step has an increase of 2 or 3% each of 9 steps thereafter.

Increase all positions with minimum wage increase amount.

Change PayScale with cost of living increases.

## Instructions:

- Copy and Paste the current-year step structure as a base for this proposed structure; repeat for each scenario
- New step structures can be pasted within the same worksheet tab as well
- The structure is anchored on, and built from, the Minimum of Pay Grade 1 (Cell B7), so the percentage-based adjustment needs to be applied only to this cell, the multiplicand, through a Product formula using the given multiplier (Cell M15)
- The multiplier is the COL-based percentage increase used to adjust the structure, expressed as a number
- Ensure the calendar year is changed in both locations; ensure percentage in subtitle is changed as appropriate
- Results can be spot-checked with a calculator for comfort level

## Notes:

- Uniform Years-to-Maximum (Number of Steps) for all pay grades
- Midpoint differentials 15% - 18%; range spreads 20% - 30%; normal step increases vary from 1.5% - 3% depending on pay grade
- Faster progression in bottom half of structure to the midpoint; progression in top half could be performance-based
- A higher Step 1 can be used as a 3-month or 6-month bump; Step 2 to be awarded after one year of service; other steps are yearly
- Timing of step increases can be based on a universal date, such as January 1st or July 1st; or based on each employee's anniversary date
- Step increases and structural (cost-of-living) adjustments are granted based on the Council's discretion

## Notes:

- No set Years-to-Maximum
- Midpoint differentials 15% - 18%; range spreads 20% - 30%
- Structural (cost-of-living) adjustments are granted based on the Council's discretion
- Does not support step pay

The city must keep in mind the overall goal of employee compensation, which is to recruit and retain a productive and reliable workforce.