



County of Frederick

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TO: Human Resources Committee and Board of Supervisors
FROM: Michael J. Marciano
DATE: April 5, 2019
SUBJECT: HR Committee Agenda

The HR Committee will meet in the First Floor Conference Room at 107 North Kent Street on **Friday, April 12, 2019** at 9:00 a.m.

The agenda for the meeting is as follows:

1. Human Resource Policies Recommended Revisions

- a. Administrative Leave & Unsafe Conditions Policies
- b. Dismissal
- c. Verification of Employment and References

2. Employee Recognition

- a. Discussion of Frederick County's Employee Recognition program.

County of Frederick Proposed Policy Changes

1.6 Definitions

Administrative Closure shall be defined as work site closures authorized by the County Administrator due to unsafe conditions (e.g., inclement weather, hazardous circumstances, emergency situations, etc.).

VIII. WORK HOURS, HOLIDAYS, LEAVE

8.11 Administrative Leave shall be defined as leave of absence with or without pay for the purpose of investigating or resolving work-related complaints, allegations, offenses, and/or charges which may result in formal disciplinary actions. In cases where compensation is not approved, paid time off or compensatory time may not be used.

Administrative Leave may be used during an investigation when it is necessary to determine the validity of allegations against an employee for unacceptable job performance or conduct. If this action is exercised, written notice shall be given to the affected employee stating the grounds for the investigation, the date the Administrative Leave is to begin and, if possible, the date the investigation is to be concluded. After the investigation is concluded, the employee should be notified of the results and given written notice of return to work or disciplinary action to be taken.

XVII. UNSAFE CONDITIONS

Unsafe Conditions shall be defined as a situation whereby the health or safety of citizens, clients, or employees would be placed at risk or that conditions or events prevent performance of regular operations, services or responsibilities.

17.1 Administrative Closure Designation/Notification

Administrative Closure (as defined in this Policy) may be authorized by the County Administrator.

In the case of Administrative Closure or delayed opening, employees shall be sent an automated message to their contact information of record. Additionally, the information will be posted on the County web site, social media sites, and the cable channel (Comcast Channel 16). Notification will be sent to the local radio stations - WINC and Q102.

17.2 Unsafe Conditions Leave

In the event that an Administrative Closure has been authorized, this leave shall be recorded under the category of Unsafe Conditions Leave.

a. Unsafe Conditions Leave for Non-Essential Employees

Non-essential employees shall not be required to make up the time.

An employee who is on scheduled paid leave during an Administrative Closure may charge Unsafe Conditions Leave in place of the scheduled paid leave (i.e., PTO, IDA and Comp). However, an employee on a regular scheduled day off will not receive credit for the Administrative Closure.

b. Unsafe Conditions for Essential Employees

Essential employees are individuals whose duties must be performed regardless of Unsafe Conditions, and who must report to work despite an Administrative Closure.

All essential (non-exempt and full-time) employees required by their supervisors to work during an Administrative Closure shall be paid for all hours worked during the Administrative Closure. Additionally, essential employees shall be granted Unsafe Conditions Leave for the time worked, up to a maximum of eight (8) hours. Unsafe Conditions Leave hours accrued must be used within sixty (60) days (or two timesheet periods) or it will be forfeited. Any unused accrued Unsafe Conditions Leave will not be paid out at the time of termination.

17.3 Liberal Leave

If there are Unsafe Conditions during normally scheduled work hours and there is no Administrative Closure, an employee shall be permitted, after appropriate contact with his/her Department Supervisor, to take Liberal Leave with the stipulation that the time must be made up within sixty (60) days. Liberal Leave make-up time shall be scheduled and approved by the Department Head. Should the time not be made up within sixty (60) days, the employee will be charged paid leave for time in arrears.

17.4 Timekeeping

Unsafe Conditions Leave and Liberal Leave must both be accounted for on the timesheet.

It shall be the Department Head's responsibility to oversee his/her employees' make-up time of Liberal Leave hours owed, and to reflect accurate balances in the appropriate column. When Liberal Leave make-up hours are applied to the regular working day(s) and the total amount then results in overtime, the excess hours are not eligible for overtime payment.

The timesheets for essential employees who work during a delayed opening or Administrative Closure should reflect both the hours worked and Unsafe Conditions Leave.

11.8 Dismissal

A dismissal is the most serious form of discipline and must be approved by the Director of Human Resources prior to any meeting with the employee.

- a. The Department Head shall prepare a memorandum to the employee giving notice of intent to terminate that includes the items listed below with a copy presented to the Director of Human Resources.
 1. A statement of the reasons for dismissal.
 2. A statement of the employee's rights to request a pre-termination hearing with the Director of Human Resources within two (2) working days of notice of intent to terminate.
 3. A statement that the right to a pre-termination hearing does not take the place of the grievance process, articulated in Section XII (Grievance Policy and Procedure) of Frederick County's Policy Manual, that may be filed after the result of the hearing is issued.
- b. Should the employee request a pre-termination hearing, the following shall occur:
 1. While waiting for the pre-termination hearing to take place, the employee shall be placed on unpaid administrative leave.
 2. At such hearing, the Director of Human Resources must inform the employee of the reasons for the dismissal and provide the employee an opportunity to respond.
 3. Following the pre-termination hearing, the Director of Human Resources shall communicate the decision to the employee in writing.
- c. The Department Head shall prepare an Employee Action Form and send it to the Director of Human Resources with a copy of the memo and written pre-termination hearing decision, if such hearing was requested by the employee. The County Administrator shall be notified of dismissals.

14.8 Verification of Employment and References

The County of Frederick maintains a neutral reference policy. Requests for employment verification, salary history, employment references and personal information regarding current and former staff members should always be directed to the Human Resources Department. The Human Resources Department will verify only past or present employment, job title, salary, and dates of employment.

Frederick County Survey Results

- Provide Surveys by mail or computer. Make it easy to nominate (online – portal).
- Make it mandatory for supervisors to acknowledge their employees.
- Recognize departments or teams rather than individuals only.
- Consider Public Safety awards and other department awards. (Give two types of awards, one for civilians and one for sworn officers) Deputy of the Month award.
- Draw a department name from the hat each month. Recognize with a lunch, Visa card, or certificate to a restaurant.
- Send a thank-you card from HR.
- Obtain input from public, supervisors, and truck drivers for trash sites employees.
- Have all employees be eligible (full and part-time).
- Have the nominator enter a raffle when they nominate someone.
- Nominate only some WOW head-turning event.
- Encourage people to make nominations (a week or two ahead).

Frederick County Survey Results

- Educate employees on the awards system.
- Create a flyer to announce to all employees.
- Include ALL employees and teams from all departments.
- Ensure that supervisors are actively engaged with employees and know when someone is performing above and beyond.
- Enable nominations of anyone regardless of title or rank. Also allow nominations of an employee from another department.
- Recognize that morale is low and very little is being done.
- Include Social Services.
- Remind employees in the newsletter.
- Set up a promotion by HR where an employee can send a kudos to another employee.
- Award with a jacket or sweater or other forms of awards.
- Create a supervisor bulletin board – recognize each employee's strengths etc.
- Promote by experience level too so we will stop losing employees.
- Leave anonymous comment jar.
- Include full and part-time employees. Do not forget part-time employees.

Frederick County Survey Results

- Establish a County process, with monthly time lines for submission of candidates, and review of the candidates and facts by the BOS. Upon selection by the Board, a review by the department head to confirm, then County recognition as well as recognition down to department, and by immediate supervisor.
- Explain criteria for nomination.
- Require department heads to nominate employees.
- Allow a casual “high-five way” to recognize someone.
- Use compliment cards or thank-you cards.
- Establish a special parking space for award winners.
- Ensure all staff are aware of the timeframes and criteria for awards.
- Recognize employees through county-wide email.
- Reward with cash bonus, gift cards, cards and letters.
- Reward with lunch.



County of Frederick Employee of the Month Nomination Form

Received: (HR use)

Do you know of an employee who

Exhibits **EXTRA** effort...

Goes **ABOVE AND BEYOND** the requirements of his or her position...

Provides **OUTSTANDING** service...

Makes a significant **contribution, accomplishment or achievement** to the County of Frederick and its residents.

Criteria for Employee Recognition: Please mark the appropriate contribution(s):

- | | | | |
|--|--|--|--|
| <input type="checkbox"/> Critical Thinking and Problem Solving | <input type="checkbox"/> Interpersonal Skills | <input type="checkbox"/> Professionalism | <input type="checkbox"/> Superior Accomplishment |
| <input type="checkbox"/> Customer Service (Exceptional) | <input type="checkbox"/> Leadership Qualities | <input type="checkbox"/> Project | <input type="checkbox"/> Other |
| <input type="checkbox"/> Dependability | <input type="checkbox"/> Monetary Savings Ideas | <input type="checkbox"/> Quality | |
| <input type="checkbox"/> Innovation/Creativity | <input type="checkbox"/> Performance/Skill Level | <input type="checkbox"/> Resourcefulness | |
| <input type="checkbox"/> Integrity | <input type="checkbox"/> Positive Attitude | <input type="checkbox"/> Safe Work Practices | |

Employee Name : _____ Department: _____

Nomination Submitted By: _____ Department: _____

Nominator's Signature: _____ Date: _____

Describe the employee's accomplishments/contributions that were **ABOVE AND BEYOND** the normal duties expected of the position. Describe how the employee provided exceptional service:

Specifically describe the actions that meet the criteria of this award. Describe the value added to the department, team or organization.



County of Frederick Employee of the Month Nomination Form

Received: (HR use)

Outstanding service can be demonstrated in many ways, but it always involves more than just good job performance. An employee can be outstanding for suggesting improvements that result in greater efficiency, improved service, or cost savings; for leadership in departmental activities, for the department's goals or for the goals of the County as a whole. Outstanding service includes job performance that clearly exceeds requirements. Nominations are not judged on how well you write. However, they are judged on the facts presented. Employee of the Month selection will be based on the following criteria:

1. Providing exceptional customer service.
2. Performing an act that is above and beyond normal duties.
3. Excellence in safe work practices.
4. Being innovative/creative.
5. Identifying areas of monetary savings to the County.
6. Cooperative effort between County departments.

Employee Name : _____ Department: _____

Nomination Submitted By: _____ Department: _____

Nominator's Signature: _____ Date: _____

Describe the employee's accomplishments/contributions that were above and beyond the normal duties expected of their position. Include as much specific information as possible:

Explain how the employee provided outstanding and exceptional service through his/her work:

Describe the employee's recent achievement(s) that positively impacted the department (contribution to established goals, promoted cost-conscious or cost-cutting measures, etc.).