

Redesigning and Building a Stronger Workforce for Carroll County Government

Recommended Revisions to Chapter
36 Personnel Policies

Recommended Changes

- Personnel Policy Changes – Step by Step through the Code
 - Administrative, Clarifying and Procedural
 - Recommended Changes to Improve Recruitment and Retention
- Link to Chapter 36 Personnel Policies
 - https://codelibrary.amlegal.com/codes/carrollcounty/latest/carrollcounty_md/0-0-0-16743#JD_Chapter36

Recommended
Administrative, Clarifying &
Procedural Changes
Chapter 36 Personnel
~~Policies~~ Code

Administrative

- Scope
 - 36.002(A) Applicability and 36.002(B) Special Provisions
 - Remove references to the Clerk to the County Commissioners
 - 36.002 (A) Applicability
 - Add language “including civilian employees of Carroll County Fire/EMS department”
 - Add language that Chapter 36 does not apply to uniformed personnel of the Fire/EMS department
- Definitions
 - 36.003
 - Appointed Official
 - Remove reference to Clerk to the County Commissioners
 - Add language “Employment is governed by employment contract”

Administrative

- County Residency

- 36.036 County Residency

- Revise language - County Administrator, Clerk to the County Commissioners, and County Attorney **must be a registered voter and taxpayer in Carroll County.** The Comptroller **is required to be a resident of the State of Maryland.**
 - Revise language - The Department Directors/Administrators, ~~must become~~ **are preferred to be a resident of Carroll County.**

Administrative

- Personnel Committee
 - 36.052 Personnel Committee
 - Remove entire section from code and create policy
- Classification of Positions
 - 36.053 (A) Procedure (2)
 - ~~Revise language Each year, HR shall evaluate one-third of all position descriptions to assign pay grades, considering internal and external equity.~~ On an annual basis HR shall review relevant and reliable data sources to monitor the salary movement of the market. A more in-depth market review to re-evaluate its overall market position and compensation plan every four years.”
 - 36.053 (A) Procedure (3)
 - ~~Revise language “Outside of the normal review cycle~~ HR may ~~also~~ evaluate ~~other~~ positions when the description has changed and is no longer accurately describes the current job duties”
 - 36.053 (A) Procedure (4)
 - ~~Revise language “HR may require departments to submit position descriptions periodically.~~ HR shall require departments to review position descriptions periodically to assure accuracy.”

Administrative

- Classification of Positions
 - 36.053 (A)Procedure (7) and 36.053 (A)Procedure (8)
 - Remove entire section
 - Covered in Section 36.069 Other Salary Adjustments
- Longevity Recognition
 - 36.066 Longevity Recognition
 - Remove entire section from code and address in Compensation Adjustment policy

Administrative

- Other Salary Adjustments

- 36.069(D) Acting Capacity

- *Add language “(6) At the conclusion of the acting capacity assignment, the employee will return to the position from which he/she was assigned and to the rate of pay in effect prior to the assignment plus any salary adjustments awarded.”*

- Overtime Pay

- 36.071(D) Exempt Employees

- Remove entire section

Administrative

- *Callback Pay*
 - *36.073 Change title of the section to Callback/On-Call Pay*
- *Sick Leave*
 - *36.088 Change title of the section to Sick & Safe Leave*
- *Administrative Leave*
 - *36.091(A) Jury Duty*
 - *Revise language “Employee is not required to remit parking fees or meal allowance **which may be provided by the Court. ~~to the County~~**”*
 - *36.091(C) Military Leave*
 - *Revise language “An employee who is a member of the **organized militia**, Army, Navy, Air Force, or Marine or **Coast Guard** Reserve shall be granted military leave for military training or operations not to exceed 15 workdays per County fiscal year and in accordance with Federal and State laws.*

Administrative

- Administrative Leave
 - 36.091(E) Emergency Volunteer
 - Remove entire section
 - 36.091(F) Emergency
 - Remove entire section
- Leave of Absence Without Pay
 - 36.092 (D) Return to Active Employment
 - Add language “Failing to return to work by the date the leave expires shall be considered a resignation.”

Administrative

- Performance Review Program
 - 36.122 (B) Performance Review Criteria
 - Revise language “The employee’s job description and/or corresponding standards serve as the basis for performance review. ~~Each job description has corresponding standards of performance for the job.~~”
 - 36.122 (D) Special Performance Review
 - Change title of the section to Interim Performance Review
- Appointed Officials
 - 36.151 Appointed Officials
 - Remove entire section

Administrative

- Exit Interviews

- 36.153 Exit Interviews

- Revise language “HR shall ~~hold offer~~ a confidential exit interview ~~with~~ to any departing employee ~~requesting one and randomly with other departing employees~~. HR ~~may shall~~ disclose ~~portions of~~ the interview ~~it deems appropriate~~ to the agency of interest and/or County ~~Commissioners Administrator~~.”

Proposed Changes to Improve Recruitment and Retention

Why is Change Important?

Segal Study reports Carroll County has “an inflexible policy environment commonly cited as a significant barrier to attracting and recruiting talent.”

- Implement changes and improve workforce challenges outlined in the Segal Study
- Address concerns expressed by workforce
- Modernizing HR services and people operations
- More closely align the code with today’s workforce expectations
- Offer greater work flexibility
- Increase market competitiveness
- Strengthen our organization
- Improve County’s ability to continue to provide the services expected in the county

Recruitment and Retention

- Entrance Pay Rate

- 36.068

- Remove and replace current language

- Remove ~~“The entrance pay rate shall normally be the base pay rate for the position. The Director/Administrator may approve an entrance pay rate up to and including 5% of the base pay rate. The County Commissioners may approve another entrance pay rate at their discretion.”~~

- Add the following:

- “Generally, a new employee shall be paid the minimum rate of pay for the position. Exceptions may be granted upon the prior approval of the Director, Human Resources and the County Administrator in the following cases:

- (A) The minimum rate for each class is based upon the requirement that the applicant meets the minimum qualifications stated in the job description. If it becomes necessary to fill a position with an applicant of lesser qualifications, he/she may begin at a lower grade.
 - (B) If an applicant more than meets the minimum qualifications, and will not accept the position at the minimum rate, he/she may be offered a higher rate of pay. Cases will be thoroughly analyzed and measured against objective standards.”

Recruitment and Retention

- Other Salary Adjustments

- 36.069(A) Transfer

- Revise language - When an employee is transferred from one position to another within the same pay grade, the pay rate shall be the same. **Exceptions for change in pay rate may be granted upon the prior approval of the Director of Human Resources and the County Administrator.**

- 36.069(B) Promotion

- Revise language - When an employee is promoted from a position in one pay grade to a position in a higher pay grade, the **employee's current rate of pay rate** shall be increased by **~~6% per pay grade~~ 10% for the first grade, 7% for the second grade, and 3% for any additional grades, to a maximum promotion increase of 20%**, or to the base of the new grade, whichever is higher. When an employee is promoted from a position on a C scale to a position on the M **or E** scale, the employee shall receive at least **a ~~10%~~ an 18% increase, and shall not be below the applicable scale minimum** or to the base of the new grade, whichever is higher. When an employee is appointed to a position on the E scale, the salary will be approved by the Board of County Commissioners.

Recruitment and Retention

- Other Salary Adjustments

- 36.069(C) Demotion

- Revise language - When an employee is voluntarily or involuntarily demoted from a position in one pay grade to a position in a lower pay grade, ~~the pay rate shall be reduced by 6% per grade, and shall not be greater than the maximum pay rate for the position to which the employee was demoted. When an employee is demoted from a position on the M or E scale to a position on the C scale, the employee shall receive at least a 10% decrease and shall not be above the applicable C scale maximum.~~ the employee's current rate of pay shall be decreased by 10% for the first grade, 7% for the second grade, and 3% for any additional grades, to a maximum demotion decrease of 20%, or to the maximum of the new grade, whichever is lower. When an employee is demoted from a position on the M scale to a position on the C scale, the employee shall receive at least an 18% decrease, or to the maximum of the new grade, whichever is lower. If an employee on the E scale is demoted to a position on the M or the C scale, the salary will be within the new pay grade as approved by the Board of County Commissioners.

Recruitment and Retention

- Other Salary Adjustments
- 36.069(D) Acting Capacity
 - Revise language – When an employee ~~or appointed official~~ is temporarily assigned to perform duties of a position with a higher pay grade, ~~the rate of pay shall be increased to the minimum of the new grade or by 5% whichever is greater.~~ the employee's current rate of pay shall be increased by 10% for the first grade, 7% for the second grade, and 3% for any additional grades, to a maximum increase of 20% or to the base of the new acting grade, ~~whichever is higher.~~ Acting capacity pay may not exceed the maximum pay rate for the ~~temporary~~ position's assigned pay grade.

Recruitment and Retention

- *Callback Pay/On-Call Pay*
 - 36.073
 - Add 36.073(C)
 - *“A non-exempt employee designated to an on-call status shall receive a stipend pursuant to County Policy 2022 - HR – 05 On-Call or its successor policy”*

Recruitment and Retention

- *Annual Leave*

- **36.087 (B) Accumulation.**

- Revise language - An employee may carry a maximum accumulation of ~~45~~ 60 days forward from one fiscal year to the next. For purposes of this section, the fiscal year ends on the last day of the last full pay period in June each year.

- **36.087 (C) Use**

- Remove language - ~~A regular employee may use annual leave with supervisory approval. An employee on initial probation or extended initial probation may not use annual leave during initial and extended initial probation except for emergency purposes and with the approval of the County Commissioners.~~

- **36.087 (D) Termination of County employment**

- Revise language - Upon termination of County employment, a regular employee shall be paid for no more than ~~45~~ 60 days of annual leave accumulated during preceding years, plus any annual leave accrued in the current fiscal year. The rate of payment shall be based on the employee's regular pay rate at the time of termination. In case of termination due to the employee's death, payment shall be made to the employee's estate or designated beneficiary. An employee who leaves County employment while on initial or extended initial probation is not compensated for annual leave.

Recruitment and Retention

- Sick Leave

- 36.088

- Revise language -

- (C) **Use.** Sick leave may only be used with supervisory approval and as provided in **2022 HR 07 or its successor policy.**

- Remove Language Sections C - F

- ~~• (C)(1) **Illness/checkups**~~

- ~~• (C)(2) **Probation**~~

- ~~• (C)(3) **Family sick leave**~~

- ~~• (D) **Documentation**~~

- ~~• (F) **Certitifeation**~~

Recruitment and Retention

- Personal Leave

- 36.089(B) Use and accumulation

- Remove language - ~~An employee on initial or extended initial probation may not use personal leave.~~

- Compensatory Leave

- 36.090(D)

- Revise language- Non-exempt employees may accumulate a maximum of ~~40~~ 80 hours of compensatory leave. All hours earned over ~~40~~ 80 shall be paid.

- Initial Probation

- 36.105(B)

- Remove language - ~~(B) Leave. An employee on initial probation may accrue and use leave only as provided in §§ 36.085 through 36.092.~~

Final Thoughts on Code Changes

- Recommended changes to the code assist to move Carroll County forward as an employer of choice
- Revitalizes code that has not significantly changed over the last 20 years
- Recognizes concerns from both long and short-term employees

Where We are Today - Moving Forward

Motion to move personnel code changes to public hearing.

Other Upcoming Changes

- The Telework Program will be expanded
 - Allow employees to work up to 5 days per week from a remote worksite
 - Employees that reside in Pennsylvania will now be able to telework at a remote worksite in Pennsylvania
 - To ensure that Telework is successful employees and supervisors will be provided training on Telework Success
- Expansion of Alternate Work Schedules
 - HR will work with department Directors to discuss alternate work schedule of 4 – 10 hour days for employees
- Pay scale changes

What's Next?

- Phase 1.5 for Creating Change
 - Additional staffing
- Phase 2 for Creating Change
 - Modernizing Job Descriptions
 - Enhance Recruitment Efforts
- Phase 3 for Creating Change
 - Classification Changes
 - Career Ladders