

ORGANIZATIONAL DEVELOPMENT

EMPLOYEE RELATIONS

BENEFITS

RETIREMENT

SUPPORT SERVICES

RECRUITMENT AND SELECTION

ORGANIZATIONAL DEVELOPMENT

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COMPENSATION

CLASSIFICATION

SUPPORT SERVICES

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BENEFITS

SUPPORT SERVICES

The Division of  
**PERSONNEL**  
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RECRUITMENT AND SELECTION

EMPLOYEE RELATIONS

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ORGANIZATIONAL DEVELOPMENT

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**Saint Louis County Government**

**DIVISION OF PERSONNEL**

**ANNUAL REPORT**

**2006**

**Kirk L. McCarley, Director**



**The  
Division  
of  
Personnel  
commits to...**

- provide our internal and external customers with quality service and support;**
- foster proactive change and innovation, and;**
- demonstrate values to ensure consistent and equitable treatment of our employees**

*Clockwise from Top: Lorene Wolf, Sue Rhodes, Theresa Case, and Nora Pullen*

*Mitchell A. Margo, Chairman  
Nadine V. Nunn, Vice Chairman  
Richard "Skip" Mange, Member*



*Kirk McCarley  
Director of Personnel*

Honorable Charlie A. Dooley, County Executive  
Honorable Mike O'Mara, Chairman  
Honorable Members of the County Council

Dear Honorable County Executive Dooley and County Council Members:

We are pleased to report to you the activities of the Civil Service Commission and the Division of Personnel for the year 2006.

Ms. Kathy L. Gibala was elected Chairman of the Commission in January 2004. She was originally appointed to the Commission in April 2000. Her term expired in October 2006. Ms. Gibala resigned from the board in December in order to pursue new career opportunities.

Mr. Mitchell A. Margo was elected Vice Chairman of the Commission also in January 2004. He was originally appointed in January 2001 to complete a non-expired term. He was elected as Chairman in December. His term expires in October 2007.

Ms. Nadine V. Nunn was appointed as the third member of the Commission in January 2004 to fill an unexpired term. She was elected as Vice Chairman in December. Her term expires in October 2008.

The Civil Service Commission and Division of Personnel serve a joint mission of providing leadership for a human resources management system that strives to unite organizational objectives with the goals and aspirations of both current employees and potential candidates for employment. Even though we are called to this task, fulfilling this responsibility would be impossible without the participation of our many valued employees. It is these individuals who have chosen a public service career path in an effort to contribute their talents in many unique and immeasurable ways to the quality of life enjoyed by residents of Saint Louis County.

On behalf of the Civil Service Commission and the Division of Personnel, we would like to thank both the County Executive and County Council for your support in 2006. We would also acknowledge the employees of the County for their diligence and dedication. We look forward to providing continuing service and assistance to County Government and its employees in the future.

Respectfully,

FOR THE COMMISSION

A handwritten signature in black ink, appearing to be "M. Margo", written over a horizontal line.

Mitchell A. Margo, Chairman

A handwritten signature in black ink, appearing to be "K. McCarley", written over a horizontal line.

Kirk L. McCarley, Director  
Division of Personnel



*James E. Baker*  
*Director of Administration*

*Kirk McCarley*  
*Director of Personnel*

Members of the Civil Service Commission:  
Mitchell A. Margo, Chairman  
Nadine V. Nunn, Vice Chairman

Dear Civil Service Commissioners:

I am pleased to present the 2006 Annual Report for the Division of Personnel.

Last year was one that tested the mettle of County employees and resources. Violent summer thunderstorms hit the region twice in late July causing downed tree limbs and massive power outages. Similarly at the end of November a severe ice storm waged its fury, paralyzing the area for several days. Our workforce responded admirably in each of these cases lending assistance to residents in a variety of ways: clearing debris from roadways, overseeing the operations of cooling and heating shelters and distribution of food, and providing 24 hour a day emergency telephone assistance and direction to those in need. We take pride in the fact that County government was able to serve as a "go to" agency during these times.

Though challenged by these demands, our workforce once again demonstrated what we would like to characterize as a service excellence leader among public service providers. With this focus on customers, we likewise hope these concentrated efforts have also served to enhance our "internal customer relations" as well.

In meetings with employees in 2006, indications are that overall workforce morale seemed to be trending in a positive direction. As evidence, both employees and supervisors are more pleased with the shorter,

**"THE PERSONNEL DIVISION  
CONTINUES TO FOCUS  
ON  
PRO-ACTIVE INITIATIVES."**

streamlined performance evaluations than the prior model. There is also an added sense of security in knowing that the County is a stable employer and if one performs their job well, there is a good opportunity for long-term employment. Above all, nearly all employees are motivated by the public employment ideal of service beyond self, thereby enhancing the attractiveness of St. Louis County Government as a place to work for those attracted to this concept.

In spite of these attributes, there remain challenges. The high cost of health insurance continues to eat away at a greater proportion of employee paychecks and is an impediment to those who would like to retire, but are unable to afford to do so. Many employees have reached the maximum of their classification pay ranges and despite high levels of performance are unable to enjoy pay increases. The County's pay structure also at times, causes existing employees to be disadvantaged versus those hired from outside the organization. Here are some of the responses to these concerns:

- In 2006 the County introduced two additional medical insurance plans. These "select" plans, though offering a more confined network of physicians and hospitals compared to those that had been in place, provide employees an opportunity to save in their portion of premium outlays compared to the more traditional plans. In addition, the County redesigned the formula for contributing to premium shares, thereby helping to reduce some of the employee responsibility for dependent coverage. Finally, the County was able to negotiate a negligible increase in rates for the 2006-07 plan year with premium caps in place for the following year.
- The wellness initiative continues to maintain an active role in educating and offering programs to employees in an effort to encourage fitness and hopefully better health.

- A 2% structure adjustment was built into the pay grades, affording those employees who had been topped out, a chance for salary advancement.
- The County has faced challenges in recruiting and retaining Corrections Officers in the Department of Justice. In response this past year, the pay structure was modified and a new recruitment rate introduced.
- The County has liberalized its position towards promotional pay, allowing more often for incumbents to enjoy equal salary footing versus hires from outside the organization.

Besides these accomplishments the Personnel Division continues to focus on pro-active initiatives to optimize employee-employer relations. In 2006 a total of 33 meetings were held with 254 employees in an effort to gain a better sense of individual and departmental issues and concerns. The new employee orientation program was expanded in order to assure that every new merit system employee takes part in a one half day session



“It remains an honor to be able to deliver quality service for the citizens of St. Louis County...”

designed to share the County’s policies, culture, and benefits on that individual’s first day of employment. At least twice annually, all day sessions are offered to those employees within a couple of years of retirement eligibility. These programs highlight aspects of the retirement plan as well as offer perspective to the life changes related to retirement. Celebrations take place at least twice annually to honor the most recent retirees.

The year just past has been a time of change, challenge, and new opportunity. It remains an honor to be able to deliver quality service for the citizens of St. Louis County.

In considering the accomplishments of this past year it is appropriate to thank each of you for the dedication you bring to your jobs as Commissioners. This past year was one where there were fewer hearings brought before you than in recent memory, hopefully a reflection of improvement in our employee relations. Having said that it still remains that yours is for the most part a volunteer effort, and one for which you don’t receive enough credit. You are to be commended for the fact that you approach your responsibilities with an open mind and a willingness to listen to and consider all sides of an issue. I believe that we are truly fortunate to have individuals of your caliber serving the County in this capacity.

In closing I again thank you for the support that you have given the Personnel Division and me during the past year. I look forward to continuing our work together.

Sincerely,

Kirk McCarley, Director  
Division of Personnel

The Civil Service Commission is the rule-making and policy determining body of the merit system and is composed of three residents of St. Louis County who are appointed by the County Executive, subject to confirmation by the County Council.

Each member of the Commission is appointed for a four year term. The Civil Service Commission meets the third Tuesday of each month at 7:30 a.m. Meetings may be open or closed, as designated by the Commission but shall be held consistent with Chapter 610 Revised Statutes of Missouri.

**SIGNIFICANT 2006 COMMISSION DECISIONS**

**RECRUITMENT RATE – JUSTICE SERVICES**

The Commission heard information regarding a request from the Department of Justice Services to grant a special increase to certain Corrections Officer I positions in light of changes in their recruitment rate. The Department of Justice Services had been faced with the challenge of recruitment as well as a high percentage of turnover for this position. To resolve this issue, other correctional facilities were queried to determine what their challenges were in terms of recruitment and retention of Corrections Officers. After an extensive review, one of the initiatives to address this problem was to propose that the recruitment rate for Corrections Officers be made more attractive by raising the initial rate of pay from \$12.75/hourly to \$14.05/hourly and then to \$14.40/hourly upon successful completion of the probationary period. To maintain internal equity, the Commission approved a special increase for those

Corrections Officers receiving less than \$14.40, in order to bring them in line with the revised recruitment rate.

**ELECTION OF OFFICERS**

Kathy L. Gibala resigned her position as Chairman of the Civil Service Commission effective January 2007, after eight years of service. At its meeting in December, the Commission unanimously named Mitchell A. Margo as Chairman, and Nadine V. Nunn as Vice Chairman of the Commission. It is anticipated that the third member of the Commission will be announced in early 2007.

**OUR COMMISSIONERS...**

**Kathy L. Gibala**, Chairman, was originally appointed to the Commission in April 2000. Ms. Gibala is founder and executive director of Get There, LLC, a human resources consulting firm. Her term expires in October 2006.

**Mr. Mitchell A. Margo**, Principal Attorney with Curtis, Heinz, Garrett and O'Keefe, LLC, was elected Vice Chairman of the Commission in January 2004. Mr. Margo's term as Commissioner expires in October 2007.

**Ms. Nadine V. Nunn** was appointed as the third Member of the Commission in January 2004 to fill an unexpired term. Ms. Nunn is an Attorney in private practice. Her term expires in October 2008.

## **THE DIVISION OF PERSONNEL**

**The Division of Personnel is responsible for the administration of the St. Louis County merit system under Article VII of the County Charter. The Division oversees the areas of classification, compensation, recruitment and selection, employee relations, training and organizational development, and retirement and benefits.**

**The Division is continually challenged to develop effective programs in these areas. With this goal in mind, Personnel focuses on maintaining Saint Louis County's viability as a first rate service provider and strives to effectively serve our customers in a manner befitting one of the metropolitan area's major employers.**

## CLASSIFICATION AND COMPENSATION



Staff Members from the Dept. of Health - Family Mental Health

### 2006 PAY MAINTENANCE REVIEW

Each year, pay ranges of all job classifications are reviewed for market appropriateness. When market trends indicate a pay range change is possible, Departments are asked to update the information contained in their particular job class descriptions. After validating the data, we then recommend pay range changes, where feasible, and obtain Department agreement and Civil Service Commission approval.

This year, the Classification and Compensation unit reviewed 40 job classes representing 230 positions in 9 departments. Affected departments included the Departments of Administration, Health, Highways and Traffic, Parks and Recreation, Public Works and Revenue. The pay rates of 34 employees were increased to the new pay range minimums, representing an approximate total budget impact of \$75,000.

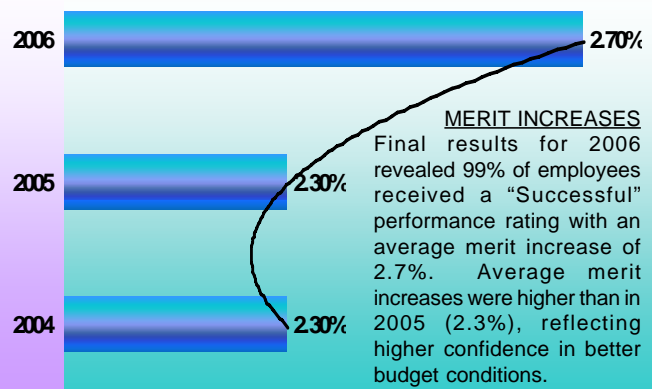
### TELECOMMUTING POLICY

As the I-64 / I-40 reconstruction project looms on the horizon, the County realized a need to provide its employees with a variety of work options. A team led by Personnel researched and evaluated the feasibility of establishing a telecommuting program for St. Louis County.

The process began with identification of the advantages of the program as well as any adverse impact issues. Recommendations were then made and cost estimates and program guidelines were given to the Director of Administration for review and approval.

County benefits from this program include reduced parking and office requirements. Additionally, the telecommuting initiative will demonstrate the County's active commitment towards environmental sensitivity.

A trial program was launched in late 2006 with 16 employees in a variety of departments making a successful transition to telecommuting.



**ENGINEERING / ARCHITECTURAL**

**PROGRESSION POLICY**

In 2006, we took the opportunity to focus on the recruitment and retention of engineers and architects in addition to the typical review of pay range assignments, as competition for talent in these two job classes are high in our local market. We, therefore, sought to address this issue with a specialized job classification progression policy, which focused on the creation of competitive pay range assignments upon documentation of either a related degree, Engineering-In-Training Certification, a Professional Engineer license or Registered

Architect license.

Realizing that the potential for a high financial impact in realigning affected employees into the new job classifications could result in an adverse impact on departmental budgets, the policy proposal also included a recommendation that minimum implementation standards, typically used for classification studies, apply in this situation.

It is anticipated that the Engineering / Architectural Progression Policy proposal will be finalized and presented to the Commission for its review and approval in early 2007.

**2006 Highlights**

<b>Job Class Establishments</b>	<b>12</b>
<b>Reclassification of Positions</b>	<b>28</b>
<b>Appeals</b>	<b>0</b>
<b>Job Class Audits</b>	<b>8</b>
<b>Pay Range Revisions</b>	<b>12</b>
<b>Position Establishments</b>	<b>21</b>
<b>Job Class Title Changes</b>	<b>3</b>
<b>Job Class Abolishments</b>	<b>24</b>



*April Schuette-Wilson*

**EMPLOYEE GRIEVANCES**

The number of grievances declined slightly in 2006 as compared with previous years. Nine grievances were filed with the Division of Personnel this year compared to thirteen filed in 2005. In seven cases, the decision of the Appointing Authority was sustained by the Civil Service Commission. In one case, the decision of the Appointing Authority was supported by the Division of Personnel and the grievant did not pursue to the Commission. One grievance was settled prior to going to the Commission.

**DISCHARGES**

Four appeals were filed with the Commission in 2006 from individuals who were dismissed from employment with the Saint Louis County Government. Two of the four appeals were dropped by the complainant without a hearing. The Commission heard the remaining two appeals and sustained the decisions of the Departments.

**EEO CHARGES**

Three EEO charges were filed, down from seven filed in 2005. The resolution for these charges have not yet been determined. Thirty-six charges from previous years remain open pending final determinations from either the Missouri Commission on Human Rights (MCHR) or the Equal Employment Opportunity Commission (EEOC).

**CATASTROPHIC LEAVE**

In 2006, the Catastrophic Leave Program completed its seventh year of providing salary continuation to employees who had become seriously ill and exhausted all of their paid leave. Only employees enrolled in the traditional pay plan were eligible to participate in this program.

A steady number of donations were made throughout the year. A total of 34 donors contributed 935 hours toward the leave pool. Of those hours, 426 came from sick leave contributions, 479 from vacation and 30 were from compensatory time balances.

There were a total of twelve requests from eleven employees requesting time from the Leave Pool. Of those requests ten were approved. A total of 1210 hours were awarded to approved requests.

Current Catastrophic Leave committee members are Joyce Guleff, Family Court, Bob Baer, Department of Parks and Recreation, Debbie Feldman, Department of Health, Robert Moore, Office of the County Counselor and Steve Tedoni, Police.

**UNION ACTIVITY**

A new Memorandum of Understanding between Saint Louis County Government and AFSCME was implemented in 2006. The agreement continues through January 31, 2010.

In 2006, discussions were held with Service Employees International Union (SEIU) who represents approximately 60 employees at Lakeside Center, however, by the end of the year no agreement had been reached.

Approximately 1236 employees in a variety of job classes are represented by four unions, as shown below:

