

Aitkin County Board of Commissioners
Request for County Board Action/Agenda Item Cover Sheet



To: Chairperson, Aitkin County Board of Commissioners Date: January 8, 2014

Via: Patrick Wussow, County Administrator

From: Bobbie Danielson, HR Manager and Patrick Wussow, County Administrator

Title of Item: General Discussion of County Administrator's Resignation / Recruitment Process

Requested Meeting Date: Jan. 14, 2014 Estimated Presentation Time: 30 min.

Presenter: Bobbie Danielson, HR Manager and Patrick Wussow, County Administrator

Type of Action Requested (check all that apply)

- For info only, no action requested Approve under Consent Agenda
- For discussion only with possible future action Adopt Ordinance Revision
- Let/Award Bid or Quote (attach copy of basic bid/quote specs or summary of complex specs, each bid/quote received & bid/quote comparison)
- Approve/adopt proposal by motion Approve/adopt proposal by resolution (attach draft resolution)
- Authorize filling vacant staff position
- Request to schedule public hearing or sale Other (please list) _____
- Request by member of the public to be heard
- Item should be addressed in closed session under MN Statute _____

Fiscal Impact (check all that apply)

- Is this item in the current approved budget? Yes No (attach explanation)
- What type of expenditure is this? Operating Capital Other (attach explanation)
- Revenue line account # that funds this item is: _____
- Expenditure line account # for this item is: _____

Staffing Impact (Any yes answer requires a review by Human Resources Manager before going to the board)

- Duties of a department employee(s) may be materially affected. Yes No
- Applicable job description(s) may require revision. Yes No
- Item may impact a bargaining unit agreement or county work policy. Yes No
- Item may change the department's authorized staffing level. Yes No



Supporting Attachment(s)

- Memorandum Summary of Item
- Copy of applicable county policy and/or ordinance (excerpts acceptable)
- Copy of applicable state/federal statute/regulation (excerpts acceptable)
- Copy of applicable contract and/or agreement
- Original bid spec or quote request (excluding complex construction projects)
- Bids/quotes received (excluding complex construction projects, provide comparison worksheet)
- Bid/quote comparison worksheet
- Draft County Board resolution
- Plat approval check-list and supporting documents
- Copy of previous minutes related to this issue
- Other supporting document(s) (please list) _____

Provide eleven (11) copies of supporting documentation NO LATER THAN Wednesday at 12:00 pm to make the Board's agenda for the following Tuesday. Items WILL NOT be placed on the Board agenda unless complete documentation is provided for mailing in the Board packets. (see reverse side for details)

AITKIN COUNTY HUMAN RESOURCES

Bobbie Danielson, HR Manager
bobbie.danielson@co.aitkin.mn.us
Nicole Visnovec, HR Specialist
nicole.visnovec@co.aitkin.mn.us

Phone 218-927-7306
Job Hotline 218-927-7393
Fax 218-927-7374
www.co.aitkin.mn.us

To: County Commissioners and County Administrator Patrick Wussow
From: Bobbie Danielson, HR Manager
Date: January 8, 2014
Subject: General Discussion of County Administrator's Resignation / Recruitment Process

Background

County Administrator Patrick Wussow resigned to accept a new position and his last day will be Friday, February 7, 2014.

Additional information is attached for discussion.

Action Requested

Discussion and/or direction from the County Board concerning refilling the position.

If you have any questions or require additional information prior to the meeting, please feel free to contact Patrick Wussow or Bobbie Danielson.



COUNTY ADMINISTRATOR

Department Administration

DBM/Grade E83

2014 salary range \$68,931.20 to \$123,593.60

2015 "open range" scale estimate \$83,200.00 to \$124,800.00

Reports to County Board

FLSA Status Exempt

Union Status Non-union Position, Individual Contract

Final Appointing Authority

This position shall not be filled until final approval of the County Board. All offers of employment are made in writing.

Job Summary

The County Administrator is responsible for the administration of all County Board ordinances, regulations, resolutions and policies and for the administration and direction of all programs and functions of government under the jurisdiction of the Board of County Commissioners. The County Administrator is charged with leading the organization and building an organizational culture that supports and implements the County Mission. All non-elected department heads report to the County Administrator. Works under broad policy direction of the County Board. The Administrator has wide latitude for the exercise of independent judgment and decision making over county government functions.

Supervision Received

Employees working in this job class work under administrative direction and are free to plan, develop, and organize all phases of the work necessary for its completion within broad program guidance. Generally, they develop and utilize procedures and methods that do not conflict with major organization policies.

Supervision Exercised

Manages all department heads, in addition to the Building Maintenance Supervisor, Veterans Services Officer, and clerical support. Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws.

Essential Functions

This position description is not intended to be all-inclusive. Employee may perform other essential and nonessential functions as assigned or apparent to meet the ongoing needs of the department and organization. Regular attendance is an essential requirement of this position.

1. Prepares and recommends policy to the County Board regarding county government operations. Advises the County Board regarding short and long range goals and recommends appropriate programs to attain them. Provides direction for the overall operation of county government and coordination with elected and state appointed offices.



Position Description

2. Provides supervision and direction to subordinate staff and department heads in developing policy recommendations and programs and in clarifying and delegating County Board directives and policies.
 3. Directs and coordinates county central services including human resources, safety and risk management, motor pool, purchasing, information services, public information, property maintenance and budgeting.
 4. Oversees preparation of the annual budget and long range capital expenditure program. Prepares reports, analysis and recommendations regarding the county's current and future financial position. Implements, monitors and enforces the provisions of the approved budget.
 5. Represents the county and communicates on behalf of the county to individuals, groups, organizations, other units of government, and media.
 6. Strategic planning: continually evaluates the organization, administration and services provided by county government. Advises in the formulation of legislative proposals.
 7. Establish goals and evaluate performance for appointed department heads. Authority to discipline all appointed department heads. Authority to hire and fire all appointed department heads with county board authorization.
 8. Leads the County-wide management team and conducts management team meetings and communications. Establishes effective team relations with county administrative elected officials.
 9. Represents the County concerning intergovernmental relationships and initiatives at local, State, regional and federal levels. Creates and implements a program of positive and cooperative intergovernmental relations with local cities and townships and with neighboring counties.
 10. Prepares County Board agendas and minutes, attends all Board meetings, certifies Board actions. Approves and signs off on legal documents, etc. as Chief Administrative Officer of the county.
 11. Spearheads and coordinates economic development programs and initiatives in close cooperation with business community and county cities and townships.
 12. Attends professional meetings and keeps informed of new developments in government operation and management.
 13. Responsible for management and long range planning for county buildings and infrastructure.
 14. Serves as Official spokesperson for the county.
 15. Adheres to collective bargaining agreements, county policies and procedures, and applicable laws, including timely/accurate reporting and consistent/uniform administration of EEO, FLSA, FMLA, ADA, Workers' Compensation and Return to Work programs, in close collaboration with the Human Resources Department. Completes departmental new hire orientations promptly and staff performance appraisals in accordance with county policy.
 16. Conducts business in accordance with the Open Meeting law.
 17. Serves as the Minnesota Government Data Practices Act Responsible Authority. Appropriately responds to requests for government data. Maintains department data in accordance with records retention schedules.
 18. Coordinates annual emergency practice drills in department and serves as a member of the county's crisis management team.
 19. Attend seminars and workshops as needed.
- Performs other related duties as assigned or apparent.



Position Description

Minimum Qualifications

Bachelor's degree in Public Administration, Business Administration, Public Finance, Political Science or a related field, and minimum of eight years progressively responsible work experience, five of which must be served in an administrative or managerial capacity in a multi-function service organization. Master's degree preferred.

Exceptional oral and written communication skills are required as well as advanced skill in planning, organizing and coordinating diverse functions. Training or experience in budget and financial analysis is highly desirable.

Valid Minnesota driver's license required. U.S. Citizenship required. Employment reference checks and a criminal background check will be performed as part of the pre-employment process.

Knowledge, Skills, and Abilities Required

Knowledge of:

1. County and departmental policies, procedures, and practices.
2. Federal, State, and local laws, rules, and regulations relevant to the work performed in this position, including data practices, the open meeting law, accounting, purchasing, information technology, OSHA, and employee and labor relations.
3. Financial management with experience in the preparation and presentation of budgets and fund accrual accounting.
4. Roberts Rules of Order.
5. Principles, practices and legal aspects of public administration as they relate to local government.
6. Organizational theory and effective management practices.
7. Public budgeting preparation, presentation and analysis.
8. Governmental accounting and reporting and the relationships of local, state and federal funding.
9. Minnesota property tax law, impact of levies to property and their calculation.
10. Governmental structure, laws, organization and interdependency of levels of government.

Skill in:

1. Communication and interpersonal skills as applied to interaction with staff, board members, and the general public sufficient to exchange or convey information and to receive work direction.
2. Typing skill sufficient to complete 30 net words per minute without errors.
3. Preparing and making presentations to groups.
4. Reading, writing, and speaking English proficiently. Includes writing departmental policies and procedures and precise memos to Boards, Committees, and other organizations.
5. Effectively organizing, prioritizing, and delegating workload.

Ability to:

1. Present a positive attitude in the workplace, promote a spirit of teamwork and cooperation, and be able to treat co-workers, supervisors, and subordinates with respect, honesty, and consideration.
2. Maintain confidentiality.



Position Description

3. Make independent decisions.
4. Multi-task and work under pressure in a sometimes demanding environment.
5. Travel and work in excess of standard hours when necessary.
6. Direct a large staff in a broad range of service areas.
7. Plan, direct, supervise and delegate work, as well as work with others in a consulting capacity.
8. Communicate effectively, demonstrating exceptional oral, written and presentation skills.
Communicate effectively with County Commissioners, coworkers, government organizations, civic groups, the media and citizens.
9. Analyze and resolve management problems.
10. Understand the political issues of county government. Serve as a liaison between the Board and other elected officials.
11. Accurately calculate wage and fringe benefit costs, budget and levy figures, and forecast county finances.
12. Develop and implement short and long range administrative goals and objectives.
13. Prepare and present accurate statistical narrative reports.
14. Evaluate various types of data and make recommendations on the findings.
15. Set direction and interpret elected official needs.
16. Direct, supervise and delegate work effectively.
17. Understand human development and thought processes.
18. Maintain a safe working environment.

Language Skills

Very High Skills – Ability to read, analyze, and interpret common scientific and technical journals, financial reports, and legal documents. Ability to respond to common inquiries or complaints from customers, regulatory agencies, or members of the business community. Ability to write speeches and articles for publication that conform to prescribed style and format. Ability to effectively present information to top management, public groups, and/or governing boards.

Mathematical Skills

Ability to add, subtract, multiply, and divide in all units of measure, using whole numbers, common fractions, and decimals. Ability to compute rate, ratio, and percent and to draw and interpret bar graphs. Ability to calculate figures and amounts such as discounts, interest, area, and volume. Ability to apply concepts of basic algebra and geometry. Ability to work with mathematical concepts such as probability and statistical inference. Ability to apply concepts such as fractions, percentages, ratios, and proportions to practical situations.



Position Description

Reasoning Skills

Very High Skills - Ability to define problems, collect data, establish facts, and draw valid conclusions. Ability to interpret an extensive variety of technical instructions in mathematical or diagram form and deal with several abstract and concrete variables.

Computer Skills

To perform this job successfully, an individual should be proficient at using the following software.

County Payroll Software E-time, Webfusion, Microsoft Word, Excel, Outlook, Publisher, Access, PowerPoint, Inventory Management Software, Data Backup and Recovery Software, Recordkeeping Software, and other job-related software programs.

Ability to Travel

Travel required for trainings and meetings in and out of Aitkin County.

Competencies

To perform the job successfully, an individual should consistently demonstrate the following competencies (descriptions available upon request):

Ethics, attendance/punctuality, safety and security, dependability, analytical, design, problem solving, project management, technical skills, customer service, interpersonal skills, oral communication, written communication, teamwork, change management, delegation, leadership, managing people, quality management, business acumen, cost consciousness, diversity, organizational support, judgment, motivation, planning/organizing, professionalism, quality, quantity, adaptability, initiative, strategic thinking, visionary leadership, innovation, flexibility, and crisis management.

Work Environment

The noise level in the work environment is usually quiet to moderate.

Equipment and Tools

Computer, copier, fax, telephone, cell phone, remote access equipment, printer, calculator, shredder, emergency weather-alert system, county-owned vehicles, and personal vehicle (requires proof of insurance on file).

Physical Activities/Requirements

Climbing, balancing, stooping, kneeling, crouching, reaching, standing, walking, pushing, pulling, lifting, carrying, use of fingers, grasping, talking, hearing, seeing, and repetitive motions. Must have the ability to lift and/or carry up to 20 pounds.

While performing the duties of this job, the employee performs light work, exerting up to 20 pounds of force occasionally, and/or up to 10 pounds of force frequently, and/or a negligible amount of force constantly to move objects. If the use of arm and/or leg controls requires exertion of forces greater than that for Sedentary Work and the worker sits most of the time, the job is rated for Light Work.



Position Description

Working safely is a condition of employment. Aitkin County is a drug-free workplace.

Disclaimer

The above statements are intended to describe the general nature and level of the work being performed by employees assigned to this job classification. This is not an exhaustive list of all duties and responsibilities. Aitkin County reserves the right to amend and change responsibilities to meet organizational needs as necessary. This job description does not constitute an employment agreement between the employer and employee.

Reasonable Accommodation Notice

The County is an Equal Opportunity Employer. In compliance with the Americans with Disabilities Act, the County will provide reasonable accommodations to qualified individuals with disabilities and encourages both prospective and current employees to discuss potential accommodations with the employer.

05/2013

“Providing Quality Services and Efficient Resource Management for the Citizens and Guests of Aitkin County.”

Aitkin County

	2014 Start	6 Mnths	1 Year	2Years	3 Years	4 Years	6 Years	8 Years	10 Years	12 Years	16 Years	20 Years	24 Years	28 Years
	2014 Minimum	+6 Mnths Step 1	+6 Mnths Step 2	+1 yr Step 3	+1 yr Step 4	+1 yr Step 5	+2 yr Step 6	+2 yr Step 7	+2 yr Step 8	+2 yr Step 9	+4 yr Step 10	+4 yr Step 11	+4 yr Step 12	+4 yr Step 13
G	\$ 33.14	\$ 34.67	\$ 36.25	\$ 37.91	\$ 39.65	\$ 41.47	\$ 43.37	\$ 45.37	\$ 47.45	\$ 49.63	\$ 51.92	\$ 54.30	\$ 56.79	\$ 59.42
H	\$ 31.05	\$ 32.46	\$ 33.95	\$ 35.50	\$ 37.14	\$ 38.84	\$ 40.62	\$ 42.47	\$ 44.43	\$ 46.48	\$ 48.61	\$ 50.86	\$ 53.20	\$ 55.65
I	\$ 27.57	\$ 28.82	\$ 30.14	\$ 31.54	\$ 32.97	\$ 34.46	\$ 36.08	\$ 37.71	\$ 39.44	\$ 41.25	\$ 43.14	\$ 45.13	\$ 47.20	\$ 49.36
J	\$ 24.13	\$ 25.21	\$ 26.34	\$ 27.57	\$ 28.82	\$ 30.11	\$ 31.51	\$ 32.96	\$ 34.46	\$ 36.06	\$ 37.69	\$ 39.43	\$ 41.24	\$ 43.13
K	\$ 21.46	\$ 22.42	\$ 23.45	\$ 24.53	\$ 25.64	\$ 26.82	\$ 28.03	\$ 29.29	\$ 30.64	\$ 32.04	\$ 33.50	\$ 35.04	\$ 36.63	\$ 38.32
L	\$ 19.45	\$ 20.34	\$ 21.27	\$ 22.24	\$ 23.24	\$ 24.29	\$ 25.42	\$ 26.57	\$ 27.79	\$ 29.06	\$ 30.39	\$ 31.77	\$ 33.22	\$ 34.75
M	\$ 17.64	\$ 18.44	\$ 19.28	\$ 20.14	\$ 21.07	\$ 22.01	\$ 23.02	\$ 24.06	\$ 25.16	\$ 26.30	\$ 27.49	\$ 28.76	\$ 30.07	\$ 31.45
N	\$ 16.16	\$ 16.88	\$ 17.64	\$ 18.44	\$ 19.28	\$ 20.14	\$ 21.07	\$ 22.01	\$ 23.02	\$ 24.07	\$ 25.16	\$ 26.30	\$ 27.49	\$ 28.76
O	\$ 14.93	\$ 15.58	\$ 16.28	\$ 17.03	\$ 17.80	\$ 18.60	\$ 19.43	\$ 20.32	\$ 21.24	\$ 22.22	\$ 23.22	\$ 24.27	\$ 25.40	\$ 26.55
P	\$ 13.79	\$ 14.40	\$ 15.03	\$ 15.72	\$ 16.43	\$ 17.15	\$ 17.93	\$ 18.75	\$ 19.61	\$ 20.49	\$ 21.43	\$ 22.39	\$ 23.41	\$ 24.47
Q	\$ 12.96	\$ 13.55	\$ 14.17	\$ 14.78	\$ 15.47	\$ 16.17	\$ 16.88	\$ 17.65	\$ 18.45	\$ 19.29	\$ 20.16	\$ 21.08	\$ 22.03	\$ 23.04
R	\$ 12.42	\$ 12.96	\$ 13.55	\$ 14.17	\$ 14.76	\$ 15.46	\$ 16.16	\$ 16.88	\$ 17.64	\$ 18.43	\$ 19.27	\$ 20.14	\$ 21.06	\$ 22.01
S	\$ 11.82	\$ 12.37	\$ 12.90	\$ 13.48	\$ 14.09	\$ 14.71	\$ 15.39	\$ 16.10	\$ 16.81	\$ 17.55	\$ 18.36	\$ 19.19	\$ 20.05	\$ 20.96
T	\$ 11.30	\$ 11.78	\$ 12.35	\$ 12.87	\$ 13.45	\$ 14.05	\$ 14.67	\$ 15.35	\$ 16.05	\$ 16.77	\$ 17.53	\$ 18.34	\$ 19.17	\$ 20.03
U	\$ 10.83	\$ 11.31	\$ 11.81	\$ 12.36	\$ 12.89	\$ 13.47	\$ 14.08	\$ 14.69	\$ 15.37	\$ 16.08	\$ 16.81	\$ 17.55	\$ 18.36	\$ 19.19
V	\$ 10.42	\$ 10.89	\$ 11.38	\$ 11.87	\$ 12.43	\$ 12.96	\$ 13.55	\$ 14.17	\$ 14.78	\$ 15.44	\$ 16.14	\$ 16.87	\$ 17.63	\$ 18.42
W	\$ 10.16	\$ 10.61	\$ 11.08	\$ 11.59	\$ 12.09	\$ 12.61	\$ 13.20	\$ 13.80	\$ 14.41	\$ 15.07	\$ 15.75	\$ 16.47	\$ 17.20	\$ 17.98

County Board adopted 4/9/2013

County Administrator Salary Survey

Comparison Counties	Minimum	Maximum	Actual	Administrator or Coordinator
Aitkin	\$68,931.20	\$123,593.60	\$102,294.40	Administrator

Cass	\$81,993.00	\$106,974.00	\$106,974.00	Administrator Appointed as Administrator/coordinator
Crow Wing	\$88,081.00	\$132,121.00	\$125,780.00	Administrator
Mille Lacs	\$86,278.40	\$115,169.60	\$112,652.80	Administrator
Pine	\$80,380.00	\$105,040.00	\$105,040.00	Administrator
Comparison County Average	\$84,183.10	\$114,826.15	\$112,611.70	

Lake	\$100,006.00	\$110,011.00	\$102,003.00	Administrator
Wright	\$86,382.00	\$113,990.00	\$86,382.00	Coordinator

Carlton	No response as of 1-8-2014			Coordinator
Itasca	No response as of 1-8-2014			Administrator
Kanabec	No response as of 1-8-2014			Coordinator

County Government Structure

A publication of the Association of Minnesota Counties

History of County Government

The 87 counties in Minnesota are rapidly changing from a purely quasi-municipal corporation of the state to a general purpose form of government which, for many counties, has necessitated a change in the way the county delivers its services and, consequentially, the structure of the county itself. Counties, in their infancy, were organized to be administrative agencies of the state. In addition to serving as an administrative arm of the state, counties are now providing services to its citizens beyond the original scope of county government.

Traditionally, counties performed state mandated duties which included assessment of property, record keeping (i.e. property and vital statistics), maintenance of rural roads, administration of election and judicial functions, maintaining peace in rural areas, and poor relief. Today, counties are rapidly moving into other areas of government support, including social services, corrections, child protection, library services, hospitals and rest homes, public health services, planning and zoning, economic development, parks and recreation, water quality, and solid waste management. Relief for the poor is generally provided by the federal and state governments through the income maintenance programs.

County Board of Commissioners

County boards are elected by district, serve a four-year term, and are responsible for the operation of the county and the delivery of county services. The number of commissioners on a county board is five. Counties with a population of over 100,000 people may, by board resolution, increase the size of the county board from five to seven members. Six counties—Anoka, Dakota, Hennepin, Olmsted, Ramsey and St. Louis—have boards consisting of seven members.

Election and Appointment of County Officials

During the Jacksonian Era and after, it became the practice of county government to increase the number of elective county offices. Appointed positions were changed into elected ones and new elected offices were developed. This caused the list of elected officials to grow from a few such as the coroner and sheriff, to many, including election of the auditor, recorder, treasurer, surveyor, clerk of court, watershed district directors, judge of probate, assessors and attorney.

Since the mid-1960's, counties and the state have gradually reduced the number of elective county offices. Hennepin and Ramsey counties were the first to be given organizational reform by special legislation. Today, the Legislature has allowed counties to appoint the positions of county auditor, treasurer and recorder, on an individual basis. However, the positions of county sheriff, county attorney and watershed district directors, as well as the governing board, continue to be elective positions. In addition, Dakota, Olmsted and St. Louis counties appoint the position of county recorder. (The county auditor/treasurer continues to be an elective position.)

In 1987, enabling legislation was passed to allow Ramsey County to become a home rule charter county. Ramsey County has established the home rule charter, operates under the guidance of the charter and is the only home rule charter county in Minnesota.

In the early 1970's, clerk of courts (now court administrators), county coroners and county surveyors became appointed positions. In 1973, the Optional Forms of County Government was passed. While this offers several major options for the modernization of county government, most counties have instead made structural changes by seeking special legislation.

In recent years, 36 counties have moved to combine the position of county auditor and county treasurer into one elected position.

MINNESOTA COUNTY GOVERNMENT STRUCTURE OVERVIEW

Counties with combined elected auditor/treasurer position.... 36

Counties with broad reorganizational powers 6

Counties that appoint the county recorder 20

Counties with a county administrator position 34

Counties with a county coordinator position 22

Counties with an auditor/administrator position 3

Counties with seven governing board members 6

Source: Association of Minnesota Counties

FOR YOUR INFORMATION

Professional County Management

Over the last 30 years, county boards across the state have recognized the need to expand into professional management for the county, mostly as a result of increasing demands placed on counties for the delivery of services.

Three forms of professional management currently exist in Minnesota statute: county administrator, county coordinator and county auditor-administrator.

County Administrator

Under the county administrator plan, the administrator is the head of the county for the management of the county affairs placed in the administrator's charge. If required by the county board, the administrator is the supervisor of all county institutions and agencies, and of non-elected department heads. The administrator also is responsible for the preparation and execution of the county budget, including a long range capital expenditure plan, and serves as the purchasing agent for the county. As of September 2000, 33 counties had established the position of county administrator (Ramsey County uses the title of county manager). The county administrator serves at the pleasure of the county board.

County Coordinator

The county coordinator plan is much like the county administrator plan except that the coordinator generally does not have a supervisory role over county department heads, elected or appointed. If required by the county board, the county coordinator must submit an annual budget to the county board and manage all affairs of the county which the county board has assigned to the position. Currently, 22 counties have the position of county coordinator. The county coordinator serves at the pleasure of the county board.

OPTIONAL FORMS OF COUNTY GOVERNMENT

Minnesota Statutes, Chapter 375A

Allows for the following plans of organization:

- Elected Executive Plan
- County Manager Plan
- At-Large Chair Plan
- County Administrator Plan
- County Auditor-Administrator Plan

Allows for the following organizational options for certain county offices:

- Provides for appointment of county auditor, treasurer, sheriff or recorder by county-wide referendum.
- Provides for the office of county civil counsel by county board action.
- Provides for the consolidation of the county auditor and county treasurer by county board action or county-wide referendum.

Allows for the following miscellaneous plans:

- Provides for the establishment of a county government study commission by county board action or county voter petition.

County Auditor-Administrator

Three counties have adopted the county auditor-administrator plan, where, in addition to carrying out the duties of the auditor's office, the auditor may also be assigned all duties of the county administrator as outlined in the "county administrator" section above. The county auditor-administrator remains an elective position.

Other County Management

The remaining counties generally assign central administrative tasks to a department head within the county, most often the county auditor. In those counties, no central administrative plan has been adopted; rather the duties of central administration falls to the office which has the most contact with the county board. (Of those counties, two counties have a position called "secretary to the board." That position does not include budget preparation or any supervisory role.)

Association of Minnesota Counties' Legislative Position

The Association of Minnesota Counties has long held the legislative position that county boards should be granted the necessary flexibility to organize the structure of their county to meet the needs of citizens today in the 21st century. Many counties have found that "doing business as usual" no longer works when citizens are demanding more from government while calling for a freeze on tax increases. The Association of Minnesota Counties also believes that, as technology plays a more visible role in the delivery of county services, the structure of county government must also change.

Because of this, the Association of Minnesota Counties continues to support flexibility for counties in the administration and delivery of services. ■

Sources: *Cities, Counties and Towns and State-Local Relations*, January 1990, Gary R. Currie, Legislative Analyst.

House Research Information Brief, Revised July 1994, "Optional Forms of County Government," Gary R. Currie, Legislative Analyst.

Revised April 2008



125 Charles Avenue

Saint Paul, MN 55103-2108

Main Line/Switchboard: 651.224.3344 Fax: 651.224.6540

www.mncounties.org

2013 Minnesota Statutes

375A.06 COUNTY ADMINISTRATOR.

Subdivision 1. **Appointment and qualification.** In any county which is not operating under either the elected county executive plan, the county manager plan, or the auditor-administrator plan, the office of county administrator may be established. The county board may appoint and employ the administrator upon such terms and conditions as it deems advisable and is authorized to appropriate funds and provide suitable office space for the office. The administrator shall be chosen solely on the basis of training, experience, and administrative qualifications and need not be a resident of the county at the time of appointment. The administrator shall be appointed for an indefinite period and may be removed by the county board at any time, but after the administrator has served as administrator for one year the administrator may demand written charges and a public hearing on the charges before the county board prior to the date when final removal takes effect. Pending such hearing and removal, the county board may suspend the administrator from office. The county board may designate some properly qualified person to perform the duties of the administrator during absence or disability. The county board shall set a salary and may provide for a termination allowance.

Subd. 2. **Other officers may be appointed.** The county board may appoint as county administrator any county officer or employee deemed to be qualified by reason of training, experience and administrative qualifications. If a county officer or employee is appointed county administrator, the officer or employee shall resign office and terminate its responsibilities before assuming the office of county administrator.

Subd. 3. **Abolishing office of administrator.** If the office of county administrator is abolished, any duties and responsibilities previously assigned to the county administrator shall be vested in the officer or department which had responsibility for the function previous to the transfer of the function to the county administrator.

Subd. 4. **Administrator, powers and duties.** The county administrator shall be the administrative head of the county and shall be responsible for the proper administration of the affairs of the county placed in the administrator's charge. The administrator shall exercise general supervision over all county institutions and agencies and, with the approval of the county board, coordinate the various activities of the county and unify the management of its affairs. If required by the county board, the administrator may act as the head of any department, the appointment of which is made by the county board, provided the administrator has the qualifications required by law. Responsibilities shall include, but are not limited to, the following duties:

(a) hire qualified staff to assist the administrator in the performance of duties as approved by the board;

(b) provide for the execution of all ordinances, resolutions and orders of the board and all laws of the state required to be enforced through the county board, by the administrator or by officers who are under the administrator's direction and supervision;

(c) appoint, suspend, and remove with the approval of the county board all county personnel whose appointment, suspension or removal is a function of the county board under general law and make such appointments with the approval of the county board to additional offices, boards, committees and commissions both advisory and otherwise as the county board may direct;

(d) provide for county purchases including purchases of service as directed by the county board and pursuant to purchasing regulations established by the board;

(e) prepare and submit to the county board a proposed annual budget and long-range capital expenditure program for such period as the county board may direct, each of which shall include detailed estimates of revenue and expenditures and enforce the provisions of the budget when adopted by the county board;

(f) attend all meetings of the county board and recommend measures for adoption as the administrator deems advisable or expedient;

(g) examine the books and papers of officers and departments of the county as directed by the county board and report the findings to the county board, keep the county board fully advised as to the financial condition and needs of the county and make such other reports from time to time as required by the board or the administrator deems advisable.

2013 Minnesota Statutes

375.49 COUNTY COORDINATOR DUTIES; CONSIDERED DEPARTMENT HEAD.

Subdivision 1. **County board to prescribe.** (a) The county board shall prescribe the duties of the county coordinator.

(b) Insofar as required by the county board, the county coordinator is responsible to the board for the proper administration and management of any assigned duty and for these purposes is considered the head of a department.

Subd. 2. **Possible duties and responsibilities.** (a) The county coordinator may be assigned any of the following duties and responsibilities:

(1) to manage any or all of the affairs of the county which the county board has authority to control;

(2) to examine regularly the books, papers and accounts of each department, office, and agency of the county under the control of the county board and to report to the board the condition in which the county coordinator finds them and other information as the board directs;

(3) to submit to the board recommendations concerning the affairs of the county, its future financial needs, and its offices, departments and agencies as the county coordinator considers proper;

(4) to see that all orders, resolutions and regulations of the county board are faithfully executed;

(5) to initiate and present a proposed annual budget to the county board for its review and consideration; and

(6) to serve as clerk of the county board.

(b) When a resolution is adopted directing the county coordinator to assume the responsibilities of clerk of the board, the county auditor shall no longer be held responsible for the duties as clerk to the board imposed by section 384.09.

Subd. 3. **Except Hennepin County.** This section does not apply to Hennepin County.

History: 1967 c 585 s 2; 1973 c 542 s 14; 1979 c 198 art 4 s 13; 1984 c 629 s 2; 1985 c 109 s 7

For Reference
only

COUNTY ADMINISTRATOR EMPLOYMENT AGREEMENT

Page 1 of 3

The Board of Commissioners of Aitkin County, Minnesota (hereinafter referred to as the "County" or "County Board") enters into this agreement with Patrick Wussow (hereinafter referred to as the "County Administrator" or "Employee"). The County and the County Administrator agree as follows:

1. Applicable Statute: The agreement is entered into by and between the County and the County Administrator pursuant to the provisions of M.S. 375A.06.
2. Duties: The County Administrator, under the direction of the County Board, shall be responsible for all of the duties as contained in the Aitkin County Job Description for County Administrator (Appendix A), including any amendments to the job description as may be made from time to time by the County Board. The County Administrator shall also serve and be responsible for duties as described in M.S. 375A.06.
3. Salary: The County Administrator's salary shall be at the rate of \$81,706 (grade G, step 6) for the year 2007, pr-rated from the first day of employment.
 - a. During the month of January of each year, the County Administrator will be evaluated by the County Board, and upon satisfactory performance, the Administrator's salary shall be adjusted in accordance with the County's uniform compensation schedule.
 - b. The employee's anniversary date shall be January 1 of the year hired.
4. Vacation: The County Administrator shall begin at the time of employment with 10 days of accrued vacation, to be reimbursed as the employee accumulates vacation days during the first year of employment. The employee is credited with 6 years of service for vacation purposes and thereafter vacation days shall be administered in accordance with county policy. The employee may not carry over more than the employee's accumulation rate at any time.
5. Holidays: The County Administrator shall have holidays in accordance with county policy.
6. Relocation Expenses: The County shall provide a lump sum payment of \$2,500.00 to the employee for relocation expenses, to be paid on or about October 1, 2007.
7. Deferred Compensation: The County Administrator is eligible to voluntarily participate in the deferred compensation program provided to Aitkin County employees.
8. Health Insurance: Health insurance coverage will be provided in accordance with the County's insurance policy. The employee and employer contributions shall be calculated in the same manner as defined in the agreement between Aitkin County and AFSCME Council 65.

AITKIN COUNTY

MAY 09 2013

HUMAN RESOURCES

COUNTY ADMINISTRATOR EMPLOYMENT AGREEMENT

Page 2 of 3

9. Life Insurance: The County agrees to provide and pay for a life insurance policy of \$15,000 for the employee, and to provide life insurance coverage in the amount of \$10,000 for their spouse and dependents to age 19.
10. Sick Leave: Sick leave shall be administered in accordance with county policy. The employee shall earn sick leave at the rate of one (1) day for each full month of service. Employee is allowed to accumulate up to a maximum of 720 hours (90 working days) of sick leave. Upon separation, the employee shall not be paid for any unused sick leave.
11. Duration: The agreement shall commence on the first day of employment (August 1, 2007) and shall remain in full force and effect unless the County Administrator resigns or the County Board terminates the County Administrator pursuant to the laws of the State of Minnesota.

In the event that the employee is terminated, the County Board agrees to provide severance as follows:

Full Months of Service	Months of Severance
0-12	0
13-36	3
37+	6

In calculating the amount of severance, the County will pay a lump sum payment equal to the employee's aggregate salary, holidays, and vacation during the appropriate number of months. In the event the County Administrator is terminated because of an illegal act regardless of whether any legal remedies are pursued or whether any conviction results, the County Administrator shall not be entitled to any severance pay.

The County Administrator agrees to provide the County Board not less than thirty (30) calendar days of notice in the event of a resignation. When the County Administrator leaves the employment of the County in good standing, he shall receive all vacation earned up to the last day of employment.

12. Evaluation: The County Administrator shall be formally evaluated annually by the County Board in accordance to the County's evaluation process.
13. Leave of Absence: All leaves shall be handled in accordance with County policy.
14. Funeral Leave: Employee shall be granted funeral leave in accordance with County policy.
15. Jury Duty: Employee shall be granted leave for jury duty in accordance with County policy.

COUNTY ADMINISTRATOR EMPLOYMENT AGREEMENT

- 16. Other Terms and Conditions: All provisions of the County relating to working conditions as they now exist or hereafter may be amended, also shall apply to the employee as they would to other employees of Aitkin County.

- 17. General Provisions:
 - a. The text herein shall constitute the entire agreement between the parties.

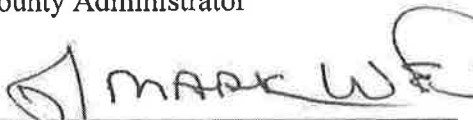
 - b. If any provision, or any portion thereof, contained in this agreement is held unconstitutional, invalid, or unenforceable, the remainder of this agreement, or portion thereof, shall be deemed severable, shall not be affected and shall remain in full force and effect.

IN WITNESS WHEREOF, the County of Aitkin and Employee have caused this agreement to be signed and executed, both in duplicate, the day and year first above written.



Patrick Wussow
County Administrator

May 7, 2013
Date



J. Mark Wedel, Chairperson
Aitkin County Board of Commissioners

May 9, 2013
Date

2014 Board Meeting Schedule

JANUARY						
S	M	T	W	T	F	S
			1	2	3	4
5	6	7	8	9	10	11
12	13	14	15	16	17	18
19	20	21	22	23	24	25
26	27	28	29	30	31	

FEBRUARY						
S	M	T	W	T	F	S
						1
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9	10	11	12	13	14	15
16	17	18	19	20	21	22
23	24	25	26	27	28	

MARCH						
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16	17	18	19	20	21	22
23	24	25	26	27	28	29
30	31					

APRIL						
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13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30			

MAY						
S	M	T	W	T	F	S
				1	2	3
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11	12	13	14	15	16	17
18	19	20	21	22	23	24
25	26	27	28	29	30	31

JUNE						
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15	16	17	18	19	20	21
22	23	24	25	26	27	28
29	30					

JULY						
S	M	T	W	T	F	S
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13	14	15	16	17	18	19
20	21	22	23	24	25	26
27	28	29	30	31		

AUGUST						
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17	18	19	20	21	22	23
24	25	26	27	28	29	30
31						

SEPTEMBER						
S	M	T	W	T	F	S
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14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30				

OCTOBER						
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19	20	21	22	23	24	25
26	27	28	29	30	31	

NOVEMBER						
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30						

DECEMBER						
S	M	T	W	T	F	S
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7	8	9	10	11	12	13
14	15	16	17	18	19	20
21	22	23	24	25	26	27
28	29	30	31			

Board Meeting Dates
 Holidays - County Offices Closed
 Conflicts: Tuesday, November 11th is a Holiday, and
 Tuesday, December 9th - AMC Annual Conference may be in session

If the recruitment is coordinated internally, following is a sample of what the application packet and selection criteria may look like, subject to any modifications made by the County Board.

Draft

Name: _____

**Aitkin County
County Administrator
Supplemental Application Form**

Points are assigned to each category.

"Providing Quality Services and Efficient Resource Management for the Citizens and Guests of Aitkin County"

1. Do you have a Master's degree in Public Administration, Business Administration, Public Finance, Political Science or a related field? Specify:	Yes	No
2. Do you have a Bachelor's degree in Public Administration, Business Administration, Public Finance, Political Science or a related field? Specify:	Yes	No
3. Do you have a minimum of 8 years progressively responsible work experience, five of which have been served in an administrative or managerial capacity in a multi-function service organization? Include details on the application form.	Yes	No
4. Do you have training or experience in budget preparation, presentation, and analysis? If yes, describe, including name and location of the organization(s), and the size of the budget(s) you prepared during your tenure for the most recent fiscal year(s):	Yes	No
5. Do you have a valid Minnesota driver's license?	Yes	No
6. Do you have experience in a County Administrator or City Administrator position? If yes, describe, including name and location of the organization, total number of employees in the organization, your dates of employment and position title:	Yes	No
7. Do you have experience supervising Department Head level positions? If yes, describe, including the type and number of department head level positions supervised. Include positions where you were responsible for completing their performance evaluations and had the authority to undertake or effectively recommend a majority of the following supervisory functions in the interests of the employer: hiring, transfer, suspension, promotion, discharge, assignment, reward, or discipline of department heads, direction of the work of department heads, or adjustment of grievances on behalf of the employer. Exclude positions where you served as a peer to fellow department heads, providing guidance or recommendations.	Yes	No
8. If you answered no to #7, do you have experience supervising non-Department Head level positions, including supervisors and line staff? If yes, describe, including the type and number of positions supervised.	Yes	No

Name: _____

9. Do you have experience in preparing or giving legislative testimony? If yes, describe.	Yes	No
10. Do you have experience preparing and finalizing Board or Council agendas and minutes, either independently or through delegation? If yes, describe.	Yes	No
11. Do you have experience spearheading or coordinating economic development programs and initiatives in close cooperation with the business community and governmental organizations? If yes, describe.	Yes	No
12. Do you have experience managing and long-range planning for an organization's buildings and infrastructure? If yes, describe, including any building projects or extensive structural remodeling that you coordinated.	Yes	No
13. Do you have experience working with the media (TV, radio, newspaper) and serving as a public spokesperson for an organization? If yes, describe.	Yes	No
14. Do you have experience working with the Minnesota Government Data Practices Act and/or serving as the Responsible Authority?	Yes	No
15. Do you have labor negotiations experience? If yes, describe, including the approximate number of collective bargaining agreements you negotiated in the past five (5) years.	Yes	No
16. Do you have experience drafting and implementing major organizational policies and procedures? If yes, describe.	Yes	No
17. Rate your computer and typing skills. <i>[may gather more descriptive info from IT]</i> Outstanding (50 w.p.m.+) Average (30 w.p.m.+) Limited		
18. Have you previously been employed by Aitkin County? If yes, identify the dates of employment and position title(s).	Yes	No
19. Are you applying for Veterans Preference points? <input type="checkbox"/> Self <input type="checkbox"/> Spouse <input type="checkbox"/> Disabled Veteran	Yes	No

- Total points possible = 100
- Finalists with the most points get interviewed.

AITKIN COUNTY APPLICATION FOR EMPLOYMENT

AITKIN COUNTY HUMAN RESOURCES DEPARTMENT

217 Second Street NW Room 134, Aitkin, MN 56431

Phone: 218-927-7306

Fax: 218-927-7374

Important Facts About Information On Your Application

This application is to assist in the process of referring you for possible employment. Certain information requested on the application is private, that is, it may be released only to you or to agencies where you may be considered for employment except as necessary for tax purposes or as otherwise required by state or federal law. (M.S. § 13.43, Subd. 2)

- **IMPORTANT! Be sure to complete all parts of the application.** Please be sure to read the job description and any special instructions carefully before you complete this application.
- Points are awarded for education and experience based upon the information in this application, so be sure to complete all sections in detail. Interviews are then granted based upon total points received.
- Complete a separate application for each job. Type or print clearly in dark ink. Applications in pencil will not be accepted. Legible photocopies and faxed copies are acceptable.
- **Resumes will not be accepted in lieu of a completed application.** Please do not submit resumes, work samples or letters of recommendation with the application; however, you may do so at the time of an interview if you wish.
- Your application and all attachments become the property of Aitkin County and will not be returned.
- We cannot be responsible for failure of other agencies or postal services to forward applications by the deadline. **Applications will not be accepted after the closing date/time (Central Time) of the job announcement.**

◆ Keep a copy of your completed application ◆

PLEASE TYPE OR PRINT IN DARK INK.

Title of Position you are applying for:	Applying for:	<i>FOR OFFICE USE</i>
	Full Time _____	
	Part Time _____	
Last Name: _____	First Name: _____	Middle Name: _____
Mailing Address: _____	City: _____	State & Zip Code: _____
Please include area code for each number provided.	Have you previously been employed by Aitkin County?	
Home Telephone Number: _____	If yes, date: _____	
Cell Phone Number: _____	Position: _____	
Work Phone Number: _____		
E-Mail Address: _____	<i>FOR OFFICE USE</i>	
	Application Number: _____	

AITKIN COUNTY APPLICATION FOR EMPLOYMENT

1) Your employment may involve occasional use of a public vehicle.
 Do you have a valid driver's license? Yes No
 If yes, what class? A B C D Endorsements: _____

2) Education. Did you graduate or receive a GED?
 Yes No

Names & locations of colleges, universities, technical schools	Did you graduate?	Certificate/Degree	Course of study
	<input type="checkbox"/> Yes <input type="checkbox"/> No		
	<input type="checkbox"/> Yes <input type="checkbox"/> No		
	<input type="checkbox"/> Yes <input type="checkbox"/> No		
	<input type="checkbox"/> Yes <input type="checkbox"/> No		

3) Office Equipment/Computer Experience (only considered if a requirement for the job). For the Office Equipment/Computer software you have used below, please **rate your proficiency on a scale of 1–5**, 1 being a beginner and 5 being an expert:

Windows Microsoft Office Word Processing Spreadsheets
 AS 400 Fax Photocopier Telephone
 Other: _____ Typing Speed: _____ wpm

4) Relevant current professional memberships, registrations, or licenses. Include date first issued.

5) Describe any additional experience or training that qualifies you for this job.

6) Job-Relevant Volunteer and Unpaid Work Experience

Kind of Volunteer Activity (Do not specify organization)	Major Responsibilities	Number of Hours/Month	Years/Months Involved

For office use only – application #:

7) Employment History. Experience and training ratings are determined by this information.
PLEASE BE COMPLETE. List your present or most recent experience first.

Employment Firm:

Mailing Address:

Telephone #:

Your Title:

Supervisor's Name:

Number & type of positions you supervised:

Principal Responsibilities – Be Complete

Length of Employment

From _____
 Month Day Year

To _____
 Month Day Year

Total _____
 Years Months

Hours per Week _____

Reason for Leaving

May we contact this employer?

Yes No

If no, explain:

Current salary or wage:

\$ _____

Employment Firm:

Mailing Address:

Telephone #:

Your Title:

Supervisor's Name:

Number & type of positions you supervised:

Principal Responsibilities – Be Complete

Length of Employment

From _____
Month Day Year

To _____
Month Day Year

Total _____
Years Months

Hours per Week _____

Reason for Leaving

May we contact this employer?

Yes No

If no, explain:

Employment Firm:

Mailing Address:

Telephone #:

Your Title:

Supervisor's Name:

Number & type of positions you supervised:

Principal Responsibilities – Be Complete

Length of Employment

From _____
Month Day Year

To _____
Month Day Year

Total _____
Years Months

Hours per Week _____

Reason for Leaving

May we contact this employer?

Yes No

If no, explain:

Employment Firm:

Mailing Address:

Telephone #:

Your Title:

Supervisor's Name:

Number & type of positions you supervised:

Principal Responsibilities – Be Complete

Length of Employment

From _____
Month Day Year

To _____
Month Day Year

Total _____
Years Months

Hours per Week _____

Reason for Leaving

May we contact this employer?

Yes No

If no, explain:

EQUAL EMPLOYMENT OPPORTUNITY

Aitkin County will not discriminate against or harass any employee or applicant for employment because of race, color, creed, religion, national origin, sex, age, marital status, disability, public assistance status, veteran status, or sexual orientation.

EMPLOYMENT VERIFICATION

In accordance with the Immigration Reform and Control Act of 1986, this employer hires only U.S. Citizens and lawfully authorized alien workers. If hired, you will be required to provide written documentation of citizenship or legalized alien program. Failure to provide said documentation will result in dismissal.

CRIMINAL BACKGROUND INFORMATION

This employer will request information regarding criminal history in the event that you become a finalist for the position which you are applying. For certain positions, criminal background information will be requested during the application stage. This employer will conduct a criminal background check on all individuals upon making a contingent job offer. No offer of employment shall become final until receipt of the results of the criminal background check from the BCA, the content of which is acceptable to this employer and formal approval by the appointing authority.

If you are hired for this position, you will be required to undergo a physical examination at this employer's expense to determine whether or not you are able to perform the duties of this position in an effective and safe manner, and whether or not accommodations are necessary for you.

SIGNATURE

I understand this employer has the right to verify information provided in the application. If there are any misrepresentations on this application or my resume or made by me in an interview, which may be discovered now or anytime in the future, I may be discharged for cause without severance pay of any kind. False information or misrepresentation may also subject me to the penalty provisions of M.S. § 43A.39.

In connection with this application for employment, I authorize this employer and any agent acting on its behalf to conduct an inquiry into any job-related information contained in this application, including, but not limited to, my records maintained by an educational institution relating to academic performance (such as transcripts). Moreover, I hereby release this employer and any agent acting on its behalf from any and all liability by reason by requesting such information from any person.

- Yes
- Yes, but not present employer until a job is offered.
- No (we may be unable to hire you without this information).

I declare that any and all statements in this application or information provided are true and complete and hereby acknowledge that I have read and understand the information contained herein.

DATE: _____ SIGNATURE (Do Not Print): _____

For office use only – application #:

References

Please PRINT

Please provide three *Personal References* (other than relatives or employers)

Name: _____ Telephone #: _____

Email Address: _____ Fax # _____

Complete Mailing Address: _____

Name: _____ Telephone #: _____

Email Address: _____ Fax # _____

Complete Mailing Address: _____

Name: _____ Telephone #: _____

Email Address: _____ Fax # _____

Complete Mailing Address: _____

Please provide three *Employment References* (most recent employer first)

Company Name: _____

Email Address: _____ Fax # _____

Contact Person: _____ Telephone #: _____

Complete Mailing Address: _____

Company Name: _____

Email Address: _____ Fax # _____

Contact Person: _____ Telephone #: _____

Complete Mailing Address: _____

Company Name: _____

Email Address: _____ Fax # _____

Contact Person: _____ Telephone #: _____

Complete Mailing Address: _____

VETERAN'S PREFERENCE POINTS SUPPLEMENT

Preference points are awarded to qualified veterans and spouses of deceased or disabled veterans to add to their exam results. Points are awarded subject to the provisions of Minnesota Statute 197.455. To be eligible for veteran's preference points you must:

1. Be separated under honorable conditions from any branch of the armed forces of the United States after having served on active duty for 181 consecutive days or by reason of disability incurred while serving on active duty, and be a citizen of the United States or resident alien; or be the surviving spouse of a deceased veteran (as defined above) or the spouse of a disabled veteran who because of disability is not able to qualify.

The information you provide on this form will be used to determine your eligibility for veteran's preference points. You are not required to supply this information, but we cannot award veteran's service points without it.

If you supply the supporting documentation by separate mail, your name and the position applied for must be included.

ARE YOU APPLYING FOR VETERAN'S BONUS POINTS? YES NO

If you answered yes, you must complete the form below. Your DD214 or other documentation must be seven (7) calendar days after the application deadline for the position.

YOU MUST SUPPLY A COPY OF YOUR DD214. DISABLED VETERANS MUST ALSO SUPPLY FORM SF 15 OR AN EQUIVALENT LETTER FROM A SERVICE RETIREMENT BOARD. ELIGIBLE SPOUSES APPLYING FOR PREFERENCE POINTS MUST SUPPLY THEIR MARRIAGE CERTIFICATE, THE VETERAN'S DD214 AND SF 15 OR DEATH CERTIFICATE.

VETERAN'S PREFERENCE POINTS APPLICATION			
Veteran: ___ Self ___ Spouse		If Spouse, veteran's name:	
Branch of Service:		Period of Active Duty	
		From: To:	
Rank at Discharge:	Type of Discharge:	Date of Final Discharge:	Service Number:
Are you receiving or eligible for a military pension?		Do you have a compensation service-related disability?	
Preference requested: <input type="checkbox"/> Veteran <input type="checkbox"/> Disabled Veteran			
<input type="checkbox"/> Spouse of Disable Veteran <input type="checkbox"/> Spouse of Deceased Veteran			

Supporting documentation: is attached will be submitted within 7 days.

For office use only – application #:



HOME

SERVICES

Leadership Assessments

Coaching and Individual Development

Organizational Development

Executive/Board Consultation

Job Analysis and Research Programs

Career/Vocational Services

Public Safety Services

Special Programs

ABOUT US

CONSULTING TEAM

F. A. Q.

CONTACT

Leadership Assessments

Martin-McAllister customizes each assessment process--both for the client organization and the position for which the assessment is required. We are committed to employing a highly refined and custom-fashioned interview in the assessment process. We choose instruments that yield the largest share of information possible so that individuals are not given more documents to complete than are actually necessary.

We provide the following levels of assessments for both pre-employment and developmental evaluations:

- Leadership Evaluation
- Senior Leadership Evaluation
- Officer-Level and High-Level Executive Evaluations

Assessments can be conducted in our office or at the client's location. We provide rapid turnaround of both oral and written results to the client organization. We also encourage including feedback conferences with candidates once a hiring decision has been made so that they can review the results of the assessment and receive useful coaching suggestions.



• Martin-McAllister Consulting Psychologists, Inc. • 80 South 8th Street, Suite 3900 • Minneapolis, MN 55402 • Phone: (612) 338-8461
 Fax: (612) 349-6759 • info@martinmcallister.com • [Directions](#) •