



Board of County Commissioners Agenda Request

7A
Agenda Item #

Requested Meeting Date: 7/22/2014

Title of Item: Personnel Committee Recommendations

<input checked="" type="checkbox"/> REGULAR AGENDA	Action Requested:	<input type="checkbox"/> Direction Requested
<input type="checkbox"/> CONSENT AGENDA	<input checked="" type="checkbox"/> Approve/Deny Motion	<input type="checkbox"/> Discussion Item
<input type="checkbox"/> INFORMATION ONLY	<input type="checkbox"/> Adopt Resolution (attach draft)	<input type="checkbox"/> Hold Public Hearing* <i>*provide copy of hearing notice that was published</i>

Submitted by: Bobbie Danielson <i>Bobbie Danielson</i>	Department: Human Resources Dept.
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Presenter (Name and Title): Bobbie Danielson, HR Director	Estimated Time Needed: 5-10 minutes
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Summary of Issue:
The Personnel Committee unanimously recommends the following. Additional information is attached and questions, if any, can be answered at the meeting.

1. Authorize a second Patrol Sergeant position in the Sheriff's Office. This will be a promotional opportunity, not a new FTE.
2. Authorize refilling the full-time Instruction Coordinator position at LLCC.
3. If the Child Support Enforcement Aide position is filled internally, authorize backfilling the position.
4. Authorize refilling one full-time Forestry/Parks Technician in the Land Department due to resignation.

Alternatives, Options, Effects on Others/Comments:

Recommended Action/Motion:

1. Motion to accept the Personnel Committee's recommendations as presented.

Financial Impact:
 Is there a cost associated with this request? Yes No
 What is the total cost, with tax and shipping? \$ See attachments.
 Is this budgeted? Yes No *Please Explain:*
 All positions are budgeted, except the Patrol Sgt. The Sheriff can fit this added expense in his 2014 budget. The impact is \$1,146.88 in 2014 and \$2,807.93 in 2015.

Request to the Personnel Committee

July 3, 2014

RE: Fill Vacant Patrol Sergeant Position

The second Patrol Sergeant position has been vacant for several years. Sheriff Turner is now requesting to fill the position. This will be a promotional opportunity for existing licensed staff covered by the Teamsters licensed essential unit collective bargaining agreement.

The budget impact is estimated to be \$1,146.88 in 2014 and \$2,807.93 in 2015. This includes an estimated increase of \$1.06 per hour in 2014 and \$1.09 per hour in 2015, as well as increased PERA, FICA and Medicare costs.

Patrol Sergeants assist the Undersheriff in operating an efficient and safe patrol division, supervising more than 10 full-time Deputies. A copy of the job description is attached for your review. The Sheriff will provide additional information at the meeting.

AITKIN COUNTY SHERIFF DEPARTMENT LICENSED ESSENTIAL UNIT CONTRACT
2014 - 2016

APPENDIX A: 2014-2016 Wage Schedules

1/1/2014

	Min/A	B	C	D	E	F	G	H	I	J	K	L	M	N	Max/O
Investigators/Sergeants	\$ 23.50	\$ 24.21	\$ 24.93	\$ 25.68	\$ 26.45	\$ 27.24	\$ 28.06	\$ 28.90	\$ 29.77	\$ 30.66	\$ 31.58	\$ 32.53	\$ 33.51	\$ 34.51	\$ 35.25
Deputies	\$ 22.00	\$ 22.66	\$ 23.34	\$ 24.04	\$ 24.76	\$ 25.50	\$ 26.27	\$ 27.06	\$ 27.87	\$ 28.71	\$ 29.57	\$ 30.45	\$ 31.37	\$ 32.31	\$ 33.00

*Lowest pd Deputy
K.B.*

Est highest promo rate.

Avg = \$25.60

High pd Deputy

Effective January 1, 2014, employees shall be placed on the closest step that provides at least a 1% increase. In no event shall an employee's wage exceed the maximum of the wage schedule.

1/1/2015

	Min/A	B	C	D	E	F	G	H	I	J	K	L	M	N	Max/O
Investigators/Sergeants	\$ 23.80	\$ 24.51	\$ 25.23	\$ 25.98	\$ 26.75	\$ 27.54	\$ 28.36	\$ 29.20	\$ 30.07	\$ 30.96	\$ 31.88	\$ 32.83	\$ 33.81	\$ 34.81	\$ 35.55
Deputies	\$ 22.30	\$ 22.96	\$ 23.64	\$ 24.34	\$ 25.06	\$ 25.80	\$ 26.57	\$ 27.36	\$ 28.17	\$ 29.01	\$ 29.87	\$ 30.75	\$ 31.67	\$ 32.61	\$ 33.30

1/1/2016

	Min/A	B	C	D	E	F	G	H	I	J	K	L	M	N	Max/O
Investigators/Sergeants	\$ 24.15	\$ 24.86	\$ 25.58	\$ 26.33	\$ 27.10	\$ 27.89	\$ 28.71	\$ 29.55	\$ 30.42	\$ 31.31	\$ 32.23	\$ 33.18	\$ 34.16	\$ 35.16	\$ 35.90
Deputies	\$ 22.65	\$ 23.31	\$ 23.99	\$ 24.69	\$ 25.41	\$ 26.15	\$ 26.92	\$ 27.71	\$ 28.52	\$ 29.36	\$ 30.22	\$ 31.10	\$ 32.02	\$ 32.96	\$ 33.65

Pay difference:

<u>2014 (22 weeks)</u>	<u>2015</u>
29.77	30.66
- 28.71	- 29.57
<u>\$ 1.06/hr</u>	<u>\$ 1.09/hr</u>

SCOTT A. TURNER

SHERIFF OF AITKIN COUNTY

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MEMO

TO: Personnel Committee

DATE: July 8, 2014

FROM: Sheriff Scott Turner

RE: Road Sergeant Position


Quite some time ago, the Aitkin County Sheriff's Office patrol comprised of two (2) Road Sergeant positions. For a number of reasons, the last several years there has been only one Road Sergeant. The time has come, in my opinion to once again have two Road Sergeants.

Span-of-Control is a core concept of supervision in any workplace. It is especially important in complex and constantly changing job fields such as law enforcement. While some jobs are more static in nature – that is they are fairly routine in terms of day-to-day activities - that is not the nature of law enforcement and public safety. Many of the positions are also the normal business hours of between 7:00 a.m. and 5:00 p.m. Law enforcement is a 24/7/365 operation. It is also a function that has never been so complicated and technical as it is today.

To help better explain the importance of span-of-control, I have attached a seven-page article from the Police Chief magazine that articulately explains the importance of span-of-control. There are many articles available on the internet from reputable sources that address this issue. Our current ratio of 1:13 is exceedingly high – well above the “industry standard” and much higher than our area law enforcement partners.

More to the point on what it would do for the taxpayers of Aitkin County – it would allow for a greater oversight of the day-to-day patrol functions to better serve those that live, work and recreate in Aitkin County. It would better ensure that policy is followed which in turn reduces liability exposure for the county.

The costs which were outlined by HR Manager Bobbie Danielson can be absorbed into the remaining budget cycle for 2014.


[send to a friend](#) 

Span of Control for Law Enforcement Agencies

By Troy Lane, Assistant Chief, Kansas State University Police Department, Manhattan, Kansas

During the last century, an organization's structure was considered to have a major role in determining the organization's performance. Management scholars established a core set of management principles thought to achieve organizational optimum performance, which included the division of labor, unity of command, and span of control. Proponents of these principles claimed that implementing these concepts would result in an organization where relations between superiors and subordinates were clearly defined, and resources would be used efficiently.

Police management studies from the 1950s through the 1980s featured the span of control concept. However, as policing started to move organizationally from a tall hierarchy to a more flattened organizational, the span of control concept began to fade from the literature.

Flat business organizations became the model and were possible because inexpensive information technology was widespread and allowed people to manage larger groups. Technology could perform middle managers' jobs—collecting information from workers, compiling it into a report, and presenting it to upper management—thus reducing the need for this level of supervision.

However, despite changing business models for organizations, accountability and supervisory responsibilities still need to be established. The question remains: what is the appropriate span of control?

Defining Span of Control

The Federal Emergency Management Agency (FEMA), in its Incident Command Systems (ICS), describes span of control as the number of individuals or resources that one supervisor can manage effectively during emergency response incidents or special events.¹ Robert Bailey describes the term span of control as simply how many people a manager is responsible for communicating to.²

A 2002 published report of the audit in King County, Washington, explained that a low span of control—that is, few subordinates per manager or supervisor—leads to a "tall" organization, one with many layers, whereas a high span of control leads to a flat organization. The audit discusses the two main schools of thought in organizational management theory regarding span of control: classical and contemporary. Classical (pre-1950) authors believed that supervisors needed to control their subordinates, and often specified the proper ratio as no more than six subordinates per supervisor.

Contemporary management theory holds that such classical command-and-control organizations are inefficient, and advocate higher spans of control and flatter organizational structures. Although a consensus on the ideal ratio for span of control has not been reached, current authors advocate ratios ranging from 15 to 25 subordinates per supervisor. Several also recommend five organizational layers as the maximum for any large organization.³

Kansas State University Police Department Span of Control

As a reference point in assessing the span of control for sworn police officers, the Kansas State University Police Department (KSUPD) served as a case study. There are 42 positions in the KSUPD, and of those 23 are sworn police positions. Of those 23 sworn positions, seven are considered supervisory or administrative

positions. Therefore, it appears that the department's span of control equals 1:3, one supervisor per three employees.

However, the organizational chart reveals that in one case a sergeant is supervising four officers, while in another the sergeant assigned to investigations is supervising no one. In the swing and mid-night shifts, two sergeants supervise five officers. Adjusted for these differences, the actual supervisor to sworn officer ratio is 1:2.

After establishing the base for the KSUPD, other departments were surveyed to analyze the span of control among police departments.

Factors Enabling an Increased Span of Control

Factor 1: The Simplicity of the work

The simpler the task, the less need there is for supervision. The more diversified, complex tasks require more supervision. Traditionally, the patrol function has a larger span of control since the work is similar on each beat and one supervisor can oversee the work conducted on several beats.

Factor 2: Efficient use of information technology

Readily available information technologies can obtain needed information to do the job as well as receive direction from supervisor increases the span of control. In-car computers, cameras, and individual communication systems enable officers to be in constant touch with supervisors.

Factor 3: The quality, skills, and capabilities of subordinates

Recruiting quality employees having the necessary education, training, and experience to be able to learn and do the assigned work requires providing less supervision by the department. In contrast, hiring the less educated and unskilled subordinates will require extensive coaching by the supervisors to teach these employees the job.

Factor 4: The skills and capabilities of the supervisor

Departments that invest in developing supervisors and managers find that the more knowledgeable and skillful the supervisor—along with the ability to clearly communicate the work—the more people he or she can supervise.

Factor 5: The quality of the department's training program

Subordinates fully knowledgeable of the laws, procedures, and administrative processes require less supervision.

Factor 6: The harmony of the workforce

When the subordinates are of like minds and working towards the same objectives in harmony, fewer incidents require supervision intervention.

Span of Control Survey

A survey was sent electronically to law enforcement personnel, accomplished by disseminating the survey via the following:

- The FBI National Academy Associates e-mail list⁴
- The LEGUN law enforcement fire-arms instructor list⁵
- Personal e-mail contacts with friends and acquaintances in the profession

While the author acknowledges that the survey methodology does not meet the rigorous requirements of research, 140 administrators did express their opinions. This article's conclusions were reached based on the opinions expressed in these 140 responses.

The survey asked the following questions:

Question 1 -Please choose the applicable answer for your current agency? (choices were-police department, sheriff's office, governmental law enforcement agency, state law enforcement agency, other)

Question 2 -Please tell me where you fall in the structure of your department? (Choices were-line officer, supervisor, administrator, agency head, other)

Question 3 -What is the total number of sworn personnel in your agency?

Question 4 -What is the total number of sworn supervisory personnel in your agency?

Question 5 -I believe that the amount of supervisors or administrators in my department is (choose one) given the number of total personnel? The choices were-too few, too many, just right.

Question 6 -Referring to question 5, the respondent was asked to explain his or her choice.

Question 7 -Are you aware of any publications or authors who have researched the span of control topic?

Survey Results

Most of the respondents worked for municipal police departments. The next largest group of respondents were from sheriffs' departments. Most respondents identified themselves as administrators in their agencies.

Question 3 addressed the total number of sworn personnel in the department, and there was a great deal of difference in the size of agency each person represented. Responses ranged from agencies with one officer to agencies reporting over 30,000 officers. Likewise, Question 4 responses revealed that the number of supervisory personnel ranged from 1 to 4,480.

Question 5 asked for the respondent's opinion as to the adequacy of the amount of supervisors to line personnel-span of control--in their agency. The respondents were fairly even on their opinion, and nearly 80 percent felt the current ratio was adequate for their department.

Factors Narrowing the Span of Control

Factor 1: Change taking place in the work environment

When the work is forever changing, and new procedures and processes are introduced into the work, the greater the need for narrow supervision.

Factor 2: Dispersed workforce, either by time or geographically

The greater the geographic distances and the difference in time that the force works, the smaller the supervision ratio. This is often observed in the investigative division, which frequently requires more supervisors in relation to the number of investigators.

Factor 3: New and inexperienced workforce

Law enforcement in the next few years is experiencing significant retirement numbers in the supervisory and management ranks. This requires promoting younger persons with little experience directing the work of others as well as a short time on the job.

Factor 4: Administrative requirements

The greater the administrative burden on each level of management, the greater the need for a narrow span of control. Jobs free of bureaucratic requirements can focus on the work.

Factor 5: The extent of coordination

When employees' work must be coordinated and the subordinates depend upon each other to accomplish the work, the narrower the supervision requirements. This relationship exists in many of the tactical and technical positions in a police department.

Factor 6: Employees' expectations

The higher the employees' expectations for feedback, career and development coaching, and management interaction, the narrower the requirement for supervision. Many observe that the new workforce entering policing today looks for immediate feedback from management on their progress.

Variables Affecting Manageable Span Of Control

Question 6 asked the respondents to explain how they felt about their department's current span of control. This question revealed a problem with how the question was phrased, because it did not distinguish between supervisory personnel with solely administrative duties and the line supervisor responsible for police officers. Such departments may at first appear to have a very low span of control or supervisor-to-officer ratio; however, when just operational supervisors are considered, the span of control becomes more realistic, although still relatively low in law enforcement as compared to a higher ratio in businesses.

The data suggests that the opinion of a functional span of control has much to do with several key elements related to the organization. Functional span of control is very subjective, as there was a great deal of opinion as to what was too little, too much, or just the right amount of control in law enforcement units. However, most of the discrepancies had logical explanations.

In widely dispersed departments, such as rural sheriffs' departments and state highway patrols, each officer may patrol a considerably large geographic area. Many respondents from these departments felt that given the fact that a single agency might be responsible for covering such large areas, a manageable span of control should be smaller than a relatively smaller geographical jurisdiction. Expecting a sergeant to respond to the needs of several officers spread out over a thousand square miles may be unrealistic.

Respondents from large populated areas also reported a need for a higher span of control. They felt the coverage of certain densely populated geographical areas required a smaller ratio of supervisors to officers. The same held true for officers who patrolled areas of known deviant behavior with high violence and crime rates. In addition, certain days and times have more or less activity in any given jurisdiction. It is common to have more supervision during established days and times when police activity is historically more prevalent.

Another opinion supporting varying spans of control was that of assignment. For instance, specialized units such as intelligence, vice, training, and SWAT support smaller span of control, due to the intense specialization of these units. These units require much closer supervision or personnel with appropriate experience who may also have supervisory rank.

Many respondents stated that their departments operate with an on-duty supervisor at all times. While this is routine in law enforcement, it does affect smaller departments' span of control. For instance, if a small department has three shifts, each with four officers assigned, and one sergeant for each shift, the span of control for that department is 1:4, one supervisor to four officers.

However, if this department wants a senior supervisor on each shift, each day of the week, then it needs two sergeants per shift. This department's ratio has now changed to 1:2. Adding personnel in non-line supervisory or administrative positions, and it is very likely that many days the number of supervisory personnel at work will outnumber the officers working on the street. Respondents-mostly in smaller agencies-voiced this concern.

This concern probably accounts for the higher ratios of supervisor to officer in larger departments. Larger departments tend to have a wider span of control than smaller departments.

The largest span of control-from a very large agency-was 1:15. Though others stated there are limited times and days when their ratio might be higher because of several factors, they reported the normal day-to-day average. Overall, when considering the entirety of the report, it was found that of the 140 agencies reporting, the average span of control for all departments was 1:7.

This is in line with what Las Vegas Police Captain Stavros S. Anthony reported in *The Structural Dimensions of Community Oriented Police Departments*, where he reported that while traditional police departments in the United States had an average span of control of one supervisor to 8.4 officers, those departments that were clearly focused on community policing philosophy had a lower ratio of 7.7 officers per supervisor.⁶

Some departments have gone so far as to set forth written policy that addresses the issue of span of control. For instance, the Garden Grove, California, police department states squad sergeants' administrative span of control should not normally exceed eight persons. Those sergeants who have adjunct administrative assignments over specialized units such as K-9 may have a larger administrative span of control not normally to exceed 12 persons.⁷

High Span Of Control

High spans of control means that there is much less time for any one supervisor to evenly disperse his or her time with subordinates. A common statistic is that 90 percent of a supervisor's efforts are spent on 10 percent of personnel. Thus, supervisors with high numbers of subordinates are likely to have less time to devote to other assigned personnel.

In busy or crisis times, a supervisor's resources are even more taxed, and only problems of immediate importance can be addressed, often in order of perceived precedence. This ratio would explain the ICS theory that mandates a span of control of no more than one supervisor to five reporting elements.

Today, the overwhelmingly trend in government and business is for higher span of control ratios. Advocates list the following advantages:

- Improve communications by eliminating multiple levels of management
- Arrange more harmonious pay and compensation by eliminating various pay grades and job duplications
- Reduce operating costs by eliminating multiple layers of management
- Reduce operating costs by eliminating support staff and space needed for management positions
- Eliminate the confusion of accountability that may exist with multiple layers of management

To budget-conscious jurisdictions, the possible financial saving with little perceived increased risk is attractive.

Low Span Of Control

A lower span of control creates other effects. An agency executive might have a hard time explaining payroll expenditures for an inordinate amount of supervisors or administrators. As Robert Bailey stated in his report, *Span of No Control*, it is better to have a span of control that is too wide than to have too many layers of management. Too many companies spend an inordinate amount of payroll dollars at the top of the

management pyramid and are too quick to cut payroll at the bottom of the pyramid-the people on the firing line who are serving the customers. Though Bailey's research was related to business, it easily translates to most professional fields.

Bailey suggests that an almost equally important idea is that every management layer adds another communication hurdle. The more layers of management in any organization, the more likely the breakdowns in communication. Just as any other communication passed through multiple filters, often the message that is received at the lower levels is drastically different from the one originally sent. This cycle is repeated as information is passed back up through the channels.

The King County, Washington, audit report concluded that current management literature advocates higher spans of control and flatter structures because they increase organizations' efficiency and productivity by reducing problems such as the following:

- Information distortion
- Slow, ineffective decision making and action
- Increased functional walls and turf games
- Greater emphasis on controlling the bureaucracy rather than on customer service
- Higher costs due to the number of managers and management support staff
- Less responsibility assumed by subordinates for the quality of their work

A similar report was generated by the State Auditors Office of Texas, which reported that span of control has a direct bearing on the length of an organization's line of communication, and the way an organization delegates tasks to units and sub units. Many organizations have shifted from manual and clerical workers to knowledge-based structures composed largely of people who direct and control their own performance through information obtained from peers, customers, and, on occasion, higher management. Empowered employees, larger spans of control, and flatter organizational structures may indicate more efficient and effective organizations.

On the other hand, low span of control and multiple layers within an organization may indicate possible inefficiency and ineffectiveness. Span of control is only one component of organizations, and considering an agency as a whole before changing organizational structure is necessary.⁸

Information generated from the front lines in classically hierarchical law enforcement agency is often blocked, slowed down, or skewed by a system that favors multiple layers of bureaucracy and introduces the additional problem of personal interest.

Often those at the operational end of an organizational chain gradually stop offering valuable input because they never see their ideas implemented or even acknowledged. When ideas are put to use, they often fail because the necessary part of the information or idea was lost among the multiple layers of decision-makers involved in the process, who might even have changed the message.

Another problem is operational efficiency. Many responses to this survey reported spans of control in low numbers. If an agency has a span-of-control ratio of 1:3, or one supervisor to three officers, does this mean that roughly one third of those departments' personnel are committed to management activities, and only two-thirds serve their community? The reality-at least in smaller departments-is that the supervisor usually answers calls for service as well as supervises the other officers.

Small departments often have limited ways to reward their officers. For example, some departments cannot reward or even compensate good officers by paying more than any average officer. Each officer-regardless of job performance-is given the same pay raise each year. One way to reward officers is to enhance the possibility of promotion. If the span of control is 1:3, there is a much greater chance of being promoted than if the span of control is 1:15.

The Future Organization

The survey results reveals that many law enforcement agencies prefer lower spans of control and multiple layers of management. However, the growing trend in business management and some governments is moving to flatter organizational structures and higher spans of control. Those who support this movement cite better communications, increased fiscal and personnel responsibility, greater flexibility, and increased delegation by supervisors. Employees favor these conditions because they receive less detailed and micromanaged supervision and more responsibility, and feel they are more trusted by their superiors.

For many reasons, law enforcement departments take many different approaches to the subject of span of control. The survey's findings would tend to suggest that smaller departments have lower spans of control.

This can often be explained by a small agency's wanting to have a supervisor available at all times. Other times it is an agency's way of retaining quality officers, by being able to offer job enhancement and title recognition.

In any event, span of control is a subject that each department must consider. Law enforcement executives must consider the positives and negatives of their own department's span of control, and its effect on their organization. ■

¹Management Span of Control: Introduction to the Incident Command System (ICS100) (Federal Emergency Management Agency, Washington, D.C.): (<http://training.fema.gov/EMIWeb/nimsOther.asp>), accessed August 17, 2006.

² Robert L. Bailey, Span of No Control, March 1, 2005: (http://www.findarticles.com/p/articles/mi_qa3615/is_200503/ai_n13511307), accessed January 24, 2006.

Harriet Richardson, Nancy McDaniel, and Beckett Thomsen, Span of Control: Report No. 94-1 (King County Auditor, King County, WA: June 24, 2002): <http://www.metrokc.gov/auditor/1994/span.htm>, accessed February 1, 2006.

⁴ FBI National Academy Associates e-mail list, (FBI National Academy Associates, Quantico, Virginia): January 26, 2006; (<http://www.fbinaa.org>), accessed January 26, 2006.

⁵ Greg Block, Law Enforcement Firearms Instructor's Mailing List, (LEGun Instructors), January 26, 2006: (<http://www.firearminstruction.com/legun.html>), accessed January 26, 2006.

⁶ Stavros S. Anthony, The Structural Dimensions of Community Oriented Police Departments Las Vegas, Nevada), January 31, 2006. Dissertation abstract. (http://www.calea.org/newweb/newsletter/No73/structural_dimensions_of_communi.htm), accessed January 31, 2006.

⁷ Garden Grove, California, Police Department, Garden Grove Police Department Operations Manual, November 24, 2004: (http://ci.garden-grove.ca.us/internet/pd_web/ch04.pdf#search='span%20of%20control%20for%20police'), accessed February 1, 2006.

⁸ Texas State Auditors Office, Management to Staff Ratios (Austin, TX): September 24, 2003. (<http://www.hr.state.tx.us/systems/fte/BackgroundandInitiatives.html>), accessed February 1, 2006.

Selected Annotated Bibliography on the Concept of Span of Control

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PATROL SERGEANT

Department Sheriff's Office
Grade Grade 9
Reports to Undersheriff
FLSA Status Non-exempt
Union Status Teamsters Licensed Essential Unit

Q: Does the Board want the job desc. included each time? Est. 6 pages ea.

Final Appointing Authority

This position shall not be filled until final approval of the County Administrator. All offers of employment are made in writing by the Human Resources Department.

Job Summary

To train, direct, and supervise Deputies involved in patrol, routine investigations, crime prevention, community relations, and related services and activities. To perform administrative and general duty law enforcement work to protect life and property throughout Aitkin County.

In absence of the Sheriff and Undersheriff, this position assumes law enforcement responsibilities of the Sheriff over enforcement staff (excludes jail/dispatch staff).

Supervision Received

Employees working in this job class work under general direction and are usually in charge of an organizational unit. They plan and carry out assignments with considerable independence, and have some latitude in developing procedures and methods. They report to a superior by occasional conferences to discuss work progress or problems requiring upper advisement.

Supervision Exercised

Assists the Undersheriff in supervising more than 10 full-time Deputies and Investigators. This includes carrying out policy-making and supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities include planning, assigning, and directing work; appraising performance; addressing complaints; training and rewarding employees. Responsibilities also include, in collaboration with the Human Resources Department, interviewing, hiring, and implementing performance improvement plans.

Also directs other law enforcement personnel, the ATV posse volunteers, and fire and ambulance crews at the scene in accordance with general police procedures.

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 and punctuality are essential requirements of this position.

1. Assists the Undersheriff in operating an efficient and safe patrol division.



Position Description

2. Assists in preparing and modifying work schedules for Deputies, ensuring appropriate staffing coverage. Reviews timesheets.
 3. Reviews and oversees the work of Deputies to ensure conformance with policies and procedures, established standards of conduct and performance, accuracy of taped and/or written reports, and general operational effectiveness.
 4. Assists in the recruitment and conducts initial and ongoing training of Deputies. Coordinates with the Undersheriff in matters of field training.
 5. Assists in developing and implementing law enforcement policies and procedures. Interprets departmental policy and provides technical guidance to subordinates.
 6. Responds to major incidents or unusual situations in accordance with established guidelines. Coordinates and assists other law enforcement agencies.
 7. 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.
 8. Appropriately responds to requests for government data. Maintains department data in accordance with records retention schedules.
 9. Coordinates annual emergency practice drills in department.
 10. Performs duties of Deputy Sheriff. (Job description available upon request.)
 11. Attend training, meetings, and continuing education courses as needed.
 12. In absence of the Sheriff and Undersheriff, this position assumes law enforcement responsibilities of the Sheriff over enforcement staff (excludes jail/dispatch staff).
- Performs other related duties as assigned or apparent.

Minimum Qualifications

Licensed or eligible to be licensed by the Minnesota P.O.S.T. Board, which includes two years post-secondary education or more; and continues to receive education credits to be licensed. Plus 5 years full-time experience as a P.O.S.T. recognized licensed peace officer with experience working in a Sheriff's Office. Prior law enforcement supervisory experience preferred.

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

Must be First Aid, CPR/AED certified or obtain within 30 days of hire.

Must be able to work rotating shifts, including days, nights, weekends, and holidays as assigned.



Knowledge, Skills, and Abilities Required

Knowledge of:

1. County and departmental policies, procedures, and practices to safely and effectively accomplish the needs of the department.
2. Federal, State, and local laws relevant to the work performed in the position.
3. The principles and practices of modern police science and administration.
4. Considerable knowledge of the principals, practices, methods and modern techniques of criminal investigations, crime prevention, and law enforcement, interrogations, rules of evidence, preservation of evidence, death investigations, jail security, communications practices, court procedures, and data privacy.
5. Geographic character of the county sufficient to locate buildings and areas requiring special police attention.
6. Procedures for settling internal grievances.
7. FCC rules and regulations.
8. Community and law enforcement available resources.

Skill in:

1. Communication and interpersonal skills as applied to interaction with staff and the general public sufficient to exchange or convey information and to receive work direction.
2. Interview and interrogation techniques.
3. Tactics for law enforcement.
4. Organizing and prioritizing work.
5. Efficient computer and typing skills. Current technology skills including GPS, cell phone, etc.
6. Use of cameras and complex audio and video recording devices.
7. Proper care and use of firearms. Use of intermediate weapons such as soft hand, hard hand, Taser, asp, baton, and mace.
8. Reading, writing, and speaking English proficiently. Good writing and communication skills are required for report preparation and court testimony. Must be able to express self well orally and in writing.
9. Pursuit driving. Safe operation of vehicles in all weather and traffic conditions.
10. Standardized field sobriety tests.

Ability to:

1. Present a positive attitude in the workplace, promote a spirit of teamwork and cooperation, and be able to treat co-workers, supervisor, and subordinates with respect, honesty, and consideration. Lead and promote high morale in the department.
2. Plan, schedule, direct, and review the work of subordinates in a manner conducive to full performance and high morale.
3. Think clearly and act quickly in emergency situations.
4. Prepare clear, concise, and accurate reports.
5. Interpret statutes and apply them to the crimes in order to determine if a suspect should be arrested for a specific offense.



Position Description

6. Perform detailed investigations, gather pertinent facts, and integrate data into objective patterns leading to the solution and disposition of criminal cases.
7. Use verbal judo, a tactical communication, to use presence and words to achieve the desired outcome of the encounter.
8. Perform under stressful conditions and deal with stress in an effective manner.
9. Establish and maintain effective working relationships with other employees, court and enforcement agency representatives, and the general public.
10. Deal tactfully, but firmly, with offenders, suspects, and witnesses.
11. Maintain equipment.
12. Maintain confidentiality.
13. Travel and work in excess of standard hours when necessary.

Language Skills

High Skills – Ability to read, analyze, and interpret general business periodicals, professional journals, technical procedures, or governmental regulations. Ability to write reports, business correspondence, and procedure manuals. Ability to effectively present information and respond to questions from groups of managers, clients, customers, and the general public.

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.

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, PowerPoint, specialized law enforcement software - Enfors/portals/APS/Accurint/DVS, Internet, and other job-related software.

Ability to Travel

Daily travel required for routine patrol, training, meetings, and investigations in Aitkin County. Occasionally out of county travel is also required.

Competencies

To perform the job successfully, an individual should consistently demonstrate the following competencies (definitions attached or 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



Position Description

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, patience, decisiveness, flexibility, and crisis management.

Work Environment

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

Patrol Sergeants drive frequently and are subject to dealing with emergency situations including hostile and combative persons as well as dealing with people wielding deadly weapons such as guns or knives; occasionally is exposed to contagious diseases such as HIV, Hepatitis or Tuberculosis; required to drive at high rates of speed on all types of road conditions; subject to working under all types of weather conditions; subject to exposure to dangerous chemicals, dangerous animals, fumes and dust; works with and handles firearms and substances such as tear gas, pepper mace and controlled substances; periodically required to work in inadequate lighting and subject to intense siren, gun shot, and K-9 barking and radio noise; required to be available for call out including days, nights, weekends and holidays; may work long hours during major crime investigations and emergency situations.

The working conditions under which a Patrol Sergeant operates are highly variable. The variations include not only the climatic conditions, but also the variation in the levels of stress and/or danger. The stress continuum ranges from routine (low stress) environments to high stress environments, such as dealing with individuals or groups of individuals that are in an agitated state, under the influence of alcohol or a controlled substance, or are mentally impaired - in an uncontrolled setting. High-stress incidents would also include the hands-on dealing with natural disasters or other catastrophic events. Similarly, the danger continuum ranges from routine (low danger) situations in controlled environments to high danger situations, which involve the use of force or threatened use of force against a law enforcement officer. A Patrol Sergeant also faces the danger of infectious contamination of pathogenic disease in responding to medical-related calls, such as accidents.

Equipment and Tools

Personal protective equipment, squad car, radars, Intoxilyzer sensors, portable and mobile radios, firearms (handgun, shotgun, automatic rifle), Taser, Preliminary Breath Tester, expandable baton, handcuffs, flashlight, first aid, hand tools, power tools, measuring and metering devices, oxygen units, tape recorders, cameras, audio and video equipment, computer and software, printer, telephone, pagers, copier, fax, statute books, calculator, shredder, county-owned vehicles, trailers, ATV, winch, snowmobile, boat, and other job-related equipment.

Physical Activities/Requirements

Must have and maintain the physical ability to perform the essential functions of this position. Physical requirements include climbing, balancing, stooping, kneeling, crouching, crawling, reaching, standing, walking, pushing, pulling, lifting, twisting, fingering, grasping, feeling, smelling, talking, hearing, seeing and repetitive motions.

Very Heavy Work which involves exerting in excess of 100 pounds of force.



Position Description

Physical requirements also include the following: eyesight correctable to 20/20; ability to engage in activities which require physical exertion; ability to withstand inclement conditions (i.e. cold, rain, snow, heat) for extended periods of time; ability to perform under high stress situations; the capability of responding to situations involving physical violence.

Patrol Sergeants are subject to call-out 24 hours a day, 7 days a week.

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.

05/13/2014

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

AITKIN COUNTY SHERIFF DEPARTMENT LICENSED ESSENTIAL UNIT
CONTRACT
2014 - 2016

The Employer will continue to contribute its portion of the medical insurance in force when the workers' compensation begins during the period an employee is receiving workers' compensation loss of time benefits due to a work-related injury or illness.

In compliance with the Minnesota Workers' Compensation Act, Minn. Stat. §176.021, subd. 5, and the PERA, workers' compensation wage loss payments are exempt from federal, state, social security tax and PERA deductions and any other deductions that would normally be taken out of the employee's paycheck.

ARTICLE 13.

*Teamsters
Deputy
Contract*

PROMOTIONS

In filling job vacancies or new positions preference shall be given to those employees oldest in point of service, provided, however, that the qualifications and physical fitness of the employees being considered for the job have to be relatively equal. In judging employee's qualifications for the job, the following factors shall be considered:

1. Ability to perform related work.
2. Attitude.
3. Aptitude.
4. Versatility.
5. Efficiency.
6. Previous work record.
7. Attendance.

Where qualifications and ability are equal, then seniority shall prevail.

All job vacancies or new positions shall be posted on the bulletin board for a period of five (5) weekdays (Monday through Friday) so that the interested employees may have an opportunity to apply. Such notice shall state the requirements of the job. Employees shall apply for the vacancy or new position in writing, and only those applicants who meet the requirements shall be considered.

The successful applicant shall have a ninety (90) calendar day trial period in which to demonstrate his or her ability to perform the job. During the trial period, either the employee or the County may request that the employee return to their previous position and rate of pay per the collective bargaining agreement without loss of seniority.

The Employer may make immediate temporary assignments to fill any vacancy or new position while the job posting procedures are being carried out. If there is a dispute involving the provisions of this Article it shall be referred to the grievance procedure of this Agreement for resolution.

Memorandum

July 3, 2014

To: Aitkin County Personnel Committee

From: Scott Rian, LLCC Business and Marketing Manager

RE: Ryan Parrish will be leaving LLCC I am requesting Hiring his replacement.

Ryan Parrish will be leaving LLCC with his last day being the 18th of July 2014. The Instruction Coordinator is the face the schools see of Long Lake. That person is the primary contact with questions regarding programming and schedules.

Some of the work duties this job is individual is responsible for are. Creating work schedules for instruction staff. Arranging for equipment and supplies for learning units. Developing, researching, and writing curriculum and objectives in conservation/environmental/outdoor education programs.

Presenting a positive attitude in the workplace, promote a spirit of teamwork and cooperation, and be able to treat all county staff and guests with respect, honesty, and consideration. Leading, instructing and evaluating programs and activities Deal tactfully, but firmly, while supervising students.

Communicate with co-workers, students and the general public. Establish and maintain effective working relationship with co-workers, supervisors, students and the general public. Creating evaluating, and updating curriculum .Issuing and following oral and written instructions. Endure adverse weather conditions and hazardous and annoying insects

A courteous knowledgeable Instruction coordinator reflects directly on the public's perception of Aitkin County.

The Instruction Coordinator position is a Grade L, the current incumbent earns \$52,603.20/year. We anticipate the 2015 Grade 10 Min will be \$52,624 and Max will be \$78,624.

7-5-14

Mr. Scott Rian, Mr. Mark Jacobs, Mr. Nathan Burkett and Aitkin County Commissioners:

It is with regret that I am officially resigning my position as Instruction Coordinator at Long Lake Conservation Center. However, this is a move that will be good for my family. My last day of work in my position will be July 17 after a full week of work (or with PTO or personal leave to reach 40 hours for the week). Thank you for the opportunities that I have been given in my time with LLCC and Aitkin County. Although I don't fully know my future availability, I would like to remain a volunteer for LLCC. If it works out, I would be interested in helping with camps or school groups from time to time.

As a parting thought, I realize that the relationship between Aitkin County and LLCC is mutually beneficial; I would like to encourage everyone involved to realize the same. Aitkin County supports LLCC's financial shortfalls, and LLCC brings hundreds of thousands of dollars into the county—money that supports business, county tax base and many other services for Aitkin County residents. LLCC is Aitkin County and Aitkin County is LLCC. With the leadership of Mr. Rian, LLCC is in a great position to provide many additional opportunities for Aitkin County.

Most Respectfully,



Ryan Perish



INSTRUCTION COORDINATOR

Department Land Department, Long Lake Conservation Center
Grade Grade 10
Reports to Business & Marketing Manager
FLSA Status Exempt
Union Status Non-union Position
Special Note Residence on LLCC campus required

Final Appointing Authority

This position shall not be filled until final approval of the County Administrator. All offers of employment are made in writing by the Human Resources Department.

Job Summary

To provide or arrange for environmental education for visiting students--this includes training, scheduling and supervising other instructors.

Supervision Received

Employees working in this job class work under general direction and are usually in charge of an organizational unit. They plan and carry out assignments with considerable independence, and have some latitude in developing procedures and methods. They report to a superior by occasional conferences to discuss work progress or problems requiring upper advisement.

Supervision Exercised

Manages education division staff including Instructor/Naturalists, Seasonal Naturalists, Assistant Summer Program Director, Summer Instructors/Counselors, and other seasonal staff and volunteers.

Carries out supervisory responsibilities in accordance with the organization's policies and applicable laws. Responsibilities include planning, assigning, and directing work; appraising performance; addressing complaints; training and rewarding employees. Responsibilities also include, in collaboration with the Human Resources Department, interviewing, hiring, implementing performance improvement plans, disciplining employees, suspension, termination, and resolving grievances.

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. Supervises and trains instructor naturalists, seasonal naturalists and summer staff, both on campus and on off-campus expeditions.
2. Communicates with and assists food service, administration, and maintenance staff to preserve and promote the quality and standards of the educational program.
3. Communicates with clientele.
4. Ensures safe participation of Long Lake Conservation Center clientele.



Position Description

5. Conducts programs.
 6. Creates work schedules for instruction staff.
 7. Arranges for equipment and supplies for learning units.
 8. Develops, researches, and writes curriculum and objectives in conservation/environmental/outdoor education programs.
 9. 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.
 10. Maintains department data in accordance with records retention schedules.
 11. Assists in coordinating annual emergency practice drills for staff.
 12. Attend conferences and continuing education courses as needed.
- Performs other related duties as assigned or apparent.

Preferred Qualifications

Minnesota teaching license in elementary and middle school science education preferred.

Must be First Aid and CPR/AED certified within 60 days of hire.

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

Must be willing to work flexible hours as needed, including evenings and some weekends for special events.

Knowledge, Skills, and Abilities Required

Knowledge of:

1. County and departmental policies, procedures, and practices.
2. Basic knowledge of natural science, environmental education, recreation or related fields.

Skill in:

1. Communication and interpersonal skills as applied to interaction with coworkers, supervisor, and the general public sufficient to exchange or convey information and to receive work direction.
2. Teaching and Public Speaking
3. First aid and CPR/AED skills.
4. Leading outdoor activities
5. Using audio visual equipment, computers, and other office equipment.
6. Care and handling of live specimens including: snakes, frogs, salamanders, mice, and crickets.



Position Description

Ability to:

1. Present a positive attitude in the workplace, promote a spirit of teamwork and cooperation, and be able to treat all county staff and guests with respect, honesty, and consideration.
2. Lead, instruct and evaluate programs and activities to carry out the objectives and goals of the Conservation Center.
3. Deal tactfully, but firmly, while supervising students.
4. Employ positive public relations both on and off the Conservation Center.
5. Maintain confidentiality.
6. Communicate with co-workers, students and the general public.
7. Establish and maintain effective working relationship with co-workers, supervisors, students and the general public.
8. Create, evaluate, and update curriculum.
9. Issue and follow oral and written instructions.
10. Endure adverse weather conditions and hazardous and annoying insects.

Language Skills

High Skills – Ability to read, analyze, and interpret general business periodicals, professional journals, technical procedures, or governmental regulations. Ability to write reports, business correspondence, and procedure manuals. Ability to effectively present information and respond to questions from groups of managers, clients, customers, and the general public.

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.

Reasoning Skills

High Skills – Ability to solve practical problems and deal with a variety of concrete variables in situations where only limited standardization exists. Ability to interpret a variety of instructions furnished in written, oral, diagram, or schedule form.

Computer Skills

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

County Payroll Software, E-time, Microsoft Word, Excel, Outlook, PowerPoint, Internet, and other job-related software.

Ability to Travel

Occasional travel in and out of Aitkin County is required for attending conferences, meetings, and when visiting other sites (schools, potential clients, etc.).



Position Description

Competencies

To perform the job successfully, an individual should consistently demonstrate the following competencies (definitions attached or 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 moderate.

This position requires both indoor and outdoor work in all types of weather, including hot summer and cold winter temperatures. Outdoors may be exposed to bees, flies, mosquitoes, ticks, and poison ivy. May occasionally be exposed to blood or other body fluids from guest illness or injury.

Equipment and Tools

Computer, copier, fax, telephone, printer, 10-key calculator, shredder, county-owned vehicles, and personal vehicle (requires proof of insurance on file). May also use a variety of recreational and educational tools and equipment.

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 40 pounds.

While performing the duties of this job, the employee performs light work, exerting up to 40 pounds of force occasionally, and/or up to 10 pounds of force frequently, and/or a negligible amount of force constantly to move objects.

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



Position Description

encourages both prospective and current employees to discuss potential accommodations with the employer.


05/13/2014

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

AITKIN COUNTY HUMAN RESOURCES

Bobbie Danielson, HR Director
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: Personnel Committee
From: Bobbie Danielson 
Date: July 3, 2014
Subject: Backfilling CSEA Position

A **Child Support Officer (CSO)** position in the HHS Department has been filled internally by promotion. Deanna Jezierski, **Child Support Enforcement Aide (CSEA)**, was promoted and will begin working in the CSO position on July 14, 2014.

We anticipate the CSEA position will also be filled internally and are requesting permission to fill any vacancy that is created by that transfer or promotion as well.



Position Description

FORESTRY / PARKS TECHNICIAN

Department Land Department
Grade Grade 4
Reports to Land Commissioner (for Parks) and Assistant Land Commissioner (for Forestry)
FLSA Status Non-exempt
Union Status AFSCME Courthouse Unit

Final Appointing Authority

This position shall not be filled until final approval of the County Administrator. All offers of employment are made in writing by the Human Resources Department.

Job Summary

To assist land department staff in performing land, forest and recreational management of county tax-forfeited lands and county park facilities. To assist with the management of county tax-forfeited lands and county park facilities to ensure optimum economic benefits to local taxing districts and to benefit wildlife, recreation, water quality and public safety. To assist with reviewing and recording department statistics and collecting payments.

Supervision Received

Employees working in this job class work under general supervision and usually receive some instruction with respect to details of most assignments, but are free to develop their own work sequences within established procedures, methods, and policies. They are often physically removed from their supervisor and are only subject to periodic supervisory checks.

This position reports to the Land Commissioner for parks activities, but may also receive limited work direction from the Parks Foreman and Recreation Specialist. Likewise, this position reports to the Assistant Land Commissioner for forestry activities, but may also receive limited work direction from the Foresters.

Supervision Exercised

Serves as a work leader for seasonal park laborers. Elements of direct control over these positions include assigning tasks, monitoring progress and work flow, checking the product for timeliness and correctness or soundness, and providing input into supervisor's actions.

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 and punctuality are essential requirements of this position.

1. Assists in the set-up, appraisal, and scaling of timber harvesting on county lands, to ensure optimum yields of forest products on a sustainable basis and provides benefits to non-timber benefits/forest



Position Description

- values (i.e. recreational opportunities, wildlife habitat, etc.) On rare occasions, may also assist in the supervision of contractors harvesting timber on county lands.
2. Assists in performing forest inventory on specific forest stands to update or expand land department data on the attributes of county forest lands.
 3. Assists in boundary determinations related to activities on or affecting county lands, using established surveying techniques.
 4. Assists in the set-up, supervision and maintenance of county forest development projects including, site preparation, reforestation, timber stand improvement, pesticide application, forest roads, gravel pits, beaver control, wildlife habitat or water quality projects to protect or enhance the economic and environmental viability of county lands.
 5. Assists in maintenance and development of county recreation facilities including parks, campgrounds, public accesses or trails to provide a safe and clean environment for users of the facilities.
 6. Serves as a work leader over seasonal, part time, and/or temporary employees to assist in the timely accomplishment of workloads related to department activities.
 7. Reviews and records through accurate data entry department statistics, such as allocation of employee and equipment time, mileage, invoices, project reimbursements, and summaries of project costs.
 8. Collects and issues payment receipts for timber permits, contract for deed payments, overruns, land sales, leases, easements, campground receipts, and aerial photo sales.
 9. Provides public and office assistance by performing receptionist duties, facilitating communication via the radio with foresters, and providing information both in person and over the phone.
 10. Assists in appraisals of timber volume and value, and in determining the location and boundaries of tax-forfeited land.
 11. Attends workshops and seminars, approved by the land commissioner, to keep up-to-date on current practices, procedures, laws, ordinances or issues related to the natural resources field.
 12. Attends training and meetings as needed.
- Performs other related duties as assigned or apparent.

Minimum Qualifications

Associate's degree or higher in Forestry, Parks and Recreation, Natural Resources, or a related field, plus two or more years related experience performing land, forestry, or recreational management activities.

Pesticide Applicator license issued by the State of MN Department of Agriculture preferred.

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



Position Description

Knowledge, Skills, and Abilities Required

Knowledge of:

1. County and departmental policies, procedures, and practices.
2. Knowledge of the latest silvicultural methods and soil and site productivity and the ability to administer proper silvicultural methods for each timber species, to ensure maximum yield of timber and to benefit wildlife, water quality, and recreation.
3. State and local laws, rules, and regulations relevant to the work performed in this position.
4. Habitat needs of wildlife and plants.
5. Knowledge and understanding of soils, forest pests, and herbicides.
6. Different plant and tree species.
7. General office work such as telephone etiquette, filing, and data entry.
8. Surveying techniques and instruments, topography and forest management, and ability to use proper terminology and technical forms.
9. Knowledge of proper procedures and safety rules when using and applying herbicides, pesticides and assisting with explosives.

Skill in:

1. Written and oral communication skills sufficient to communicate the policies and procedures of the department to, contractors, other agencies, customers and the public.
2. Typing skill sufficient to complete 30 net words per minute without errors.
3. Operating light equipment (tractors, bobcats, etc.), light machinery, spraying equipment, forestry tools and other small hand and power tools.
4. Proficient GPS and compass orienteering.
5. Strong computer skills.
6. Reading, writing, and speaking English proficiently.
7. Effectively organizing and prioritizing 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 and supervisors with respect, honesty, and consideration.
2. Consistently perform accurate data entry.
3. Precisely follow oral and written instructions, develop and follow detailed work plans, maintain a safe work environment, and promote county resources.
4. Read and understand legal descriptions and several different types of maps.
5. Establish and maintain effective working relationships with supervisors, co-workers, other county employees, loggers, contractors, individuals, special interest groups, government agencies and the general public.
6. Work in all types of weather and conditions
7. Physically traverse in treacherous conditions.
8. Demonstrate a high degree of self-motivation and the ability to work independently
9. Endure hazardous insect, animals, and plants.
10. Maintain accurate daily logs.
11. Motivate and direct seasonal staff as they work.
12. Safely operate chainsaws, brush axes, ATVs, snowmobiles and pickup trucks.



Position Description

Language Skills

Intermediate Skills - Ability to read and interpret documents such as safety rules, operating and maintenance instructions, and procedure manuals. Ability to write reports and correspondence. Ability to speak effectively before groups of customers or employees of the organization.

Mathematical Skills

Ability to add, subtract, multiply, and divide in all units of measure, using whole numbers, common fractions, and decimals. Ability to calculate figures and amounts such as percentages, acres, feet, square feet, area, circumference, diameter, and radius. Ability to apply concepts of basic algebra and geometry. Ability to work with mathematical concepts such as probability and statistical inference, and fundamentals of plane and solid geometry and trigonometry. Ability to apply concepts such as fractions, percentages, ratios, and proportions to practical situations. Ability to apply sampling theory.

Reasoning Skills

Intermediate Skills – Ability to apply common sense understanding to carry out instructions furnished in written, oral, or diagram form. Ability to deal with problems involving several concrete variables in standardized situations.

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: TAppr (access integration with GIS), RTVision reservation Program, GIS, Arc Map, Arc View, GPS (Terra Sync) and other job-related software.

Ability to Travel

Daily travel required, approximately 100 miles per day on highways and forest roads.

Competencies

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

Ethics, attendance/punctuality, safety and security, dependability, analytical, problem solving, technical skills, customer service, interpersonal skills, oral communication, written communication, teamwork, leadership, quality management, cost consciousness, diversity, organizational support, judgment, motivation, planning/organizing, professionalism, quality, quantity, adaptability, and initiative.

Work Environment

The noise level in the work environment is usually moderate.

This position requires some work indoors and outdoor activity for the majority of the day using, operating, and maintaining small tools, heavy equipment, light machinery and other specialized instruments, keeping them in safe working condition. Manual dexterity and motor coordination are required for the majority of the duties.



Position Description

The work may be dirty and hazardous at times; subject to chemicals and pesticides and annoying and hazardous insects and animals.

Equipment and Tools

Personal protective equipment, computer, copier, fax, telephone, printer, power tools, hand tools, surveying equipment, 10-key calculators, measuring and metering devices, laser levels, construction calculators, specific forest related tools such as prisms, clinometer, Biltmore sticks, statistical charts specific to forestry (i.e. stocking tables), handheld GPS units, motor graders, bobcats, and county-owned vehicles.

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 50 pounds. May occasionally perform heavy work, exerting up to 100 pounds of force to move objects.

While performing the duties of this job, the employee performs medium work, exerting up to 50 pounds of force occasionally, and/or up to 20 pounds of force frequently, and/or up to 10 pounds of force constantly to move objects. Position requires walking long distances in sometimes difficult terrain.

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

Disclaimer

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05/13/2014

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