



# Board of County Commissioners Agenda Request

3B  
Agenda Item #

**Requested Meeting Date:** December 6, 2016

**Title of Item:** Personnel Committee

<input checked="" type="checkbox"/> REGULAR AGENDA <input type="checkbox"/> CONSENT AGENDA <input type="checkbox"/> INFORMATION ONLY	<b>Action Requested:</b> <input checked="" type="checkbox"/> Approve/Deny Motion <input type="checkbox"/> Adopt Resolution (attach draft) <small>*provide copy of hearing notice that was published</small>	<input type="checkbox"/> Direction Requested <input type="checkbox"/> Discussion Item <input type="checkbox"/> Hold Public Hearing*
<b>Submitted by:</b> Patrick Wussow		<b>Department:</b> Administration
<b>Presenter (Name and Title):</b> Patrick Wussow, Interim County Administrator &/or Bobbie Danielson, HR Dir.		<b>Estimated Time Needed:</b>
<b>Summary of Issue:</b>  The Personnel Committee will be meeting earlier in the day on December 6th and will provide the Board with a variety of related recommendations.  An informational packet will be sent to the Commissioners separately.		
<b>Alternatives, Options, Effects on Others/Comments:</b>		
<b>Recommended Action/Motion:</b> Approve Personnel Committee recommendations		
<b>Financial Impact:</b> <i>Is there a cost associated with this request?</i> <input type="checkbox"/> Yes <input type="checkbox"/> No <i>What is the total cost, with tax and shipping? \$</i> <i>Is this budgeted?</i> <input type="checkbox"/> Yes <input type="checkbox"/> No <i>Please Explain:</i>		

**Informational Packet related to Item 3B on the County Board Agenda**

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**Aitkin County  
Personnel Committee Meeting  
December 6, 2016 4:30 p.m.  
Location: Board Room**

4:30 p.m. County Administrator Recruitment (John Welle may join us for this discussion)

Discuss conditional job offer. Job Announcement and brief Candidate Summary. Leadership Evaluation - informational only.

Action Request for County Board: Select top candidate. Motion to authorize the Personnel Committee to negotiate the salary, starting date, and benefit package with the top candidate, and authorize Chair Wedel to sign a conditional job offer letter. *(Pre-employment screening activities will be conducted following acceptance of the conditional offer. Results of the background investigation will be provided to the Personnel Committee. A start date will be determined once satisfactory results are received.)*

4:45 p.m. Building Maintenance Department

Discuss modifying organizational structure in department.  
Recruitment procedures.  
Recruiting full-time Utility Maintenance Custodian.

Action Request for County Board: None (these are budgeted positions, Interim Administrator can authorize changes)

4:55 p.m. Interim Health & Human Services Director

Tom Burke resigned effective 12/1/2016. Position is posted.  
Discuss Interim HHS Appointment.  
Prompt Notification to Staff following Board Action.

Action Request for County Board: Motion to adopt a Resolution appointing an Interim HHS Director, effective December 6, 2016.

5:10 p.m. Aitkin County Community Corrections Staffing Discussion

Action Request for County Board: To be determined following  
Personnel Committee discussion.

5:20 p.m. Other Discussion Items, if any.  
Set Next Personnel Committee Meeting Date, if desired.

5:30 p.m. Adjourn

**Aitkin County  
County Administrator Finalists - Public data  
December 6, 2016**

Summary of the Board's Top 3 Finalists (listed in alpha order by last name):

<b>Finalist</b>	<b>Education</b>	<b>Current Position</b>	<b>Last Position</b>	<b>Preferred Salary</b>
Peters, Scott	Bachelor's Degree in Business Administration	Marshall County Auditor/Treasurer (1/2003-Present)	STS Coordinator	\$125,000 (current salary \$81,600)
Ryan, Kathleen	Bachelor's Degree in Finance	Aitkin County Fiscal Supervisor (3/2000-Present)	Deputy Auditor	Not listed (current salary \$68,161)
Seibert, Jessica	Master's Degree in Public Administration	City Administrator (5/2016-Present)	Housing Program Coordinator	\$90,000 (current salary \$65,004)



# AITKIN COUNTY BOARD OF COMMISSIONERS

**Aitkin County Courthouse**  
217 Second Street N.W. Room 130  
Aitkin, MN 56431  
218-927-7276  
Fax: 218-927-7374

## AITKIN COUNTY ADMINISTRATOR

### JOB ANNOUNCEMENT

Aitkin County, MN (Pop. 17,000) is seeking its next County Administrator. The County Administrator is responsible for a budget of more than \$30 million and over 200 full time employees. The ideal candidates will be collaborative leaders with the ability to build positive working relationships with the County Board, Department Heads, employees and the community. 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. The 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.

#### **Candidate Profile**

The Aitkin County Board of Commissioners is seeking a County Administrator with the following characteristics.

- **Collaborative Leader**

A County Administrator has a high degree of responsibility and authority. Aitkin County is seeking a leader who builds consensus and makes decisions and recommendations after considering many different points of view. Bringing our people together to obtain the best results possible is of utmost importance, and succeeding as a team is a must.

- **Relationship Builder**

Building trusting relationships is key to the success of any leader, but especially important in Aitkin County. First and foremost, the County Administrator must build trusting relationships with the County Board and Department Heads. Department Heads are seeking an Administrator who they can trust to help them work through issues, and make solid recommendations to the County Board. The County Board is looking for an Administrator that will make recommendations based on the shared knowledge of our team and others. Building relationships in the community is also important; Aitkin County serves a lot of people in a lot of different ways. The next Aitkin County Administrator should be able to build strong ties in the community and be a cheerleader for the good work that we do.

- **Service Oriented**

Aitkin County is a service organization, we provide service to the public and we strive to do it respectfully and efficiently. The Aitkin County Administrator serves as well, with an extremely diverse customer base that occasionally has competing interests. The Administrator serves the Board, Department Heads, our Staff and the Community in general. The next Administrator should approach their work from a service orientation, striving to deliver efficient services to all of their customers.

- **Strategic Thinker**

Aitkin County is seeking a leader who can help set a clear vision for the future and execute to achieve that vision. The next Aitkin County Administrator should be able to assist the Board and Departments to set clear goals, ensure resources are allocated to meet those goals, assist in planning and evaluation and be courageous enough to change course if that is what is needed.

- **Learning Focus**

Aitkin County has many experienced department heads and an experienced County Board. The next Aitkin County Administrator should recognize that experience and take the opportunity to learn from our existing team. The Administrator should be willing to understand the history, see the present and connect it all to the future.

## **Opportunities**

- **Facilities Needs**

Aitkin County has been considering a building project to provide safety, security and better customer service to the Citizens of Aitkin County for many years. The time may be right for such a project to become reality. There has been some initial planning completed, and the Board has taken some initial steps to determine the feasibility of a project. The next Aitkin County Administrator will have the opportunity to be involved in facilities planning and assessment and potentially a construction project.

- **Strategic Planning**

Aitkin County is positioned to think long term. With the potential of a building project, changing demographics, and the resulting changes in service demand, Aitkin County needs to take a long term look at the services we provide, the way we measure success, the resources we have available and how we are going to get there. The next Aitkin County Administrator will have the opportunity to help us plan, execute and evaluate a gradual change process that will ensure our status as a high performing county long in to the future.

- **Workforce Planning**

Over the course of the next several years Aitkin County will see a number of retirements. We need to consider the impact of those retirements and how we will use them to our advantage to position ourselves better in to the future. This includes transfer of knowledge, planning to

absorb the loss of tenured staff, planning for future recruitment and ensuring that we are able to retain the best and the brightest employees. There are projects ongoing related to employee benefits, as well as consideration of how we might best be able to entice the next generation to choose Aitkin County as an employer of choice.

### **Education and Experience**

Qualified candidates shall possess a Bachelor's degree in public administration, business administration, public finance, political science or a related field. A minimum of four years of progressively responsible work experience; three of which must be served in an administrative or managerial capacity in a government service organization. Master's degree preferred. The County Board is interested in creating a dynamic and strong pool of candidates and retains the right to substitute experience for education that provides equivalent knowledge, skills, and abilities.

Exceptional oral and written communication skills are required as well as advanced skill in planning, organizing and coordinating diverse functions. Ability to reach out to and communicate with other local governments is desired.

Training and experience in budget and financial analysis is desirable. Familiarity with the distinct operations and functions of County government or the ability to learn them is important. Ability to successfully partner with independent elected department heads is essential.

### **Salary and Benefits**

Salary range for 2016 is \$84,552 - \$126,152. Placement on the scale commensurate with experience. Competitive benefits package including health insurance, life insurance, long term disability and Minnesota Public Employees Retirement Account. Relocation package negotiable.

### **To Apply**

Our online application process is easy to use, just click on the County Administrator job title and click "Apply" to get started. Please complete the application form as thoroughly as possible. The information provided on the application will be used to assess your qualifications for the position. Resumes may be included as an attachment to the fully completed County application form. Link to our Careers page: <http://agency.governmentjobs.com/aitkin/default.cfm>

## **Bobbie Danielson**

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**From:** Norma DiLorenzo [normad@martinmcallister.com]  
**Sent:** Wednesday, October 05, 2016 12:43 PM  
**To:** bobbie.danielson@co.aitkin.mn.us  
**Subject:** County Administrator leadership assessment information  
**Attachments:** General Leadership Evaluation Information.doc; City Manager Recommend.doc

Dear Ms. Danielson:

Thank you for your inquiry regarding leadership evaluations. Our leadership evaluations are comprehensive in nature and provide information about many characteristics, including candidates' critical-thinking skills, communication abilities, interpersonal and leadership style, managerial skills, and motivations in seeking the position. Overall, the process measures the range of skills and competencies demanded for successful performance in the position.

Our standard leadership evaluation includes several personality measures and problem-solving exercises as well as an extensive interview with a psychologist. The cost for our standard leadership evaluation is \$1000. This cost includes a pre-call to discuss the position and what characteristics are most important to the County in your next Administrator (although the position profile was quite comprehensive), phone feedback typically within a day or two after the candidate is seen, and the written report. If desired, work simulations, including in-box exercises and role-plays can be added to the standard configuration for an additional \$200 each. I have attached a sample report that is similar to what you would receive for a County Administrator position as well as a document that describes a bit more about the process.

Candidates are typically able to be scheduled within a few business days of receiving a request. They simply need to call the number listed and ask for scheduling. They are able to complete some parts of the assessment on-line ahead of time, and then they would need to allot approximately three hours to be in our offices to complete the remainder of the evaluation.

I hope that the information I have provided has been helpful. Please do not hesitate to contact me if you need additional information. We would welcome the opportunity to assist in selecting the next County Administrator for Aitkin County.

Norma DiLorenzo, Psy.D.  
Licensed Psychologist

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## **Leadership Evaluations**

In our leadership evaluations, candidates are asked to complete an interview with a psychologist as well as several written exercises. In addition, work simulations are often added to this basic configuration. The results from these items are considered in light of the information we receive from the organization about criteria and desired candidate characteristics.

### **Interview**

The interview is a particularly comprehensive one. It typically focuses primarily on identifying and evaluating a wide range of work-related aptitudes, attitudes, experiences, and skills. Individuals are asked to provide information regarding their work background, problem-solving and decision-making approaches, the nature of their interpersonal interactions, work style, leadership and management skills and outlooks, and motivational patterns.

### **Written Exercises**

The California Psychological Inventory is used to provide in-depth information regarding the individual's inclinations and motivations. In particular, the instrument provides information regarding such dimensions as leadership drive, motivational patterns, facility with interpersonal relationships, work style including detail management, and overall preferences regarding work setting and conditions.

Also included in the standard configuration are several timed tests of reasoning and problem-solving ability. The tests measure vocabulary and verbal comprehension skills, numerical reasoning ability, and verbal reasoning ability. Individuals are allowed five minutes to complete each of these tests. The results are then compared to an appropriate norm group. These tests provide insight into an individual's communication clarity, analytical reasoning, and conceptual and strategic reasoning skills.

The Watson-Glaser Critical Thinking Appraisal provides further information about the individual's problem-solving skills. It measures the ability to identify one's assumptions and to understand the role that they play in making judgments. This test is not timed so that it allows the individuals to display their reasoning ability without the pressure of limited time.

The standard assessment process also includes a writing sample. In some cases, situational judgments are used. These exercises provide the candidate with scenarios typically encountered on the job and ask the candidates to write about how they would handle those situations. In other cases, candidates are asked to write a brief essay about an assigned topic that is relevant to the job for which they are being considered. Both the content of the response and the strength of their written composition skills are evaluated. This allows the psychologist to examine candidates' skills in formulating and expressing ideas, particularly when no time is available for advanced preparation.

## **Work Simulations**

In some cases, work simulations are also included as part of the process. The in-box exercise is included in order to assess in a direct fashion a wide range of work-related skills and practices. These exercises are designed to measure problem-solving and decision-making approaches, management tactics, leadership and influencing strategies, interpersonal style, communication patterns, attention to detail, and overall professional judgment.

Role-play exercises provide an additional measure of the individual's oral communication skills, ability to establish rapport and maintain a solid interpersonal basis upon which to do business, sensitivity to management considerations, and problem-solving skills.

## **Reporting of Results**

The results of the assessment process will be provided to you in two ways. First, we provide oral feedback, usually over the telephone, after each candidate's results have been evaluated. Alternatively, a conference call can be scheduled to review all of the candidates at one time once they have all been seen. This feedback will highlight the main strengths and developmental needs to emerge from the assessment.

Then, a written report will also be delivered, which will provide more in-depth description of the individual's current skills and future potential. This report is typically sent within approximately one to two weeks of the assessment. We do our best to respond to special requests to provide reports more quickly when they are needed urgently.

## **Cost of Evaluations**

The cost of the standard leadership evaluation is \$1000. Each simulation exercise adds \$200 to the cost. If you choose to add both the in-basket and the role-play exercise the total cost of the evaluation would be \$1,400.

Sample

## PERSONNEL EVALUATION REPORT

This report contains the results of a psychological appraisal that has been made to determine the nature and extent of the personal qualifications of the individual under consideration.

Position: Applicant  
City Manager  
(Name of City)

(Name of Candidate)

### INTELLECTUAL AND PROBLEM-SOLVING ABILITIES

(Name of Candidate) is a bright individual. She enjoys working through complex problems, especially if she is in a position to devise creative solutions to those problems. She will look at issues from many angles in order to contemplate the implications of small details in the bigger picture. She is strategic in her focus. She thinks about her long-term objectives and how best to meet them, and she will be able to weave plans that include steps for the accomplishment of both near and long-term goals. Her critical thinking skills are strong, and she will usually be successful in thinking about the pros and cons of various options. She may take more time to work through certain details than others would, but the conclusions that she reaches are strong ones.

She is an articulate speaker. She is effective at expressing her meanings. Although she may sometimes provide a bit more context than is actually necessary as she explores her thought processes in a variety of situations, she is usually very clear in providing useful information. Her writing is also strong and well organized. She might benefit from providing her reader with some illustrative examples in order to make her meanings more clear, but for the most part, she is able to construct strong documents that are free of errors.

Her tested vocabulary and verbal comprehension skills, including her ability to think and to communicate with precision, are above average for middle managers and others in similar roles. Her tested ability to reason analytically, including the ability to spot trends in data and to analyze well-delineated problems, is well below average for middle managers. Her tested ability to reason with verbal information, including dealing with more conceptual matters and knowing when she has sufficient data to reach a conclusion, is far above average for middle managers. Her tested ability to think critically, including challenging her assumptions and drawing valid conclusions based on available information, is well above average for management candidates.

## **PERSONALITY CHARACTERISTICS**

She is a self-possessed and calm individual. She is serious-minded, but she is not counterproductively somber. She will show her sense of humor when it is appropriate to do so. She maintains a strong professional image, and she will not let her guard down easily. In particular, she is unlikely to acknowledge any self-doubt or vulnerability. She projects a consistent strength, and she will not want other people to see the chinks in her armor.

She is a confident individual with a good deal of courage. She is reasonably self-aware and will know her strengths and what she can reasonably hope to accomplish by applying those strengths. She shows a good deal of determination when she is sure of her positions. Indeed, she may battle impatience at times, especially if people are not living up to her expectations of them or if matters are not moving along at the pace that she believes that they should. Once she has a clear vision of how matters should proceed, it can be frustrating to her to see unnecessary delay.

## **INTERPERSONAL AND LEADERSHIP STYLE**

She is a fairly outgoing individual for the most part, especially on the job. She may need some time to herself, too, though, as extended interactions with others may drain her somewhat. Nevertheless, she is able to interact well with most types of people. She may need to continue to learn to read people who are very different from her, but she will not be unfriendly or unwilling to cooperate with such individuals.

She is a fairly independent person. She focuses on teamwork when she needs to, but she will not necessarily see many instances in which she feels that she should ask for help. She tends to go about her own business, drawing in resources as she needs them. She may need to be sure that she does not leave others behind because of her drive to implement her ideas once she has determined that they will work.

She has a natural leadership drive. She aptly describes herself as having a strong sense of self, and that characteristic translates into a particularly strong presence; people will not take her lightly. She voices her opinions openly and provides a strong sense of direction to others. She gets what she wants out of her team members, although she does not usually coerce openly or use a broadly aggressive style to get what she needs. She has a healthy measure of political savvy, and she will usually be diplomatic in going after what she needs in negotiations with others. She is not above taking action that is not necessarily politically wise if she believes that it is in the best interests of good outcomes, but she will usually tread lightly in such instances in order to avoid burning bridges.

## **PERFORMANCE CHARACTERISTICS**

She is a hardworking and dedicated individual. She has a healthy base of stamina from which to direct her efforts. She shows a good deal of persistence, and she will not let matters drop when they are important to her. She does generally understand when her priorities need to shift, though, and she will not lose focus on her key objectives. She is an opportunistic person. She keeps herself ready to jump at exciting opportunities as they open before her. She is usually able to develop strong plans with which to capitalize on those opportunities effectively.

She will tend to want a good deal of autonomy on the job. She is not someone who likes being told what to do. She will use her independence to good effect for the most part, selecting projects and methods that will have a strong probability for success. However, she will chafe in an environment in which she is too closely watched over or restricted in her work style. She is not unaware of the influence that the council will have over her, but she will also want them to place some trust in her judgment rather than dictating her every move.

She is firm but fair in her interactions with her subordinates. She will hold people accountable for results but also be accommodating when she recognizes that extenuating circumstances are to blame for missteps. She will do her best to go to bat for her subordinates, but she will not let them get away with half-hearted efforts or things that they should not. She wants her team members to be the best that they can be. She will work hard to challenge others' thinking and to help them to develop problem-solving skills that will enable them to continue to grow and advance.

## **MOTIVATIONS**

Her reputation is very important to her. It is important to her that she be thought well of by her colleagues and business partners. She will feel content in her work if she knows that she is appreciated and respected. Conversely, she will clearly grow frustrated in a situation in which she feels underestimated. She will appreciate signs of praise and respect, although she does not need them to sustain her motivation on the job. Her work is intrinsically interesting to her as long as she has some degree of independence to determine what her priorities need to be.

She says that she is eager for a new professional challenge. She is eager to try her ideas in a city manager role. She likes that the position for which she is being considered represents a combination of management of others and determination of policy, as these are two of her professional passions. She sees this particular job as presenting her with opportunities for team building and helping city leaders to make the best, most informed decisions possible. She appears eager to do her best to make a positive impact on the city.



## **BUILDING AND GROUNDS SUPERVISOR**

**Department** Administration / Building Maintenance  
**Grade** Grade 7  
**Reports to** County Administrator  
**FLSA Status** Exempt  
**Union Status** Non-union Position

### **Final Appointing Authority**

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

### **Job Summary**

To perform administrative, supervisory and manual tasks to assure proper operation and maintenance of grounds, facility, electrical, mechanical, and a wide variety of equipment in accordance with building codes and other regulations; to coordinate custodial/maintenance services and activities; answer emergency calls as required, and be available to repair breakdowns in the facilities.

### **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**

Serves as a supervisor having direct control over the quantity and quality of the work product of the maintenance and custodial staff. Also directly supervises temporary workers and STS inmate workers as needed.

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. Plans, trains, assigns and directs daily schedules and work assignments for custodial and maintenance staff to operate and maintain county grounds and facilities 24 hours per day/7 days per week.



## ***Position Description***

2. Performs and supervises work necessary to maintain custodial, mechanical, plumbing, heating, air conditioning, lighting, fire alarm, sprinkler, and electrical systems within all county facilities. Repairs interior fixtures, furnishings, and equipment.
3. Performs or coordinates grounds and exterior building maintenance to include lawn care, parking lot, and exterior fixtures and finishes.
4. Efficiently operates and monitors the computerized energy management system to ensure quality climate control.
5. Develops, maintains, assesses, revises, and administers departmental policies and procedures. Administers and enforces county policy, union contract, and multiple safety rules and regulations.
6. Develops and implements preventative maintenance plans for the facilities, equipment, and vehicles. Responsible for the maintenance and testing of the Sheriff's Office emergency generators that provide communication for EMS, Fire, Police, as well as heat and electricity for the jail, courthouse, and IT Department.
7. Oversees security of buildings and grounds.
8. Works with local and state officials such as MPCA, EPA, Fire Marshals, ADA, and OSHA to ensure all laws and building codes are in compliance. Makes recommendations for updates to the County Administrator when necessary.
9. Recommends changes in procedures or use of equipment to increase staff productivity.
10. Participates on the facilities management committee and in space needs and assessment evaluations. Makes recommendations to the County Administrator concerning building needs. Obtains quotes for equipment, repairs, and contract services and administers service contracts.
11. Reviews and approves invoices and payments for services.
12. Participates on the safety committee. Identifies the safety training needed for department staff based on job location, tools, machines, and materials used, actual and potential safety and health hazards associated with each task, and safe and healthful practices, apparel, and equipment required for each task. Trains employees in proper use of materials, including how to read MSDS sheets developed by chemical manufacturers. Conducts or arranges for the training of staff and evaluates program effectiveness. Ensures all OSHA required safety programs are implemented. Trains staff as required on lockout/tagout, asbestos, lead, and other toxic and hazardous substances, bloodborne pathogens, ladders, scaffolds, respiratory protection, first-aid, fire prevention, powered platforms, hazardous materials, personal protective equipment, hearing protection, machinery and machine guarding, welding, electrical safety, and other applicable safety programs. Maintains up-to-date MSDS sheets and training records as required by OSHA.
13. Reviews and approves/rejects timesheets and requests for time off.
14. Maintains the county motor pool fleet, follows up on vehicle malfunction reports, test drives vehicles to assess possible maintenance needs, arranges for vehicle service and repairs.
15. Meets with the County Administrator regarding reorganizing schedules or assignments of employees and meets with Human Resources regarding personnel issues.
16. Subject to being called out on evenings, weekends, and holidays for building maintenance needs or vehicle malfunctions.
17. 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



## **Position Description**

- performance improvement plans, disciplining employees, suspension, termination, and resolving grievances.
18. Serves as a member of the crisis management team. Assists in developing emergency procedures and guidelines.
  19. 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.
  20. Conducts business in accordance with the Open Meeting law.
  21. Appropriately responds to requests for government data, in accordance with the MN Government Data Practices Act and through Administration/HR as applicable. Maintains data in accordance with records retention schedules.
  22. Coordinates annual fire, tornado, and emergency practice drills for all department staff. Also assists with the county-wide drills.
  23. Attend meetings, conferences, and continuing education courses as needed.
- Performs other related duties as assigned or apparent.

### **Minimum Qualifications**

Facilities Management Certificate or equivalent program coursework in electrical systems, mechanical systems, facilities management, project administration, preventive maintenance, energy maintenance strategies, and fire safety, plus 5 or more years of related facility maintenance experience. Prior experience supervising a maintenance and/or technical staff is highly desirable.

Must have the ability to effectively schedule multiple employees amongst various departments and the ability to focus and work productively with regular interruptions.

Valid Minnesota driver's license 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 available for call out for emergency and after hour repairs and for occasional calls from evening custodial staff.

Required to obtain upon hire a Second Class C Boiler License issued by the MN Department of Labor and Industry required.

Class B Operator license issued by the MN Pollution Control Agency.



## ***Position Description***

### **Knowledge, Skills, and Abilities Required**

#### Knowledge of:

1. County and departmental policies, procedures, and practices.
2. Operational characteristics, services, and activities of a comprehensive building maintenance program.
3. Principles of facility management.
4. Practices, methods, equipment, tools, and materials used in building construction, alteration, repair, maintenance, and operation.
5. Theory and operation of control systems, mechanical equipment, power equipment, energy management equipment, electrical systems and equipment, communications equipment, diagnostic equipment, surveillance systems, security systems, institutional laundry and kitchen facilities, and boiler systems.
6. Occupational hazards and standard safety practices necessary in the area of building maintenance.
7. Principles of service/vendor contract administration.
8. Principles and procedures of record keeping and report preparation.
9. Principles and practices of budget preparation and administration.
10. Principles of supervision, training, and performance evaluation.
11. Pertinent Federal, State, and local laws, codes, and regulations.
12. Safe driving, equipment and tool use principles and practices.
13. Characteristics and use of commercial custodial compounds.
14. Modern office practices, methods, and equipment.
15. Principles and practices of working safely.

#### 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. Reading, writing, and speaking English proficiently.
3. Efficiently organizing and prioritizing staff and workload for maximum productivity.
4. Operate manual and power equipment and tools.
5. Operate equipment diagnostic instruments and tools.
6. Operate modern office equipment.
7. Operate a motor vehicle safely.

#### 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. Interpret and apply Federal, State and local policies, procedures, laws and regulations as they pertain to building maintenance.
3. Exercise good judgment, flexibility, creativity, and sensitivity in response to changing situations and needs.
4. Communicate clearly and concisely, both orally and in writing. This includes utilizing email technology for most efficient communication between offices and buildings.
5. Must have the ability to limit the duration and number of interruptions made to staff in each



## **Position Description**

- department, while engaged in the orderly conduct of business, for staff productivity purposes.
6. Understand and carry out oral and written instructions
  7. Maintain confidentiality.
  8. Maintain accurate and up-to-date records.
  9. Manage, direct and coordinate the work of assigned maintenance and/or custodial staff.
  10. Perform the full range of building maintenance duties.
  11. Troubleshoot electrical, mechanical, and plumbing problems.
  12. Select, supervise, train, and evaluate staff.
  13. Provide administrative and professional leadership and direction for department personnel.
  14. Recommend and implement goals, objectives, and practices for providing effective and efficient building maintenance and/or custodial services and activities.
  15. Analyze problems, identify alternative solutions, project consequences of proposed actions, and implement recommendations in support of goals.
  16. Research, analyze, and evaluate new methods, procedures, and techniques.
  17. Prepare, develop, and recommend plans, specifications, and cost estimates.
  18. Prepare and administer contracts.
  19. Prepare and administer budgets.
  20. Read and understand building mechanical, electrical, and plumbing systems blueprints and diagrams, security and surveillance systems, and hardware.
  21. Read and understand special systems technical programming manuals.
  22. Estimate and order materials and supplies.
  23. Prepare clear and concise reports.

### **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**

**Intermediate Skills** – Ability to calculate figures and amounts such as discounts, interest, commissions, proportions, percentages, area, circumference, and volume. Ability to apply concepts of basic algebra and geometry.

### **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.

County Payroll Software, E-time, Microsoft Word, Excel, Outlook, PowerPoint, Internet, Heating Ventilation & Air Conditioning (HVAC) software, and other job-related programs.



## ***Position Description***

### **Ability to Travel**

Occasional travel is required for training, errands, and travel between county facilities. Regularly drives motor pool vehicles for troubleshooting or shuttling to/from automotive service centers.

### **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, 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, innovation, flexibility, and crisis management.

### **Work Environment**

The noise level in the work environment is usually moderate to loud. The employee carries out many different tasks in a single day and could work at any number of building locations, both indoor and outdoor in all types of weather conditions. The employee frequently works near moving mechanical parts and is frequently exposed to wet and/or humid conditions, dust, fumes, smoke, gasses, or airborne particles, toxic or caustic chemicals, intermittent noise, and risk of electrical shock. The employee occasionally works in high places, on ladders or scaffolding.

### **Equipment and Tools**

Computer, copier, printer, telephone, fax, calculator, shredder, power tools, hand tools, measuring and metering devices, push mower, riding lawn mower with various attachments, weed whip, shovel, vacuum cleaner, carpet extractor, floor buffer, pumps, refractometer (glycol testing), ohmmeter, bobcats, county-owned vehicles, personal vehicle (requires proof of insurance on file).

### **Physical Activities/Requirements**

Climbing, balancing, stooping, kneeling, crouching, reaching, standing, walking, pushing, pulling, daily lifting, carrying, use of fingers, grasping, talking, hearing, seeing, and repetitive motions. Must have the ability to regularly lift and/or carry up to 50 pounds.

While performing the duties of this job, the employee performs medium to heavy 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.

Offers of employment are conditional on successful completion of a physical exam, to ensure the applicant's ability to meet the physical demands of the job.

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



## ***Position Description***

### **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

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

CERTIFIED COPY OF RESOLUTION OF COUNTY BOARD OF AITKIN COUNTY, MINNESOTA

ADOPTED November 22, 2016

By Commissioner: xx

20151122-0xx

Health & Human Services Director

**WHEREAS**, the Health and Human Services Director(HHS Director) has resigned and the Aitkin County Board desires to appoint an Interim HHS Director.

**NOW THEREFORE, BE IT RESOLVED**, that the Aitkin County Board of Commissioners appoints Elizabeth DeRuyck, Aitkin County Community Corrections Director as Interim HHS Director effective on December 6, 2016, at a rate of \$1000/month in addition to her current rate of pay, all other benefits afforded to Ms. DeRuyck remain the same. Ms. DeRuyck shall be eligible for the same salary increases afforded to other non-union staff based on her current base salary. The County Board makes this appointment until such time a full-time HHS Director is hired and appointed by the Aitkin County Board. The Interim HHS Director serves at the pleasure of the Aitkin County Administrator during the interim period. Upon appointment of a permanent HHS Director this appointment shall end. Both the County Board and Ms. DeRuyck have the right to end this appointment at any time during the interim period. Ms. DeRuyck has the right to return to her position as Aitkin County Community Corrections Director at her previous rate of pay plus any salary increases she may have received as Community Corrections Director while serving as Interim HHS Director, without adverse consequence due to her service as Interim HHS Director. The Interim HHS Director is delegated and granted the same duties, responsibilities and authorities as a permanent HHS Director without regard for interim status. Ms. DeRuyck shall be responsible for the duties of Community Corrections Director during her appointment as Interim HHS Director.

Commissioner xx moved the adoption of the resolution and it was declared adopted upon the following vote

FIVE MEMBERS PRESENT

All Members Voting Yes

STATE OF MINNESOTA}  
COUNTY OF AITKIN}

I, Patrick Wussow, Interim County Administrator, Aitkin County, Minnesota do hereby certify that I have compared the foregoing with the original resolution filed in the Administration Office of Aitkin County in Aitkin, Minnesota as stated in the minutes of the proceedings of said Board on the 22nd day of November 2016, and that the same is a true and correct copy of the whole thereof.

Witness my hand and seal this 22nd day of November 2016

\_\_\_\_\_  
Patrick Wussow  
Interim County Administrator

# MEMORANDUM

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**To:** Aitkin County Personnel Committee  
**From:** Elizabeth DeRuyck, Director  
**Date:** November 29, 2016  
**Subject:** Community Corrections Staffing Levels

Personnel Committee,

I would like to request your consideration of recommending to the full Board adding an additional staff member in my office. More specifically, adding a part-time community corrections report writer posted as a temporary position. Posting it as a temporary position would provide for an evaluation period after six months. I would like to use this opportunity to explain in further detail this need.

I have one agent who supervises sex offenders, supervised release offenders and high risk probation offenders in the community. Since 2014, this caseload has increased by 14%. He is currently supervising over ninety offenders. The typical caseload statewide for this clientele is approximately 60 offenders (maximum) due to the high demand of this caseload. In addition, this agent also facilitates two of our cognitive-behavioral programs and is required to participate in the sex offender therapy groups for the best outcomes with this population.

I have spent some time reviewing how to rearrange the way our department assigns cases to determine the best course of action for public safety and to utilize the resources we have responsibly. I would like to move some of the higher risk traditional probation clients off the caseload mentioned above to another caseload in the office. In addition, we have already started creating a specialized caseload for DWI offenders, but we need to free time from report writing to have this as a full caseload. By doing this we can focus on the needs of that population given they make up about 50% of our overall offender population at any given time. Consistency will help identify specific programs in an effort to isolate the unique needs and improve outcomes for this population. Further, it will give the third agent the room on her caseload to meet the needs of the additional high risk population. In an effort to make these changes I have determined our need for additional staffing is in the report writing area. It should be noted we already make efforts to reduce overall client numbers by discharging lower risk, lower level offenders as soon as they meet the requirements of the Court. Our report rate is also growing because felony filings have increased.

In 2014, we had 260 reports completed within the office consisting of Felony Pre-Plea/Pre-Sentence Reports, Pre-Plea/Pre-Sentence Non-Felony Reports, Sentencing Guidelines Worksheets with a Criminal History Report and Restitution Studies. The typical restitution study and/or worksheet can take approximately ½ hour to complete to three hours depending on the intensity. A typical Pre-Plea/Pre-Sentence report is 4-8 hours depending on

sentencing level and complexity of the case. So far in 2016, 302 overall reports have been completed. This is a 16% increase over the entire year of 2014. Further, we have 184 pending felony files at this time. This is over double of the rate for 2014 which was 90 cases indicating our office will have more growth of felony offenders on probation over the next year. Therefore, report writing is something we can easily utilize a part-time staff member and provide time for the other three agents to supervise the clientele and place our resources where the needs are in the department.

I would like to propose we start at the most minimal need of hiring a temporary Community Corrections Report Writer at 20 hours per week and/or 40 hours over a two week pay period and review the position after six months. If we post the position as a temporary position and require a 400 hour internship and an associate's degree we could post the position as less than a Community Corrections Agent and determine the pay grade in that manner. Report writing has historically been provided by an assistant agent in Crow Wing County prior to the dissolution of CMCC, so I feel comfortable moving forward at this time in that manner. Upon review, I will make my recommendation to the County Board whether this methodology is working and will provide a verbal report as to if it is improving efficiency in the manner described in this memorandum. I feel this is the most fiscally responsible manner to achieve the desired outcome.

If the County Board has not already identified a use for the reserve funds received from the dissolution of our Joint Powers with CMCC, I respectfully recommend this would be a good use for some of those funds in 2017. The identified amount in reserve to Aitkin County is \$101,654.92 after the PTO/ELB payments. Applying some of these funds for a part-time staff member would assist our department to better serve the citizens of the county by reducing our highest risk caseload to a more manageable number, isolating the DWI population for a better review and classification leading to better supervision with the goal of reduced recidivism, and provides for a better use of resources.

Thank you for your consideration in this matter.