

**MINUTES
COMPENSATION COMMITTEE
October 7, 2011**

8:00 a.m.

Oval Office, Fenton House

- PRESENT:** Compensation Committee members Michael Green, Chris McLaran, and Shelley Halleman.
- Staff:** Mary P. Stern, Leslie Lewis, Kathy George, Laura Tschabold, Chuck Vesper, Rick Sanai, Pat Anderson, Becky Stern Doll.
- Guests:** Hannah Hoffman, News-Register; Brent Goodfellow, attorney; Liz Marlia-Stein, 1525 NE 18th St, McMinnville; Lillian Frease, 14025 SW McCabe Chapel Rd, McMinnville; Kathleen Blair, 595 SW Ruby Ct, McMinnville; Bill Bordeaux, 1137 Yamhill, McMinnville; and Cliff Seretan, PO Box 1603, McMinnville.
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Mike called the meeting to order at 8:05 a.m.

1. Consideration of approval of minutes from May 6, 2011, and June 6, 2011.
Shelley moved approval of the minutes. The motion passed unanimously.
2. Reevaluation of the clerk's compensation, based on the following criteria:
 - a. Measurable progress in reducing the Commissioners' Journal backlog.

Becky stated that her staff has been working hard on this project and has completed a year's worth of the journal backlog in the last four months, so it is now two years behind. She said that it is a realistic goal to expect the progress to continue through elections with current staffing levels, although the pace may be slower.

- b. Redistribution of staff workload, with continued monitoring to see if it is working.

Becky said that she has been working with her staff as a team to find what works best for the group. She said that she has redistributed some tasks, such as the Commissioners' Journal and election tasks, and has worked on the training needed to shift the tasks. She said that the workload would continually be evaluated and the redistribution may result in reclassifications and rewriting of job descriptions.

She stated that there are no formal training programs available for the tasks being performed by her staff. She said that in the past there have been no written procedures in place for new employees to use in learning the basics, but she is working on developing those as she works through this process.

She said that she did not bring anything in writing to show measurable progress, but has documents in her office that she has been working from. She said that she didn't bring them to this meeting because they are working documents that are constantly changing, and are not intended to be taken as the end result. She stated that her goal is to have the redistribution of the chief deputy clerk's

tasks completed before the May primaries. She noted that she has taken on some of Gayle Jensen's election-related duties. Mike said that the committee recognizes that nothing should be locked in concrete, but the point was to see some measurable progress in management development. Shelley stated that Becky should have identified which of Gayle's tasks should be moved and which of those have already been completed.

c. Additional supervisory training for the clerk and deputy clerk.

Becky reviewed the training events that she and Gayle had attended, noting that it is difficult to find suitable training that fits into their schedules. She said that she has no other training scheduled in the near future, due to elections, but Gayle has signed up for continuing webinars to follow up on the training that she took. Laura noted that Becky and Gayle would both be attending a progressive discipline training hosted by the county and taught by LGPI.

Becky stated that her goal is to implement the things she learned from her training, such as putting expectations into writing, by January 1, 2012. She said that she has taken steps to improve communication with staff, including daily meetings and discussions about duties and things that are happening.

3. Consideration of clerk's plan to address timeliness and accuracy issues in lieu of a 360 review.

Becky stated that she had decided not to pursue a 360 review because she is constantly reviewing herself, has regular contact with people in the Secretary of State's Office and with other county clerks, and consults a calendar as to when things are due.

Mike stated that the 360 review was recommended to allow her to gain some perspective and insight that isn't obtained through conversational contact, and to discover themes that would help her understand how she is viewed and how to respond. He said that he wanted to see her develop a more structured and effective management approach, with defined expectations, but there isn't anything concrete to indicate that her management approach has changed or that progress has been made with her staff over the last four months, other than just discussions. Chris agreed with Mike's observation.

Becky stated that there has been significant progress with staff understanding her expectations and working together with her as a team, and she believes that they would say the same thing. She said that the Commissioners' Journal, voter registration, and redistricting are specific examples of areas where progress has been made.

She said that the only accuracy issue she is aware of is a typo that was printed in the Yamhill-Carlton ballot. She said that her office will continue to proofread and will try several different methods for catching typos. She said that her goal is to provide the very best work she can to the county.

4. Consideration of restoring half of the amount previously cut from the clerk's salary, retroactive to October 1, 2011, with the possibility of a full restoration in January, also retroactive to October 1, 2011, pending continued progress in meeting the criteria listed above.

a. Public input.

Lillian Frease stated that it sounds like the committee wants administrative information that should come from the administrator rather than from the elected official. Pat explained that Becky, as a department head, is the administrator of that department and is responsible for administrative duties regarding her department. She said that neither the county administrator nor Human Resources has administrative authority over elected officials, but Becky can call upon resources within the county for assistance. Becky said that Human Resources has been very helpful.

Liz Marlia-Stein asked if Becky had been given specific instructions in writing as to what the committee wanted. Chris clarified that he had just been wondering why she didn't bring any written documentation, but it was not required. Mary said that Becky had been given specific instruction by the Budget Committee last June to develop and initiate a three-prong plan, and that had been followed up by a written summary of the expectations from Laura.

Cliff Seretan requested clarification about the performance evaluation process, stating that his understanding is that elected officials receive their performance evaluation at the ballot box. Mike explained that the 360 review was not suggested as a performance review, but as a tool to get input from peers and subordinates and see how one is viewed as far as strengths and weaknesses. Pat stated that it can provide critical feedback about things that can be improved. She added that executives actually prefer a 360 review over a top-down performance evaluation.

Mary reviewed the steps that were taken to review the needs of the Clerk's Office in response to a budget request for an additional position and possible reclassification of existing staff. She said that the committee has no authority to require a 360 review, but Becky had agreed that it would be a good idea. She explained that the commissioners have no authority over other elected officials, but the Compensation Committee has the authority to set their salaries, and had said after granting a temporary stipend to the chief deputy clerk that Becky's salary would be adjusted the following year if improvements were not made.

Becky stated that the audit discussion started between Human Resources and herself prior the budget request for reclassification, as a tool to improve efficiencies in the front office. She said that it was never discussed with her that the audit would be about her, and she was not able to review the draft report before it was submitted to the committee members. She said that the report is inaccurate and her attempt to access assistance had been sidetracked.

Liz stated that, as Becky's liaison commissioner, Mary could have met with Becky throughout the process and let the Compensation Committee know the specific improvements being made. Mary stated that she had met with Becky several times, but since Becky hired a lawyer, she is not as comfortable discussing performance issues with her.

Kathleen Blair stated that although no elected official has rank over another elected official, this process has created the appearance of that. She asked when the commissioners' salaries would be reduced as a result of the duties shifted to the county administrator, and when the committee would be requiring a 360 review and documentation from them. Mike explained that the committee did not require a 360 review of anybody, but had only suggested it as a helpful tool. He stated that these questions are getting into a subject not appropriate for this discussion. He said that the compensation of elected officials should reflect the abilities of the individual, and the committee is not going to continue allocating money from other areas to supplement the chief deputy clerk. He said that he has no problem

with restoring the full compensation of the clerk if those expectations are met, and he is just looking for some documentation of that. Shelley added that the committee should look at each elected official's skill set and set the salary accordingly, rather than basing it on the salary of the predecessor.

b. Deliberation.

Shelley stated that it sounds like Becky has made some progress on the Commissioners' Journal and has taken some training, with a goal to implement the things she's learned by January 1. She said that she would have liked to see something measurable to help assess the progress made, but the committee should be able to see written plans, policies, and procedures in place by January 1. She said that May is a long time to complete the workload distribution, however – by then, it will have been almost two years that Gayle has been performing, without the stipend, extra work that the previous clerk had done.

Chris agreed that, based on what has been said, it appears that Becky has addressed the three issues the committee had asked her to address. He said that he would also have liked to see something written, but if her statements are true, her compensation should be restored. Shelley pointed out that the process is not completed yet, and restoring the salary in full would take away incentive to keep improving. Mike recommended restoring half of the amount previously cut from the clerk's salary, retroactive to October 1, 2011, with the possibility of a full restoration in January, also retroactive to October 1, 2011, pending continued progress in meeting the criteria listed above. He said that by January, she will have gone through an election and the committee will have some independent metrics to go by. Shelley added that they would also be able to see how she's been able to keep up with the Commissioners' Journal during a busy election cycle.

Chris moved approval of the action recommended by Mike. The motion passed unanimously.

The meeting adjourned at 9:43 a.m.

Anne Britt
Secretary

YAMHILL COUNTY COMPENSATION COMMITTEE


Chair Michael Green