



## Personnel Changes

**Full time** employees are permanent employees who earn pension and leave time.

**Skimp** employees are permanent employees who do not work more than 1,300 hours a year and earn leave time but do not participate in the pension plan.

**Part-time** employees are permanent employees who do not work more than 1,040 hours a year and do not participate in the pension plan or earn leave time.

**Temporary** employees do not have permanent status, do not work more than 1,040 hours a year and do not participate in the pension plan or earn leave time.

Full time equivalents (FTE)

Full time - 1 full time equivalent

Skimp - .63 full time equivalents

Part-time - .5 full time equivalents

Temporary - .5 full time equivalents

In fiscal year 2012, the County's authorized personnel decreased overall by (54.44) FTEs. The increases or decreases in departmental positions are identified below. The budgeted positions represent those deemed necessary to realize our mission to meet the needs of the people where they live, work and play.

### CONSTITUTIONAL OFFICES

In fiscal year 2012, the Constitutional Offices' positions decreased by (10.87) FTEs. The County Clerk's office decreased by (10.87) FTEs resulting in \$33,659 savings in benefits to the General Fund. The County Trustee's office increased by (2) FTEs by replacing one part-time position with one full time position and adding one full time position. The General Fund supports benefits only for the County Trustee's office and the total budgeted cost of the change is \$40,308. The Office of Clerk and Master increased positions by (1) FTE, of which, the costs of benefits were offset by a reduction in their operations. Criminal Court Clerk decreased by (.50) FTE, which resulted in \$1,605 savings in benefits to the General Fund. The Judicial Commission-Magistrate increased by (.50) FTE, which resulted in a cost of \$718 in benefits to the General Fund. Juvenile Court Judge decreased by (2) FTEs, which resulted in a savings of \$86,404. Juvenile Court IV D decreased by (1) FTE in which a saving of \$1,180 was gained to the General Fund.

### UNASSIGNED DEPARTMENTS

In fiscal year 2012, Unassigned Departments decreased by (2.50) FTEs. County Attorney decreased staff by (1) FTE which saved the General Fund an amount of \$125,327. Microfilm increased by (.50) FTE which resulted in a cost of \$17,521. Indigent Care which had (2) FTEs was eliminated for fiscal year 2012.

### FINANCE DIVISION

In fiscal year 2012, the Finance Division departments decreased by (3.26) FTEs. The Accounting Department decreased by (1) FTE by eliminating one full time position at a total savings of \$68,249. The ITS department decreased (2.26) FTEs which resulted in savings of \$102,418.

### PUBLIC WORKS DIVISION

In fiscal year 2012, the Public Works Division decreased by (5.26) FTEs due to reduction in force. The savings were a total of \$470,165.

### HUMAN SERVICES DIVISION

In fiscal year 2012, Human Services Division staff decreased by (20.55) FTEs due to reduction in force. Total savings were \$1,046,682.

### HEALTH SERVICES DIVISION

In fiscal year 2012, the Health Services Division's support staff decreased by (12.50) FTEs. This division is primarily grant funded and staff changes are driven by the available funds. Some programs have been combined when possible to reduce program costs. The staff allocation is spread across multiple departments by the percentage of work performed for individual programs.

### SHERIFF'S FUNDS

In fiscal year 2012, the Sheriff's departments experienced no increases or decrease in total positions though a transfer between departments may occur.

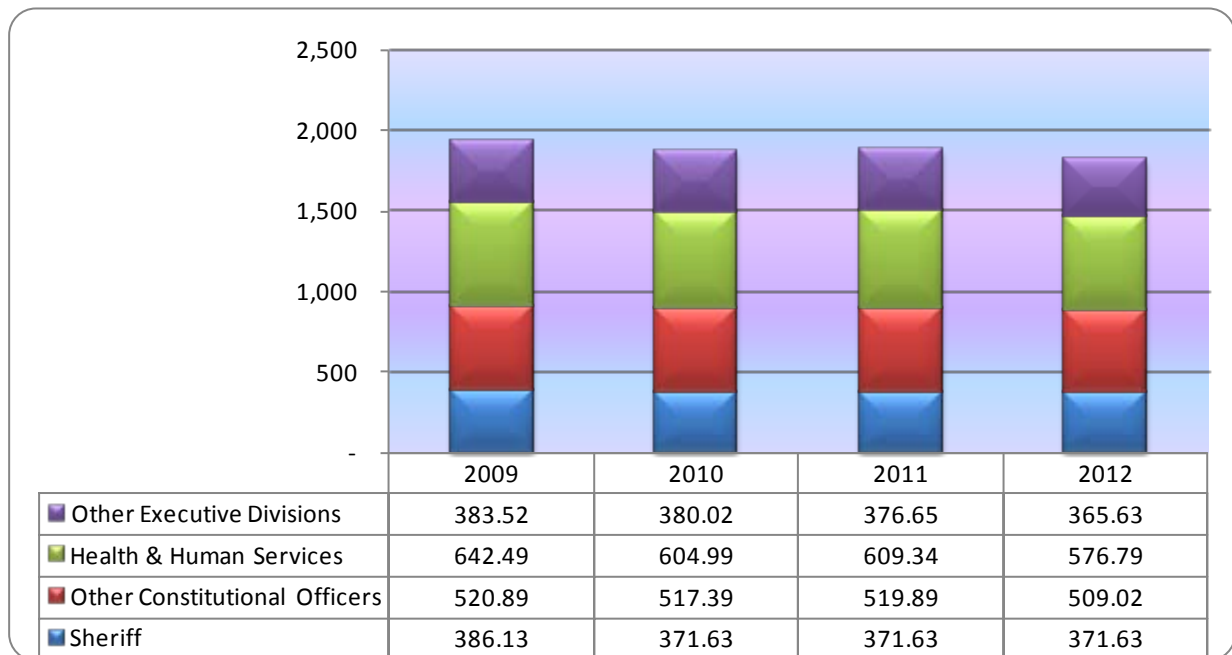
### JUVENILE COURT CLERK FUND

In fiscal year 2012, the Juvenile Court Clerk's departments experienced no increases or decrease in positions.

## PERSONNEL SUMMARY

|                         |                           | <u>AUTHORIZED POSITIONS</u> |          |          |          |
|-------------------------|---------------------------|-----------------------------|----------|----------|----------|
| SUMMARY OF POSITIONS BY |                           |                             |          |          |          |
| FUND                    | DIVISION / FUND           | 2009                        | 2010     | 2011     | 2012     |
| 010                     | GENERAL FUND              |                             |          |          |          |
|                         | Constitutional Offices    | 483.89                      | 480.39   | 482.89   | 472.02   |
|                         | Supported Agencies        | 2.00                        | 2.00     | 2.00     | 2.00     |
|                         | Unassigned Departments    | 78.00                       | 78.00    | 79.00    | 76.50    |
|                         | Finance Division          | 85.13                       | 84.63    | 82.26    | 79.00    |
|                         | Public Works Division     | 218.39                      | 215.39   | 213.39   | 208.13   |
|                         | Human Services Division   | 339.04                      | 322.91   | 322.78   | 302.73   |
|                         | Health Services Division  | 303.45                      | 282.08   | 286.56   | 274.06   |
|                         | Total                     | 1,509.90                    | 1,465.40 | 1,468.88 | 1,414.44 |
| 083                     | SHERIFF DEPARTMENT        | 386.13                      | 371.63   | 371.63   | 371.63   |
| 034                     | JUVENILE COURT CLERK FUND | 37.00                       | 37.00    | 37.00    | 37.00    |
|                         | TOTAL ALL FUNDS           | 1,933.03                    | 1,874.03 | 1,877.51 | 1,823.07 |

### PERMANENT EMPLOYEES



## PERSONNEL SCHEDULE

|                        |                                      | AUTHORIZED POSITIONS |        |        |        |
|------------------------|--------------------------------------|----------------------|--------|--------|--------|
| ORG. #                 | DETAIL ON ACTIVITIES BY DEPARTMENTS  | 2009                 | 2010   | 2011   | 2012   |
| CONSTITUTIONAL OFFICES |                                      |                      |        |        |        |
| 1001                   | Medical Examiner                     | 7.00                 | 7.00   | 7.00   | 7.00   |
| 1002                   | Clerk and Master                     | 27.00                | 27.00  | 27.00  | 28.00  |
| 1003                   | Circuit Court Clerk                  | 41.00                | 41.00  | 41.00  | 41.00  |
| 1004                   | County Clerk                         | 73.63                | 72.63  | 73.63  | 62.76  |
| 1005                   | Register of Deeds                    | 17.00                | 17.00  | 17.00  | 17.00  |
| 1006                   | Trustee                              | 13.00                | 12.50  | 13.00  | 15.00  |
| 1007                   | Assessor of Property                 | 45.63                | 44.63  | 44.63  | 44.63  |
| 1008                   | District Attorney General            | 37.00                | 36.00  | 37.00  | 37.00  |
| 1009                   | County Election Commission           | 25.50                | 25.50  | 25.50  | 25.50  |
| 1010                   | Criminal Court Clerk                 | 65.13                | 65.13  | 65.13  | 64.63  |
| 1012                   | Public Defender                      | 10.00                | 10.00  | 10.00  | 10.00  |
| 1014                   | General Sessions Court               | 8.00                 | 8.00   | 8.00   | 8.00   |
| 1017                   | Criminal Court Judges                | 3.00                 | 3.00   | 3.00   | 3.00   |
| 10191                  | Circuit Court Judge Schulten         | 1.00                 | 1.00   | 1.00   | 1.00   |
| 10192                  | Circuit Court Judge Hollingsworth    | 1.00                 | 1.00   | 1.00   | 1.00   |
| 10193                  | Circuit Court Judge Williams         | 1.00                 | 1.00   | 1.00   | 1.00   |
| 10194                  | Circuit Court Judge Thomas           | 1.00                 | 1.00   | 1.00   | 1.00   |
| 1023                   | Judicial Commission - Magistrate     | 4.00                 | 4.00   | 4.00   | 4.50   |
| 1061                   | Juvenile Judge                       | 56.00                | 56.00  | 56.00  | 54.00  |
| 1062                   | Juvenile Court Detention Center      | 35.00                | 35.00  | 35.00  | 35.00  |
| 1063                   | Juvenile Court IV D - Administration | 8.00                 | 8.00   | 8.00   | 7.00   |
| 1064                   | Juvenile Court Volunteer Services    | 2.00                 | 2.00   | 2.00   | 2.00   |
| 1066                   | Juvenile Court CASA                  | 1.00                 | 1.00   | 1.00   | 1.00   |
| 1067                   | Juvenile Court Youth and Alcohol     | 1.00                 | 1.00   | 1.00   | 1.00   |
|                        | Total                                | 483.89               | 480.39 | 482.89 | 472.02 |
| SUPPORTED AGENCIES     |                                      |                      |        |        |        |
| 1502                   | Soil Conservation                    | 2.00                 | 2.00   | 2.00   | 2.00   |
|                        | Total                                | 2.00                 | 2.00   | 2.00   | 2.00   |
| UNASSIGNED DEPARTMENTS |                                      |                      |        |        |        |
| 3000                   | County Mayor                         | 6.00                 | 6.00   | 6.00   | 6.00   |
| 3001                   | Chief of Staff                       | 3.00                 | 3.00   | 3.00   | 3.00   |
| 3003                   | County Attorney                      | 6.00                 | 6.00   | 7.00   | 6.00   |
| 3005                   | Chief Reading Officer                | 3.00                 | 3.00   | 3.00   | 3.00   |
| 3010                   | County Board of Commissioners        | 12.00                | 12.00  | 12.00  | 12.00  |
| 3015                   | County Auditor                       | 11.00                | 11.00  | 11.00  | 11.00  |
| 3016                   | Microfilming                         | 8.00                 | 8.00   | 8.00   | 8.50   |
| 3017                   | Indigent Care                        | 2.00                 | 2.00   | 2.00   | 0.00   |
| 3018                   | Telecommunications                   | 10.00                | 10.00  | 10.00  | 10.00  |
| 3025                   | Human Resources                      | 10.00                | 10.00  | 10.00  | 10.00  |
| 3060                   | Development                          | 6.00                 | 6.00   | 6.00   | 6.00   |

## PERSONNEL SCHEDULE

| DETAIL ON ACTIVITIES BY          |                                      | AUTHORIZED POSITIONS |        |        |        |
|----------------------------------|--------------------------------------|----------------------|--------|--------|--------|
| ORG. #                           | DEPARTMENTS                          | 2009                 | 2010   | 2011   | 2012   |
| UNASSIGNED DEPARTMENTS Continued |                                      |                      |        |        |        |
| 3099                             | Railroad Authority                   | 1.00                 | 1.00   | 1.00   | 1.00   |
|                                  | Total                                | 78.00                | 78.00  | 79.00  | 76.50  |
| FINANCE                          |                                      |                      |        |        |        |
| 3100                             | Finance Administrator                | 2.00                 | 2.00   | 2.00   | 2.00   |
| 3101                             | Accounting                           | 27.63                | 27.63  | 26.00  | 25.00  |
| 3102                             | Financial Management                 | 5.00                 | 5.00   | 5.00   | 5.00   |
| 3103                             | Information Technology Services      | 35.50                | 34.00  | 33.26  | 31.00  |
| 3104                             | Purchasing                           | 5.00                 | 5.00   | 5.00   | 5.00   |
| 3105                             | Geographic Information Systems       | 10.00                | 11.00  | 11.00  | 11.00  |
|                                  | Total                                | 85.13                | 84.63  | 82.26  | 79.00  |
| PUBLIC WORKS                     |                                      |                      |        |        |        |
| 3200                             | Public Works Administrator           | 2.00                 | 2.00   | 2.00   | 2.00   |
| 3204                             | Building Inspection                  | 13.63                | 13.63  | 13.13  | 12.00  |
| 3205                             | Custodial / Security Service         | 8.00                 | 8.00   | 8.00   | 9.00   |
| 3206                             | Security Services                    | 8.00                 | 8.00   | 8.00   | 8.00   |
| 3207                             | Traffic Shop                         | 6.00                 | 6.00   | 5.00   | 5.00   |
| 3210                             | Real Property                        | 4.63                 | 4.63   | 4.63   | 4.00   |
| 3212                             | Engineering                          | 18.00                | 17.00  | 17.00  | 17.00  |
| 3213                             | Highway                              | 88.00                | 85.50  | 86.50  | 85.00  |
| 3214                             | Preventive Line Maintenance I Shop   | 5.00                 | 5.00   | 4.00   | 4.00   |
| 3215                             | Preventive Line Maintenance II Shop  | 3.00                 | 3.00   | 3.00   | 3.00   |
| 3216                             | Preventive Line Maintenance III Shop | 12.00                | 12.00  | 12.00  | 12.00  |
| 3217                             | Stockroom                            | 2.00                 | 2.00   | 2.00   | 2.00   |
| 3220                             | Recycling                            | 5.13                 | 5.63   | 5.13   | 4.13   |
| 3222                             | Spring Creek Transfer                | 2.00                 | 2.00   | 2.00   | 0.00   |
| 3223                             | Sequoyah Transfer                    | 3.00                 | 3.00   | 3.00   | 3.00   |
| 3299                             | WWTA                                 | 30.00                | 30.00  | 29.00  | 29.00  |
| 3300                             | Stormwater Phase - II                | 8.00                 | 8.00   | 9.00   | 9.00   |
|                                  | Total                                | 218.39               | 215.39 | 213.39 | 208.13 |
| HUMAN SERVICES                   |                                      |                      |        |        |        |
| 3400                             | Human Services Administrator         | 2.00                 | 2.00   | 2.00   | 2.00   |
| 3402                             | Maintenance                          | 34.00                | 34.00  | 34.00  | 34.00  |
| 3403                             | Emergency Services                   | 34.63                | 21.00  | 20.00  | 21.00  |
| 3405                             | Recreation                           | 49.26                | 48.76  | 44.70  | 47.00  |
| 3407                             | Riverpark Operations                 | 47.00                | 45.00  | 42.63  | 34.88  |
| 3409                             | Emergency Assistance Program         | 2.00                 | 2.00   | 2.00   | 2.00   |
| 3410                             | Felony Community Corrections Prog.   | 4.90                 | 4.90   | 4.90   | 5.50   |
| 3411                             | Misdemeanant Comm. Corr. Prog.       | 12.90                | 12.90  | 12.90  | 8.40   |

## PERSONNEL SCHEDULE

|                          |                                      | AUTHORIZED POSITIONS |        |        |        |
|--------------------------|--------------------------------------|----------------------|--------|--------|--------|
| DETAIL ON ACTIVITIES BY  |                                      |                      |        |        |        |
| ORG. #                   | DEPARTMENTS                          | 2009                 | 2010   | 2011   | 2012   |
| HUMAN SERVICES Continued |                                      |                      |        |        |        |
| 3412                     | County Comm. Service (Litter Grant)  | 9.20                 | 9.70   | 9.70   | 9.70   |
| 3414                     | Corrections Administration           | 7.00                 | 7.00   | 7.00   | 7.00   |
| 3416                     | Workhouse Records                    | 2.00                 | 2.00   | 2.00   | 2.00   |
| 3417                     | Corrections Inmates Program          | 3.00                 | 2.00   | 2.00   | 2.00   |
| 3435                     | Misdemeanant Probation               | 7.00                 | 7.00   | 7.00   | 4.00   |
| 3440                     | Enterprise South Nature Park         | 5.00                 | 6.50   | 13.80  | 17.75  |
| 3460                     | Parents Are First Teachers           | 9.52                 | 9.52   | 9.52   | 0.00   |
| 3471                     | Social Services Administration       | 3.63                 | 3.63   | 3.63   | 0.00   |
| 3700                     | Emergency Medical Services           | 106.00               | 105.00 | 105.00 | 105.50 |
|                          | Total                                | 339.04               | 322.91 | 322.78 | 302.73 |
| HEALTH SERVICES          |                                      |                      |        |        |        |
| 3500                     | Accounts and Budgets                 | 4.00                 | 4.00   | 4.00   | 4.00   |
| 3529                     | Parents Are First Teachers II        | 0.00                 | 0.00   | 0.00   | 4.00   |
| 3530                     | Fetal Infant Mortality Review        | 0.00                 | 2.50   | 2.63   | 2.63   |
| 3531                     | Infant Mortality                     | 2.00                 | 2.00   | 2.00   | 2.00   |
| 3532                     | TENNderCare Outreach                 | 7.25                 | 4.98   | 4.77   | 5.46   |
| 3537                     | Homeland Security                    | 10.00                | 9.00   | 6.60   | 6.60   |
| 3539                     | Tobacco Prevention                   | 1.00                 | 1.00   | 1.00   | 1.00   |
| 35447                    | Healthy Kids, Healthy Community      | 0.00                 | 1.00   | 1.50   | 1.50   |
| 3548                     | Rape Prevention                      | 0.45                 | 0.57   | 0.57   | 0.57   |
| 3549                     | Health Grant TBCCEDP                 | 0.63                 | 1.13   | 1.13   | 1.13   |
| 3550                     | Health Administrator                 | 3.00                 | 3.00   | 3.00   | 3.00   |
| 3551                     | Health Administration                | 5.32                 | 5.32   | 5.32   | 5.30   |
| 3552                     | Maintenance                          | 3.00                 | 3.00   | 3.00   | 3.00   |
| 3553                     | Environmental Health                 | 21.63                | 21.63  | 22.63  | 15.63  |
| 3554                     | Statistics                           | 5.50                 | 5.30   | 5.30   | 5.60   |
| 35564                    | Health Promotion and Wellness        | 4.55                 | 4.42   | 3.93   | 4.43   |
| 35565                    | Step One                             | 2.00                 | 2.00   | 2.00   | 2.00   |
| 3557                     | Dental Health                        | 10.98                | 11.44  | 11.64  | 12.14  |
| 3559                     | Family Planning                      | 9.90                 | 9.90   | 10.20  | 9.50   |
| 3560                     | Case Management Services             | 4.00                 | 4.00   | 4.00   | 2.00   |
| 3561                     | Medical Case Mgmt - HIV / AIDS       | 3.62                 | 3.62   | 3.62   | 3.00   |
| 3562                     | HIV / AIDS Prevention                | 6.38                 | 5.88   | 5.88   | 4.00   |
| 3564                     | Nursing Administration               | 15.36                | 7.63   | 9.03   | 9.00   |
| 3565                     | Childhood Lead Prevention            | 0.18                 | 0.20   | 0.20   | 0.20   |
| 3566                     | Women, Infants and Children          | 19.90                | 19.90  | 21.25  | 25.80  |
| 3567                     | Renal Intervention Program           | 1.00                 | 1.00   | 1.00   | 1.00   |
| 3568                     | Teen Pregnancy Prevention            | 3.00                 | 3.00   | 3.00   | 0.00   |
| 3570                     | Records Management                   | 7.50                 | 6.85   | 7.62   | 6.63   |
| 3571                     | Children's Special Services          | 4.57                 | 4.75   | 4.29   | 4.29   |
| 3572                     | Pharmacy                             | 1.00                 | 1.00   | 1.00   | 1.00   |
| 3574                     | State Health Promo / Education Grant | 2.78                 | 2.78   | 2.78   | 2.78   |
| 3576                     | Family Health Center - Pediatric     | 17.90                | 13.03  | 13.03  | 14.03  |
| 3577                     | Primary Care                         | 5.63                 | 5.32   | 9.11   | 8.57   |

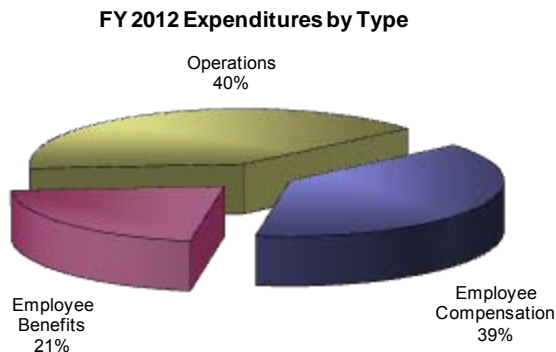
## PERSONNEL SCHEDULE

|                           |   | AUTHORIZED POSITIONS |          |          |          |
|---------------------------|---|----------------------|----------|----------|----------|
| DETAIL ON ACTIVITIES BY   |   |                      |          |          |          |
| ORG. #                    | DEPARTMENTS                             | 2009                 | 2010     | 2011     | 2012     |
| HEALTH SERVICES Continued |   |                      |          |          |          |
| 3580                      | Immunization Project                    | 4.63                 | 4.63     | 5.63     | 5.63     |
| 3581                      | Governor's Highway Safety Program       | 1.00                 | 1.00     | 1.00     | 1.00     |
| 3582                      | Federal Homeless Project                | 20.75                | 24.25    | 22.75    | 22.25    |
| 3584                      | Help Us Grow Successfully (HUGS)        | 7.00                 | 6.80     | 6.55     | 2.80     |
| 3585                      | STD Clinic                              | 5.56                 | 5.56     | 5.59     | 4.59     |
| 3586                      | Family Health Center - Prenatal / Adult | 20.04                | 7.76     | 9.13     | 9.13     |
| 3587                      | Ooltewah Clinic                         | 13.63                | 13.13    | 13.13    | 13.13    |
| 3588                      | Sequoyah Clinic                         | 14.50                | 13.50    | 13.30    | 13.30    |
| 3589                      | Chest Clinic / Epidemiology             | 6.38                 | 6.75     | 6.75     | 6.25     |
| 3590                      | County STD Clinic                       | 8.07                 | 9.19     | 8.66     | 8.65     |
| 3591                      | Community Assessment & Planning         | 2.22                 | 2.22     | 2.22     | 2.22     |
| 3594                      | State TB Clinic                         | 11.32                | 11.82    | 10.50    | 9.00     |
| 3597                      | Oral Health                             | 4.32                 | 4.32     | 4.32     | 4.32     |
| Total                     |   | 303.45               | 282.08   | 286.56   | 274.06   |
| SHERIFF'S DEPARTMENT      |   |                      |          |          |          |
| 6501                      | Sheriff Administrator                   | 18.00                | 21.00    | 21.00    | 11.50    |
| 6502                      | Patrol                                  | 106.00               | 112.00   | 112.00   | 114.00   |
| 6503                      | Jail                                    | 159.25               | 155.00   | 155.00   | 149.00   |
| 6504                      | Criminal Records / Courts               | 13.63                | 13.63    | 13.63    | 15.63    |
| 6505                      | Communications / Civil Process          | 32.00                | 11.00    | 11.00    | 13.00    |
| 6506                      | Major Crimes                            | 17.00                | 17.00    | 17.00    | 24.00    |
| 6507                      | Fugitive Division                       | 26.61                | 28.36    | 31.00    | 29.50    |
| 6509                      | Special Operations                      | 11.00                | 11.00    | 11.00    | 11.00    |
| 6519                      | IV-D Civil Process                      | 2.64                 | 2.64     | 0.00     | 4.00     |
| Total                     |   | 386.13               | 371.63   | 371.63   | 371.63   |
| JUVENILE COURT CLERK      |   |                      |          |          |          |
| 6270                      | Juvenile Court Clerk                    | 22.00                | 22.00    | 22.00    | 22.00    |
| 6271                      | Juvenile Clerk IV-D Support             | 15.00                | 15.00    | 15.00    | 15.00    |
| Total                     |   | 37.00                | 37.00    | 37.00    | 37.00    |
| GRAND TOTAL               |   | 1,933.03             | 1,874.03 | 1,877.51 | 1,823.07 |

**The County's compensation package includes:**

*Employee compensation, major medical health insurance, social security, the Tennessee Consolidated Retirement Plan, and self insurance (i.e., unemployment and on-the-job-injury compensation).*

Employee Compensation and Employee Benefits represent 36% and 20%, respectively of the total General, Sheriff's, and Juvenile Court Clerk's Fund budgets, in the aggregate, not including Interfund transfers.



**Summary of Hamilton County, TN - Pay Plan**

The County's pay plan currently has 345 job classifications and 100 ranges. The ranges were established with the minimum at 20% below the market rate and the maximum at 20% above market rate. There is a 2.5% difference between the midpoints (market rate) of each consecutive salary range.

Hamilton County uses job evaluations to maintain internal equity, and salary ranges with market rates as the midpoint to remain competitive in the labor market.

The market rate for each salary range is reviewed based on the annual salary survey. This is correlated with other Job Family survey information in the establishment of the range placement.

Employees may be hired within 80% to 100% of the market. In special circumstances, hiring salaries may rise to 120% of the maximum range. Documentation and approval is required for any hire above 100% of the market rate.

When an employee's salary falls below 80%, the employee's salary is increased to 80% of the market rate for that range when the results of the survey are implemented and if funds are available.

Any employees in the salary range below the new minimum will receive an adjustment to the minimum of the established range, unless funds are not available. No employee's salary will be reduced as a result of the salary survey.

Promotions occur when an employee moves into a position that has a salary range market rate at least 10% higher than the market rate of the employee's current position.

In-range increases that adjust an employee's salary upward within the current range are permitted. Such increases require documentation of increased responsibilities, outstanding performance or achievement, or additional skills/education.

A Merit Increase Guide is developed annually. This matrix has as its goal to reward employees based on performance. The pay for performance goal is to move productive and achieving employees toward the market rate. Specific percentages of pay increases (merit pay) are determined based on the employees' performance appraisal rating. An example of the matrix follows.

### Illustrative Merit Increase Guide

| Comp-ratio    | 1.00-1.99 | 2.00-2.49 | 2.50-2.99 | 3.00-3.49 | 3.50-3.99 | 4.00-4.99 | 4.50-5.00 |
|---------------|-----------|-----------|-----------|-----------|-----------|-----------|-----------|
| 79.9 - 84.9   | 0%        | 1.00%     | 3.00%     | 5.00%     | 6.00%     | 7.00%     | 8.00%     |
| 85.0 - 89.9   | 0%        | 1.00%     | 2.00%     | 4.00%     | 5.00%     | 6.00%     | 7.00%     |
| 90.0 – 94.9   | 0%        | 0%        | 1.00%     | 3.00%     | 4.00%     | 5.00%     | 6.00%     |
| 95.0 – 99.9   | 0%        | 0%        | 0%        | 2.00%     | 3.00%     | 4.00%     | 5.00%     |
| 100.0 -104.9  | 0%        | 0%        | 0%        | 1.00%     | 2.00%     | 3.00%     | 4.00%     |
| 105.0 -109.9  | 0%        | 0%        | 0%        | 1.00%     | 1.50%     | 2.00%     | 3.00%     |
| 110.0 -114.9  | 0%        | 0%        | 0%        | 1.00%     | 1.50%     | 2.00%     | 3.00%     |
| 115.0 – 120.0 | 0%        | 0%        | 0%        | 1.00%     | 1.50%     | 2.00%     | 3.00%     |

### Illustrative Achievement Levels

|           |                                  |
|-----------|----------------------------------|
| 1.00-1.99 | Unacceptable                     |
| 2.00-2.49 | Improvement Required             |
| 2.50-2.99 | Increasing/Decreasing Capability |
| 3.00-3.49 | Proficient                       |
| 3.50-3.99 | Exceptional                      |
| 4.00-4.99 | Outstanding                      |
| 4.50-5.00 | Superior                         |

Performance evaluations are done bi-annually. Merit increases are awarded annually dependent upon available funds. When the funds are not available the employee remains in their current range and no salary increase is granted by performance or market survey. This is the situation Hamilton County General Government faced in fiscal year 2005.

The County developed an on-line performance appraisal system with achievement factors, measurement definitions and goals that may be tailored to job responsibilities; also includes universal factors for evaluating all employees. Weighting is used to designate the importance of the achievement factor(s).

The on-line employee evaluation system allows managers to review their departmental employee evaluations. Division Administrators along with other key personnel are able to review their division's employee evaluations as an internal quality control.