

**PROCEEDINGS OF THE COCHISE COUNTY BOARD OF SUPERVISORS
WORK SESSION HELD ON
Wednesday, July 5, 2017**

A work session of the Cochise County Board of Supervisors was held on Wednesday, July 5, 2017 at 10:00 a.m. in the Board of Supervisors' Executive Conference Room, 1415 Melody Lane, Building G, Bisbee, Arizona.

Present: Ann English, Chairman; Patrick G. Call, Vice-Chairman; Peggy Judd, Member
(telephonic)

Staff Present: Edward T. Gilligan, County Administrator
Arlethe G. Rios, Clerk of the Board

Attendees: Julie Morales, Human Resources Director
Maria C. Pitzlin, Chief Deputy Treasurer

Chairman English called the meeting to order at 10:00 a.m.

ANY ITEM ON THIS AGENDA IS OPEN FOR DISCUSSION AND POSSIBLE ACTION

PLEDGE OF ALLEGIANCE

THE ORDER OR DELETION OF ANY ITEM ON THIS AGENDA IS SUBJECT TO MODIFICATION AT THE MEETING

INTRODUCTIONS

ITEMS FOR DISCUSSION

Board of Supervisors

1. Discussion and possible direction regarding the County's Strategic Plan with a focus on Employee Compensation and Workforce Development.

Ms. Morales said that staff was proud to have established a Board approved compensation structure. She noted that the intent was to create an overarching policy that was not as specific as compensation plans had been in the past. She said that the philosophy approved ensured salaries were based on market value and employee performance. She added that the workforce as a whole needed to move to a place where compensation was not solely based on salary, but included benefits, retirement, and employee development.

Chairman English asked how this movement would take place.

Ms. Morales stated that there have already been steps made to show employees that there are tiers to their compensation by passing out annual benefit statements that included costs covered by the County per employee.

Vice-Chairman Call said communication with employees has always been an issue and he wanted staff to come up with a plan that could truly ensure transparent communication tied to metrics.

Mr. Gilligan said that focusing on budgeting for priorities ensures that our employees understand what is important. He noted that in the past funding towards training and development was cut, which makes it difficult for employees to trust the message sent out. He added that communication may not necessarily be the problem if employees do not trust leadership. He stated that the best way to gain trust is to actually follow through on funding priorities and staying on track with proposed compensation phases.

Vice-Chairman Call asked how this issue could be addressed.

Mr. Gilligan said that the first step would be to properly train managers and the second step would be to ensure those in charge are being evaluated in the same way we expect them to evaluate their staff. He noted that this would be difficult for elected official employees since we do not have guidance over their evaluation processes.

Chairman English said that although the Board was committed to funding compensation, the exact amount devoted to this plan would fluctuate from year to year.

She asked what would happen to employees once they reached the end of the band.

Ms. Morales said that the message to employees had to be that their position is only worth a certain amount and that is not based on the person, but on the job.

Chairman English said she supported policy based on people bettering themselves and the County paying employees for performance.

Ms. Morales said that she was still on track to have the Board adopt the new compensation philosophy.

Chairman English asked that a blueprint be presented to the Board within a month.

Ms. Morales gave an update on the leadership development program and the certified public manager course.

Chairman English thanked staff for the update and noted that the next discussion topic for the strategic plan meeting would be customer service.

Chairman English adjourned the meeting at 11:56 a.m.

APPROVED:

Ann English, Chairman

ATTEST:

Arlethe G. Rios, Clerk of the Board

