# IN THE COURT OF APPEALS OF THE STATE OF NEVADA

DEC 18 2017

CARA O'KEEFE, AN INDIVIDUAL.

Appellant,

VS.

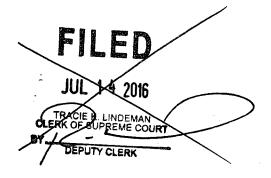
THE STATE OF NEVADA DEPARTMENT OF MOTOR VEHICLES,

Respondent.

Case No.: 68460

CLERK OF SUPREME COURT
BY DEPUTY CLERK

District Court Case No. 14 0C 00103 1 B



# APPENDIX TO APPELLANT'S SUPPLEMENTAL OPENING BRIEF

In Conjunction With Legal Aid Center of Southern Nevada

Malani L. Kotchka Nevada Bar No. 283 HEJMANOWSKI & McCREA LLC 520 South Fourth Street, Suite 320 Las Vegas, NV 89101 (702) 834-8777

Attorneys for Appellant Cara O'Keefe

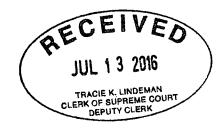
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TRACIE K, LINUEMAN
CLERK OF SUPREME COURT

17 - 43651 <del>16-900817</del>

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## **CERTIFICATE OF SERVICE**

I hereby certify pursuant to NRAP 25(c), that on the 11th day of July, 2016, I caused service of a true and correct copy of the above and foregoing APPENDIX TO APPELLANT'S SUPPLEMENTAL OPENING BRIEF by U.S. first class mail, postage prepaid, to the following:

Dominika J. Batten, Esq. Brandon R. Price, Esq. Office of the Attorney General 5420 Kietzke Lane, Suite 202 Reno, NV 89511 Attorneys for Respondent

An Employee of Hejmanowski & McCrea LLC

CASE: O'Keel	fe ve IDRAV	EXHIBI	15			
		N: Nevada State Library	and Archives, Boardr	oom, Car	son City	
CATASTROPHIC L	EAVE HEARING	EMC HEARING	HEARING BEFORE	HEARING	G OFFICE	<u>.</u>
FM	PLOYEE,	(CIRCLE ONE)	FMD	LOYER		<del> </del>
5141	1016,	(CINCLE ONE)	F-1001	LOTEK		
EXHIBIT #/ LETTER		DESCRIPTION OF EXHIBIT		MARKED	ADMITTED	DENI
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DEPARTMENT OF PERSONNEL  EMPLOYEE APPRAISAL & DEVELOPMENT REPORT  1. Employee Name: Last O'Kcefe First Cara Initial L.  2. Clasa Title: Revenue Officer II	Agency Use Only  2011 FFn - 1 P 2: 7	APPET		Personnel Use Only
2. Class Title: Revenue Officer II  4. Dept/Div/Section: DMV/Motor Carrier Division/Revenue Unit  5. Agency # (adjete) \$10 Home Org # (4 digns; 4717 Position Control #: Creats  5. Agency # (adjete) \$10 Home Org # (4 digns; 4717 Position Control #: Creats  6. Probetionary/Title Pariod (check one):  7. Date Next Evaluation Due: 12/11/11  7. Probetionary/Title Pariod (check one):  8. Probetionary/Title Pariod (check one):  9. Work Performance Standards:  12 month   11° month   Other   Annual   Other    9. Work Performance Standards:  13 month   7° month   11° month   Other    9. Work Performance Standards:  14 rating from Page 2, Number 14 (check one):  15   Does Not Meel Standards   Meets Standards   Exceeds Standards    16 Overall Rating from Page 2, Number 14 (check one):  17 rating of "Does Not Meel Standards   Meets Standards   Exceeds Standards    18 rating of "Does Not Meel Standards   Meets Standards   Exceeds Standards    19 a rating of "Does Not Meel Standards   Standards   Meets Standards    19 a rating of "Does Not Meel Standards   Meets Standards   Date: O1/21/11   (man/dd/yy)    10 a rating of "Does Not Meel Standards   Agree   Disagree (Comment Required)    11 a rating of "Does Not Meel Standards   Meets Standards   Date: (man/dd/yy)    12 Employee Comments: (MAC 284.470 requires that you complete this section and sign the report on performance within 10    12 Agree   Disagree   Request Review    13 Appointing Authority Signagure & Request Review    24 Appointing Authority Signagure & Request Review   Date:   Date:   Date:   Agree   Disagree   Request Review    25 Agree   Disagree   Date:   Date:   Agree   Disagree   Request For review as outlined in NAC				ORT
8. Dept/Div/Section: DMV/Mator Carrier Division/Revenue Unit 8. Agency 8 (a signs) 8 10 Mome Org \$14 dagus; 4717 Position Control \$1. Cross 7. Date Next Evaluation Due: 12/11/10 8. Agency 8 (a signs) 8 10 Mome Org \$14 dagus; 4717 Position Control \$1. Cross 7. Date Next Evaluation Due: 12/11/11 8. Probetionary/Trial: 2° month 5 month 5 month Other 9. Work Probation/Trial: 2° month 7 month 11° month 11° month 10 ther 12 month Probation/Trial: 3° month 7 month 11° month 10 ther 9. Work Performance Standards: 2 me an accurate reflection of the position will be revised to reflect changes 10. Overall Rating from Page 2, Number 14 (check one): 10. Does Not Meet Standards Meets Standards Exceeds Standards 11 a rating of "Does Not Meet Standards Meets Standards Exceeds Standards 11 a rating of "Does Not Meet Standards 10 Meets Standards 10 Does 10 Meets Standards 11 (NAC 284.194) and tongevity pay (NAC 284.270).  Reter's Signature & Title: 10 Meets 10	1. Employee Name: Last O'Kcefe	First Cara		Initial L.
8. Agency 8 (3 digits) 810 Mome Org \$14 digits; 4717 Position Control \$7. Date Next Evaluation Dust: 12/11/11 8. ProbetionaryTrial: 2" month 5 month Other OR Permanent (check one): 6 month Probation/Trial: 2" month 5 month 11" month Other 12 month Probation/Trial: 3" month 7" month 11" month Other 9. Work Performance Standards: 2" me an accurate reflection of the position will be revised to reflect changes 10. Overall Rating from Page 2, Number 14 (check one): 2" Does Not Meet Standards (check one): 3" Meets Standards (check one): 4" Does Not Meet Standards (check one): 5" Does Not Meet Standards (check one): 5" Does Not Meet Standards (check one): 6" Does (complete within 90 days. The rating may affect adjustments in salary based on merit (NAC 284.194) and tongevity pay (NAC 284.270).  Rates's Signature & Title: 7" Date: 7" Does (complete this section and sign the report on performance within 10 working days give discussed on the section with year supervisor. If you disagree with the report and request a review, you must specify the points of disagreemers. (complete this section and sign the report on performance within 10 working day after discussion with year supervisor. If you disagree with the report and request a review, you must specify the points of disagreemers. (complete this section and sign the report on performance within 10 working the points of Disagree (comment Required)  Employee Signature: 7" Date (complete this section and sign the report on performance within 10 working the points of Disagree (comment Required)  Appointing Authority Signagure & Comment Required (complete this section and sign the report on performance within 10 working th	2. Class Title: Revenue Officer II		3. Employee iD #:	25693
8. Agency 8 (2 signs) 810 Home Org \$14 agus; 4717 Position Control \$1 ccuss 7. Date Next Evaluation Due: 12/11/11  8. Probetionary/Tital Period (check one): 6 month Probation/Trial:   2* month   5* month   Other	4. Dept/Div/Section: DMV/Motor Carrier Div	ision/Revenue Unit	5. Date Evaluation	Due: 12/11/10
8. Probationary/Trial Pariod (check one): 6 month Probation/Trial: 2" month   3" month			1034 7. Date Next Evalu	etion Due: 12/11/11
9. Work Performance Standards:	8. Probationary/Trial Period (check one): 6 month Probation/Trial: 2 <sup>nd</sup> month 5	month Other	OR Pennan	ent (check one):
Does Not Meet Standards   Meets Standards   Exceeds Standards    If a rating of "Does Not Meet Standards" is given, another evaluation must be completed within 90 days. The rating may affect adjustments in salary based on merit (NAC 284.194) and tongevity pay (NAC 284.270).    Ratar's Signature & Title:		in accurate reflection of the position		
12. Employee Comments: (NAC 284.470 requires that you complete this section and sign the report on performance within 10 working days after discussion with your supervisor. If you disagree with the report and request a review, you must specify the points of disagreement.)  Agree Disagree Request Review:  Date:   21	Rater's Signature & Title: 1 )	Str	Date: 01/21/1	l (mm/dd/yy)
Appointing Authority Review: Disagree (Comment Required)  Appointing Authority Signature & Date:   2     (mm/dd/yy)  Note - Reviewing Officer used form NPD-15R to respond to employee's request for review as outlined in NAC	12. Employee Comments: (NAC 284.470 requirements of the comments of the commen	r. If you disorree with the report o	and clan the report on no	Marmance within 10
Note - Reviewing Officer used form NPD-15R to respond to employee's request for review as outlined in NAC				21/11
	Note - Reviewing Officer use form NPD-	Like  15R to respond to employee	request for review as	outlined in NAC

Employee Evaluation & Development Report ~	Page 2	
Employee Name: (Last)   O'Keefe	(First) Cara	(Initial) L.
Employee ID #: 25693		

4. Job Elements (Transfer from Employee Work Performance Standards form and provide a numerical rating of 1 = DMS: 2 = MS; or 3 = ES for each job	(A) Rating	(8) Weighted Value	(C) Weighted Rating
lement in column (A).  Ob Elament #1: Process Delinquent Accounts sing the description below, Revenue Officers are responsible for the processing of elinquens Motor Carrier accounts to determine the applicable fees, taxes, penalties, therest, and/or administrative flues due by the Herusee.	3.00	40%	1.20
Processing Delinquent Account Processing  Processing Delinquent Licensing Documents			
Processing Delinquent Tox Returns Preparing Notification Letters			
4. Compliance Violations and Delinquent Account Lists 5. Referrals			
fi Citaring Account Stops  7 Administrative and Show Couse			
Delinquent accounts are to be processed using the established guidelines and procedures. See Istemut Officer Desk Procedures for specific details on each task.			
During the probationary period, steady progression must be noted as follows,			
By the end of the 3 <sup>rd</sup> month, the Revenue Officer must be able to post delinquent licensing focuments and tax returns, prepare 1 <sup>rd</sup> and 2 <sup>rd</sup> instance letters, deposit funds, and clear account stops, with general assistance.			
By the end of the 7th manth, the Revenue Officer must also be able to prepare 3th - 4th instance effects, with general assistance.			
By the end of the 11° month, the Revenue Officer must be able to perform all aspects of selfequent account processing with general assistance.			
lob Elament #2: Collection/Referral - Deliaquent Accounts	3.00	20%	.60
ising the description below, Revenue Officers are responsible for the collection and referral of delinquent Motor Carrier accounts.			
Description of Collection and Referral Delinquent Accounts  1. Stipulated Payment Agreements			
2. Bad Debt Collections 3. Liens/Title Stops/Bond Cinims			1
4. Bankruptcy Proof of Claims		1	
5. Referra to Collection Agency (Allinoce One) 6. Lien Release		1	
7 Administrative and Show Cause Mearings			
The collection and referral process for delinquent accounts are to be followed using the established guidelines and procedures. See Revenue Officer Desk Procedures for specific details on each task.			
During the prohationary period, steady progression must be noted.			
By the end of the 3 <sup>rd</sup> month, the Revenue Officer should be able to process a bad debt payment. file a lien or title stop, and enter into a stipulated payment agreement, with general assistance			
By the end of the 7th month, the Revenue Officer must he able to file a proof of claim, refer an executant to the collection agency (Allance One), and assist with Administrative and Show Cause Dearings, with general assistance.			

	mployee Evaluation & Development Report	- Page 3	
۱	Employee Name: (Last)   O'Kecfe	(First) Cara	(Initial) L.
Į	Employee ID #: 25693		
1			

4. Job Elements (Transfer from Employee Work Performance Standards form and provide a numerical rating of 1 = DMS; 2 - MS; or 3 = ES for each job	(A) Rating	(B) Weighted Value	(C) Weighted Rating
isment in column (A).  by the end of the 11th month, the Revenue Officer must be able to perform all aspects of collection and referral processing with general assistance.		ygue	T T T T T T T T T T T T T T T T T T T
or job elements #1 and #2: Any uncorrected errors that earry over to the reports sed to prepare the monthly stats are deemed and error against the Revenue Officer Esponsible for the transaction.			
ob Element #3: Statistical Reports and Corresponding Logs evenue Officers are regulted to prepare, review, verify, and evaluate all statistical documents in accuracy and completaness.	3.00	10%	,30
thermation is guthered by extracting data from a variety of sources, such as paradox database less, tetter and check logs, spreadsheets, system reports, and other similar documents			
excited used to prepare statistical reports must support the findings submitted. Supporting ocuments must be attached to report.			
nless otherwise notified. Revenue officers must reconcile their cheek log each week by 5:00 km on Wednesday to allow the timely completion of the weekly state. The final weekly croncitation (needed to complete the monthly stats) must be completed by noon, on the first usiness day of the month			
any uncorrected errors that carry over in the reports used to prepare the monthly state are econed an error against the Revenue Officer responsible for the transaction.			
Taless ofterwise notified, weekly statistics are due by 10:00 am on Thursday. Monthly tatistics are due by nature and the second business day after the close of the month, unless there is advised.			
Ob Element #4: Training 5 directed by the Revenue Supervisor, ensure bi-weekly gnals established for training meet the quirements of the WPS	2.00	5%	10
When applicable, ensure review periods with the Revenue Supervisor are held on a bi- celly basis to determine effectiveness of training. IE: If special training has been held or is sing requested during the period.			
Complete Division Evaluation Form and discuss with trainer and Revenue Supervisor If diditional training is necessary.  Provide training to the newer Revenue Officers as requested.			
he Revenue Supervisor will meet with the trainer at least once per month, as applicable; to iscuss the training of any new or probationary employees and ensure the Divisional goals are early mee. The new amployee must ensure training coincides with WPS requirements when inteliner for cumpleting specific assignments are noted in the WPS. The new employee should assure a special population of the state of the second of t			
ob Element #8: Other Duties as Assigned  A. Special projects as assigned by the Revenue Supervisor.  B. Assist other sections of the Motor Carrier Division as requested.  (**Preparation and submission of DARS, timesheets, phone logs, letter review**, and other mouting Administrative tasks assigned.	3.00	5%	.15
Firstry are counted if letter wem out with uncorrected errors and is not discuvered until after engly sent to the carrier.			

Emp	ioyee Eyaluat	ion & D	evelopment R	Report - Page 4	l		 0-22-6	11.
Em	ployee Name:	(Last)	O'Keefe		(First)	Cara	 (Initial)	10.
Em	ployee ID #: 2	5693					 	
1								

14. Job Elements (Transfer from Employee Work Performance Standards form and provide a numerical rating of 1 = DMS; 2 = MS; or 3 = ES for each job element in column (A).	(A) Rating	(B) Weighted Value	(C) Weighted Rating
Job Element 86: Related Factors Work Adjustment, Adaptability, and Cooperation: Demonstrates ability to accept work assignments and adapt to change in routine or other process. Demonstrates ability to willingly accept authority, instruction and constructive criticism. Maintain harmonious work relationship and self-control and is ant unduly influenced by go-workers opinions or attitudes.	3.00	20%	.60
Judement: Demonstrates ability to consider all facts leading to a logical conclusion. Does not make rash decisions leading to negative consequences.			
In itsative:  Demonstrates willingness to take on added responsibility and originates or develops new and better ways of doing things.			
Attendance: Faithfulness in coming to work on-time and enuforming to established attendance guidelines. Call-ins must be made to a Supervisor at least 15 minutes prior to the stant of your scheduled shift.			
Habitual use of sick leave in conjunction with scheduled days off and/or holidays, abuse of break/lunch privileges, tardiness, and excessive distractions such as persunal telephone calls and conversations outside of break/lunch periods are not acceptable. See MCD 02.01 for attendance guidelines.			
Job Element #7: Work Place Safety Ensure adherence to established Department safety guidelines.	Not Rated	N/A	N/A
Overall Rating (Scale: 1 to 1.50 = DMS; 1.51 to 2.50 = MS; 2.51 to 3 = ES)  14 'does not meet standards' rating may affect adjustments based on merit (NAC 284.194) and langevity pay (NAC 284.270). Another evaluation must be completed within 90 days (NRS 284.340).	2.84	>	2.95

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Employee Evaluation & Development Report - Page 5

Employee Name: (Last) | O'Kcefc | (First) | Cara | (Initial) | L.

Employee ID #: 25693

14. Job Elements (Transfer from Employee Work Performance Standards form and provide a numerical rating of I = DMS; 2 = MS; or 3 = ES for each job element in column (A).

(B) (C) Weighled Walghted Value Rating

15. Rater's Comments; 1.4 "does not need standards" roung for any job element must include a detailed explanation of the deficiencies t

stopping titles.

Jub Element #1 - You earned an "Exceeds Standards" in Processing Deliaquent Accounts.

Since your lost appraisal review you completed a total of 1,463 letters for an overall average of 131.92 letters per month. This represents 44% of ithe entire unit's letter production. During this appraisal period you processed the unit's deposits at least 28,34% of ithe time and were the unit's assigned primary phone responder 28,34% of the time. In the last 12 months you assessed 503 Administrative Pines for \$207,500. Of those assessed in the last 12 months you collected 396 (79% units) and \$156,388 (76% amount). However, you collected a lotal of 482 Administrative fines for \$189,562.39 in the past 12 months, some of which were assessed in a prior period. You continue to follow policy and procedure and use all collection methods available to you including filing liens, revoking registration credentials and

I During this review period you've processed twenty one (21) NSF/Bad Debt collection transactions. You prepared files for and submitted referrals on fifteen (15) Administrative Hearings. You've scheduled forty seven (47) Show Cause Hearings and filed fifty eight (38) Liens and placed numerous Title Stops. You consistently follow on your accounts and once you have exhausted all collection efforts afforded the Department then you refer the accounts to the collection agency pursuant to our policy and procedures. You are empathetic to Carner's experiencing financial difficulties yet are firm with collecting the State's receivables. Your Payment Plans are structured pursuant to Division Policy and Procedure and you maintain consistent follow-up on your payment plans. You proceed to late stage collection efforts and revocation of operating credentials when necessary and in accordance to policy and procedure.

Job Element #3 - You earned an "Exceeds Standards" in Statistical Reports and Corresponding Logs.
You performed the weekly reconciliation of the team's individual statistical logs for most of this review period and have now trained an additional Revenue Officer to do this weekly task. This greatly reduces the time the supervisor must spend on the month end statistical report

In Element #4. You earned a "Meets Standards" in Training.
You are willing to learn new tasks and attend training when offered. You offer to assist other Revenue Officers and Division staff when they need help learning new assignments and tasks.

Job Element #5 - You camed an "Exceeds Standards" in Other Duties as Assigned.
You have prepared the Supervisors weekly statistical report on several occasions during this review period while she was on vacation. You are aware of the Division's critical deadlines such as IFTA Fuel Tax reporting deadlines and have posted tax returns to help out the Fuel User Team. You are self motivated in helping out other teams and individuals within your own team. You assisted the Revenue Unit's Administrative Assistant during this past review period in prepping hundreds of files for an imaging project. You did this project while keeping up on your own assigned accounts and while the Revenue Unit was short an employee for five of the twelve months during this review period. Thank you for your willingness to assist others to work towards a common goal.

Job Element #6 - You earned an "Exceeds Standards" in Related Factors: Work Adjustment, Judgment, Initiativa, and Attendance. You accept new challenges, new assignments and are eager to learn more about the other Teams in the Division. You are able to focus on your work even when our work environment has been changed a lot this past year as demonstrated by the high volume of work you consistently produce. You use good judgment when working with the debtors and take time to review upcoming deadlines with the customers in an effort to help them avoid additional fines, penalties and interest. We appreciate the time you spend helping the customers during a time when many of them are experiencing financial difficulties. You try to work out payment arrangements with the debtor that will help them retire their debt and get their accounts back in an active status. Your attendance is compliant with Policies and Procedures.

Job Etement #7 - Work Place Safety: This job element is not rated. There are no compliance issues.

Employee Evaluation & Development Report - Page 6

Tishing Casingdoll a Describingtif Kaholf	- rage o	
Employee Name: (Last) O'Keefe	(First) Cara	(Initial) L.
	1 (1 100)	
Employee ID #: 25693		

14. Job Elements (Transfer from Employee Work Performance Standards form and provide a numerical rating of 1 = DMS; 2 = MS; or 3 = ES for each job clement in column (A).

(B) Weighted Weighted Value Rating

clement in column (A).

18. Development Plan & Suggestions: (The supervisor addresses how the employee can onhance performance and achieve mandards, undicates resummendation for further development and techning. This securin should be discussed with the employee.)

In your last Employee Appraisol we listed working on aged receivables including referring them to the collection agency if all late stage collection efforts are exhausted as a goal for the review period. During this past year you have assisted in the clean up of hundreds of aged receivables, mostly referred from the Audit Unit in the past year. The accounts were either collected or referred to the collection agency lonce all late stage collection efforts were performed including filing liens and title stops.

During this next review period t would encourage you to job shadow with the Motor Carrier Audit Unit. Knowledge of the audit process may be helpful to you as you plan your personal career goals.

You were the chairman of the Division's "McFish" committee during this past review period. Thank you for volunteering for this and we appreciate all your efforts to organize all the events that the committee did this past year. Your efforts as the committee chairman in finding ways to make working more fun and involving the staff in team spirit activities are appreciated

Distribution: Original to Nevada Department of Personnel; Cupy to Agency; Copy to Employee NPD-15 Rev. [3/09]

# PLOYMENT STATUS MAINTENANCE T. NSACTION / ESMT - A 4.1 Job Assignment PRINTED THE COTTENANT 30 (5455 # 130911780135 Rg POS-STATE ACTIVE STRUMENT POSTTION RECEIVED 1. 127 3 FROH ر الجوالسوليون ه ساس. ZA O.V Q \*\* . . . 71/17/05 01/09/12 **OACTIVE** O ACTIVE O INACTIVE O BIACITIVE ( NBT # ( ) 120

**- 153** 

PRINTED DN : 12/15/2012 D' KEFEE. DS-STAT: ACTIVE PERMANENT POSITION Transfer out; Kennet to some Farmer Position 0 0 0 %, SAER 705 712 12 705 713 12 705 712 01 717 705 11 717 706 Attributes - Position Attributes

Attribut MANA SEMENT ANALYST Z. 44 D P 2 1 CCINS 1 CCINS 1 (775) 587-9775 SY O-Employer Portlan C P .. R 8 01/17/06 E. EMPO (Employes Duty Location)
CC0377 F. EMRA (Emplayer Rati Asalg: 01/08/12 O ACT-VE O INACTIVE B) NA ACTIVE DINACTIVE (B) NVA CHARACTER OF THE PROPERTY OF THE THE RESERVE A SUMMER SHOPE SHAPE SHAPE

Brisa Sandoval Covernor



Jeff Moblenkamp Director

Lee-Ann Easton Idministrator

# STATE OF NEVADA DEPARTMENT OF ADMINISTRATION Division of Human Resaurce Management Agency HR Services

100 N. Stewart Street, Suite 230 | Carson City, Nevasta 89701 Phone: (775) 684-0150 | www.braw.gov | Lax: (775) 687-1150

### **MEMORANDUM**

#### Revised 08/19/13

DATI:

August 12, 2013

10:

Alys Dobel, Personnel Officer 3

FROM:

Chrissy Miller, Personnel Analyst

Division of Human Resource Management-IIR Services

SUBJECT:

Restoration of Cara O'Keefe

Cara O'Keele is being restored to her former position with the Department of Motor Vehicles. This constitutes notice pursuant to NAC 284.462 subsection 3, requiring the appointing authority which is effecting the restoration to give written notice to the agency from which the employee was promoted.

Cara O'Keefe will remain with the B&I Insurance Division until 09/13/13. Cara O'Keefe will be instructed to report to the Department of Motor Vehicles on Monday, September 16, 2013.

Please contact me at (775)684-0249 if you have any questions or concerns.

Ce. Agency HR Services Agency File

Division of Human Resources Official Service Jacket

Brian Sandoval Governor



Jeff Mobienkamp Pärector

f ce-Ann baston libridistrator

# STATE OF NEVADA DEPARTMENT OF ADMINISTRATION Division of Human Resource Management Agency IIR Services

100 N. Steveuri Street, Suite 230 | Carsua City, Nevada 89701 Phone: (775) 684-0150 | http://dop.ov.egs | Fox: (775) 687-1150

#### Revised

August 19, 2013

Cara O'Keefe B&I Insurance Division

#### Dear Ms O'Keefe

This letter shall serve as notification that you have not attained permanent status as Management Analyst 2 with the Department of Business and Industry-Insurance. In accordance with the Nevada Administrative Code 284.462, you will be restored to your former position with the Department of Motor Vehicles.

They have been notified of the need to restore you to your former position as a Revenue Officer 2, effective on September 16, 2013. Please report to your supervisor Karen Stoll on this date, at 8:00 am.

Please contact Agency HR Services at 775-684-0201 if you have any questions regarding the process.

Sincerely,

CC:

Chrissy Miller, Personnel Analyst

Agency HR Services

Department of Business & Industries-Insurance Division

## State of Nevada Applicant Profile

11/291-2906

## Contact Information

Name: CARA L O'KEEFE Address: 1775 MYLES WAY CARSON CITY, NV 89701 USA

Home Phone: 7758832134 Other Phone; 775-297-2908 Work Phone: (775)684-4900

Email: wcbokeefe5@gmail.com

**Contact Method: Home Phone** 

Job Title: REVENUE OFFICER 2 Department: Motor Vehicles

Division: Motor Carrier

#### Other information

Veteran or widow of veteran: No

Disabled veteran: No

Member of Sheriff's Search and Rescue or Rescue Unit of Civil Air Patrol: No

Convicted of a misdemeanor, gross misdemeanor or felony: No Convicted of a moving traffic violation within the last 5 years: No

#### **Employment History**

Dates: 12/2006 to Current

**Employer: Department of Motor Vehicles** 

Job Title: Revenue Officer II

Supervisor: Karen Stoll

Hrs per Wk: 40.0

Reason for Still there Leaving:

Number and Titles of People Supervised: 1 Title

Major Duties:

	Province - 1 12Big depois add.   1100	
8;	Description	%
	assist in developing & updating policies, procedures & forms	20
	billing and revenue collection	20
	nonpayment analysis and projection and evaluation of potential impacts on revenue	20
	weekly and monthly statistical and informational analysis	20
	research & prepare reports to recommend appropriate action in revenue billing	20

Location: Carson City

Supv Title:

Monthly Sal: 18.11

Dates: 08/2006 to 12/2006

Employer: Department of Administrative Services

Job Title: Accounting Assistant II

Location: Carson City Supy Title:

Supervisor: Sandle Briggs

Hrs per Wk: 40.0 Monthly Sal: 13.63 Reason for Took promotion at the DMV

Number and Titles of People Supervised: 1 Title

Major Dutles:

Description	%
Analysis, research and input of multiple state departments of employee hours, travel	50
voluties, expense reports, annuel leave, sick leave and leave without pay.	-
Worked directly with multiple state departments in amulting technical assistance with	50
pavoli and e/o	-

10:15 monday

Supv Phone: 775-684-4617

Supv Phone: 778-684-0284

	01/2006 to 08/2008				
	Department of Taxation				
Job Title:	Accounting Assistant II	Location: Carson City			
Supervisor:	Charlene Pongasi	Supv Title: Accouting Assistant IV	Supv Ph	one; 775-6	34-2087
Hrs per Wk:		Monthly Sal: 13.63			
resving:		re more opportunies for advancement			
Number a	d Titles of People Supervised:	: 1 Title			
Major Duties:				<u>%</u>	
	billing revenue collection			50	
	Analyze income tax data			50	
Dates:	08/2005 to 01/2006		<del></del>	<del></del>	
	Kohn Colodny				
	Administrative Assistant	Location: Carson City			
	Brian Colodny	· · · · · · · · · · · · · · · · · · ·	Sunu Bh	one: 775-8	85.0138
Hrs per Wk:		Supv Title: CPA, owner Monthly Sal: 14,00	Acha Lu	A10/ 110-0	IOU
Reason for	Accepted job with the State for t	enonially east 19,00 Setter henefite			
restatuß:					
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Major Duties:	Pegestation	No people supervised		<del></del>	
,-,-,,-,	Prepare & submit weekly payrol	1 & management of the company		- %	
	billing revenue collections	e accounts payable reports		50	
	ENIN AT 10 ABUID CONSCIOUS			50	
Detect	04/2005 40/2004				*
	01/2005 to 08/2005				
Employer:	We The People				
Employer: Job Title:	We The People Administrative Assistant	Location: Carson City			
Employer: Job Title: Supervisor:	We The People Administrative Assistant Thomas Young	Location: Carson City Supv Title: Manager	Supv Př	none: 775-8	87-1800
Employer: Job Title: Supervisor: Hra per Wk:	We The People Administrative Assistant Thomas Young 20.0	Location: Carson City Supv Title: Manager Monthly Sal: 9.00	Supv Pi	none: 775-8	87-1800
Employer: Job Title: Supervisor: Hrs per Wk; Reason for	We The People Administrative Assistant Thomas Young 20.0 Needed a full-time job	Supv Title: Manager	Supv Pi	none: 775-6	87-1800
Employer: Job Title: Supervisor: Hrs per Wk: Reason for Leaving:	We The People Administrative Assistant Thomas Young 20.0 Needed a full-time job	Supv Title: Manager Monthly Sal: 9.00	Supv Př	none: 775-6	87-1800
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Dates: 06/1997 to 10/1998

Employer: Computer Corps

Job Title: Office Manager

Location: Carson City

Supervisor: Judy Feaster

Supv Title: Owner

Supv Phone: 775-883-2323

Hrs per Wk: 40.0

Monthly Sal: 10.00

Reason for Company went from a for-profit to a non-profit business, needed a paying job

Leaving:

Number and Titles of People Supervised: 1 Title

Superv	ised up to	psid	empl	oves 8	10	volun	Ge12

Major Duties:

Description	%
billing revenue collection	25
study, research & analysis of management & administrative areas	25
provided management with findings through trend analysis and problem solving solutions	25
worked closely with IT staff ensuring uninterrupted work flow	25

Dates: 05/1994 to 06/1997

Employer: Southwest Air Conditioning

Job Title: Human Resources Director

Location: Las Vegas

Monthly Sal: 10.00

Supervisor: Andrea Trinidad

Supv Title: Office Manager

Supv Phone: 702-876-5444

Hrs per Wk: 40.0

Reason for Moved to Carson City

Number and Titles of People Supervised: 1 Title

No supervision

Major Duties:

$\Box$
$\Box$

#### Education

High School Diploms or Equivalent Completed: High School Diploma

College, University, or Professional School:

Dates: 09/1990 to 08/1991

Institution: Oxnard College

Location: Oxnard, California

Degree: Other

Date lesued:

Major: Law

Minor:

Notes: Did not complete college because I got married & moved out of town.

#### Licenses

Current Driver's License: Yes

# Skills

Administrative Copy Machine & Cierical Skills: Customer Service Data Entry Dictation Dictation
Fax Machine
Making Presentations to Large Groups
Multi-line Telephone
Personal Computer
Preparing Legal Documents
Printer
Provinceding Proofreading Public Contact and Assistance Scanner Ten Key by Touch Typing at 61 to 75 WPM Computer Adobe Photoshop
Skills: DAWN-Data Warehouse of Nevada Financial System
HR Data Warehouse
Help Dask
IFS-HR Advantage
Lotus 1-2-3
Lotus Notes Lotis Notes
Macintosh
Macrosoft Access
Microsoft Excel
Microsoft Front Page
Microsoft Office Suite
Microsoft Office Suite
Microsoft Power Point
Microsoft Word
Microsoft Word
Nevada Employee Action and Timekeeping System (NEATS)
Paradox
Quattro Pro
QuickBooks
Spreadsheet Software - Advanced
Spreadsheet Software - Beginner
Spreadsheet Software - Intermediate
Windows Operating Systems
Word Processing Software - Beginner
Word Processing Software - Intermediate
WordPerfect

Accounts Payable Macintosh WordPerrect
Fiscal/Financial/ Accounts Payable
Accounting Accounts Receivable
Skilis: Bookkeeping
Budget Analysis
Budget Forecasting
Budgeting
Contracts
Federal Grant Reporting
Financial Analysis
Fiscal Management
Grant Management
Payroli

Payroll Tax Accounting

Language English Skills:

Professional Facilities Management
Skills: Health Care
Human Resources/Personnel
insurance
Interviewing/Eligibility
Investigations
Managerial
Mediation & Conflict Resolution
Policies and Procedure Development
Project Management
Public Speaking/Presentations
Research
Safety & Risk Management
Sales
Statistical Analysis
Supervisory Experience
Worker's Compensation

## Availability

Location: Carson, Minden, Gardnerville, Genoa Lake Tahoe, Zephyr Cove, Indine Village Las Vegas, Boulder City, Indian Springs, Jean, Henderson Reno, Sparks Silver Springs, Lahontan, Fernley Virginia City, Silver City

Work Type: Permanent Full-Time

Travel %: Up to 25%

DEPARTMEN	IT: Bd I	AGENCY/HOME OR	G: 741/4684
	Insurance		
SECTION:			
<u> </u>	THEORY HOS TO A NAME OF THE PARTY OF THE PAR		-
	REQUEST FOR VARIA	BLE WURKDAY SCH	EPULE
NRS 284.180 variable work	), subsection 6, states: "For day, overtime will be considered	employees who choose ed only after working 40	e and are approved for a hours in one week."
ı, Crint	a O'Keefe	hereby choos	e and request approval for
adjust my wo	rkday schedule. I understand to ork schedule in a week so I w urs in a workweek without supe	ork more than 8 hours	with supervisory approval, a day, provided I do not
I further und days notice.	erstand that this agreement ma	y be rescinded by eithe	r party giving 30 working
Entered into t	his	lay of <u>Acenber</u>	in the year _ <i>3012</i>
Employees's	Signature Employ	ee ID#	9 5 13- Date
Approved by:	Supervisor's Signature		Date
	only a postument	i	Date
Approved by:	Appointing Authority's Signa	<u>d</u>	12/4/2
under a	loyee approved for a variable workd tered into the ADVANTAGE-HR IR gency specific data. Submit the ESM reconnel Records.	ay schedule must have the ap S system. Complete the work	c cycle code on the ESMT-A
Distribution:	Original, State Personnel Records Employee Department/Division Agency Personnel Fite		
CM:tu			

741, 4684, #025693

# ACKNOWLEDGMENT

I, hereby certify that I have received a copy of the State's policy regarding the maintenance of a alcohol/drug free workplace and I acknowledge this policy as a condition of employment with the State of Nevada.		
Department	Division	
Dara Oheele Name (Print)	12/5/12- Date	
Ova J Ologo Signature		
Witness' Signature (Required (Jemployee refuses to sign)	TOTAL and STATE	
Acknowledging the employee received the alcohol/drug- free workplace policy and employee refuses to sign.	Title of Witness	
TS-58 7/98 N:\WPDOCS\FRM\TSfrms\TS-58-Aloc-DrugSimt.doc		



# OFFICE OF THE GOVERNOR POLICY AGAINST SEXUAL HARASSMENT & DISCRIMINATION

# SEXUAL HARASSMENT AND DISCRIMINATION POLICY ACKNOWLEDGEMENT

EMPLOYEE NAME: Caa O'Keefe
EMPLOYEE ID#:
DEPT/DIV/AGENCY/ORG#: BJI/Insurance/741/4684
I have read and understand the Governor's Policy Against Sexua Harassment and Discrimination.
DATE 12/5/12
SUPERVISOR SIGNATURE CANOLYN Pale  DATE 12/5/12

N:\WPDOCS\FRM\TSfrms\TS-253.doc Revised: 6/15/07

741, 4684, #OSE93



# TAITTIEISHOASTA S.Judhisan Comunication

I have (check one)  $\frac{1}{2}$  read this document as \_\_\_ viewed the videotape, entitled "Newado Workplace Safety. Your Rights and Responsibilities" and I understand my rights and responsibilities for safety in the workplace.

Employee's Signature Coop & Okaa?	Employee Name (please print) Caa_ O' Keele
	12/2/19 emo

along the

BA Musger St. #205, Carson City NV 89701

Employer's Signature (or representative)

Employer's Norme (pleuse print) State of Nevada, 200

Place of Viewing Videotope N/A

After This parties must be maintained in the employee's personnel little

Any employee who does not understand this document should control his or her supervisor, employee representative or the Division of Industrial Relations of the Newedo Department of Business & Industry.

Las Vegas: (702) 486-9140 Reno: (775) 824-4630

Elia: (775) 778-3312
Toll-Free: (877) 45AFENV

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STATE OF NEVADA EMPLOYMENT STATUS MAINTENANCE TRANSACTION, ESMT. A
A.1 Job Assignment
Cara D'Keele
MIG ARTISTON
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Tacker Ta- Promotion DEC 06 2012
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CESTOR CATION and SIGNATURE: Required for all actions except where an employee has terminated services with the State and it not precious tor eignature, or for error correctors.
Employee Signature Cotto 4. Over Date 15/10  My eignature certifies that I have read and understood the information completed on this torm.
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ESMY-A (5-09)

# A.1 Job Assignment 1 1/23/11/2 121203733524 TOWN OF ALL ACCIVED FRANCHED DE STEET THE RECEIVED Transfer out Businessa 3 3 2014 - industry DEPT. UF AUMIN DHRM - RECORDS L1.10 12:1-12 O YES O NO O NA REYTAUL. 1\_1 1\_1. · Gileini ogena mig AV FARE. 1 1-44-1-1 INA DAVS D. Tax (Emplayee Tex Peramajera) E. EMPD (Employen Duty Lucation) EMRA (Employes Roll Assignme O ACTIVE O INACTIVE O NIA () ACINE O NA 12/7/12 15MA 45 C

## DEPARTMENT OF MOTOR VEHICLES

# RECEIVED

## NOTICE OF TRANSFER

NOV 2 7 2012

NAME:	Cara O'Keefe	EMPLOYEE ID#:	PERSONNEL OFFICE DMY CARSON CITY 25630
AGENCY:	810	номе org: <u>4</u> 7	<u> </u>

I	Cara O'Keefe Print Name	will transfer from my position as	Revenue Officer II Position Title/Division
То	the position of	Management Analyst II on this date:  New Position Titls/Division	12/5/12 Date

Employee Signature	11/21/12 Submission Date
The reason for this transfer is: Promotion	

Acknowledgement of Transfer:

Appointing Authority or Designee - Acceptance of Transfer	11-21-12.	3:10 fr
•		

COMMENTS: (Additional comments may be made on an addendum or the reverse side of this document.)

CC: DMV Human Resources Employee Service Jacket

PA 91B Revised 3/5/09

# Department of Motor Vehicles Request for Variable Workday Schedule

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schedule. I understa week so I work mor without supervisory	e than 8 hours	ng so, I may wit	h supervisory app	roval, adjust m	a variable workda iy work schedule in a hours in a work weel	3
I futher understand	that this agreen	nent may be res	cinded by either p	arty giving 30 v	vorking days notice.	
Entered into this	8	day of	tiquist	_in the year	2012	
Employee's	Signature		:351693 Interna	IID	Date 1	<b>ð</b> -
Approved by:	Super	visor's Signatur			8 4 1 Date /	<u></u>
. •	Print s	Supervisor's Name	me			
Approved by:	Appoi	nling Authorily's	Signature	7-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1-1	8/9// Date	Z
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Standard Shift Hours	Lp30 -1130 Lui	March 1 100 5 00)	Regular Days C	m Fri So	ut. Suri	pro-
Note: An employee approved into the ADVANTAGE- Submit the ESMT-A all	·HR ITS system.	Complete the w	ork cycle code on t	he ESMT-A und	er agency specific data	d I
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# OFFICE OF THE GOVERNOR POLICY AGAINST SEXUAL HARASSMENT & DISCRIMINATION

# DEPARTMENT OF MOTOR VEHICLES SEXUAL HARASSMENT AND DISCRIMINATION POLICY ACKNOWLEDGEMENT



# RECEIVED

MAR 2 6 2012

		WALL W. O. COLC
Employee Name: (Print Name)	CARA OKERTE	DEPT. OF ADMIN DHRM - RECORDS
Employee NEATS ID#:	25A3	
Dept/Div/Agency/Org#:	DNV-Motor Conver	
I have read and und Discrimination	understand the Governor's Policy Against Dated August 19, 2011.	Sexual Harassment
Employee Signature	Osa Okana	
Date	314/12	
Supervisor Name (Print Name)	Karen Slov	
Supervisor Signature	Dom Stru	
Date	3/14/12	
	<b>≠</b>	

STATE OF NEVADA C PLOYMENT STATUS MAINTENANCE TO NSACTION (ESHIT) A	<b>2</b> .
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Agency Use Only

# RECEWED

JAN 2 4 2012

DEPT. OF ADMIN DHRM - RECORDS

# 2012 JAN 23 P 1: 54 DEPARTMENT OF PERSONNEL

EMPLOYEE APPR	Raisal & Development i	REPORT
1. Employee Name: Last O'Keefs	Firet Cara	initial L.
2. Class Title: Revenue Officer II	3. Employe	▶ ID #: 25693
4. Dept/Div/Section: DMV/Motor Carrier Divisi	ion/Revenue Unit 5. Date Eva	lustion Due: 12/11/11
8. Agency # (3 digits): 810 Home Org # (4 digits):		t Evaluation Due: 12/11/12
12 month Probation/Trial: 3 <sup>rd</sup> month 7 <sup>th</sup>	month Other month I1 <sup>th</sup> month Other	ormanent (check one):  Annual Other  sed to reflect changes
	lects Standards  Exceeds Standards  a. another evaluation must be completed within 90	days. The rating may affect
Rater's Signature & Title: Koren Stoll, Revent 11. Additional Supervisory Review (optional)	ue Officer III // Dete:    Agree   Disagree (Comment Req	12/21/11 (mm/dd/yy) utred)
Signature and Title:  12. Employee Comments: (NAC 284.470 requirements) of the control of the co	If you disagree with the report and request a revie	(mm/dd/yy) ort on performance within 10 no, you must specify the points of
12. Employee Comments: (NAC 284.470 requi- working days after discussion with your supervisor.	res that you complete this section and sign the report from disagree with the report and request a review the report and report and report and report a review the report and repo	net on Reviermence within 10

Employee Evaluation & Development Report - Page 2

Employee Name: (Last) | O'Keefe | (First) | Cara | (Initial) | L. |

Employee ID #: 25693

14. Job Elements (Transfer from Employee Work Performance Standards form and provide a numerical rating of 1 = DMS; 2 = MS; or 3 = ES for each job element in column (A).	(A) Rating	(B) Weighted Value	(C) Weighted Rating
Job Element \$1: Process Delinquent Accounts Using the description below, Revenue Officers are responsible for the processing of delinquent Motor Carrier accounts to determine the applicable fees, taxes, penalties, interest, and/or administrative fines due by the licensee.	3,00	40%	1.20
Description of Delinquent Account Processing 1. Processing Delinquent Licensing Documents 2. Processing Delinquent Tax Returns 3. Preparing Notification Letters 4. Compliance Violations and Delinquent Account Lists 5. Referrals 6. Clearing Account Stops 7. Administrative and Show Cause			
DESCRIPTION OF BACK UP LICENSING AND TAX EXAMINER STAFF PUNCTIONS:  1. Process Motor Carrier registrations for both International Registration Plans and those registered for 100% activity in Nevada.  2. Process including reviewing, saatyzing, posting and accepting payments for tax returns.			
Delinquent accounts are to be processed using the established guidelines and procedures. See Revenue Officer Desk Procedures for specific details on each task.  During the probationary period, steady progression must be noted as follows.			
By the end of the 3 <sup>rd</sup> month, the Revenue Officer must be able to post delinquent licensing documents and tax returns, prepare 1 <sup>rd</sup> and 2 <sup>rd</sup> instance letters, deposit funds, and clear account stops, with general assistance.			-
By the end of the $7^{th}$ month, the Revenue Officer must also be able to prepare $3^{nt} - 4^{th}$ instance letters, with general assistance.			
By the end of the 11th month, the Revenue Officer must be able to perform all aspects of delinquent account processing with general assistance.			
Job Element \$2: Collection/Referral - Delinquent Accounts  Using the description below, Revenue Officers are responsible for the collection and referral of delinquent Motor Carrier accounts.	3.00	20%	.60
Description of Collection and Referral Deliaquent Accounts  1. Stipulated Payment Agreements  2. Bad Debt Collections  3. Liens/Title Stops/Boad Claims  4. Bankruptey Proof of Claims  5. Referral to Collection Agency (Alliance One)  6. Lien Release  7. Administrative and Show Couse Hearings			
The collection and referral process for delinquent accounts are to be followed using the stablished guidelines and procedures. See Revenue Officer Deak Procedures for specific details on each teak.			

Employee Evaluation & Development Report - Page 3

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Employee Name: (Last) O'Keefe (First) Cara (Initial) L.	- }
	~
Employee ID #: 25893	- 1
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94. Job Elements (Transfer from Employee Work Performance Standards form and provide a numerical rating of 1 = DMS; 2 = MS; or 3 = ES for each job element in column (A).	(A) Rating	(B) Weighted Value	(C) Weighted Rating
During the probationary period, steady progression must be noted.	***************************************		
By the end of the 3 <sup>rd</sup> month, the Revenue Officer should be able to process a bad debt payment, file a lien or title stop, and enter into a stipulated payment agreement, with general assistance.			
By the end of the 7th month, the Revenue Officer must be able to file a proof of claim, refer an account to the collection agency (Alliance One), and assist with Administrative and Show Cause Hearings, with general assistance.			
By the end of the 11 <sup>th</sup> month, the Revenue Officer must be able to perform all aspects of collection and referral processing with general assistance.			
For Job elements #1 and #2: Any uncorrected errors that carry over to the reports used to prepare the monthly stats are deemed and error against the Revenue Officer responsible for the transaction.			
Job Elament #3: Statistical Reports and Corresponding Logs Revenue Officers are required to prepare, review, verify, and evaluate all statistical documents for accuracy and completeness.	2.00	10%	.20
Information is gathered by extracting data from a variety of sources, such as paradox database files, letter and check logs, spreadsheets, system reports, and other similar documents.			
Records used to prepare statistical reports must support the findings submitted. Supporting focuments must be attached to report.			
Unless otherwise notified, Revenue officers must reconcile their check log each week by 5:00 pm on Wednesday to allow the timely completion of the weekly stats. The final weekly reconciliation (needed to complete the monthly stats) must be completed by noon, on the first business day of the month.			
Any uncorrected errors that carry over to the reports used to prepare the monthly stats are decined an error against the Revenue Officer responsible for the transaction.			
Unless otherwise notified, weekly statistics are due by 10:00 am on Thursday. Monthly statistics are due by noon on the second business day after the close of the month, unless otherwise advised.			
Job Element #4: Training	2.00	707	
As directed by the Revenue Supervisor, ensure bi-weekly goals established for training meet the requirements of the WPS.  3. When applicable, ensure review periods with the Revenue Supervisor are held on a bi-weekly basis to determine offectiveness of training. IE: If special training has been held or is	2.00	5%	.10
poing requested during the period.  C. Complete Disclete Residue Co.			
C. Complete Division Evaluation Form and discuss with trainer and Revenue Supervisor if additional training is necessary.  D. Provide training to the newer Revenue Officers as requested.			
The Revenue Supervisor will meet with the trainer at least once per month, as applicable; to liscuss the training of any new or probationary employees and ensure the Divisional goals are lengther. The new employee must ensure training coincides with WPS requirements when melines for completing specific assignments are noted in the WPS. The new employee should increase any applicable training that is lacking or concerns regarding training with their supervisor, as soon as concerns arise.			

Employee Evaluation & Development Report - Page 4

Employee Name: (Last) | O'Keefe | (First) | Cara | (Initial) | L.

Employee ID #: 25693

14. Job Etements (Transfer from Employee Work Performance Standards form and provide a numerical rating of 1 = DMS; 2 = MS; or 3 = ES for each job element in column (A).	(A) Rating	(B) Weighted Value	(C) Weighted Rating
Job Element #5: Other Duties as Assigned  A. Special projects as assigned by the Revenue Supervisor.  B. Assist other sections of the Motor Carrier Division as requested.  C. Preparation and submission of DARS, timesheets, phone logs, letter review <sup>6</sup> , and other routine Administrative tasks assigned.	3.00	5%	.15
Errors are counted if letter went out with uncorrected errors and is not discovered until after being sent to the carrier.			
Job Element #5: Related Factors  Work Adjustment, Adaptability, and Cooperation: Demonstrates ability to accept work assignments and adapt to change in routine or other process. Demonstrates ability to willingly accept authority, instruction and constructive criticism. Maintain harmonicus work relationship and self-control and is not unduly influenced by co-workers opinions or attitudes.	3,00	20%	.60
Indement: Demonstrates ability to consider all facts leading to a logical conclusion. Does not make rash decisions leading to negative consequences.			
initiative: Demonstrates willingness to take on added responsibility and originates or develops new and better ways of doing things.			·
Attendance: Palthfulness in coming to work on-time and conforming to established attendance guidelines. Call-ins must be made to a Supervisor at least 15 minutes prior to the start of your scheduled shift.			
Habitual use of sick leave in conjunction with scheduled days off and/or holidays, abuse of break/lunch privileges, tardiness, and excessive distractions such as personal telephone calls and conversations outside of break/lunch periods are not acceptable. See MCD 02.01 for attendance guide lines.			
Job Element #7: Work Place Safety Ensure adherence to established Department safety guidelines.		No Exceptions	·
Overall Rating (Scale: 1 to 1.60 ° DMS; 1.51 to 2.50 = MS; 2.51 to 3 ° ES)  (A "does not meet standards" rating may affect adjustments based on merit (NAC 284.194) and longevity pay (NAC 284.270). Another evaluation must be completed within 90 days (NRS 284.340).	2.67	$\searrow$	2.85

Employee Evaluation & De	velopment Re	eport – Page 5	T (I=M=A)	7
Employee Name: (Last)	O'Keefe	(First) Cara	(Initial)	<u> </u>
Employee Name: (Last) Employee ID #: 25693	<u> </u>			

14. Job Elements (Transfer from Employee Work Performance Standards form and provide a numerical rating of 1 = DMS; 2 = MS; or 3 = ES for each job element in column (A).	(B) Weighted Value	(C) Weighted Rating
		the same of the sa

16. Rator's Comments: (A "does not meet mandards" rating for any job element must include a detailed explanation of the deficiencies.)

Job Element #1 - You earned an "Exceeds Standards" in Processing Delinquent Accounts.

Since your last appraisal review you completed a total of 1,534 letters for an overall average of 127.83 letters per month. This represents 44.81% of the entire unit's letter production. During this appraisal period you processed the unit's deposits at least 25% of the time and were the unit's assigned primary phone responder 25% of the time. In the last 12 months you assessed 652 Administrative Fines for \$212.817.00. Of those assessed in the last 12 months you collected 558 (85.58% units) and \$170,554.30 (80.14% amount). However, you collected a total of 657 Administrative fines for \$224,519.41 in the past 12 months, some of which were assessed in a prior period. You continue to follow policy and procedure and use all collection methods available to you including filing liens, revoking registration credentials and stopping titles.

Job Element #2 — You carned an "Exceeds Standards" in Collection/Referral — Delinquent Accounts.

During this review period you've processed nine (9) NSF/Bad Debt collection transactions. You prepared files for and submitted referrals on nine (9) Administrative Hearings. You've scheduled one hundred eighteen (118) Show Cause Hearings and filed sixty (60) Liens and placed numerous Title Stops. You are organized and systematically follow on your accounts following the Division policy and procedure. You use all tools available to you to collect and secure the State's receivables and once determined the receivable is uncollectable you proceed in referring the accounts to the collection agency pursuant to policy. You are firm with your collection style but are receptive to helping the debter arrange payments and balance empathy with the need to collect the State's receivables. Your Payment Plans are structured pursuant to Division Policy and Procedure and you maintain consistent follow-up on your payment plans.

Job Element #3 - You camed a "Meets Standards" in Statistical Reports and Corresponding Logs.

Continue to maintain your DARS for the daily activity and assure they balance to the receivable software, Paradox, for weekly balancing by the team.

Job Element #4 - You carned a "Meets Standards" in Training.
You are willing to learn new tasks and attend training when offered. You offer to assist other Revenue Officers and Division staff when they need help learning new assignments and tasks.

Job Element #S — You earned an "Exceeds Standards" in Other Duties as Assigned.
You have prepared the Supervisors weekly statistical report on several occasions during this review period while she was on vacation.
You continue to be self motivated and help others on your team such as when you help the Administrative Assistant prep files for scanning into the Divisions imaging software. You offer assistance to the other Revenue Officers as you did when you volunteered to issue violation letters for other team members after you had already completed yours and they were still working on their lists of accounts. Thank you for helping the other team members as we work towards our common goals for the Division.

Job Element #6 - You earned an "Exceeds Standards" in Related Factors: Work Adjustment, Judgment, Initiative, and Attendance.
You are receptive to change and will reprioritize work assignments based on the goals/priorities of the Division. You offer suggestions to your team and your supervisor when you think of procedures that might be streamlined, enhanced or changed to help staff or the customer. You are consistent in working with debtors making sure to not create any unfair business advantages and being sensitive to State laws, deadlines and procedures. You are careful to not offer a possible solution to a customer without obtaining approval from your supervisor. You are receptive to suggestions from others on your team when discussing possible changes to procedures impacting you. Your attendance is compliant with Policies and Procedures.

Job Element #7 - Work Place Safety: There are no exceptions.

Employee Evaluation & Development Report - Page 6

Employee Name: (Last) | O'Keefe | (First) | Cara | (Initial) | L.

Employee ID #: 25693

14. Job Elements (Transfer from Employee Work Performance Standards form and provide a numerical rating of 1 = DMS; 2 = MS; or 3 = ES for each job Rating Value Rating

16. Development Plan & Suggestions: (The supervisor addresses how the employee can enhance performance and achieve standards; indicates recommendation for further development and training. This section should be discussed with the employee.)

During the last review period we wanted you to have the opportunity to job shadow with the Motor Carrier Audit Unit. We were not able to schedule this for you because of the Audit Team having schedule conflicts as they worked toward meeting mandatory audit goals.

It would be a useful experience for you to job shadow with the Audit Team and would help in your current position as well as expose you to a job that might be of interest in a future job career with the State. We will attempt to provide the opportunity for you to job shadow with the Audit Team during this next review period.

You continue to be the chairman of the Division's "McPish" committee. We appreciate your efforts on this volunteer committee again this year. We realize you invest a lot of your own personal time organizing activities for the Division. The committee members rely on your leadership skills and for ideas to keep staff involved. It's not easy to provide ideas that are fun for all staff and we applaud the committee, thru your leadership, in your efforts to keep this program alive.

Distribution: Original to Nevada Department of Personnel; Copy to Agency; Copy to Employee NPD-15 Rev. [3/09]

#2563/471

#### Form W-4 (2011)

Purpone, Cemplete Form W-4 so that your employer can withhold the correct federal income tax from your pay, Consider completing a naw Form W-4 sich year and when your personal or financial situation changes.

persons or manical stuttion changes. Exemption from withholding. If you are exempt, complete early lines 1, 2, 3, 4, and 7 and sign the form to validate it. Your somption for 2011 expires February 16, 2012. See Pub. 605, Tex Wittholding and Estimated Tex.

Who account para control to the Whole if another person can claim you as a dependent on his or her tax return, you cannot claim examples from withholding if your income exceeds \$850 and includes more than \$300 of linearies income flor example, interest and risidizents.

Besio Instructions. If you are not exempt, complete the Personal Allowances Wartenbook below. The warteheets on page 2 further offuet your withinoiding ellowances based on itembzed deductions, cartain credits, edipatements to

Complete as workshoets that apply, However, you may claim fewer (or zero) allowences. For regular wages, withholding must be based on allowences you patimed and may not be a first amount or percentage of wages.

emeunt or percentage or wages.
Head of household Generally, you may claim head of household Ging status on your tex roturn only if you are unmented and pay more than 50% of the costs of keeping up a norme for yourself and your dependently or other qualifying individuals. See Pub. 501, Examptions, Standard Deduction, and Piling Information, for information, for

Intermation. You can take projected tex credits into account in figuring your aboveble number of withholding ellowences. Credits for child or dependent ourse expenses and the child for credit may be claimed using the Percental Allowences Worksheet below, See Pub. 919, How Do I Adjust My Tox Withholding, for Intermedian on converting your other credits into Withholding ellowences.

Hommego brooms. If you have a large amount of

Form 1040-EB, Estimated Tex for Individuals. Otherwise, you may own additional tex. If you have persion or armshy income, see Pub. \$19 to find out if you should adjust your withholding an Form W-4 or W-4P.

Two earners or multiple jobs. If you have a working apouse or more than one job, figure the lotal number of adoxences you are entitled to claim on all jobs using worksheets from only one form W-4. Your withholing usually will be most accurate when all allowences are claimed on the others. See Pub. 919 for details.

Remodulant allen. If you are a nonresident ellen, see Notice 1992, Supplemental Form W-4 Instructions for Norrealdent Allens, before completing this form.

Check your withholding. After your Form W-4 takes effect, use Pub. 616 to see how the amount you are having withhold compares to your protected total tax for 2011. See Pub. 816. especially if your earnings accord \$120,000 (Single) or \$160,000 (Manted).

Incon	19, or two-comero/multiple jobs situations. consider making eathnated tax payments using
	Personal Allowances Worksheet (Keep for your records.)
A	Enter "1" for yourself if no one size can claim you as a dependent
	• You are single and have only one job; or
B	Enter "1" it: 9 You are married, have only one job, end your spouse does not work; or 5
_	• Your wages from a second job or your spause's wages (or the total of both) are \$1,500 or less.
C	Enter "1" for your epouse. But, you may choose to enter "-0." if you are married and have either a working epouse or more
_	then one job. (Entering "-0-" may help you avoid having too little tax withheld.)
9	Enter number of depondents (other than your epouse or ) the claim on your tax return
E	mar "I" ii you will life as head of household on your tax failum (see conditions under Head of household above) E
r	Enter "1" if you have at least \$1,900 of child or dependent peop expenses which you plan to claim a gredit
_	(Noto: Do not include child support payments. See Pub. 503, Child and Dependent Care Expenses, for details.)
0	Child Tex Credit including additional child tex credit. See Pub. 972; Child Tex Credit, for more information.
	<ul> <li>If your total income will be less than \$81,000 (\$90,000 if married, error total income will be between \$81,000 and \$84,000 (\$30,000 and \$119,000 if married), enter "1" for each eligible children.</li> <li>If your total income will be between \$81,000 and \$84,000 (\$30,000 and \$119,000 if married), enter "1" for each eligible children.</li> <li>Child plus "1" additional if you have able or more eligible children.</li> </ul>
H	Add lines A through G and enter lotal here. (Note: This may be different from the number of exemptions you claim on your tex return.) > H
	For BOCUTBCY. I I I YOU plan to Itemine or right editariases to become and want to reduce wait withholding, see the Darhertinus.
	complete all and Adjustments Worksheet on page 2.
	workshoeth that apply.  If you have more than one job or are married and you and your appuse both work and the combined earlings from all jobs exceed that apply.  If you have more than one job or are married and you and your appuse both work and the combined earlings from all jobs exceed that apply.
	• If neither of the above situations applies, step here and enter the number from line H on line 6 of Form W-4 below.
	Cut here and give Form W-4 to your employer. Keep the top part for your records,
Form	Employee's Withholding Allowance Certificate   Charles
	maris of the Treasury De Willedfoor you are craftished to claims a partialn number of attornances or excurption from withfunkting to 20 ft f
	Powerus Service Subject to review by the IRB. Your employer may be required to send a copy of this form to the IRB.  1 Your spirit your first name and middle initial.   Lest name.
-7	Type or print your first name and middle initial. Lest name  Lest name  ARP.  Year could escurity number
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U	CHANN CRU Niv 59701 4 If your least name differe from that chown on your opein occurity card, check here. You must cell 1-000-772-1218 for a replacement card, >
- 6	Total number of allowances you are claiming (from line H above or from the applicable worksheet on page 2)
6	Additional amount, if any, you want withheld from each psycheck
7	otalm exemption from withholding for 2011, and I certify that I meet both of the following conditions for exemption.
	• Last year I had a right to a refund of all federal income tax withheld because I had no tax liability and
	• This year I supect a refund of all federal income tax withheld because I expect to have no tax liability.
	If you meet both conditions, write "Exempt" here.
Under	penaltico of parjury, I declare that I have examined this certificate and to the best of my knowledge and boilef, it is true, correct, and complete.
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DEPARTMEN	M + ( A = cc - C).	
DIVISION:	110101 (AYI)CE	
SECTION:_	Kei'e nue	
	REQUEST FOR VARIABLE WORKDAY SCHEDULE	
NRS 284.186 workday, ove	<ol> <li>subsection 6, states: "For employees who choose and are approved for a variable entime will be considered only after working 40 hours in one week."</li> </ol>	
I. (Print	hereby choose and request approval for	
u variable w	orkday schedule. I understand that by doing so, I may with supervisory approval, ork schedule in a week so I work more than 8 hours a day, provided I do not exceed workweek without supervisory approval.	
I further und notice.	erstand that this agreement may be rescinded by either party giving 3() working days	
Entered into	this day of New in 1/21 in the year	
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cinhioyees 8	Signature 1 Employee ID# Date	
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Approved by	Supervisor's Signature Date	•
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Approved by	thousand all a rows	1
.,,	Appointing Authority's Signature Date	ì
under a	ployee approved for a variable workday schedule must have the appropriate variable work cycle dered into the ADVANTAGE-HR IFS system. Complete the work eyele code on the ESMT-A gency specific data. Submit the ESMT-A along with the original signed copy of this document to example Records.	Phenotogen
Distribution:	Original, State Personnel Records Employees Department/Division	
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#### Form W-4 (2010)

Purpose. Complete Form W-4 so that your employer can withhold the correct federal thcome tax born your pay. Consider completing a new Form W-4 each year and when your personal or financial shustion changes.

Exemption from withholding, if you are exempt, complete only lines 1, 2, 3, 4, and 7 and sign the form to validate it. Your exemption for 2010 expires February 16, 2011. See Pub. 855, Tax Withholding and Estimated Tax, Note, you cannot clear the form of the fermion of the country of the control of the country of the count Note: You cannot claim exemption from withholding if (a) your income exceeds \$860 and includes more than \$300 of unaumed income (for axemple, interest and dividends) and (b) another person can claim you as a dependent on his or her tax return.

Depts tear to rise to receive, and the second, complete the Personal About area Workshook below. The workshoets on page 2 further adjust your withholding allowances based on kemized deductions, certain credits, adjustments to income, or two-earners/multiple jobs etusions.

20

Complete all worksheets that apply. However, you may claim fewer for zero) allowences. For regular wages, withholding must be based on allowences you claimed and may not be a fest amount or percentage of wages.

head of household. Generally, you may claim head of household filing status on your lax return only if you are unmarried and pay more than 50% of the costs of keeping up a home for yourself and your dependent(s) or other qualifying individuals. See Pub. 501, Evernptions, Standard Deduction, and Filing Information, for information.

mormanon, or recommends.

Tax credits, You can take projected tax credits into executs in figuring your allowable number of withholding allowances. Credits for child or dependent care expenses and the child fax credit may be claimed using the Personnt Allowances Worksheet below. See Pub. 918, How Do I Adjust My Tax Withholding, for information on converting your other credits into withholding allowances. Nonvirge income, if you have a large amount of nonvege income, such as interest or dividende, consider mating estimated tax allowances. Worksheet (Keen for you

payments using Form 1040-EB, Estimated Tax for Individuals. Otherwise, you may owe additional tax. If you have pension or annuity income, see Pub. \$19 to find out if you should adjust your with holding on Form W-4 or W-4P.

adjust your withholding on Form W-s or W-s.
Two earners or restrible jobs, it you have a working spouse or more than one job, figure the total rumber of allowances you are entitled to claim on all jobs using workshests from only one Form W-4. Your withholding usually will be most accurate when all allowances are claimed on the Form W-4 for the highest paying job and zero allowances are claimed on the others. See Pub. 619 for details.

Norrealdent aties. If you are a nonrealdent ston, see Notice 1382, Supplemental Form W-4 instructions for Norrealdent Allens, before completing this form.

Citeck year withholding. After your Form W-4 takes effect, use Pub. 919 to see how the amount you are having withheld compares to your projected total tex for 2010. See Pub. 919, expectally if your samings exceed \$130,000 (Bingle) or \$180,000 (Manted).

_		JOHN INTERPRETATION YOUR TOUCHUS!	<b></b>
A	Enter "1" for yourself if no one else can claim you as a depender		
	You are single and have only one job; or	)	
Ð	Enter "1" if: You are married, have only one job, and your s	unnues does not work: or	. 8
	<ul> <li>Your wages from a second job or your spouse's v</li> </ul>	warmer to a then detected on the first own \$1 600 are leaden	8
C	Forther 14 to Communication State and the state of the st	ASSESS for all total or mond and Difference .	
•	Enter "1" for your spouse, But, you may choose to enter "-0-" #	Aon are waused sug yeas enuer a moused shorts	P.
D	more than one job. (Entering ".Q-" may help you svoid having too	Rittle tex withheld.)	- C
-	Enter number of dependents (other than your spouse or yourself)	you will claim on your tax return	. n
E.	Enter "1" if you will file as head of household on your tax return	(see conditions under Head of household above	FG =
r	Enter "1" if you have at least \$1,800 of child or dependent care	aupenses for which you plan to claim a credit	F
_	(reote. Do not include child support payments, See Pub. 503. Chi	id and Dependent Care Expenses, for details.)	
G	Ching Tex Credit (including additional child tex credit. See Pub. I	F72. Child Tax Credit, for more information.	ž
	your total incurse will be less than \$61,000 (\$20,000 if married anter 92 to	anch altrible child then less <sup>61°</sup> if west have three or more th	idhla children.
	A 14 ACM (DES) BECARDS MISS DESIDENCE BES VOY 224 907 AVY 14V9 VI	na 6445 AND Hannada da anta 649 Ano	bie
	vinu pros "1" Souttonist it you have six or more eligible children	<b>A</b> .	. G
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	compare an 1 and Adjuntments Workshoet on Dage 2.		
		and your spouse both work and the combined earnings fo	rum all jobs exceed
		attiple John Workshoet on page 2 to avoid having too little	e tax withheid.
_	it transfer or this studie situations epolles, stop I	nere and enter the number from line H on line 5 of t	onn W-4 Delow.
**	Cut here and give Form W-4 to your empk	wer. Koop lite too part for your records.	*******
			1 OMB No. 1545-0074
For	, <b>33-44</b>   Employee's withholdin	g Allowance Certificate	UKB NO. 1043-0074
Dop	whether you are artified to claim a gertain num	nher of allegances or exemption from witholding in	201 B
THE STATE OF	Service and the service of all the Anni Subjects was	be required to send a copy of this form to the CHK	
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	City or town, state, god ZEP gode	4 If your last name differs from that shown on your	
_	CARRADI CARANT	check here. You must sail 1-800-772-1218 for a rock	
8	Total number of all		
_	Total number of allowances you are claiming (from tine Hisbove	or from the applicable worksheet on page 2)	5
7	receiver a amount, if any, you want withheld from each couched		6 8
•	t claim exemption from withholding for 2010, and I cartify that I a	neet bath of the following conditions for granation	n. 1946 (1946)
	- war you i now a take to a restant of all tarters knows to us	thhald because I had so toy fishiih/ and	
	- 11mg year 1 byDebi 8 felting of all inflami income for whiteld i	because I expect to have no tax liability.	
	IT YOU MAST DOTE CONCILIONS, Write "Exempt" here	_ [e]	
Und	or ponuties of perjury, I declare that I have examined this certificate that to the t	sest of my knowledge and belief, it is true, correct, and com-	pleto.
Em	Action a language of the langu		-11.
(Fa	n is not valid unless you sign it.) >	1 col 2 com > 21	191115
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Personnel Use Only Agency Use Only MV DEPT OF .#ZIM DEC 14 P 3 28 PERSONNEL RECORDS DEPARTMENT OF PERSONNEL EMPLOYEE APPRAISAL & DEVELOPMENT REPORT 1. Employee Name: Last O'Keefe Initial L. First Cara 2. Class Title: Revenue Officer II 3. Employee ID #: 25693 4. Dept/Div/Section: DMV/Motor Carrier Division/Revenue Unit 5. Date Evaluation Due: 12/11/09 8. Agency # (3 digits): 810 Home Org # (4 digits): 4717 Position Control #: CC4036 7. Date Next Evaluation Due: 12/11/10 8. Probationary/Trial Period (check one): Permanent (check one): 2<sup>nd</sup> month 5 month Other 6 month Probation/Trial: 12 month Probation/Trial: 3'd month 7th month 11th month Other Annual X Other 8. Work Performance Standards: are an accurate reflection of the position will be revised to reflect changes 10. Overall Rating from Page 2, Number 14 (check one): Docs Not Meet Standards Meets Standards Exceeds Standards If a rating of "Does Not Meet Standards" is given, another evaluation must be completed within 90 days. The rating may affect adjustments in salary based on merit (NAC 284.194) and longevity pay (NAC 284.270). Rater's Signature & Title: (mm/dd/yy) 12/11/09 11. Additional Supervisory Review (optional): Disagree (Comment Required) Agree Signature and Title: Date: (mm/dd/yy) 12. Employee Comments: (NAC 284.470 requires that you complete this section and sign the report on performance within 10 working days after discussion with your supervisor. If you disagree with the report and request a review, you must specify the points of disagreement.) Agree Disagree Request Review . Employee Signature: 19 lis 3, Appointing Authority Appointing Authority Signature &

Note — Reviewing Officer uses form NPD-15R to respond to employee's request for review as outlined in NAC 284.470

Date:

Employee Evaluation & Development Report - Page 2

Employee Name: (Last) O'Keefe (First) Cars (initial) L.

Employee ID #: 25693

14. Job Elements (Transfer from Employee Work Performance Standards form and provide a numerical rating of 1 = DMS; 2 = MS; or 3 = ES for each job element in column (A).	(A) Rating	(B) Weighted Value	(C) Weighted Rating
Job Element #1: Process Delinquent Accounts Using the description below, Revenue Officers are responsible for the processing of delinquent Motor Carrier accounts to determine the applicable fees, taxes, penalties, interest, and/or administrative fines due by the licensee.	3,00	40%	1.20
Description of Delinquent Account Processing  1. Processing Delinquent Licensing Documents  2. Processing Delinquent Tax Returns  3. Preparing Notification Letters  4. Compliance Violations and Delinquent Account Lists  5. Referrals  6. Clearing Account Stops  7. Administrative and Show Cause			
Delinquent accounts are to be processed using the established guidelines and procedures. See Revenue Officer Deak Procedures for specific details on each task.			
During the probationary pariod, steady progression must be noted as follows.  By the end of the 3 <sup>rd</sup> month, the Revenue Officer must be able to post delinquent licensing documents and tax returns, prepare 1 <sup>rd</sup> and 2 <sup>rd</sup> instance letters, deposit funds, and clear account stops, with general assistance.			
By the end of the $7^{th}$ month, the Revenue Officer must also be able to prepare $3^{rd} - 4^{th}$ instance letters, with general assistance.			
By the end of the 11th mouth, the Revenue Officer must be able to perform all aspects of delinquent account processing with general assistance.			
Job Element #2: Collection/Referral - Delinquent Accounts	2.00	20%	.40
Using the description below, Revenue Officers are responsible for the collection and referral of delinquent Motor Carrier accounts.			
Description of Collection and Referral Delinquent Accounts  1. Stipulated Payment Agreements  2. Bad Debi Collections  3. Liens/Title Stops/Bond Claims			
4. Bankruptey Proof of Claims 5. Referral to Collection Agency (Alliance One) 6. Lien Release 7. Administrative and Show Cause Hearings			
The collection and referral process for delinquent accounts are to be followed using the established guidelines and procedures. See Revenue Officer Desk Procedures for specific details on each task.			
During the probationary period, steady progression must be noted.			
By the end of the 3 <sup>rd</sup> month, the Revenue Officer should be able to process a bad debt payment, file a lien or title stop, and enter into a stipulated payment agreement, with general assistance.			
By the end of the 7 <sup>th</sup> month, the Revenue Officer must be able to file a proof of claim, refer an account to the collection agency (Alliance One), and assist with Administrative and Show Cause Hearings, with general assistance.	·		

Employee Evaluation & Development Report - Page 3

Employee Name: (Last) | O'Keefe | (First) | Cara | (Initial) | L.

Employee ID #: 25693

14. Job Elements (Transfer from Employee Work Performance Standards form and provide a numerical rating of 1 = DMS; 2 = MS; or 3 = ES for each job element in column (A).	(A) Rating	(B) Weighted Value	(C) Weighted Rating
By the end of the li <sup>th</sup> month, the Revenue Officer must be able to perform all aspects of collection and referral processing with general assistance.			
For job elements #1 and #2: Any uncorrected errors that carry over to the reports used to prepare the monthly stats are deemed and error against the Revenue Officer responsible for the transaction.			
Job Element #3: Statistical Reports and Corresponding Logs Revenue Officers are required to prepare, review, verify, and evaluate all statistical documents for accuracy and completeness.	3.00	10%	.30
Information is gathered by extracting data from a variety of sources, such as paradox database files, letter and check logs, spreadsheets, system reports, and other similar documents.			
Records used to prepare statistical reports must support the findings submitted. Supporting documents must be attached to report.			
Unless otherwise notified, Revenue officers must reconcile their check log each week by 5:00 pm on Wadnerday to allow the timely completion of the weekly stats. The final weekly reconciliation (needed to complete the monthly stats) must be completed by noon, on the first business day of the month.			,
Any uncorrected errors that carry over to the reports used to prepare the monthly stats are deemed an error against the Revenue Officer responsible for the transaction.			
Unless otherwise notified, weekly statistics are due by 10:00 am on Thursday. Monthly statistics are due by noon on the second business day after the close of the month, unless otherwise advised.			
Job Element #4: 'Training As directed by the Revenue Supervisor, ensure bi-weekly goals established for training meet the requirements of the WPS.  B. When applicable, ensure review periods with the Revenue Supervisor are held on a bi-weekly basis to determine effectiveness of training. [E: If special training has been held or is being requested during the period.  C. Complete Division Evaluation Form and discuss with trainer and Revenue Supervisor if additional residents.	2.00	5%	.10
additional training is necessary.  D. Provide training to the newer Revenue Officers as requested.			
The Revenue Supervisor will meet with the trainer at least once per month, as applicable; to discuss the training of any new or probationary employees and ensure the Divisional goals are being met. The new employee must ensure training coincides with WPS requirements when timelines for completing specific assignments are noted in the WPS. The new employee should discuss any applicable training that is lacking or concerns regarding training with their Supervisor, as soon as concerns arise.			
Job Element #5: Officer Duties as Assigned  A. Special projects as assigned by the Revenue Supervisor.  B. Assist other sections of the Motor Carrier Division as requested.  C. Preparation and submission of DARS, timesheets, phone logs, letter review*, and other routine Administrative tasks assigned.	2.00	5%	.10
Errors are counted if letter went out with uncorrected errors and is not discovered until after being sent to the carrier.			

Employee Evaluation & Development Report - Page 4

Employee Name: (Last) | O'Keefe | (First) | Cara | (Initial) | L. - |
Employee ID #: 25693

14. Job Elements (Transfer from Employee Work Performance Standards form and provide a numerical rating of 1 = DMS; 2 = MS; or 3 = ES for each job element in column (Λ).	(A) Rating	(B) Weighted Value	(C) Weighted Rating
Job Element #6: Related Factors Work Adjustment, Adaptability, and Cooperation: Demonstrates ability to accept work assignments and adapt to change in routine or other process. Demonstrates ability to willingly accept authority, instruction and constructive criticism. Maintain harmonious work relationship and self-control and is not unduly influenced by co-workers opinions or attitudes.	3.00	20%	.60
Undement: Demonstrates ability to consider all facts leading to a logical conclusion. Does not make rash decisions leading to negative consequences.			
Initiative: Demonstrates willingness to take on added responsibility and originates or develops new and better ways of diving things.			
Attendance: Faithfulness in coming to work on-time and conforming to established attendance guidelines. Call-ins must be made to a Supervisor at least 15 minutes prior to the start of your scheduled shift.			
Habitual use of sick leave in conjunction with scheduled days off and/or holidays, abuse of break/lunch privileges, tardinoss, and excessive distractions such as personal telephone calls and conversations outside of break/lunch periods are not acceptable. See MCD 02.01 for attendance guidelines.			
Job Element #7: Work Place Safety Ensure adherence to established Department safety guidelines.	Not Rated	N/A	N/A
Overall Rating (Scale: 1 to 1.50 = DMS; 1.51 to 2.50 = MS; 2.51 to 3 = ES)  A "does not meet standards" rating may affect adjustments hased on merit (NAC 284.194) and ongovity pay (NAC 284.270). Another evaluation must be completed within 90 days (NRS 284.340).	2.50		2.70

Employee Evaluation & Development Report - Page 5

Employee Name: (Last) O'Keefe (First) Cara (Initial) L.

Employee ID #: 25693

14. Job Elements (Transfer from Employee Work Performance Standards form and provide a numerical rating of ! = DMS; 2 = MS; or 3 = ES for each job lement in column (A).

(B) (C)
Weighted Value Rating

15. Rater's Comments: (A "does not neet standards" rating for any job element must include a detailed explanation of the deficiencies.)

Unb Element #1 - You carned an "Exceeds Standards" in Processing Delinquent Accounts.

Since your last appraisal review you completed a total of 1,761 letters for an overall average of 147 letters per month. This represents 44% of the entire unit's letter production. You processed 124 IFTA fuel tax returns. During this appraisal period you processed the unit's deposits at least 27.67% of the time and were the unit's assigned primary phone responder 27.67% of the time. In the last 12 months you assessed 741 Administrative Fines for \$223,949. Of those assessed in the last 12 months you collected 633 (85% units) and \$166,431 (74% amount). However, you collected a total of 724 Administrative fines for \$206,424 in the past 12 months, some of which were assessed in a prior period. You continue to follow policy and procedure and use all collection methods available to you including filling liens, revoking registration credentials and stopping titles.

Job Element #2 - You earned a "Meets Standards" in Collection/Referral - Delinquent Accounts.

During this review period you've processed thirteen (13) NSF/Bad Debt collection transactions. You prepared files for and submitted referrals on eight (8) Administrative Hearings. You've scheduled sixty one (61) Show Cause Hearings and filed sixty six (66) Liens and placed numerous Title Stops. Payment plans are structured pursuant to Division Polley and Procedure and you maintain consistent follow-up on your payment plans. You follow up on your accounts and once an account is determined to be uncollectible and all collection efforts are exhausted by the Division you refer the account to the collection agency for continued efforts in accordance with our Policy and Procedure.

Job Element #3 - You earned an "Exceeds Standards" in Statistical Reports and Corresponding Logs.
You performed the weekly reconciliation of the team's individual statistical logs for the past year which greatly reduces the time the supervisor must spend on the month end statistical report. Please continue to update the Hearings Log and confirm that the NSF log is updated when the debt is paid. Also, please continue to reconcile your logs with the entries made in the Paradox software and letters sent to assure the correct amounts are entered to your DARS report.

Job Element #4 - You carned a "Meets Standards" in Training.
You are willing to learn new tasks and attend training when offered. You ask for assistance or clarification when you determine necessary such as when you are processing bankruptey claims or prior to referring an account to the collection agency.

Job Element #5 - You earned a "Meets Standards" in Other Duties as Assigned.
You are a learn player and always willing to accept additional duties to assist others in the Revenue Unit when necessary. On several occasions during this past review period you submitted the weekly statistical report for the unit to the Division Administrator on behalf of your superview when she was out of the office.

Job Element #6 - You earned an "Exceeds Standards" in Related Factors: Work Adjustment, Judgment, Initiative, and Attendance.
You demonstrate use of good judgment and common sense when interacting with co-workers and when communicating with customers.
You research account issues prior to preparing the violation letters and assessing fines, penalties and interest. You present recommendations to your supervisor when working with customers to resolve their debt issues. You are organized, good at prioritizing with Policies and Procedures.

Job Element #7 - Work Place Safety: This job element is not rated. There are no compliance issues.

Employee Evaluation & Development Report - Page 6

Employee Name: (Last)   O'Keefe	(First) Cara	(Initial) L.
mployee ID #: 25693		

14. Job Elements (Transfer from Employee Work Performance Standards form and provide a numerical rating of 1 = DMS; 2 = MS; or 3 = ES for each job element in column (A).

(B) (C)
Weighted Value Rating

16. Development Plan & Suggestions: (The supervisor addresses how the employee can enhance performance and achieve standards; indicates recommendation for further development and training. This section should be discussed with the employee.)

In your last Employee Appraisal we listed working on those accounts that were referred to the Revenue Unit by the Audit Unit. Over the past review period you preceded to all late stage collections on these accounts including referring them to the collection agency once your collection efforts were exhausted. Thank you for your attention to this project.

During this next review period I encourage you to continue review your Revenue Unit aged receivables including referring them to the collection agency if all late stage collection efforts are exhausted.

Thank you for your dedication to Motor Carrier this past year. We appreciate your collection efforts as you assist debtors in resolving their account issues while collecting Revenue owed the State of Nevada. We also appreciate your involvement with the Division's "McFish" program, finding ways to make working more fun and involving the staff in team spirit activities.

Distribution: Original to Nevada Department of Personnel; Copy to Agency; Copy to Employee NPD-15 Rev. [3/09]

RECEIVED unel Use Only Agency Use Only DEC 1.6 2008 NV OFFT. OF BOMMEL RECORDS 2008 DEC 15 P 2: 48 DEPARTMENT OF PERSONNEL EMPLOYEE APPRAISAL & DEVELOPMENT REPORT 1. Employee Name: Last O'Keefe Initial L. First Cara 2. Class Title: Revenue Officer II 3. Employee ID #: 25693 4. Dept/Div/Section: DMV/Motor Carrier Division/ Revenue Unit 5. Date Evaluation Due: 12/11/08 8. Agency # (3 diphs): 810 Home Org # (4 digits): 4717 Position Control #: CC4036/7. Date Next Evaluation Due: 12/11/09 Probationary/Trial Period (check one): Permanent (check one): 6 month Probation/Trial: 2<sup>nd</sup> month 5 th month Other Annual Other 12 month Probation/Trial: 3<sup>rd</sup> month 7<sup>rd</sup> month 11 i 1 th month Other 9. Work Performance Standards: 🛛 are an accurate reflection of the position 🔲 will be revised to reflect changes 10. Overall Rating from Page 2, Number 14 (check one): Does Not Meet Standards ☐ Meets Standards X Exceeds Standards If a rating of "Does Not Meet Standards" is given, another evaluation must be completed within 90 days. The rating may affect adjustments in salary based on merit (NAC 284.194) and longevity pay (NAC 284.270). Rater's Signature & Title: - Revenue Officer III Date: 12/10/08 1. Employee Comments: (NAC 284.470 requires that you complete this section and sign the report on performance within 10 working days after discussion with your supervisor. If you disagree with the report and request a review, you must specify the points of disagreement.) 💟 Agree ☐ Disagree Request Review Date: 12/10/08 Employee's Signature: (mm/dd/yy) 12. Reviewing Officer Review: Reviewing Officer's Signature & Title: Date: (mm/dd/yy) 13. Appointing Authority Revisw: Agree Disagree (Comment Required) Appointing Authority Signature & Title: (mm/dd/yy) HUMINISTYATON Distribution: Original to Nevada Department of Personnel; Copy to Agency; Copy to Employee NPD-15 Rev. 10/07

B

Employee Appraisal & Development Report - Page 2

Employee Name: (Last) O'Keefe (First) Cara (Initial) L.

Employee ID #: 25693

14. Job Elements (Transfer from Employee Work Performance Standards form and provide a numerical rating of 1 = DMS; 2 = MS; or 3 = ES for each job	(A) Rating	(B) Weighted	(C) Weighted
element in column (A).		Value	Rating
Job Element #1: Process Delinquent Accounts	3.00	40%	1.20
Using the description below, Revenue Officers are responsible for the proceeding of			
delinquent Motor Carrier accounts to determine the applicable fees, taxes, penalties,			
interest, and/or administrative fines due by the licensee,			
Description of Delluauent Account Processing			
1. Processing Delinquent Licensing Documents		1	
2. Processing Delinquent Tax Returns		1	1
3. Preparing Notification Letters		l .	İ
4. Compliance Violations and Delinquent Account Lists 5. Referrals			
6. Clearing Account Stops		1	
7. Administrative and Show Cause		}	}
Delinquent accounts are to be processed using the established guidelines and procedures. See		•	
Revenue Officer Deak Procedures for specific details on each task.			
During the probationary period, steady progression must be noted as follows.	`		
By the end of the 3rd month, the Revenue Officer must be able to post delinquent licensing			
documents and tax returns, prepare 1st and 2st instance letters, deposit funds, and clear account stops, with general assistance.		i.	
By the end of the 7th month, the Revenue Officer must also be able to prepare 3rd - 4th instance			1
etters, with general assistance.			
By the end of the 11th month, the Revenue Officer must be able to perform all aspects of			
The same of the sa			1
Job Element #2: Collection/Referral - Delinquent Accounts	2.00	20%	.40
Using the description below Persons (188			ĺ
Using the description below, Revenue Officers are responsible for the collection and referral of delinquent Motor Carrier accounts.		ļ	
Description of Collection and Referral Delinquent Accounts		}	
· Supunited Payment Apreements			Į.
2. Bad Debt Collections			1
3. Liens/Title Stops/Bond Claims			
4. Bankruptcy Proof of Claims			
5. Referral to OSI 6. Lieu Release		1	
7. Administrative and Show Cause Hearings			
· · · · · · · · · · · · · · · · · · ·			}
The collection and referral process for delinquent accounts are to be followed using the established guidelines and procedures. See Revenue Officer Desk Procedures for specific		}	1
etails on each task.			
During the probationary period, steady progression must be noted.		•	
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By the end of the 3 <sup>rd</sup> month, the Revenue Officer should be able to process a bad debt payment, it is a lien or title stop, and enter into a stipulated payment agreement, with general assistance.	•		1
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By the end of the 7th month, the Revenue Officer must be able to the		i	I
By the end of the 7th month, the Revenue Officer must be able to file a proof of claim, refer an account to OSI, and assist with Administrative and Show Cause Hearings, with owners		3	
By the end of the 7th month, the Revenue Officer must be able to file a proof of claim, refer an account to OSI, and assist with Administrative and Show Cause Hearings, with general assistance.			
Towns of the property with Augustalive and Show Cauce Macrines, with conseq			

Employee Appraisal & Development Report - Page 3

Employee Name: (Last) | O'Keefe | (First) | Cara | (Initial) | L.

Employee ID #: 25693

1100yee 10 #. 23033			
64 L.L.		1 /0\	(C)
14. Job Elements (Transfer from Employee Work Performance Standards form	(A)	(B) Weighted	Weighted
and provide a numerical rating of 1 = DMS; 2 = MS; or 3 = ES for each job	Rating	Value	Rating
element in column (A),		Adding	140018
collection and referral processing with general assistance,			
For job elements #1 & 2: Any uncorrected errors that carry over to the reports used to prepare the monthly stats, are deemed an error against the Revenue Officer responsible for the transaction.			
Job Element #3: Statistical Reports and Corresponding Logs	2.00	10%	.20
Revenue Officers are required to prepare, review, verify, and evaluate all statistical documents for accuracy and completeness.	2.00	1070	,20
information is gathered by extracting data from a variety of sources, such as paradox database files, letter and check logs, spreadsheets, system reports, and other similar documents.			
Records used to prepare statistical reports must support the findings submitted. Supporting documents must be attached to report.			
Unless otherwise notified, Revenue officers must reconcile their check log each week by 5:00 pm on Wednesday to allow the timely completion of the weekly stats. The final weekly reconciliation (needed to complete the monthly stats) must be completed by noon, on the first business day of the month.			
Any uncorrected errors that carry over to the reports used to prepare the monthly stats, are deemed an error against the Revenue Officer responsible for the transaction.			
Diess otherwise notified, weekly statistics are due by 10:00 am on Thursday. Monthly statistics are due by noon on the second business day after the close of the month, unless otherwise advised.			
Job Element #4: Training			
As directed by the Revenue Supervisor, ensure bi-weekly goals established for training meet the requirements of the WPS.	2.00	5%	.10
B. When applicable, ensure review periods with the Revenue Supervisor are held on a bi- weekly basis to determine effectiveness of training. IE: If special training has been held or is being requested during the period			
C. Complete Division Evaluation Form and discuss with trainer and Revenue Supervisor if		1	
additional training is necessary.  D. Provide training to the newer Revenue Officers as requested.			
The Revenue Supervisor will meet with the trainer at least once per month, as applicable; to discuss the training of any new or probationary employees and ensure the Divisional goals are being met. The new employee must ensure training coincides with WPS requirements when timelines for completing specific assignments are noted in the WPS. The new employee should itscuss any applicable training that is lacking or concerns regarding training with their Supervisor, as soon as concerns arise.			
Job Element #8: Other Dutles as Assigned	2,00	5%	.10
A. Special projects as assigned by the Payanua Comendan.		į.	
B. Assist other sections of the Motor Carrier Division as requested.		Í	-
C. Preparation and submission of DARS, timesheets, phone logs, letter reviews, and other routine Administrative tasks assigned.		ļ	1
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Errors are counted if latter went out with uncorrected errors and is not discovered until after		1	
eing sent to the carrier.		1	1

Employee Appraisal & Development Report - Page 4

Employee Name: (Last) O'Keefe	(First) Cara	(Initial) L.
mployee ID #: 25693		

14. Job Elements (Transfer from Employee Work Performance Standards form and provide a numerical rating of 1 = DMS; 2 = MS; or 3 = ES for each job element in column (A).	(A) Rating	(B) Weighted Value	(C) Weighted Rating
Job Element #6: Related Factors  Work Adinstrent, Adaptability, and Constration: Demonstrates ability to accept work assignments and adapt to change in routine or other process. Demonstrates ability to willingly accept authority, instruction and constructive criticism. Maintain harmonicus work relationship and self-control and is not unduly influenced by co-workers opinions or attitudes.	3,00	20%	.60
Judgment: Demonstrates ability to consider all facts leading to a logical conclusion. Does not make rash decisions leading to negative consequences.			
laitiative: Demonstrates willingness to take on added responsibility and originates or develops new and better ways of doing things.			
Attendance: (attitutures in coming to work on-time and conforming to established attendance guidelines. Call-ins must be made to a Supervisor at least 15 minutes prior to the start of your scheduled hift.			
labitual use of sick leave in conjunction with scheduled days off and/or holidays, abuse of areak/lunch privileges, tardiness, and excessive distractions such as personal telephone calls and outside of break/lunch periods are not acceptable. See MCD 02.01 for attendance uidelines.			
Sob Element #7: Work Place Safety Ensure adherence to established Department safety guidelines.	Not Rated	N/A	Not Rated
Overall Rating (Scale: 1 to 1.50 = DMS; 1.51 to 2.50 = MS; 2.51 to 3 = ES)  A "does not meet standards" rating may affect adjustments based on merit (NAC 284.194) and  improvity pay (NAC 284.270). Another motors and adjustments based on merit (NAC 284.194) and			
ingevity pay (NAC 284.270). Another evaluation must be completed within 90 days (NRS 284.340).	2.33		2,60

Employee Appraisal & Development Report - Page 5

Employee Name: (Last) | O'Keefe | (First) | Cara | (Initial) | L. |

mployee | D #: 25693

14. Job Elements (Transfer from Employee Work Performance Standards form and provide a numerical rating of 1 = DMS; 2 = MS; or 3 = ES for each job element in column (A).

(B) (C)
Weighted Value Rating

18. Rater's Comments: (A "does not meet standards" rating for any job element must include a detailed explanation of the deficiencies.)

Job Element #1 -You earned an Exceeds Standards in Processing Delinquent Accounts. During the last 12 months, you completed a total of 1,585 letters for an overall average of 132 letters per month. This represents 51.8% of the team's letter production during that same time period. You processed 91 tax returns. During this appraisal period you processed the unit's deposits at least 25% of the time and were the unit's assigned primary phone responder 25% of the time. For the past 10 months of the review period you performed the weekly reconciliation of the team's individual statistical logs.

Job Element #2 — You earned a Meets Standards in Collection/Referral — Delinquent Accounts. During this review period you've processed thirty seven (37) NSF/Bad Debt collection transactions. You've testified at, or been available by phone to testify at twelve (12) administrative hearings. You've filed one hundred and fifty five (155) liens and numerous title stops. You follow-up on your accounts and proceed to the next collection level if necessary.

Job Element #3 - You carned a Meets Standards in Statistical Reports and Corresponding Logs. Continue to make sure you reconcile your check log weekly with specific attention to make sure any errors have been corrected.

Job Element #4 - You earned a Meets Standards in Training. Your assistance in helping others in the Division as well as the other Revenue Officers in the unit, particularly during the first six (6) months of this review period, was very much appreciated.

Job Element #5 ~ You earned a Meets Standards in Other Duties as Assigned. You continue to be a team player and willing to assist the Division. You offer to help others and anticipate when extra coverage is needed. You are sensitive to workloads in the unit and help whenever you can to complete tasks.

Job Element #6 - You earned an Exceeds Standards in Related Factors: Work Adjustment, Judgment, Initiative, and Attendance, 'ou demonstrate use of good judgment in working with customers and co-workers. You are receptive to accept any additional projects that may be asked of you. You are dependable and your attendance is compliant with the policies and procedures. You follow State regulations/laws and division policies & procedures. You volunteer ideas and follow through organizing division activities and we appreciate your assistance in this.

Job Element #7 - Work Place Safety: This job element is not rated. There are no compliance issues.

16. Development Plan & Suggestions: (The supervisor addresses how the employee can enhance performance and achieve standards; indicates recommendation for further development and training. This section should be discussed with the employee.)

In your last appraisal review we listed working on increasing your letter count by at least 5%. You increased your letter count by 62%, exceeding your goal by over 57%. Thank you for your dedication to issuance of violation letters and for filing itens on non paying customers. Also listed as a goal for this past year was to complete your training in late stage collections which you have completed.

For this next year I would suggest that you continue to work on the accounts that are referred to the Revenue Unit by the Audit Unit so that once all collection efforts are made we can proceed to late stage collection and possible referral to an outside collection agency if deemed uncollectible.

Thank you for your attention to your accounts and efforts to collect the debt owed to the State of Nevada. I appreciate your willingness to help the other employees in the Revenue Unit as well as helping the other Units too. Thank for being a Motor Carrier Division team player.

Distribution: Original to Nevada Department of Personnel; Copy to Agency; Copy to Employee NPD-15 Rev. 19/07

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# STATE OF NEVADA EMPLOYMENT APPLICATION

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# EMPLOYMENT HISTORY (SEE INSTRUCTION NO. 7 ON PACE 4)

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NOTE: APPLICATION MUST BE SIGNED AND DATED ON PAGE 4

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10/28/01

August of 2001 in Carson City, I was cited for speeding on College Parlaway. I was going 45 in a 35 zone. The ticket came to a total of \$55.00. This ticket has been paid & there are no further consequences.

Can J. Gleek

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FAX NO. \_\_ 775 884 4884

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Richard Mirtand Director

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PERSONNEL OFFICE DAV & PS-CARSON CITY



# DEPARTMENT OF MOTOR VEHICLES AND FURLIC SAFETY Field Services Division M E M O R A N D U M

DATE:

August 7, 2001

TO:

**DMVPS** Budget Analyst

FROM:

Dana Mathiesen, Central Services & Records Administrator

SUBJECT: JUSTIFICATION TO FILL VACANT POSITION

Authorization is requested to fill the following vacant position:

1.	Budget Account #: 4741 Position Control #: CC7088	Classification Code: 9 Grade: 23	9.719
2.	Classification Title: Microfilm O  This position is critical to: Public Safety O	Client Care	Essential Services
3.	Date position became vacant: New Position	If vacant for longer than 30 days, expla	in below:
4.	How did the position become vac New Position	ant? (termination, transfer-out, retirement,	etc.)
5.	This Department does all the mici	for consequences of not filling vacancy: rofilming for the entire State, and stand at a uired paperwork (backups to titles and drive hed to eliminate backlog.	I year backlog at this time. Vers license) in a timely manne
6.	What is the position's funding sou		

Approved for hire on: 10-1-01	0	Not approved for hire
Budget Analysi	i	8)0-01 Date

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I have (check one) read the pamphlet or viswed the videotape, entitled "Workplace Safety: Your Rights and Responsibilities" and I understand my rights and responsibilities for safety in the workplace.
Employee Name: Cara O'Kufe. Date: 11-19-01
Signature: Cara & Oyce Q
Place of viewing the videotape:
Employer's Name: Department of Motor Vehicles and Public Safety
Division:
Employer's Signature: Re. Heart Broger

Any employee who does not understand this pamphlet should contact his or her supervisor, employee representative or the Division of Industrial Relations of the Nevada Department of Business & Industry.

Las Vegas: (702) 486-5016 Reno: (775) 688-1474 Elko: (775) 753-1169

Please read instructions carefully better completing this form. The instructions must be greliable during completion on its form. ANTI-DISCRIBINATION NOTICE. It is illegal to discriminate against work eligible instributes. Employer CANNOT specify which document(s) they will accept from an employee. The refusel to hire an individual because of uture expiration date may also constitute flagge discrimination.  Section 1. Employee information and Verification. To be completed and agreed by employee at the time employment begins	J.S. Department of Justi mmigration and Naturalization S			Chip No. 1119-0135 Employment Eligibility Verificatio
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# OFFICE OF THE GOVERNOR POLICY AGAINST SEXUAL HARASSMENT & DISCRIMINATION

# SEXUAL HARASSMENT AND DISCRIMINATION POLICY ACKNOWLEDGEMENT

EMPLOYEE NAME: CARA L. OKEEFE
employee id#:a5693
DEPT/DIV/AGENCY/ORG#: DAN MOTDE CARRIER 810 4717
I have read and understand the Governor's Policy Against Sexual Harassment and Discrimination.
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SUPERVISOR SIGNATURE POLICE
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NV DEPT. OF

DEPARTMENT OF PERSONNEL	PEUBONNET KERANDA
EMPLOYEE APPRAISAL & DEVELOPI	MENT REPORT
1. Employee Name: Last O'Keefe First Cara Initial L	
2. Class litle: Revenue Officer II	3. Employee ID #: 25693
4. Dept/Div/Section: DMV/Motor Carrier/Revenue	5. Date Evaluation Due: 11/1\$/07
6. Agency # (3 digits): 810 Home Org # (4 digits): 4717 Position Control #: CC4036	7. Date Next Evaluation Due: 12/11/2008
8. Probationary/Trial Period (click one):	Permanent (click one);
6 month Probation/Trial: 2 <sup>nd</sup> month 5 <sup>th</sup> month Other  12 month Probation/Trial: 3 <sup>nd</sup> month 7 <sup>th</sup> month 11 <sup>th</sup> month Other	Annual Other
9. Work Performance Standards: are an accurate reflection of the position	will be revised to reflect changes
	ls Standards
If an overall rating of "Does Not Meet Standards" is given, another evaluation must be affect adjustments in salary based on merit (NAC 284.194) and longevity pay (NAC	so completed within 90 days. The rating may 284.270).
Rater's Signature & Title: WWY Miles Supy Aud II	Date: 11/15/2007 (mm/dd/yy)
11. Employee Comments: (NAC 284.470 requires that you complete this section working days after discussion with your supervisor. If you disagree with the report and disagreement.)  Agree Disagree Request Review	n and sign the report on performance within 10 I request a review, you must specify the points of
Employee's Signature: A	Date: 11 1007 (mm/dd/yy)
Reviewing Officer's Signature & Title:  13. Appointing Authority Review: Agree Disagree (Comment Required)	Date: (mm/dd/yy)
Appointing Authority's Signature & Title: Place Roberts Manier's	Fra tov Date: [1 /24/200] (mm/ad/y))
Distribution: Original to Department of Personnel; Copy to Agency; C	Copy to Employee; Copy to Supervisor NPD-15 Rev. 7/03

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#### Employee Appraisal & Development Report - Page 2

Employee Name: (Last) O'Keefe	(First) Cara		(Initio	l) L.
Employee ID #: 25693				
14. Job Elements (Transfer from Employee Work Performance and provide a numerical rating of 1 = DMS; 2 = MS; or 3 = element in column (A).		(A) Rating	(B) Weighted Value	(C) Weighted Rating
Job Element #1: Process Delinquent Accounts Using the description below, Revenue Officers are responsible for the processing delinquent Motor Carrier accounts to determine the applicable fees, to interest, and/or administrative fines due by the Reessee.  Description of Delinquent Account Processing  1. Processing Delinquent Licensing Documents 2. Processing Delinquent Tax Returns 3. Preparing Notification Letters 4. Compliance Violations and Delinquent Account Lists 5. Referrals 6. Clearing Account Stops 7. Administrative and Show Cause  Delinquent accounts are to be processed using the established guidelines at Revenue Officer Desk Procedures for specific details on each task.  During the probationary period, steady progression must be noted as followed by the end of the 3rd month, the Revenue Officer must be able to post delindaccount stops, with general assistance.  By the end of the 7rd month, the Revenue Officer must also be able to prepinstance letters, with general assistance.	nd procedures. See  ws.  inquent Hecusing is, and clear	2.00	55%	1.10
By the end of the 11 <sup>th</sup> month, the Revenue Officer must be able to perform delinquent account processing with general assistance.	all aspects of			
Job Element #2: Collection/Referral - Delinquent Accounts  Using the description below, Revenue Officers are responsible for the referral of delinquent Motor Carrier accounts.  Description of Collection and Referral Delinquent Accounts  1. Stipulated Payment Agreements 2. Bad Debt Collections 3. Liens/Title Stops/Bond Claims 4. Bankruptcy Pruof of Claims 5. Referral to OSI 6. Lien Release 7. Administrative and Show Cause Hearings		2.00	5%	.10
The collection and referral process for delinquent accounts are to be followestablished guidelines and procedures. See Revenue Officer Deak Procedures is on each task.  During the probationary period, steady progression must be noted.  By the end of the 3 <sup>rd</sup> month, the Revenue Officer should be able to process payment, file a lien or this stop, and enter into a stipulated payment agree assistance.  By the end of the 7 <sup>th</sup> month, the Revenue Officer must be able to file a proper an account to OSI, and assist with Administrative and Show Cause Hearing assistance.	a bad debt			

### Employee Appraisal & Development Report - Page 3

Employee Name: (Last) O'Keefe (F	irst) Cara	(Initio	al) L.
Employee ID #: 25693			
14. Job Bemerits (Transfer from Employee Work Performance Standard provide a numerical rating of $1 = DMS$ ; $2 = MS$ ; or $3 = BS$ for element in column (A).	r each job Rating	(B) Weighted Value	(C) Weighted Rating
By the end of the 11 <sup>th</sup> month, the Revenue Officer must be able to perform all aspeculection and referral processing with general assistance.	ects of		
For job elements #1 & 2: Any uncorrected errors that carry over to the repor prepare the mouthly state, are deemed an error against the Revenue Officer r for the transaction.	esponsible		
Job Element #3: Statistical Reports and Corresponding Logs Revenue Officers are required to prepare, review, verify, and evaluate all statistic documents for accuracy and completeness.	2.00	10%	.20
information is gathered by extracting data from a variety of sources, such as parac files, letter and check logs, spreadsheets, system reports, and other similar docum	iox database ents.		
Records used to prepare statistical reports must support the findings submitted. So documents must be attached to report.	pporting		
Unless otherwise notified, Revenue officers must reconcile their check log each w pur on Wednesday to allow the timely completion of the weekly stats. The final w reconciliation (needed to complete the monthly stats) must be completed by noon, business day of the month.	maktu i		
Any uncorrected errors that carry over to the reports used to prepare the monthly deemed an error against the Revenue Officer responsible for the transaction.	state, are		
Unless otherwise notified, weekly statistics are due by 10:00 am on Thursday. M statistics are due by noon on the second business day after the close of the month, otherwise advised.	ontidy unless		
Job Element #4: Training As directed by the Revenue Supervisor, ensure bi-weekly goals established for training the requirements of the WPS.  B. When applicable, ensure review periods with the Revenue Supervisor are held weekly basis to determine effectiveness of training. IE: If special training has been being requested during the period.  C. Complete Division Evaluation Form and discuss with trainer and Revenue Supudditional training is necessary.  D. Provide training to the newer Revenue Officers as requested.	on a bi- n held or is	5%	.10
The Revenue Supervisor will meet with the trainer at least once per month, as applicates the training of any new or probationary employees and ensure the Division eing met. The new employee must ensure training coincides with WPS requirem medices for completing specific assignments are noted in the WPS. The new enumber of the training that is lacking or concerns regarding training upervisor, as soon as concerns arise.	nal goals are sents when		
Ob Element #5: Other Duties as Assigned  A. Special projects as assigned by the Revenue Supervisor.  B. Assist other sections of the Motor Carrier Division as requested.  C. Preparation and submission of DARS, timesheets, phone logs, letter reviother routine Administrative tasks assigned.  Errors are counted if letter went out with uncorrected errors and is not discovered to the carrier sent sent to the carrier sent sent sent sent sent sent sent sent		5%	.10
ong sout to the carrier.	a mitt sitet		1
ob Element #6: Related Factors  Nork Adjustment, Adaptability, and Cooperation: Demonstrates ability to acc ssignments and adapt to change in routine or other process. Demonstrates ability villingly accept authority, instruction and constructive criticism. Maintain harmo	an I	20%	.60

## Employee Appraisal & Development Report – Page 4

Employee Name: (Last) O'Keefe (Firs Employee Name: (Last) O'Keefe (Firs Employee ID #: 25693  14. Job Elements (Transfer from Employee Work Performance Standard and provide a numerical rating of 1 = DMS; 2 = MS; or 3 = ES for element in column (A).  relationship and self-control and is not unduly influenced by co-workers opinions or a Judgment:  Demonstrates ability to consider all facts leading to a logical conclusion. Does not medicisions leading to negative consequences.  Initiative:  Demonstrates willingness to take on added responsibility and originates or develops a better ways of doing things.  Attendance:  Faithfulness in coming to work on-time and conforming to established attendance guis call-ins must be made to a Supervisor at least 15 minutes prior to the start of your scashift.  Habitual use of sick leave in conjunction with scheduled days off and/or holidays, abstrate/hunch privileges, tardinass, and excessive distractions such as personal telephon and conversations outside of break/hunch periods are not acceptable. See MCD 02.0 attendance guidelines.  Job Element #7: Work Place Safety  Ensure adherence to established Department safety guidelines.  Overcil Rating (Scale: 1 to 1.50 = DMS; 1.51 to 2.50 = MS; 2.51 to 3 = 1 (A "does not meet standards" rating may affect adjustments based on merti (NAC 284.194) langevity pay (NAC 284.270). Another evaluation must be completed within 90 days (NRS 2 15. Ratier's Comments: (A "does not meet standards" rating for any job element missions with a standards in Processing Dehave completed a total of 552 letters, for an overall average of 50.18 per more teruras, for an average of 30.27 per month. During the review period, you is of accounts processed remains steady you've had an increase in errors result been asked by new Revenue Officers and other staff for assistance and expewhile attempting to produce a high volume of sanction letters, do deposits a 1 believe the increase in errors is an isolated issue and a direct result of the review period. I appreciate y	ach job Rating titudes.  t	N/A	Rating N/R
14. Job Elements (Transfer from Employee Work Performance Standard and provide a numerical rating of 1 = DMS; 2 = MS; or 3 = ES for element in column (A).  relationship and self-control and is not unduly influenced by co-workers opinions or a Judgment:  Demonstrates ability to consider all facts leading to a logical conclusion. Does not medicisions leading to negative consequences.  Initiative:  Demonstrates willingness to take on added responsibility and originates or develops a better ways of doing things.  Attendance:  Faithfulness in coming to work on-time and conforming to established attendance gule Call-ins must be made to a Supervisor at least 15 minutes prior to the start of your scishift.  Habitual use of sick leave in conjunction with scheduled days off and/or holidays, abbreat/hunch privileges, tardiness, and excessive distractions such as personal telephon and conversations outside of break/hunch periods are not acceptable. See MCD 02.0 antendance guidelines.  Job Element #7: Work Place Safety  Ensure adherence to established Department safety guidelines.  Overcil Rating (Scole: 1 to 1.50 = DMS; 1.51 to 2.50 = MS; 2.51 to 3 = 1 (A "does not meet standards" rating may affect adjustments based on mert (NAC 284.194) longevity pay (NAC 284.270). Another evaluation must be completed within 90 days (NRS 2 15. Ratier's Comments: (A "does not meet standards" rating for any job element must also completed a total of 552 letters, for an overall average of 50.18 per more returns, for an average of 30.27 per month. During the review period, you of accounts processed remains steady you've had an increase in errors resul been asked by new Revenue Officers and other staff for assistance and expewhile attempting to produce a high volume of sanction letters, do deposits a labelieve the increase in errors is an isolated issue and a direct result of the review period. I appreciate your willingness to help others and commend while attempting to produce a high volume of sanction letters.	ach job Rating titudes.  t	g Weighted Value	Weighted Rating N/R
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Faithfulness in coming to work on-time and conforming to established attendance guld-lins must be made to a Supervisor at least 15 minutes prior to the start of your scishift.  Habitual use of sick leave in conjunction with scheduled days off and/or holidays, also break/lunch privileges, tardiness, and excessive distractions such as personal telephon and conversations outside of break/lunch periods are not acceptable. See MCD 02.01 attendance guidelines.  Job Element #7: Work Place Safety  Ensure adherence to established Department safety guidelines.  Overcil Rating (Scale: 1 to 1.50 = DMS; 1.51 to 2.50 = MS; 2.51 to 3 = 1 (A "does not meet standards" rating may affect adjustments based on merti (NAC 284.194) langevity pay (NAC 284.270). Another evaluation must be completed within 90 days (NRS 2 15. Rater's Comments: (A "does not meet standards" rating for any job element must be completed at total of 552 letters, for an overall average of 50.18 per mo returns, for an average of 30.27 per month. During the review period, you so faccounts processed remains steady you've had an increase in errors result been asked by new Revenue Officers and other staff for assistance and expewhile attempting to produce a high volume of sanction letters, do deposits: I believe the increase in errors is an isolated issue and a direct result of the review period. I appreciate your willingness to help others and commend versiew period.	ise of a calls for N/R  S) 2.17	100%	2,20
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Ensure adherence to established Department safety guidelines.  Overcal Rating (Scale: 1 to 1.50 = DMS; 1.51 to 2.50 = MS; 2.51 to 3 = I  (A "does not meet standards" rating may affect adjustments based on merit (NAC 284.194)  longevity pay (NAC 284.270). Another evaluation must be completed within 90 days (NRS 2  15. Rater's Comments: (A "does not meet standards" rating for any job element must  Job Element \$1 - Cara, you have earned Meets Standards in Processing Del  have completed a total of 552 letters, for an overall average of 50.18 per mo  returns, for an average of 30.27 per month. During the review period, you so  of accounts processed remains steady you've had an increase in errors resul  been asked by new Revenue Officers and other staff for assistance and expe  while attempting to produce a high volume of sanction letters, do deposits:  I believe the increase in errors is an isolated issue and a direct result of the  review period. I appreciate your willingness to help others and commend y	S) and 2.17 84.940).	100%	2,20
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15. Rater's Comments: (A "does not meet standards" rating for any job element must Job Element #1 - Cara, you have earned Meets Standards in Processing Delhavs completed a total of 552 letters, for an overall average of 50.18 per mo returns, for an average of 30.27 per month. During the review period, you so faccounts processed remains steady you've had an increase in errors result been asked by new Revenue Officers and other staff for assistance and expewhile attempting to produce a high volume of sanction letters, do deposits a believe the increase in errors is an isolated issue and a direct result of the review period. I appreciate your willingness to help others and commend y			
the Revenue Team become more experienced I anticipate you will be interrquality of your own work products are not sacrificed.  Job Element #2 - Cara, you have earned Meets Standards in Collection/Ref documented and you are ready to proceed with late stage collection efforts to Job Element #3 - Cara, you earned a Meets Standards in Statistical Reports you turn in your weekly reconcilation of the check log timely with specific a corrected. Please reconcile your logs with the entries made in the Paradox Also please pay close attention to the interest calculations to assure the Car Job Element #4 - Cara, you have earned Meets Standards in Training. You department this past month has been very helpful to the Revenue Departm Job Element #5 - Cara, you have earned Meets Standards in Other Duties a timesheets, phone logs, and other Administrative tasks as assigned. Job Element #6 - Cara you have earned Exceeds Standards in Related Fact provide help to others in the Motor Carrier Divison. Your decision process Revenue Department policy and procedures. Your attendence is compliant addition to the volume of daily work you are also a volunteer in the Activities.	inquent Accounts of the In addition y lso completed 41 ting in a Meets St rienced many inter and respond to cal interruptions you ou for your team s upted less. I enco erral - Delinquent on some of your a and Correspondi itention to make s coftware to assur- riers are being asse- assistance in trai ent. s Assigned. You continue and use of good in with requirement	s. During the first you have processe renewals. Although and ards in this Exerciptions during lis from branches have experienced spirit. As the new purage you to make the Accounts. According Logs. Continuate that your work is sessed the correct ining the 3 new prominue to complete to be very cooper udgement is consists set forth in our servers has set forth in our second to set forth in our second and second to set forth in our second and second to set forth in our second and second seco	11 months, you d 333 tax ugh the number lement. You've your work day and customers. I this past we members of se sure the unts are well se to make sure se been s in balance. amounts. eople in the lete your DARS, rative and you istent with the P & P. In

#### **Department of Motor Vehicles**

I have (check one) read the pamphlet or viewed the videotape, entitled  "Workplace Safety: Your Rights and Responsibilities" and I understand my rights and responsibilities for safety in the workplace.
Employee Name: CARB L O'Keefe Date: 12-11-06
Signature: Anne of Olach
Place of viewing the videotape:
Employer's Name: Department of Motor Vehicles
Division: Matoe CARRICE
Employer's Stignature: Jas Grant Brys.
American de la companya del companya del companya de la companya d

Any employee who does not understand this pamphlet should contact his or her supervisor, employee representative or the Division of Industrial Relations of the Nevada Department of Business & Industry.

> · Las Vegas: (702) 486-5016 Reno; (775) 686-1474 Elko: (776) 753-1169

Employee Name: (Last) O'Keefe	(First) Cara	(Initi	al) L.
Employee ID #: 25693			
14. Job Elements (Transfer from Employee Work and provide a numerical rating of 1 = DMS; 2 = element in column (A).	Performance Standards form  [A] MS; or 3 = ES for each job  Ruffil		(C) Weighted Rating

16. Development Plan & Suggestions: (The supervisor addresses how the employes can enhance performance and achieve standards; indicates recommendation for further development and training. This section should be discussed with the employes.)
As indicated in your last review, as you continue to work the accounts you will become more involved with the late stage collections such as Title Stops, Bond Claims, Bankruptcy Proof of Claims, Referral to OSI, Lien Releases and Administrative and Show Cause Hearings as the primary Revenue Officer. Completing your training in late state collections should be a goal prior to your next annual review.

You continue to progress as a Revenue Officer and when you experience new tasks or need to correct transactions you accept the instruction, work through the correction, and follow up where necessary to assure the account is updated correctly in all software applications that are involved. Please continue to follow on your accounts and continue working on some of the older accounts. You demonstrate on a daily basis a positive attitude and are firm but professional when you make your phone calls to the Carriers. Thank you for setting a positive example for the Revenue Team.

As you expand on your experiences you are taking the role of a senior Revenue Officer. Also I would suggest that a goal for this next year would be to work on increasing your letter count by at least 5%.

As mentioned in Job Element #6 of this review, you are making your self available to the new staff for training issues. I recognize that this takes your time and I appreciate your efforts in this area. Also, I appreciate you taking phone calls from the other branches and assisting them with the transactions when they are working with our customers. Thank you for your dedication to the Revenue Department and for all of your hard work.

Distribution: Original to Department of Personnel; Copy to Agency; Copy to Employee; Copy to Supervisor

NPD-15 Rev. 7/03

Agency Use Only	Persunnel Use Only
	RECEIVED
2001 AUG - 1 A 9 42	AUG 0 1 2007
DEPARTMENT OF PERSONNEL	NV DEPT. OF
EMPLOYEE APPRAISAL & DEVELOPI	· ···· ···· ···· ··· ··· ··· ·· · · ·
I. Employee Name: Last O'Keefe First Cara Initial L	
2. Class Title: Revenue Officer II	3. Social Security #
4. Dept/Div/Section: DMV/Motor Carrier/Revenue	5. Date Evaluation Due: 07/11/07
CC4036	7. Date Next Evaluation Due: 11/11/07
8. Probationary/Irial Period (click one); 6 month Probation/Trial: 2nd month 5th month Other	Permanent (click one):
12 month Probation/Trial: 3rd month 7rd month 11rd month Other	Annual Other
9. Work Performance Standards:	will be revised to reflect changes
If an overall rating of "Does Not Meet Standards" is given, another evaluation must affect adjustments in salary based on merit (NAC 284.194) and longevity pay (NAC Raler's Signature & Title:    Raler's Signature & Title:   Supv Aud II	Dale: 07/23/07 (mm/dd/yy)
Reviewing Officer's Signature & Title;  13. Appointing Authority Review: Agree Disagree (Comment Required)	Date: (mm/dd/yy)
Appointing Authority's Signature & Title Logar Personnel; Copy to Agency; C	Date: 1/23/260 (mm/dd/yy)  opy to Employee; Copy to Supervisor  NPD-15 Rov. 7/03

215

Employee Name: (Last) O'Keefe	(First) Cara	(Initio	al) L
Social Security #:	<u> </u>		
14. Job Elements (Transfer from Employee Work Performance and provide a numerical rating of 1 = DMS; 2 = MS; or 3 = Element in column (A).	Standards form (A) S for each job Rating	(B) Welghted Value	(C) Weighted Rating
Job Element #1: Process Delinquent Accounts Using the description below, Revenue Officers are responsible for the pr delinquent Motor Carrier accounts to determine the applicable fees, taxe interest, and/or administrative fines due by the licensee.  Description of Delinquent Account Processing  1. Processing Delinquent Licensing Documents 2. Processing Delinquent Tax Returns 3. Preparing Notification Letters 4. Compliance Violations and Delinquent Account Lists 5. Referrals 6. Clearing Account Stops	g.o	55%	1.65
7. Administrative and Show Cause Hearings  Delinquent accounts are to be processed using the established guidelines and Revenue Officer Desk Procedures for specific details on each task.  During the probationary period, steady progression must be noted as follows By the end of the 3 <sup>rd</sup> month, the Revenue Officer must be able to post deling documents and tax returns, prepare 1 <sup>rd</sup> and 2 <sup>rd</sup> instance letters, deposit funds, account stops, with general assistance.			
By the end of the 7th month, the Revenue Officer must also be able to prepar instance letters, with general assistance.  By the end of the 11th month, the Revenue Officer must be able to perform a delinquent account processing with general assistance.			
Job Hement #2: Collection/Referral - Delinquent Accounts  Using the description below, Revenue Officers are responsible for the correferral of delinquent Motor Carrier accounts.  Description of Collection and Referral Delinquent Accounts  1. Stipulated Payment Agreements  2. Bad Debt Collections  3. Liens/Title Stops/Bond Claims  4. Bankruptcy Proof of Claims  5. Referral to OSI	lection and	5%	.10
6. Lien Release 7. Administrative and Show Cause Hearings The collection and referral process for delinquent accounts are to be followed established guidelines and procedures. See Revenue Officer Desk Procedure details on each task.  During the probationary period, steady progression must be noted.	l using the s for specific		
By the end of the 3 <sup>rd</sup> month, the Revenue Officer should be able to process a payment, file a lien or title stop, and enter into a stipulated payment agreeme assistance.  By the end of the 7 <sup>th</sup> month, the Revenue Officer must be able to file a proof an account to OSI, and assist with Administrative and Show Cause Hearings, assistance.	nt, with general		

Employee Name: (Last) O'Keefe	(First) Cara		(Initio	d) L
Social Security #:				
14. Job Elements (Transfer from Employee Work Performance St and provide a numerical rating of 1 = DMS; 2 = MS; or 3 = ES element in column (A).	for each job	(A) Rating	(B) Weighted Value	(C) Weighted Rating
By the end of the 11 <sup>th</sup> month, the Revenue Officer must be able to perform all collection and referral processing with general assistance.  For job elements #1 & 2: Any uncorrected errors that carry over to the reprepare the monthly stats, are deemed an error against the Revenue Office for the transaction.	ports used to			-
Job Element #3: Statistical Reports and Corresponding Logs Revenue Officers are required to prepare, review, verify, and evaluate all stati documents for accuracy and completeness.	stical	2.0	10%	.2
Information is gathered by extracting data from a variety of sources, such as p files, letter and check logs, spreadsheets, system reports, and other similar dos	aradox database cuments.		ı.	
Records used to prepare statistical reports must support the findings submitted documents must be attached to report.	Supporting			
Unless otherwise notified, Revenue officers must reconcile their check log eac pm on Wednesday to allow the timely completion of the weekly stats. The fin reconciliation (needed to complete the monthly stats) must be completed by no business day of the month.	al weekly			
Any uncorrected errors that carry over to the reports used to prepare the mont deemed an arror against the Revenue Officer responsible for the transaction.	hly state, are			
Unless otherwise notified, weekly statistics are due by 10:00 am on Thursday, statistics are due by noon on the second business day after the close of the morotherwise advised.	Monthly oth, unless			
Job Elermen I #4: Training As directed by the Revenue Supervisor, ensure bi-weekly goals established for the requirements of the WPS. B. When applicable, easure review periods with the Revenue Supervisor are in weekly basis to determine effectiveness of training. IE: If special training has being requested during the period. C. Complete Division Evaluation Form and discuss with trainer and Revenue additional training is necessary. D. Provide training to the newer Revenue Officers as requested.	neld on a bi- been held or is	2.0	5%	.1
The Revenue Supervisor will meet with the trainer at least once per month, as discuss the training of any new or probationary employees and ensure the Divibeing met. The new employee must ensure training coincides with WPS requiting interest for completing specific assignments are noted in the WPS. The new should discuss any applicable training that is lacking or concerns regarding training that is lacking or concerns regarding training that is acting or concerns regarding training that is lacking or concerns regarding training that is lacking or concerns regarding training that is lacking or concerns are some as concerns arise.	sional goals are rements when			
Job Element #5: Other Duties as Assigned  A. Special projects as assigned by the Revenue Supervisor.  B. Assist other sections of the Motor Carrier Division as requested.  C. Preparation and submission of DARS, timesheets, phone logs, letter other routine Administrative tasks assigned.		2.0	5%	.1
Errors are counted if letter went out with uncorrected errors and is not discorbing sent to the carrier.	ered until after			
Job Element #6: Related Factors  Work Adjustment, Adamability, and Cooperation: Demonstrates ability to assignments and adapt to change in routine or other process. Demonstrates ability willingly accept authority, instruction and constructive criticism. Maintain ha	ilieu en i	3.0	20%	.60

Employee Name: (Last) O'Keefe	(First) Cara	(Initio	ol) L
Social Security #:			
14. Job Elements (Transfer from Employee Work Performance Stand provide a numerical rating of $1 = DMS$ ; $2 = MS$ ; or $3 = BS$ element in column (A).	for each job Rating	(B) Weighted Value	(C) Weighted Rating
relationship and self-control and is not unduly influenced by co-workers opinio	as or attitudes.		
<u>fudgment:</u> Demonstrates ability to consider all facts leading to a logical conclusion. Does decisions leading to negative consequences.	not make fash		
<u>Initiative;</u> Demonstrates willingness to take on added responsibility and originates or devi better ways of doing things.	elops new and		
Attendance: Faithfulness in coming to work on-time and conforming to established attendan Call-ins must be made to a Supervisor at least 15 minutes prior to the start of y shift.	oce guidelines. Four scheduled		
Habitual use of sick leave in conjunction with scheduled days off and/or holids break/lunch privileges, tardiness, and excessive distractions such as personal used conversations outside of break/lunch periods are not acceptable. See MCI attendance guidelines.	lankona ralle		
Job Element #7: Work Pince Safety Ensure adherence to established Department safety guidelines.	N/R	N/A	N/R
Overall Rating (Scale: 1 to 1.50 = DMS; 1.51 to 2.50 = MS; 2.51 to 4.60 and meet standards rating may affect adjustments based on merit (NAC 28 anglety) pay (NAC 284.270). Another evaluation must be completed within 90 days	24 104) and 2.33	100%	2.75

15. Rater's Comments: (A "does not meet standards" rating for any job element must include a detailed explanation of the deficiencies.)

Job Element #1 - Cara, you have earned Exceeds Standard in Processing Delinquent Accounts. During this period, you have completed a total of 118 letters, which is a total of 45.38% of all the letters sent during this period. Your error rate is slightly above the acceptable range for exceeds standards (4.24 vs 4.0), but your productivity is so far above the expectation at this stage of your training that you have earned exceeds standards. Just be careful that you do not rush to complete an account and turn it in for approval without making necessary corrections and ultimately reducing your overall productivity level. In addition, you have processed 158 of the total deposits, refunds, and/or account code adjustments. This is 52.84% of the total check log entries completed during the period with an overall error rate of 3.80%. Again, you have exceeded standards and I commend your efforts.

Job Element #2 - Collection/Referral of Delinquent Accounts - You have earned meets standard in this element. During this period you have filed three liens. Although you still require general assistance and have indicated you would like a little more training in this element, you are well on your way in this area.

Job Element #3 - Cara, you have earned Meets Standard in Statistical Reports and Corresponding Logs. It is important to ensure you turn in your weekly reconciliation of the check log timely and ensure all errors have been corrected prior to submission. There has been progress during this period, but the few deposit errors you had could have been avoided if the reconciliations were completed before the end of the month stats.

Job Element #4 - Cara, you have earned Meets Standard in Training. Make sure you work with your trainer to ensure all biweekly training forms are properly filled out and turned in. This enables me to track your progress and note your confidence in each of the tasks you are being trained in.

Job Element #5 - Cara, you have earned Meets Standard in Other Duties. During this period you have started to take on a few additional duties, such as assisting with the overflow from other revenue officers. Thank you for your willingness to help out your team.

Job Klement #6 - Cara, you have earned Exceeds Standard in the related factors. You have demonstrated a high level of cooperation and have shown great initiative by taking on additional responsibilities and assisting wherever needed. Your

Employee Name: (Last) O'Keefe	(First) Cara	(Inlti	al) L
Social Security #:			
14. Job Elements (Transfer from Employee Work Performand provide a numerical rating of 1 = DMS; 2 = MS; or olement in column (A).		A) (B) ting Weighted Value	(C) Weighted Rating
judgment is sound. Your attendance is also honorable and w volunteered to assist the Activities Committee. Thank you.	ithin the requirements of our	attendance P & P. Yo	ou have also

16. Development Plan & Suggestions: (The supervisor addresses how the employee can enhance performance and achieve standards; indicates recommendation for further development and training. This section should be discussed with the employee.)
Cara, you continue to demonstrate a can-do attitude in all areas of your job. You have even managed to surpass other Revenue Officers with greater experience. You know how to navigate through our programs, assist the customers, and provide service to our branch staff. You continue to take a very stressful job and handle it beautifully.

During this review period, you have continued to excel in your knowledge of Revenue processes. You think through the situation before coming to a conclusion. Even when you have not had the right answer, you accept the correction and learn from your mistakes.

Additionally, you continue to volunteer to represent Motor Carrier on the Activities Committee. You understand the responsibility to your primary job as a Revenue Officer and are careful to balance your involvement with the committee to prevent conflict with your role as an RO.

You successfully handle accounts with a higher level of difficulty, and while you still need some direction and assistance, you have adapted very well. Continue to work on these accounts. I would also like you to continue working on some of the older bad debt accounts. These require some significant research, but I am confident you can handle it. I anticipate you will continue to excel and I look forward to watching your progress. Again, make sure you take the time to thoroughly research and complete the accounts accurately as this actually saves time in the long run.

Cara, I want to thank you for demonstrating a positive attitude and creating an environment in the Revenue Section that makes stressful situations more tolerable. I am confident by the end of your probationary period, you will be able to function independently in all areas of your position. Thank you for all of your hard work and dedication to your job as a Revenue Officer. It is a pleasure working with you.

Distribution: Original to Department of Personnel; Copy to Agency; Copy to Employee; Copy to Supervisor

NPD-15 Rev. 7/03

Agency Use Only	Personnel Use Only
MI MAY -5 A 9 58 DEPARTMENT OF PERSONNEL	
EMPLOYEE APPRAISAL & DEVELOP	
1. Employee Name: Last O'Kee's First Cara Initial 1.	
2. Class Title: Rovanue Officer II	3. Social Security #
I. Dept/Div/Section: DMV/Motor Carrier/Revenue	5. Date Evaluation Due: 03/11/07
5. Agency # (3 dgiss): 810 Home Org # (4 digits): 4717 Position Control #:	7. Dale Next Evaluation Due: 07/11/07
3. Probalionary/Trial Period (click one):  f month Probation/Trial: 2 <sup>nd</sup> month 5 <sup>th</sup> month 1 Other  12 month Probation/Trial: 3 <sup>nd</sup> month 7 <sup>th</sup> month 11 <sup>th</sup> month 10ther  9. Work Performance Standards: 2 me an accurate reflection of the position 1	Permanent (click one):  Annual Other  will be revised to reflect changes
If an overall rating of "Does Not Meet Standards" is given, another evaluation must be affect adjustments in salary based on merit (NAC 284.194) and longovity pay (NAC Roler's Signature & Title:	284.270). Date: <i>04/19/07 (mm/dd/s</i> w)
11. Employee Comments: (NAC 284.470 requires that you complete this section working days after discussion with your supervisor If you disagree with the report and lisugreement.)  [In Agree Disagree Request Review	n and sign the report on performance within it is request a review, you must specify the points of RECEIVED
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	GENORAL VECORDO
Employee's Signature: A Day Company (Comment Required)	Dale: 4 (B) (7) (mm/dd/yy)
Reviewing Officer's Signature & Title; 3. Appointing Authority Review: Agree Disagrac (Comment Regulary)	Dale: (mm/dd/yy)
Appointing Authority's Signature & Title Logar Lone of Sension Distribution: Original to Department of erponnel; Copy to Agency; C	Copy to Employee; Copy to Supervisor NPID-15 Rev. 7/0 MAY 1 1 2007

Employee Name: (Last) O'Keefe	(First) Care		(Initic	al) L
Social Security #:				
14. Job Boments (Transfer from Employee Work Performance and provide a numerical rating of 1 = DMS; 2 = MS; or 3 = element in column (A).	e Standards form ES for each job	(A) Rating	(B) Weighted Value	(C) Welghted Rating
Job Element #1: Process Delinquent Accounts  Ising the description below, Revenue Officers are responsible for the delinquest Motor Carrier accounts to determine the applicable fees, to laterest, mades administrative fines due by the Beensee.  Description of Delinquent Account Processing  1. Processing Delinquent Tax Returns  2. Processing Delinquent Tax Returns  3. Preparing Notification Letters  4. Compliance Violations and Delinquent Account Lists  5. Referrals  6. Charing Account Stops  7. Administrative and Show Cause Hearings  Delinquent accounts are to be processed using the established guidelines at Revenue Officer Desk Processinus for apprinting details on certy task.  During the probationary period, steady progression must be noted as follo  By the end of the 3 <sup>rd</sup> month, the Revenue Officer must be able to post deli- decount stops, with general assistance.  By the end of the 7 <sup>rd</sup> month, the Revenue Officer must also be able to prep- instance letters, with general assistance.  By the end of the 11 <sup>rd</sup> month, the Revenue Officer must be able to prep- instance letters, with general assistance.  By the end of the 11 <sup>rd</sup> month, the Revenue Officer must be able to prep- instance letters, with general assistance.	nd procedures. See  Procedures. See  Procedures See  Res.  Request Recealing list, and clear  Rere 3** - 4**	2.4	60%	<b>1.44</b>
Job Element #2: Collection/Referral - Delinquent Accounts Using the description below, Revenus Officers are responsible for the referral of delinquent Motor Carrier accounts.	wallection and	0.0	0%	O
Description of Collection and Referral Delinquent Accounts  1. Stipulated Phyment Agreements  2. Red Delt Collections  3. Liena/Title Simpa/Bond Claims  4. Bankruptcy Proof of Chains  5. Referral to OSI  6. Lien Release  7. Administrative and Show Cause Hearings				
The collection and referral process for delinquent accounts are to be follow stablished guidelines and procedures. See Reverna Officer Deak <u>Procedures</u> letalis on each teak.	ved using the tres for specific			
During the probationary period, steady progression must be noted. By the end of the 3 <sup>st</sup> month, the Revenue Officer should be able to process payment, file a lieu or title stop, and enter into a stipulated payment agrees as islance.	s had debt neat, with general			
By the end of the 7 <sup>th</sup> manth, the Revenue Officer must be able to file a pro In accumul to OSI, and assist with Administrative and Show Cause Hearing anistance.	of of claim, refer is, with general			

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15. Roter's Comments: (A "dust not med standards" rating for any job along at initials a destiled explanation of the deficiencies.)

Job Element #1 - Cara, you have earned Meets Standard in Processing Delinquent Accounts. During the first three months, you have completed a total of 173 let lens, or an overall average of 58 per month. While this meets the number you are required to complete by the end of the 7 month, he candul that you do not rush to complete an account and turn it in for a peroval without making necessary corrections and ultimately reducing your overall productivity level. In addition, you have processed 223 tax returns or 34.84% of the total returns completed during the period. Again, make sure the proper stops and comments are included on the VISTA system to ensure account activity is complete.

During the review period, you also completed 30 renewals or an average of 28.98%. You are also ut or above standard in this

Job Riement #2 - Collection/Referral of Delinquent Accounts is not rated at this time. Weighted factor has been added to job element #1, where training to this point has been focused.

loh Risment #3 - Cara, you have carned Meets Standard in Statistical Reports and Corresponding Logs. Make sure you turn in your weekly reconciliation of the check log timely and ensure all errors have been corrected prior to submission.

Job Element \$4 - Cara, you have earned Meets Standard in Training. Make sure you work with your trainer to ensure all biweakly training forms are properly filled out and turned in. This analyses me to track your progress and note your confidence in each of the tasks you are being trained in.

Add Element #5 - Cam, you have earned Meets Standard in Other Duties. During your first three months you have not been assigned much outside of your normal course of duties, but you have been very ecoperative and willing to assist wherever requested. Make sure you complete your DARS on a daily basis and submit your timesheet accurately and timely.

Job Klement #6 - Cara, you have earned Exceeds Standard in the related factors. You have demonstrated a high level of example and have shown great initiative by taking on additional responsibilities and assisting wherever needed. Your judgment is sound. Your attendance is also honorable and within the requirements of our attendance P & P. You have also volunteered to assist the Activities Committee. Thank you.

Employee Name:	(Last)	O'Keefe	(First) Cara		(Initio	al) L
Social Security #:		<del>7</del>				
14. Job Bernaris (Trans and provide a numerical element in column (A).	fer from rating of	Employee 1 = DMS	Work Performance Standards form; 2 = MS; or 3 = ES for each job	(A) Rating	(B) Weighted Value	(C) Weighted Rating

16. Development Plan & Suggestions: (The supervisor addresses how the employee can eshance performance and achieve numbered; Indicates recommendation for further development and Irolating. This suction should be discussed with the employee.)
(Lurs, from the day you started hore, you have had a can-do attitude. Motor Carrier was in the peak of renewal season and you had no idea how to navigate through our programs, assist the customers, etc., yot you continually volunteered to assist where needed. You took a very stressful period of time and handled it beautifully.

In the past three months, you have continued to excel in your knowledge of Revenue processes. You think through the situation before coming to a conclusion. Even when you have not last the right answer, you accept the correction and learn from your mislakes.

Additionally, you have volunteered to represent Motor Carrier on the Activities Committee. You understand the responsibility to your primary job as a Revenue Officer and are careful to balance your involvement with the committee to prevent conflict with your role as an RO.

You are already handling accounts with a higher level of difficulty, and while you still need some direction and assistance, you have adapted very well. Continue to work on these necessity. I would also like you to begin working on some of the older had debt accounts. These require some significant research, but I am confident you can handle it. I anticipate you will continue to excel and I look forward to watching your progress. Again, make store you take the time to theroughly research and complete the excessions accurately as this actually saves time in the long run.

Cara, I anticipate your ratings will continue to increase once you begin performing the job elements independently. Thank you for your hard work and dedication to your job as a Revenue Officer.

Distribution: Original to Department of Personnel; Copy to Agency; Copy to Employee; Copy to Supervisor

NPO-15 Rev. 7/03

July Contract Governor



Mesey Levelia Director

Office of the Director
Employee Development,—Training Unit
665 Wright Way
Carson City, Nevada 89711
(775) 684-4612

www.dmvny.com

I have viewed the videotape entitled "Avoiding Sexual Harassment, Beyond a Shadow of a Doubt," and read the enclosed Office of the Governor, Policy against Sexual Harassment, Discrimination and DMV policy 3.14.1 and have reviewed the presentation of Preventing Sexual Harassment in the Workplace. By my signature below, I indicate that I fully understand the DMV Sexual Harassment policy,

ADVA POR CARA OLDSTS 1 30/07
Employee's brinted name Date

Description of the Date

Description of the Date

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cc: DMV Personnel File Supervisor's File RECEIVED

FEB 0 6 2007

MY DEPT. OF PERSONNEL RECORDS

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Wednesday, November 29, 2006

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PERSONNEL ....

Dear Sandie:

Please let this letter serve as my resignation. It is with deep regret that my last day will be December  $\mathcal{H}^{h}$  as I have leave on the  $\mathcal{T}^{h}$  and  $\mathcal{R}^{h}$ . I have been offered, and have accepted, a Revenue Officer II position with the DMV. This office has been wonderful to work for and I personally would like to thank you for the opportunity to work for you. You have been a great hoss!

Sincerely,

Cara L. O'Keefe

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Department of Hameland Security ILS. Citizenship and Immigration Services

#### OMB No. 1615-0047; Septem 0X31/07; Employment Eligibility Verification

Please read instructions carefully before completing this form. The instructions must be evaluable during completion of this form. ANTI-DISCRIMINATION NOTICE: It is illegal to discriminate against work eligible individuals. Employers CANNOT specify which document(s) they will accept from an employee. The refusal to hire an individual because of a future expiration date may also constitute illegal discrimination.

	information and I	<b>/erification</b> , To b	o completed and algred by emp	loyoo et the time employment begins,	
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I am sware that federal law provides for imprisonment and/or fines for false statements or use of false documents in connection with the completion of this form.  I attest, under whatly of portury, that I am (check one of the (oflowing):  A discuss or national of the United States  A Lewist Fermanant Resident (Alien 6) A  An alien sutherized to work units					
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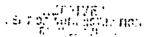
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## State of Nevada Department of Administration Administrative Services Division

#### Adjustments to Variable Schedule Policy Effective 8-24-05

The following policy to be followed in approving adjustments to employees working on a variable schedule:

- A regular schedule is a work shift Monday through Friday from 8am to 12am and 1pm to 5pm.
- A variable schedule is a work shift other than Monday through Friday from 8am to 12am and 1pm to 5pm.
- A variable schedule may only be worked once a form is completed and approved per State Personnel.
- 4. Each employee may select a set variable schedule that begins no earlier than 7 am and ends no later than 5:30 pm with at least a half hour lunch. The Administrator must approve permanent changes to a set variable work schedule in advance.
- Each employee must take at least a half hour, and no longer than one hour, lunch commencing no later than 6 hours after start of shift or 2pm at the latest. The actual lunchtime must be noted on the timesheet.
- 6. A variable schedule must be the same each day, Monday through Friday.
- 7. Prior approval by the Administrator, Administrative Services Officer II, or the Budget Analyst III is required to adjust the variable schedule to allow for appointments, etc. Adjustments to a variable schedule will be the exception and not a mutine. Account Technician's initial off must be in accordance with this policy. Final prior approval is not granted until signed by Administrator, Administrative Services Officer II, or the Budget Analyst III.
- 8. Flextime will be approved under the following conditions:
  - No more than I event per week, an employee may flex one event up to 15 minutes, made up during the same day (i.e. coming in late, late lunch, leaving early, etc.)
  - b. An employee may flex medical appointments as often as needed. Time must be made up during the same week, and no individual event may exceed 4 hours. Medical documentation may be requested. A

- c. An employee may flex personal time one event per timesheet. Time must be made up during the same week, and no individual event may exceed 4 hours. Consistently requesting every other Friday off will not be approved.
- 9. The total of ull flextime off may not exceed 4 hours per week.
- 10. In the event of an unforeseen situation and the employee desires to work an adjusted shift, approval must be requested immediately upon knowledge. Approval of unforeseen events will be handled on a case-by-case basis.
- 11. Employees who do not have sufficient annual will not be allowed to adjust a shift by more than 2 hours to cover a requested leave unless an emergency situation exists.

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Control of • If you have more than one job or are marked and you and your species both work and the combined comings from all jobs exceed \$25,000 (\$25,000 if marked) eas the Two-Barnes/Two-Sab Wortshark on page 2 to excit having too little tax withheld, o if neither of the above efficience applies, stop have and enter the number from the H on line 6 of Form W-4 below. क्षा क्षाकृत Cut have said give Form W-4 to your employer, Neep the top part for your records. **W-4** CNO No. 1545-0074 Employee's Withholding Allowance Certificate villed that the cutting to claim a critical muritar of absorman or escaption fres elect to realist by the IRB. Your completes may be required in cost a copy of this is 2006 Types are paint your first names cant middle initial. O'HEEFE Craca ess framber end street or nami resite) 3 Single 25 Married Sterried, had withhold at higher Single rote, line. 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#### DEPARTMENT OF ADMINISTRATION

#### USE OF STATE PROPERTY

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Thus procedure superspoes all prior written procedures on this specific subject

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Agency Use Only Personnel Use Only RECEIVED JUL 2 5 2006 NV DEPT, OF PERSONNEL RECORDS DEPARTMENT OF PERSONNEL EMPLOYEE APPRAISAL & DEVELOPMENT REPORT 1. Employee Name: Last ()'Kccfc First Cara Initial 2. Class Title: Accounting Assistant II 3. Social Security #: . Dept/Div/Section: Taxation / Admin Services / Accounting 5. Date Evaluation Due: 04/17/06 6. Agency # 130: Home Org # 14 digits): Position Control #: 311 7. Date Next Evaluation Due: 8. Probationary/Trial Period (check one): Parmanent (check one): 6 month Probation/Trial: 2<sup>nd</sup> month [ 5th month Other 12 month Probation/Trial: Other 3rd month 7th month [ ] 11th month [ ] Other Work Performance Standards: are an accurate reflection of the position will be revised to reflect changes 10. Overall Rating from Page 2, Number 14 (check onc): Does Not Meet Standards Meets Standards Exceeds Standards If a rating of "Does Not Meet Standards" is given, another evaluation must be completed within 90 days. The rating may affect adjustments in salary based on merit (NAC-284.194) and longevity pay (NAC 284.270). Reter's Signature & Title#//// Date: 11. Employee Comments: (NAC 284.47) requires that you complete this section and sign the report on performance within 10 working days after discussion with your supervised. If you disagree with the report and request a review, you must specify the points of disugreement.) X Agree Disagree Request Review Employee's Signature: (uun/dd/yy) 12. Reviewing Officer Review Disagree (Comment Required) Reviewing Officer's Signature & Title (mm/dd/yy) 13. Appointing Authority Revie Disagree (Comment Required) Appointing Authority Signature & Titles MCRALLY ASOJI Date: 7/2/2/106 (muddd/yy)

Distribution: Original to Nevada Department of Personnel; Copy to Agency; Copy to Employee NPD-15 Rev. 7/03

AUG 1 0 2505

Employee Name: O'Keefe, Cara

Social Security #:

14. Job Elements (Transfer from Employee Work Performance Standards form and provide a numerical rating of 1 = DMS; 2 = MS; or 3 = ES for each job element in column (A).	(A) Rating	(B) Weighted Value	(C) Weighted Rating
Job Element #1: Mall Mail is received and processed in Aces and TAS in a timely manner with reasonable accuracy and efficiency to ensure monthly and quarterly roll deadlines are met.	2.0		
Job Element #2: Posting Tax returns and A/R payments received in the mail and lockbox are posted to Aces and TAS with accuracy and efficiency. Ensure posting requirements of two hours per day are met on a daily basis.	2.0		
Job Element #3: Workpiace Safety Employee maintains knowledge of the Departmental Safety and Health Program policy and updates as they occur. Adheres to all workplace safety policies and procedures and reports all safety hazards immediately to the supervisor.	2.0		
Job Element #4: Courteous treatment of public and co-workers.  Employee must maintain professional and cooperative interaction with the public and coworkers at all times. Employee advises assigned Supervisor of any unresolved matters involving co-workers and ensures that any issues involving discourteous treatment with public are brought to the attention of the supervisor immediately.	2,0		
Job Element #5: Esprit De Corps Employee exhibits common spirit of comradeship, enthusiasm and devotion to working together as a team. Employee openly communicates with Supervisors and Administrators regarding job dissatisfaction or other issues that arise. Employee participates in group discussions, staff meetings, etc., presenting ideas and thoughts regarding business processes.	2.0	·	
Job Element #6: Other duties as assigned Employee receives periodic special assignments from supervisors or administrators and seeks clarification as needed on information needed to complete assigned task. Completes assigned task within established timeframes and with desired results.	2.0		
Overali Rating (Scale: 1 to 1.50 = DMS; 1.51 to 2.50 = MS; 2.51 to 3 = ES)  (A "dues not meet standards" rating may affect adjustments based on merts (NAC 284.194) and lovererity pay (NAC 284.270). Another evaluation must be completed within 90 days (NRS 284.340).  15. Rater's Comments:	2.0		

Work performance standards do not currently exist but are being developed and will be provided as quickly as possible. This evaluation is being based on primary assignments which are understood by the employee and carried out according to general office procedures.

Cara is viewed as a valued member of the accounting team. She is able to meet required timeframes in the performance of har duties with little or no assistance. Cara is very punctual and displays a good attitude. am suggesting Cara review P&P 100.109 as a reminder that the internet and email are not for personal use during work hours.

16. Development Plan & Suggestions:

Cara is encouraged to seek and participate in state sponsored training in areas of interest as well as to further enhance job serformance. You are also encouraged to seek promotional opportunities within the Department or State government.

Distribution: Original to Nevada Department of Personnel; Copy to Agency; Copy to Employee NPD-15 Rev. 7/03

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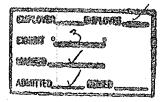
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# A SUPERVISOR=S GUIDE TO PROHIBITIONS AND PENALTIES

STATE OF NEVADA
DEPARTMENT OF MOTOR VEHICLES

Personnel Commission Meeting June 27, 2003

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#### INTRODUCTION

Authority for setting behavior and performance standards is derived from Nevada Revised Statute, Chapter 284 and the ADisciplinary Procedures, Adjustment of Grievances and Prohibitions and Offenses@ sections of the State of Nevada Rules for State Personnel Administration. These regulations provide that each appointing authority shall determine and describe in writing those activities that are inconsistent, incompatible or in conflict with the employees= duties and responsibilities. The regulations require that a copy of the list of such activities must be provided to each employee. We provide this list to employees by issuing the AProhibitions and Penalties@ as a supplement to the employee handbook. This manual is intended as a guide to clarify existing rules. It cannot include all of the various infractions and violations that could conceivably develop. It is, however, comprehensive enough to cover the majority of situations that experience reveals are a source of concern. Since this manual typifies the range of offenses generally occurring, It should serve as a useful guide for supervisory personnel.

The State Personnel Commission has approved these Prohibitions and Penalties effective (Date); therefore, this manual has the status of a rule supplement and as such has the same force and effect as the ARules and Regulations for Personnel Administrations.

#### IT=S YOUR JOB AS A SUPERVISOR

One of your major contributions to the DMV is the development of an environment that fosters cooperative and effective work relationships. The establishment of an environment that allows your employees as individuals and as a group to voluntarily put forth their best effort begins with you. The effectiveness of the DMV=s programs depends largely on how well you B and other supervisors B measure up to this responsibility.

Each employee represents a substantial investment by the DMV in terms of recruitment and training. To protect this investment, the DMV, through you, must make every effort to help each employee become and remain an efficient, productive, and satisfied worker. This places on you the responsibility of seeing that each of your employees know:

- X The policies and regulations that govern their work.
- X The objectives of their job and the unit in which they work.
- X The duties and responsibilities of their position.
- X The accepted methods for performing these duties.
- X The work performance standards for the job (NAC 284.468).
- X How well they are meeting their own work performance standards.
- X How they can improve their work and develop their knowledge, skills, and abilities.
- X What is considered proper conduct on the job.
- X What disciplinary action will occur for violations of regulations or misconduct.

#### WHAT IS DISCIPLINE?

Unfortunately, the term Adiscipline@ has taken on a disagreeable and negative meaning in today=s society. There is a tendency to think of discipline entirely in its most limited sense: as an action taken against an employee who has been guilty of some violation of good behavior. This is sometimes called Acorrective action@. While this is one use of the term, Adiscipline@ also has a broader and more positive meaning.

The word Adiscipline@ comes from the Latin word Adisciplina@ which means Ainstruction, teaching, and training@. Discipline, therefore, should be thought of in terms of instruction and training, rather than in terms of punishment and penalties. The conduct of well-disciplined employees is the result of training that motivates employees to accept and work in accordance with established standards. Acceptable conduct is the result of proper working habits established and maintained over a long period of time. Having proper working habits gradually leads to greater, self-administered group discipline. In addition to preventing situations from developing that require Acorrective action@, group

behavior can also inspire an individual employee to excel in his/her performance. The term *discipline*, as used in this guide, describes actions that correct and train employees to conform to the DMV standards of performance and recognized standards of good conduct.

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The following suggestions will help you as a supervisor to develop and maintain proper behavior in your staff. These suggestions are based on the belief that it is far more important for you to create and maintain good behavior than it is for you to develop a successful technique for handling corrective disciplinary cases. In other words, your emphasis and efforts should be on preventative rather than corrective action.

- 1. Let employees know what is expected of them. Every employee should be aware of the rules and regulations that govern his/her employment with the DMV through the orientation process conducted by the Personnel Bureau, and through the employee=s work performance standards.
- 2. Set reasonable work objectives for your employees. There is considerable truth in the statement that a supervisor can forget about corrective disciplinary actions if he sets reasonable work objectives for his employees and keeps them vitally interested in reaching these objectives. One approach is through work performance standards. The understanding of work performance standards by employees will go a long way toward preventing many instances of misconduct. When these standards of conduct have been followed long enough to become automatic, you will find that corrective disciplinary actions will take less of your time. This will give you time to develop, among your employees, the enthusiasm for the job and the satisfaction from the job that is so essential to full, long-term production.
- 3. Create a favorable working atmosphere. Create a working environment that will encourage your employees to do their best work. A good working environment involves not only physical conditions, but also personal and other intangible relationships. Remember that a word of commendation and praise for a job well done is just as essential to the maintenance of proper discipline as is the correction of an employee who has been guilty of misconduct.

Employees should feel free to offer suggestions for improvements in working methods and to bring grievances to you when they arise. You should realize that the existence of grievances among your employees is not necessarily a reflection on your skill as a supervisor. What really counts is the willingness of your employees to bring their grievances to you and your open-mindedness and fairness in handling the problems.

4. Communicate continually with your employees. Keeping the information flowing between you and your staff is critical to a successful working relationship and fosters a comfortable working environment. If disciplinary issues arise, they need to be brought to the employee=s attention immediately to avoid future problems. If open communication has already been established, any potential disciplinary action will not be as difficult to address.

#### PROPER DISCIPLINE IS BEST FOR ALL

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The vast majority of employees at the DMV are competent, conscientious and efficient. In an organization the size of the DMV, however, it is not surprising that there would be a few employees who willfully, thoughtlessly, or unwittingly violate the accepted standards of good behavior or who do not turn out a satisfactory day=s work. Unfortunately, the actions of these employees reflect unfavorably on the DMV.

If such instances are permitted to go without reprimand or correction, they will undermine the morale of other employees and lower confidence and respect of the public in all of our employees. Accordingly, it is in the best interest of all DMV employees to see that inefficient or problem employees improve their performance or are separated from service.

You, as a supervisor, are charged with the responsibility for promptly taking corrective disciplinary action when it is appropriate for employees under your direction. It is also your responsibility to promptly bring instances that require such action to the attention of your Personnel Bureau. The administration of prompt, fair, and effective corrective disciplinary action is just as essential to effective operations and good employee relations as is the commendation of employees for work well done.

If you, as a supervisor, take steps to correct behavior or take steps to terminate the service of uncooperative or incompetent employees, you will increase the respect you receive from your employees. You will also raise the prestige of all DMV employees by demonstrating that merit is essential for continued employment.

### WHEN OTHER METHODS FAIL

Proper discipline cannot be maintained and appropriate corrective disciplinary actions cannot be taken if you neglect your responsibility as a supervisor. Employees expect and want uniform adherence to recognized standards of conduct, and they respect the supervisor who maintains these standards. When corrective disciplinary action seems necessary, you will want to keep in mind the following points:

- 1. Get all the facts and act promptly. It is important that corrective action be taken soon after an employee=s action. This does not mean you should act before you have all the facts and have weighed them. It means you should act as soon as you have all the facts, have weighed the evidence, and have decided what to do on the basis of those facts. The longer the corrective action is delayed, the more unjustified and unfair it will seem to the employee and co-workers. Be sure you get the employee=s perspective and objectively assess discrepancies before taking any action. Avoid the impression you have made up your mind prior to hearing the employee.
- 2. In deciding what corrective disciplinary action to take, or recommend you must:
- \$ Consider all the circumstances surrounding the situation.
- \$ Consider the seriousness of the employee=s conduct in relation to the employee=s particular job and employment with the DMV.
- \$ Consider what the department has done to help prevent this type of behavior.
- \$ Consider the type of corrective disciplinary action for the type of offense involved. (Refer to Prohibitions and Penalties)
- \$ Consider the proposed disciplinary action in light of its training value, rather than strictly as a punishment or reprisal for the offense.
- \$ Consider what corrective disciplinary actions the department and your Personnel Bureau has taken in similar instances.
- \$ Consider the employee=s previous conduct.
- \$ Consider the probable cause of the employee=s behavior.
- \$ Consider what corrective action will most likely eliminate the cause and prevent a reoccurrence.
- \$ Consider the employee=s possible reaction to the corrective action.
- 3. Above all else, be fair and impartial in arriving at the corrective action you decide to take. Nothing will do more to undermine the morale of your employees and their confidence in you than the feeling that you are being arbitrary, unfair, or partial in your treatment of them. Be aware of the actions that really upset you personally as these feelings may affect your objectivity.

## SUGGESTED GUIDE ON CORRECTIVE DISCIPLINARY ACTIONS

Various kinds and degrees of corrective disciplinary actions are suggested in this guide as an aid toward securing greater uniformity and more appropriate actions in disciplinary matters. Because the DMV is a large complex organization, it is impossible to develop any Amagic formula@ that will automatically determine the proper corrective disciplinary action to be taken in every situation. Each situation must be considered on its own merits and circumstances.

The suggested range of actions indicated for a specific offense should not be interpreted to mean that a disciplinary action is necessarily unreasonable if it falls outside the minimum and maximum limits of the range indicated (as outlined in the Prohibitions and Penalties). The circumstances surrounding a particular situation may well justify a more or less severe action than those included within the range indicated. Nothing in this guide should be construed as constituting a waiver of the DMV=s prerogative to administer corrective disciplinary action in any order that may be warranted.

## **Types of Corrective Disciplinary Actions**

It is expected that all corrective disciplinary actions have been preceded by ongoing communication between the supervisor and the employee in an effort to correct the situation, unless of course there was no way of anticipating the employee=s offense from his/her previous conduct. It is also expected that there are up-to-date Work Performance Standards in place and those standards have been communicated to the employee prior to any action taking place.

1. Oral Warning/Verbal Counseling by the supervisor(s) who is responsible for the employee=s daily activities. Before the meeting, thoroughly investigate the incident by gathering all the facts about the offense and evaluating them. Include in your investigation and subsequent discussion what rule was violated, who was involved, when and where it occurred, who witnessed the incident and what the employee=s past record is. During the meeting be sure to allow enough time for a thorough discussion of the incident. Listen to the employee and evaluate his/her explanation. If the employee denies there is a problem, explain your concern and reiterate to the employee specifically what you expect from him/her. Make sure the employee understands your expectations and ask the employee what he/she will do specifically to solve the problem. Explain that this is an oral warning, that he/she will receive a personal copy of the notes from the meeting, and that you are confident the problem will not occur again. After the meeting write a note summarizing the oral warning, give a copy to the employee, and keep a copy for yourself in the office

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personnel file of the employee. If you need to take further action the notes will be valuable in showing a history of problem performance and corrective action. Follow up on the employee=s performance and give feedback on improvements. If the employee does not improve, initiate appropriate and progressive disciplinary action as required by NAC 284.638, and outlined in the Department=s Prohibitions and Penalties document.

- 2. Written Reprimand by the employee=s supervisor(s) whose responsibilities include taking formal corrective disciplinary actions. (This supervisor may or may not be the same person as mentioned in the oral warning section.) Written reprimands must be on the standardized form (NPD-52). In the body of the statement, be sure to include the following:
- \$ the date of the incident (or knowledge of)
- \$ the specific rule(s) violated or the performance problem that occurred
- \$ reference the previous oral discussion(s) or any other counseling the employee received about appropriate performance
- \$ a statement outlining the specific improvement in performance and behavior needed and a time limit in which the improvement must occur
- \$ a statement regarding progressive disciplinary procedures/guidelines if the performance and/or behavior does not improve.

Discuss all of these points with the employee in a private setting, allowing plenty of time for the employee to respond. Evaluate the employee=s explanation taking into consideration previous oral warnings. If the employee denies there is a problem, explain your concern and tell the employee specifically what you expect from him/her. Also explain that a copy of the written reprimand will go in the employee=s permanent personnel record. After the formal discussion, follow up to see that the employee has improved his/her performance/behavior. Provide positive feedback to the employee for any improvement. If performance/behavior has not improved, consult with the Personnel Bureau for further action. If the employee refuses to sign the form, state this fact on the form and obtain the signature of a witness.

SPECIAL NOTE REGARDING ITEMS 3, 4 AND 5, FOLLOWING: An employee who is the subject of an internal administrative investigation that could lead to a level of disciplinary action outlined in 3, 4 or 5 below must be, (1) provided notice in writing of the allegations against him before he is questioned regarding the allegations, and (2) afforded the right to have a lawyer or other representative of his choosing present with him at any time that he is questioned regarding those allegations. The employee must be given not less than 2 business days to obtain such representation, unless he waives his right to be

represented.

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- 3. Suspension \* without pay requires form NPD-41. If a written reprimand is not effective, or if the seriousness of the offense warrants, an employee may be suspended without pay for a period not to exceed 30 calendar days (refer to Prohibitions and Penalties). The Department Personnel Officer must review all disciplinary action involving a recommendation of suspension prior to the action. When meeting with the employee, describe the performance problem and review past discussions. Make sure the employee understands the purpose for the meeting and ask the employee to respond. Explain what disciplinary action you must take and why you believe you must take it. Explain specifically the performance/behavior you expect from the employee and ask the employee to commit to meet your expectations. Emphasize your belief that the employee can improve. After the meeting, follow up on the employee=s performance making sure to praise the employee for any improvement. If the employee has not improved, consult with the Department Personnel Officer for further steps. If the employee refuses to sign the form, state this fact on the form and obtain the signature of a witness.
- 4. **Demotion** \* to a lower class requires the NPD-41 form. Refer to the Prohibitions and Penalties for offenses that may result in demotion. If the employee refuses to sign the form, state this fact on the form and obtain the signature of a witness. Please consult the Department Personnel Officer prior to taking any action.
- 5. **Dismissal** \*/\*\* from service requires the NPD-41 form. Refer to the Prohibitions and Penalties for offenses that may result in dismissal. If the employee refuses to sign the form, state this fact on the form and obtain the signature of a witness. Please consult the Department Personnel Officer prior to taking any action.

NOTE: The Personnel Bureau must review all disciplinary actions involving a recommendation of suspension, demotion, or dismissal of a regular employee prior to the action. The Personnel Bureau will consult with a representative of the Attorney General=s office regarding recommendations of suspension, demotion or dismissal, as required by Section 1702.0 of the State Administrative Manual.

- \*If actions 3, 4, or 5 are recommended for a permanent classified employee, the predisciplinary hearing guidelines must be followed (NAC 284.656.) Employees so affected will have a right to a disciplinary hearing prior to action being taken. The Personnel Bureau coordinates all pre-disciplinary hearings.
- \*\* Dismissal of a probationary employee is processed differently. See page 13 below for information regarding probationary employees and permanent employees being restored from a ATrial Period@ to their previous position.

#### WHEN IT IS NECESSARY TO DISMISS AN EMPLOYEE

(The following is provided as general information only.)

## The ADismissal Meeting@

Dismissing an employee is one of the most difficult responsibilities of a supervisor. So it is important that managers and supervisors give careful consideration to how employees are dismissed to avoid possible legal liability and to minimize the disruption terminations can have on an employer=s operations. By following proper procedures, a manager can help ensure that dismissals are carried out in a manner that complies with federal and state laws, maintains workplace security and safety, and protects departmental property.

As a general rule, it is inadvisable to dismiss an employee on Friday. The employee dismissed on a Friday will usually be distraught over the dismissal during the weekend. Since most businesses are closed on weekends, the employee will not utilize the weekend to search for another job, but rather will let a sense of injustice fester. Moreover, dismissing an employee at the end of the day is equally inadvisable. By dismissing an employee at the end of the day, the employee believes, that he/she has been used by the employer up until the last minute.

## Where to hold the ADismissal Meeting@

When deciding where to hold the Adismissal meeting, @ one fact should be paramount in the employer=s mind: to lessen the employee=s discomfort, including any potential embarrassment or humiliation, and to increase the chance that the employee will quickly regain his or her composure and not fall apart. As a general rule, the Interview should be private, held in a conference room or in some other area. Avoid the normal work area. Two employer representatives should be present during the dismissal meeting. Notification of dismissal should come from the employee=s manager or immediate supervisor. The Adismissal meeting@ should cover such information as:

- \$ How and why the employee is being dismissed;
- \$ When the dismissal will be effective;
- \$ Collecting departmental property (such as keys, credit cards, cell phones, pagers, etc.); and

#### Conducting the Meeting

Supervisors should maintain a businesslike tone. When conducting the meeting, stay away from small talk. It is absolutely imperative that the employee be informed of the decision within the first few minutes. The decision must be explained briefly and clearly. Tell the truth. While this is more easily stated than done do not gloss over the dismissal reasons.

- \$ Refrain from blaming others. Managers and supervisors should not attribute the decision to others in the department. Do not say: Al=m sorry, Frank, but John has decided you have to be let go@ or even worse, Al=m sorry, you know if it was up to me, you wouldn=t be terminated.@
- \$ Stick to the facts.
- \$ Make the dismissal announcement objective.
- \$ Avoid assumptions or subjective inferences.
- \$ Avoid accusing an employee of improprieties in the dismissal announcement unless the employer can absolutely prove it.

The failure to tell an employee the truth about the reason for his or her dismissal can be fatal to an employer=s case should there be a challenge to the termination through the hearings process provided by Personnel regulations. Supervisors must state clearly that this is a final decision. Often times an employee will buffer himself or herself from traumatic news by failing to hear or failing to understand the news. The supervisor must make it very clear that the employee is dismissed. Although, as a supervisor you may feel sympathetic, especially when the employee=s reaction is emotional, the supervisor should merely listen and avoid getting into a prolonged discussion with the employee.

## Dealing with Arguments, Threats and Emotional Reactions.

Employee reactions can run the gamut from anger to tears to dead calm. Loss of a job comes as a severe shock, even when the employee expected and had ample warning through the progressive discipline process. The supervisor should never argue with the employee in an attempt to justify the decision. Supervisors should be courteous, confident, firm and unwavering. A supervisor should never apologize for the decision. The employee who tries to get the supervisor to change the dismissal decision by asking what he or she can do to get the job back must be told that it is too late for this job, but can be advised on work behaviors the employee should try to improve for the next job.

An employee may bring up personal or financial issues and how losing his or her job will devastate the family. The supervisor should refrain from a Ayou should have thought of that before@ but can point out that the employee had ample warning through the progressive discipline process.

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If the employee begins crying, the supervisor should not attempt to get him or her to stop, but allow time for the employee to recover. The supervisor should show concern, perhaps offer a tissue or a glass of water, but not apologize. If the employee reacts by shouting and cursing, the supervisor should state emphatically that the interview will not continue until the individual calms down. Above all, the supervisor should not respond in kind but retain a normal tone of voice.

Dismissed employees often make threats that they have no intention of carrying out. If an employee threatens to go to a lawyer, a supervisor should not respond, or should merely make a neutral comment such as, AThat is entirely your own decision. Of course if threats include violence or other illegal acts, supervisors may wish to call a witness. If violence appears imminent, the supervisor should immediately call security or Capitol Police.

## Rejecting Probationary Employees

During a probationary period, an employee may be rejected for any lawful reason. Federal and State Laws prohibit discrimination in employment on account of:

- \$ Race, color, ancestry, and ethnic characteristics
- \$ Gender
- \$ Religion
- \$ National origin
- \$ Pregnancy
- \$ Disability
- \$ Age

A Permanent employee being rejected from a position to which s/he has been promoted during the ATrial Period@ is restored to his/her previous position. If you, as a supervisor, are considering rejecting an employee during the probationary period or trial period, please contact your Personnel Bureau prior to any action.

### Pay and Benefits

Inform the employee to call his/her benefits office to arrange for continued insurance through COBRA. Inform the employee that his/her final paycheck will be received through the normal payroll cycle. The employer is not required to issue a special check upon termination of employment (NRS 608.020, 608.030 and 608.050 does not apply to State of Nevada when the state is acting as employer.). If an employee is eligible for an annual leave payoff, he/she can expect payment in the next regular pay cycle following receipt of the complete record in the Personnel Bureau.

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The Federal Unemployment Tax Act regulates unemployment insurance. Unemployment benefits are financed by a tax on a certain portion of wages paid to employees. Generally the amount an individual is entitled to receive is 50 percent of weekly earnings up to a maximum amount prescribed by state law. Benefits typically continue for 26 weeks. In periods of high unemployment, however, extended benefits are normally available. There is an initial waiting period in most states before benefits begin, typically one week.

In order to be eligible for benefits, an employee generally must have lost a job through no fault of his or her own and must be ready, willing, and able to work. Workers who are fired for gross misconduct are generally not eligible for benefits. Dismissed employees may contact their nearest unemployment office to apply for unemployment compensation.

## Public Employees Retirement Program (PERS)

The Personnel Bureau is responsible for any notifications that must be made to PERS. Inform the employee that he/she may contact PERS directly for information pertaining to his/her own retirement account.

#### TRAINING REQUIRED FOR SUPERVISORS OF CLASSIFIED EMPLOYEES

Supervisors are required to attend training to familiarize themselves with the unique terms and conditions associated with state employment. These requirements are mandated by the Nevada Administrative Code (NAC) 284.498 and, in the case of sexual harassment training, by the Director of DMV. The required training includes:

Sexual Harassment Training
Drug-Free Workplace Training
Six hour of training in the subject of Equal Employment Opportunity
Five days of training in subjects related to supervisory functions. \*

- \$ Coaching for Supervisors
- \$ Essentials of Management
- \$ Work Performance Standards
- \$ Supervisor=s Safety Training
- \$ Leadership for Supervisors
- \$ Training concerning the preparation of a report on performance (Form NPD-15)

#### Equal Employment Opportunity

The supervisor shall take at least six hours of training in the subject of AEqual Employment Opportunity. This class is offered through the State of Nevada Department of Personnel Training office.

#### Report on Performance

Training concerning the preparation of a report on performance must be completed before a supervisor can evaluate a classified employee. A supervisor may be certified in one of two ways:

\$ An Employee Appraisal Training provided by Personnel Bureau. This training tape has been approved and certified by the Department of Personnel in lieu of the state training class.

\$ AEmployee Appraisal for Supervisorse offered through the State of Nevada
Department of Personnel Training office.

#### Drug-Free Workplace Training

Training concerning a drug-free workplace, can only be taken by enrolling in the course entitled AAlcohol and Drug Testing Program: offered through the State of Nevada Department of Personnel Training office.

#### Sexual Harassment Training

The DMV Director has mandated ASexual Harassmente training for all supervisors, managers and staff employees. This training is offered at each DMV facility or primary Branch through the Management Services and Programs Training Unit.

\*The appointing authority may accept in lieu of the training required, supervisory training taken by a supervisor during the two years preceding his/her appointment.

Please note: The Information provided in this section are courses required by the Nevada Administrative Code and the DMV. Each DMV facility may have additional requirements. Please contact your Personnel Bureau for further information.



## **MEMORANDUM**

from

Bruce H. Breslow

Phone: (775) 684-4958 Fax; (775) 684-4692 Breefow @dmvww.goy

Date;

April 26, 2011

To:

All DMV Employees

Subject:

abtoosH the mits qed.,

It has come to my attention that Department records have been accessed for non-business or personal reasons. It want to remind each of you that querying DMV records for a purpose other than DMV business is strictly forbidden. In addition, you may not process transactions on your own records or records of family, friends or acquaintances.

Prohibition and Panelly G (1) states, "The use, or manipulation of, product ion data or information outside the scope of one's job responsibilities, or for non-business or personal reasons, is strictly prohibited and may be subject to prosecution under NRS 205.481." The first offence can result in termination.

in addition, the Department Computer Usage Policy states, "the Information contained in DMV System records to for use only for Departmental bushings and is proprietary Information. Information from the DMV System should not be used for any purpose other than for completing authorized transactions for customers. All information in the DMV System is confidential, covered by the privacy sol, and cannot be distributed to non-authorized persons."

The public entrusts this Department to ensure their personal information, whether its information on their divers license, vehicle registration or little, is maintained in a secure confronment and used only for official purposes. I expect each employee in this Department to honor and respect that trust.

The Department has tools in place to monitor all computer application activity to include identifying all transactions completed by each individual. We will continue to sudit transaction activity. Appropriate desciplinary action will be taken if violations of policy occur as they concern DMV records.

We are the keepers of personal and confidential hometion of most Nevada residents. Our priority is to ansure the protection and esoubly of this information with which we have been anticeted.

CARA OVERTE

253L90 Employee ID # 5311

Apra Over

Print Buparvisor Name

Bup arvisor all preture

5-3-1/

Oliginal-DMV HR File

Exhibit F

4-28-2011

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Brian Sandoval Governor



555 Wright Way Carson City, Nevada 89711-0900 Telephone (775) 684-4368 www.dmvnv.com

December 9,2013

To:

Troy L. Dillard, Director

Department of Motor Vehicles

FROM:

Terri Carter, Administrator, Management Sergices & Programs

Department of Motor Vehicles

Subject:

Pre-Disciplinary Hearing

Cara O'Keefe

On December 6, 2013, at 9:00 a.m., I held a pre-disciplinary hearing for Cara O'Keefe. In attendance at this meeting were Cara O'Keefe and myself. The reason for this hearing was the Specificity of Charges issued against Ms. O'Keefe by the Motor Carrier Division for violating the following:

## A. From the Nevada Administrative Code:

NAC 284.646 Dismissais. (NRS 284.065, 284.155, 284.383, 284.385)

- An appointing authority may dismiss an employee for any cause set forth in NAC 284.650 lf:
  - (a) The agency with which the employee is employed has adopted any rules or policies which authorize the dismissal of an employee for such a cause; or
  - (b) The seriousness of the offense or condition warrants such dismissal.
- An appointing authority may immediately dismiss an employee for the following causes, unless the conduct is authorized pursuant to a rule or policy adopted by the agency with which the employee is employed:
  - (b) Unauthorized release or use of confidential information

NAC 284.646 Causes for disciplinary action. (NRS 284.065, 284.155, 284.383)

Appropriate disciplinary or corrective action may be taken for any of the following causes:

- Activity which is incompatible with an employee's conditions of employment established by law or which violates a provision of NAC 284.653 or 284.738 to 284.771, inclusive.
- 6. Insubordination or willful disobedience.
- 7. Misrepresentation of offidal capacity or authority.

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Troy L. Dillard

Director

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EXHIBIT

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#### B. From the Nevada Department of Motor Vehicles Prohibitions and Penalties:

## TYPES OF DISCIPLINARY ACTIONS

- 1. ORAL WARNING: By the supervisor(s) responsible for the employee's activities. This action may be either oral or written, or both. Oral warnings reduced to writing are maintained in the supervisor's file. Oral Warnings are not forwarded to the employee's Department personnel file or to the State Department of Personnel, Records Division.
- 2. WRITTEN REPRIMAND: By the supervisor(s) responsible for the employee's activities. This action should be both oral and written, it must be signed by the supervisor and employee, a copy given to the employee, and a copy sent to DMV Personnel for the employee's file and the Department of Personnel, Records Division. Written Reprimands must be on the standardized form NPD-52. If employee refuses to sign the form, state this fact on the form and obtain the signature of a witness.
- 3. SUSPENSION: Without pay for a period of no more than 30 working days: Requires NPD-41 form - Specificity of Charges. If employee refuses to sign form, state this fact on the form and obtain the signature of a witness.
- 4. DEMOTION: To a lower class: Requires NPD-41 form Specificity of Charges. If employee refuses to sign form, state this fact on the form and obtain the signature of
- 5. DISMISSAL from service: Requires NPD-41 form Specificity of Charges, If employee refuses to sign form, state this fact on the form and obtain the signature of a witness.

Department of Motor Vehicles Prohibitions & Penalties						
	1 <sup>87</sup> C	1 <sup>st</sup> Offence		2 <sup>na</sup> Offence		tional
B. Performance on the job	Min.	Max.	Min.	Max.	Min.	Max.
23. Disregard and/or deliberate failure to comply with or enforce statewide, department or office regulations and policies.	2	5	3	5	4	5
C. Neglect of, or inexcusable absence from the job	<u>L</u>		1	<del>,</del>	<del> </del>	
Conducting personal business during working hours,	1	2	3	5	3	5
G. Misuse of Information Technology						
1. The use, or manipulation of production data or information outside the scope of one's job responsibilities, or for non-business or personal reasons, is strictly prohibited and may be subject to prosecution under NRS 205.481.	5	-		-		•
H. Other acts of misconduct or incompatibility						
Unauthorized or improper disclosure of confidential information	1	5	2	5	3	5
7. Acting in an official capacity without	1	5	2	5	3	5

authorization

DMV Policy 2.19.6, Computer Usage Policy Manual Information Abuse

As found in NRS 242.105, NRS 281 section 1, and NAC 284.650: Information contained in DMV system records is for use only for Departmental and business and is proprietary information. Information from the DMV system should not be used for any purpose other than for completing authorized transactions for customers.

I discussed the Pre-disciplinary Hearing process with Cara and read the review of the purpose of the hearing, the charges, and the grounds.

I then opened the hearing for Ms. O'Keefe to present her response to the charges and the grounds provided by her division. Ms. O'Keefe began by stating she had prepared a written response and would provide me with a copy (Employee Exhibit 1). Ms. O'Keefe read her written statement to me and noted she had not received the notarized letter referenced in her statement due to an issue with her mail delivery. Ms. O'Keefe said she expected to receive the letter and would provide it to either Human Resources or myself. On December 9, 2013, at approximately 3:00 p.m. Ms. O'Keefe provided a copy of an email from the family friend indicating he gave her permission to access his records (Employee Exhibit 5).

I asked Ms. O'Keefe if she would respond to each of the prohibitions and penalty violations:

Item B23: Ms. O'Keefe stated she did not give information that was not authorized by the family friend. The family friend provided her with his driver's license number and that is what she gave to the Sheriff's office. Ms. O'Keefe stated she was trying to resolve an issue with the friend's address because he had not received any notifications from the department regarding his driver's license status. She further stated she looked at the male and female friends' records to verify if an address change had been completed.

Item C4: Ms. O'Keefe stated this was a DMV-related issue and she accessed the records during her break and lunch periods. Ms. O'Keefe could not recall her work hours.

Item G1: Ms. O'Keefe stated again this was a DMV-related issue and that she has assisted other non-Motor Carrier customers during the course of her employment. She further stated she did not manipulate any data, but looked up the data to validate the information the family friend gave to her.

Item H4: Ms. O'Keefe reported she did not give any information other than the driver' license number which was provided by the family friend. Ms. O'Keefe

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admits she gave his name and driver's license number to the Sheriff's office. Cara stated she believes the Sheriff's office did not return her call because she was calling on the friend's behalf, so she provided him with the information to contact the Sheriff's office.

Item H7: Ms. O'Keefe stated she did not act in an official capacity and that it was a reflex/knee jerk reaction to say, "Cara with Motor Carrier".

Ms. O'Keefe stated her details could have been clearer if this had been done more timely. Cara stated if this was a terminable offense it should have been addressed sooner. I asked Cara what she would deem a sultable disciplinary action and she responded no disciplinary action is warranted because she viewed the information with the family friend's permission.

Based on the documentation provided in the NPD-41, Ms. O'Keefe's written statement and supporting documentation, and information gathered during the December 6, 2013, hearing, I concur with the recommendation of the supervisor to terminate Ms. O'Keefe based on the violations set forth in accordance with the Department of Motor Vehicles Prohibitions and Penalties. This act was outside the scope of her responsibilities and was done for personal reasons. The fact that the family friend gave her permission does not justify violating laws and policies. In addition, misuse of information technology is a terminable offense for a first time violation.

## Employees Exhibir 1

In 9 years of serving with the State of Nevada I have been an exceptional employee. I have never been called into a supervisor's office to be reprimanded, written up, or received a complaint. With the exception of 2 "meets standards" evaluations, I have received "exceeded standards" on every evaluation. My last review showed that I alone was responsible for 44% of our unit's letters. In fact, Director Roberts sent me a thank you letter indicating that I was directly responsible for a 19% increase in revenue.

To insure my continued job effectiveness, I have attended numerous training classes and served on various work related committees. Aside from serving on the Activities committee, I was chairperson of the Mc Fish committee (moral and team building). At the Division of Insurance I served on the 1033 committee (a criminal investigation committee) and safety committee as I was CPR & first aid certified. Over the years, I have received numerous emails, kudos, and awards for my assistance to other teams, departments, co-workers, and supervisors. My customer service and integrity are beyond reproach.

On September, 16th, 2013 I was informed that I was being investigated for a computer use violation that occurred on August 8 & 10, 2012 in which a supervisor was not informed of until December 28, 2012 ~ over 4 months after the fact. The investigation is based on an incident when I received a phone call at work from a family friend that previously received a DUI and was not allowed to drive. He had received a job opportunity that required a driver's license and needed help to see if and when he could get his license privileges reinstated. He was embarrassed about his situation and didn't want to come in for help, knowing that I worked at the DMV he knew he could trust me. At no point did any transactions ever occur, or did I make any changes to any records in the system. I did nothing for him that I would not do for any other customer; provide the Information he needed to resolve his issue- with his permission and by his request. Perthe attached notarized statement, he gave me permission to look at his personal records to retrieve information required to figure out how I could provide information to assist him. In addition, I asked questions of other DMV personnel since I was not proficient in this area. As an employee and representative of the DMV, I assisted him in getting the information he needed for the resolution he required. I felt as a DMV employee it was my obligation to provide excellent customer service to him.

Helping the public is what we are called to do. In fact, as I walk through the lobby downstairs, I am regularly stopped by customers asking all sorts of DMV related questions. We get phone calls on a daily basis in our departments that do not belong to us. Customers get irritated with calls being forwarded to numerous people and never getting answers they need, so they often "jump lines" to get to a live person. When this happens, It may not be a motor carrier issue, but I do not tell them "too bad, it's not my department". I do not transfer them around and aggravate them further, I find out what they need and try to assist them. This is good customer service. In fact, the DMV has a

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motto, "Yes, I Can Help You With That." Employees all wear buttons with this statement emblazoned on them. All I was providing was good customer service to a customer who trusted me and called me directly.

During my break time I did make 2 phone calls to the sheriff's office for this friend to find out who he could speak to or what he needed to do to get the process of a restricted license going. Just as I have occasionally answered my home phone "Motor Carrier this is Cara", out of reflex I introduced myself as "Cara with Motor Carrier" in my 1st phone call to the sheriff's office; however I never implied or said I was inquiring on behalf of the Department. Answering the phone, sometimes hundreds of times a day, reflex kicks in. It was nothing more than a reflex. In my second phone call to the sheriff's office (as they were supposed to return my call with answers to questions, they did not. It required me to call back) I do not recall introducing myself as such. It was more than a year ago. I have close personal friends in Nevada Highway Patrol, Balliffs in 2 different counties, lawyers and officers of different levels in multiple countles. I would have never needed to use my "clout" as a DMV representative; I could have simply gone to my law enforcement friends and asked for help, but I didn't feel the need to do that here nor would I have. I inquired as a member of the public and received public information as to how to resolve my customer's issue. I was not afforded or given any information because I was an employee of the Department.

As a Revenue Officer for the Department of Motor Vehicles, having the authority to place ilens, holds and revoke credentials, we speak with law enforcement on a regular basis both on the phone, in person and via email. I find it difficult to believe that someone who overheard a one-sided conversation in August could know who or what my conversation was about. Plus, why would that person never say a word about it until nearly a month after I left the department.

in approximately 2011, the sheriff's office came into the Motor Carrier section at the DMV and served a restraining order to an employee. This employee looked up the personal information of a customer, stalked and harassed the customer to the point that law enforcement intervention was required. In this case, the employee not only received only some suspension without pay, but was also allowed to select when she took the unpaid time off. Yet I did nothing illegal and am being recommended for termination.

The Department knew of this "violation" more than a year ago and never notified me. The employee handbook indicates that I will "be informed promptly and specifically" of any deficiencies. More than a year later would indicate this was not a serious offense and certainly was not prompt. I have received disparate treatment as you can see by the discipline given to the other employee that had to be served a restraining order, broke the law and accessed a customer's record without permission. I did neither of

P3 2 of 3 000054 these. I request that I be fully reinstated to my Revenue Officer II position without any further penalty.

Pg 3 850355

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If due to the weather we 'ad an usual getting our mail. Therefore the notarized statement dud not arrive in time. I will bring it in to put with the file-barring any further mail delivery usual always.

Monday.

Employees Exhibit 2

000056

## State of Nevada Employee Handbook



## <u>Department of Administration</u> **Human Resource Management**

State Library & Archives Building 100 N. Stewart St., Suite 200 Carson City, Nevada 89701-4204

Grant Sawyer Building 555 East Washington Avenue, Suite 1400 Las Vegas, Nevada 89101-1046

www.hr.nv.gov

Employees Exhibit 3

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by a state officer or employee in the performance of his/her official duties, whether or not the action is within the scope of his/her employment, which is:

- 1. In violation of any state law or regulation;
- 2. An abuse of authority:
- 3. Of substantial and specific danger to the public health or safety; or
- 4. A gross waste of public money.

State officers or employees are prohibited by state law from using their authority or influence to prevent disclosure of improper governmental action by other state officers or employees. "Official authority or influence" includes taking, directing others to take, recommending, processing or approving any personnel action such as an appointment, promotion, transfer, assignment, reassignment, reinstatement, restoration, reemployment, evaluation or other disciplinary action.

NRS 281.641 spells out the appeal process in the event reprisal or retaliatory action is taken against a state officer or employee who discloses improper governmental action. Any ciaim of reprisal or retaliatory action must be filed with the Division Administrator of Human Resource Management within 10 working days after the alleged reprisal or retaliation occurred. The claim must be submitted on a form provided by Human Resource Management. You may contact Human Resource Management for more information. (NRS 281.611-281.671)

Discipline — If your performance as an employee for the State falls below standard you will be informed promptly and specifically of the deficiencies by your supervisor. If you are a permanent employee and your conduct comes under one of the causes for action listed in NAC 284.646, 284.650, or your agency prohibition and penalties, you will be subject to discipline. Disciplinary action will typically be of a progressive nature depending on the severity of the offense.

A discussion of the specific types of disciplinary actions, including oral warnings, written reprimands, suspensions, demotions and dismissals, can be found in the *Nevada Administrative Code*. (NRS 284.383, NAC 284.638-284.656)

Policy on Honorarium — State law prohibits public employees and public officers from accepting or receiving an honorarium, defined as the payment of money or anything of value, for an appearance or speech while acting in the capacity of a public officer or public employee. (NRS 281A.510)

Political Activity — Employees may vote as they choose and express their political opinions on any or all subjects without recourse, except that no employee may:

- Directly or indirectly solicit or receive, or be in any manner concerned in soliciting or receiving any assessment, subscription, monetary or non-monetary contribution for a political purpose from anyone who is in the same department and who is a subordinate of the solicitor;
- Engage in political activity during the hours of state employment to improve the chances
  of a political party or a person seeking office, or at any time engage in political activity to
  secure a preference for a promotion, transfer or increase in pay. (NAC 284.770)

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Employees Euclibet 3

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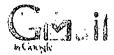
NAC 284.638 Warnings and written reprimands. (NRS 284.065,284.155, 284.383)

1. If an employee's conduct comes under one of the causes for action listed in <u>NAC 284.650</u>, the supervisor shall inform the employee <u>promptly and specifically of the conduct</u>.

- 2. If appropriate and justified, following a discussion of the matter, a-reasonable-period of time for improvement or correction may be allowed before initiating disciplinary action.
- 3. In situations where an oral warning does not cause a correction of the condition or where a more severe initial action is warranted, a written reprimand prepared on a form prescribed by the Division of Human Resource Management must be sent to the employee and a copy placed in the employee's personnel folder which is filed with the Division of Human Resource Management.

Employees Edhibit Y

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## (no subject)

Daniei Cunningham <cunninghamdaniel016@gmall.com>
To: wcbokeefe5@gmall.com

Mon, Dec 9, 2013 at 11:56 AM

I Daniel Cunningham gave cars okeefe permission to access my personal records in order to see the status of my DUI.

Employee Exhibit 5

000060

Brian Sandoval



Jeff Mohlenkamp Director

Lee-Ann Enston

02007 - 1110 0201 - 1110 120/71 - 17

## STATE OF NEVADA DEPARTMENT OF ADMINISTRATION

Division of Human Resource Management Agency HR Services

100 N. Stewart Street, Suite 230 | Curson City, Nevada 89701 Phone: (775) 684-0150 | www.hr.nv.gov | Fax: (775) 687-1150

## **MEMORANDUM**

Revised 08/19/13

DATE:

August 12, 2013

TO:

Alys Dobel, Personnel Officer 3

FROM:

Chrissy Miller, Personnel Analyst

Division of Human Resource Management-HR Services

SUBJECT:

Restoration of Cara O'Keefe

Cara O'Keefe is being restored to her former position with the Department of Motor Vehicles. This constitutes notice pursuant to NAC 284.462 subsection 3, requiring the appointing authority which is effecting the restoration to give written notice to the agency from which the employee was promoted.

Cara O'Kcefe will remain with the B&I Insurance Division until 09/13/13. Cara O'Keefe will be instructed to report to the Department of Motor Vehicles on Monday, September 16, 2013.

Please contact me at (775)684-0249 if you have any questions or concerns.

Ce Agency HR Services Agency File
Division of Human Resources Official Service Jacket

Brian Sandoval Garcenar



Jest Mohlenkamp Director

Lee-Ann Easton
Administrator

## STATE OF NEVADA DEPARTMENT OF ADMINISTRATION

Division of Human Resource Management Agency HR Services

100 N. Stewart Street, Sulte 230 | Carson City, Nevada 89701 Phone: (775) 684-0150 | http://dop.nv.gov | Fax: (775) 687-1150

#### Revised

August 19, 2013

Cara O'Keefe B&I Insurance Division

Dear Ms O'Keefe

This letter shall serve as notification that you have not attained permanent status as Management Analyst 2 with the Department of Business and Industry-Insurance. In accordance with the Nevada Administrative Code 284.462, you will be restored to your former position with the Department of Motor Vehicles.

They have been notified of the need to restore you to your former position as a Revenue Officer 2, effective on *September 16, 2013*. Please report to your supervisor Karen Stoll on this date, at 8:00 am.

Please contact Agency HR Services at 775-684-0201 if you have any questions regarding the process.

Sincerely,

CC:

Chrissy Miller, Personnel Analyst

Agency HR Services

Department of Business & Industries-Insurance Division

Office of the Attorney General 5420 Kietzke Lane, Suite 202 Reno, NV 89511 3.8

(1940). An employer has not acted arbitrarily or capriciously in the discipline of an employee where substantial evidence of legal cause exists affecting an employee's qualifications or performance of his duties. *Id.* 

Substantial evidence is evidence that "a reasonable mind might accept as adequate to support a conclusion." State Emp. Sec. Dept. v. Hilton Hotels, 102 Nev. 606, 608, 792 P.2d 497 (1986), citing Richardson v. Perales, 402 U.S. 389, 91 S.Ct. 1420 (1971). "Substantial evidence [does] not include the idea of this court weighing the evidence to determine if a burden of proof was met or whether a view was supported by a preponderance of the evidence. Such tests are not applicable to administrative findings and decisions." Hilton Hotels, 102 Nev. at 608, 792 P.2d at 498 n. 1. A court reviewing the record to determine whether a decision was supported by substantial evidence cannot "pass on credibility or reverse an administrative decision because it is against the great weight and clear preponderance of the evidence, if there is substantial evidence to sustain it." Id. Conversely, in order to act arbitrarily and capriciously, an administrative agency must act in disregard of the facts and circumstances involved. Meadow v. The Civil Serv. Bd. of LVMPD, 105 Nev. 624, 627, 781 P.2d 772 (1989).

An employer's agreement to restrict [discipiine] to those supported by just cause should not be followed by a further judicial implication, which takes the determination of just cause away from the employer.

Southwest Gas Corp. v. Vargas, 111 Nev. 1064, 1077 (1995) (citation omitted).

Likewise, the authority granted the hearing officer pursuant to NRS 284.390(6) is to determine whether the agency had just cause for the discipline "as provided in NRS 284.385." "It was a task of the hearing officer to determine whether [NDOC's] decision to terminate [Petitioner] was based upon evidence that would enable [NDOC] to conclude that the good of the public service would be served by [Petitioner's] dismissal." *Dredge v. State ex rel. Dept. of Prisons*, 105 Nev. 39, 42, 769 P.2d 58 (1989). Ultimately, the hearing officer's authority is limited to determining whether the appointing authority had "just cause" to support its decision. The issue is not whether there is substantial evidence to support the Petitioner's version of

events. The issue is whether there is substantial evidence showing that the agency had just cause for the discipline.

Substantial evidence will show that the agency had just cause to terminate Ms.

O'Keefe' employment.

### POTENTIAL WITNESSES

- 1. Karen Stoll, Revenue Officer III, Supervisor, Motor Carrier, DMV.
- 2. Wayne Seldel, Administrator, Motor Carrier, DMV.
- 3. Doreen Rigsby, Investigator.
- Angela Messman, Motor Carrier, who overheard O'Keefe impersonate a DMV
   Field Services employee in a call to the Carson City Sheriff's Office.
- Michelle Schober, Motor Carrier, who overheard O'Keefe impersonate a DMV
   Field Services employee in a call to the Carson City Sheriff's Office.
- 6. Alys Dobel, DMV Human Resources Administrator.
- 7. Ann Yukish-Lee, DMV Central Services Manager.
- 8. Cara O'Keefe, Petitioner
- 9. Each and every witness named by Petitioner.
- 10. Rebuttal witnesses as needed.

### LIST OF DOCUMENTS

Respondent DMV anticipates that the introduction of additional documents, including photographs, may be necessary at hearing. DMV reserves the right to make such motion at the hearing upon establishing a proper foundation.

### **EXHIBITS**

- A. Specificity of Charges with Exhibits.
- B. Pre-Disciplinary Hearing Officer's Report.
- C. Letter of Termination.
- D. Each and every exhibit produced by O'Keefe, if admitted into evidence.
- E. Rebuttal exhibits as needed.

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Office of the Attorney General 5420 Kietzke Lane, Suite 202 Reno, NV 89511

## CERTIFICATION THAT DISCOVERY HAS BEEN COMPLETED

With this filing completed, Respondents have supplied Petitioner with documents tha will be used at the hearing. At the time of this filling, O'Keefe has not supplied Respondents with anything she intends to use at the hearing.

### CONCLUSION

The substantial evidence will demonstrate that DMV had just and legal cause to terminate O'Keefe's employment. Therefore, DMV respectfully requests that the Hearing Officer affirm DMV's decision to terminate O'Keefe's employment.

RESPECTFULLY SUBMITTED this 20th day of March, 2014.

CATHERINE CORTEZ MASTO Attorney General

(775) 850-4125

By:

NTHIA R. HOOVER Deputy Attomey General Bureau of Litigation Personnel Division Nevada Bar Number 8122 5420 Kietzke Lane, Suite 202 Reno, Nevada 89511

Attorneys for Respondent-Employer

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Office of the Attorney General 5420 Kietzke Lane, Suite 202 Reno, NV 89511 15

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nel'is a rilein 1 ADAM PAUL LAXALT 2015 JUN 24 AM 11: 08 Attorney General 2 DOMINÎKA J. BATTEN Deputy Attorney General 3 Nevada Bar No. 12258 Personnel Division 4 5420 Kietzke Lane, Suite 202 Reno, Nevada 89511 5 Tel: 775-850-4117 Fax: 775-688-1822 6 dbatten@ag.nv.gov 7 Attorneys for Petitioner IN THE FIRST JUDICIAL DISTRICT COURT OF THE STATE OF NEVADA 8 9 IN AND FOR CARSON CITY Case No. 14 OC 00103 1 B 10 STATE OF NEVADA, ex rel., its DEPARTMENT OF MOTOR VEHICLES. 11 Department No. II Petitioner-Employer, 12 VS. 13 CARA O'KEEFE, an individual; and STATE 14 OF NEVADA, ex rel., ITS DEPARTMENT OF ADMINISTRATION, DIVISION OF 15 **HUMAN RESOURCE MANAGEMENT, and** JILL GREINER, Hearing Officer, 16 Respondents. 17 NOTICE OF ENTRY OF ORDER 18 PLEASE TAKE NOTICE that on June 15, 2015, the Court entered an Order in thi 19 matter Granting Petition for Judicial Review and Setting Aside Hearing Officer's Decision file 20 by Petitioner State of Nevada, ex rel., its Department of Motor Vehicles (DMV), by an 21 through its attorneys, ADAM PAUL LAXALT, Attorney General, and DOMINIKA J. BATTEN 22 Deputy Attorney General, a true and correct copy of which is attached to this notice. 23 24 111 25 111 26 1/// 27 111 28 111

## AFFIRMATION PURSUANT TO NRS 239B.030

This document does not contain the social security number of any person.

RESPECTFULLY SUBMITTED this day of June, 2015.

ADAM PAUL LAXALT Attorney General

Rv.

DOMINIKA J. BATTEN
Deputy Attorney General
Bureau of Litigation
Personnel Division
Nevada Bar No. 12258
5420 Kietzke Lane, Suite 202
Reno, Nevada 89511

Attorneys for Petitioner

## **CERTIFICATE OF SERVICE**

I hereby certify that I am an employee of the State of Nevada, Office of the Attorney General, and that on the 23<sup>rd</sup> day of June, 2015, I deposited for mailing, a true and correct copy of the foregoing Notice of Change of Counsel to:

Jeffrey S. Blanck, Esq. 485 W. Fifth St. Reno, NV 89503 Attorney for Respondent

Jill Greiner, Esq. 4790 Caughlin Pkwy. #120 Reno, NV 89519 *Hearing Officer* 

Department of Administration Division of Human Resource Management 209 East Musser Street, Room 101 Carson City, Nevada 89701-4204

Pam Stanley, LSII
An Employee of the State of Nevada

# **EXHIBIT A**

**EXHIBIT A** 

1 2 3 5 6 IN AND FOR CARSON CITY 7 8 -000-9 STATE OF NEVADA, ex rel. its CASE NO. DEPARTMENT OF MOTOR VEHICLES. 10 DEPT. 2 11 Petitioners. 12 13 CARA O'KEEFE, an individual; and STATE OF NEVADA, ex rel. ITS DEPARTMENT OF ADMINISTRATION, 14 DIVISION OF HUMAN RESOURCE 15 MANAGEMENT; and JILL GREINER, Hearing Officer. 16 Respondents, 17 18 19 ORDER GRANTING PETITION FOR JUDICIAL REVIEW AND SETTING ASIDE HEARING OFFICER'S DECISION 20 21 22 23 reviewed and considered the parties' briefs. 24 25 ISSUE AND CONCLUSION 26 27

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REC'D& FILED

2015 JUN 15 PM 3: 34

SUSAN MERRIWETIÆR CLERK

DEPUTY

## IN THE FIRST JUDICIAL DISTRICT COURT OF THE STATE OF NEVADA

14 OC 00103 1B

Petitioner, STATE OF NEVADA, ex rel., its DEPARTMENT OF MOTOR VEHICLES (DMV), filed a petition for judicial review under NRS 284.390(8). The Court has

Did the hearing officer's reversal of DMV's termination of Employee prejudice substantial rights of DMV because the decision was affected by error of law, clearly

 erroneous in view of the reliable, probative and substantial evidence on the whole record; or arbitrary and capricious or characterized by an abuse of discretion?

Because substantial rights of DMV were prejudiced by the hearing officer exceeding her authority, by error of law, and the hearing officer's decision was arbitrary and capricious, DMV's Petition for Judicial Review is granted.

#### **FACTS**

Cara O'Keefe ("Employee") worked as a revenue specialist for Petitioner, DMV, in DMV's Motor Carrier division. Employee promoted into a State of Nevada, Division of Insurance position and left DMV on December 5, 2012. The Division of Insurance rejected Employee from probation, reverting Employee back to DMV on September 16, 2013, under NAC 284.462.

During December 2012, shortly after Employee left DMV to work for the Division of Insurance, two DMV employees reported to their supervisor that while Employee was employed by DMV they heard Employee discussing another person's driver's license on the telephone with the Carson City Sheriff's Office. During the telephone calls with the Sheriff's Office, Employee identified herself as a DMV employee and stated that "a customer had returned." The coworkers questioned the transaction's legitimacy because there was no customer at Employee's desk and because Employee did not handle driver's license issues, as Employee represented to the Sheriff's Office.

DMV did not investigate the reports until after learning Employee would be returning from the Division of Insurance to DMV's employ. The investigation revealed misconduct by Employee. Specifically, the investigation revealed Employee had accessed DMV's confidential database at least ten times to perform non-business transactions for her friend, Daniel, without authorization. Such conduct is a terminable offense under DMV policies and Nevada law. She used the information to conduct personal business for her friend, Daniel, involving Daniel's DUI. Employee also called the Sheriff's Office about Daniel's driver's license and DUI, twice, representing herself as a DMV employee

assisting a customer, when she was really calling for the personal and non-business reason of assisting her friend, Daniel.

Based upon the information from the investigation, DMV issued a Specificity of Charges (SOC) to Employee, recommending termination under NAC 284.646(2)(b), which authorizes dismissal for unauthorized use of confidential information; and under DMV Prohibitions and Penalties (G1), which makes the use of data or information outside the scope of one's job responsibilities, or for non-business or personal reasons a Class 5 offense. The minimum discipline for a Class 5 offense is termination. The SOC alleged other violations.

DMV provided Employee a pre-disciplinary hearing and terminated her employment. Employee appealed the termination. The hearing officer found that "Employee accessed the DMV database to look up the driver's license records...," and that Employee should be disciplined for misuse of information technology under DMV Prohibitions and Penalties (G1). The hearing officer concluded that "Employee's conduct was not a 'serious violation of law or regulation' to merit termination prior to imposition of less severe disciplinary measures.

#### STANDARD OF REVIEW

The burden of proof is on the party attacking or resisting the challenged decision to show the final decision is invalid. The court's review is limited to the record. The court cannot substitute its judgment for that of an administrative agency as to the weight of evidence on a question of fact. The court may set aside an administrative agency's decision if substantial rights of the petitioner have been prejudiced because the

<sup>&#</sup>x27;NRS 233B.135(2).

<sup>&</sup>lt;sup>2</sup>NRS 233B.135(1)(b).

<sup>&</sup>lt;sup>3</sup>NRS 233B.135(3).

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decision was affected by error of law, clearly erroneous in view of the reliable, probative and substantial evidence on the whole record; or arbitrary and capricious or characterized by an abuse of discretion. 4 The central inquiry is whether substantial evidence supports the agency's decision. 5 Substantial evidence is that which a reasonable mind might accept as adequate to support a conclusion. The court decides purely legal issues de novo.7

DISCUSSION

The hearing officer found that DMV proved Employee violated terminable offenses, including a Class 5 offense. The minimum discipline for a Class 5 offense is termination. The hearing officer then concluded that the violations, including the Class 5 offense, were not serious violations.

An appointing authority may dismiss an employee for any reason set forth in NAC 284.650 if the agency "has adopted any rules or policies which authorize the dismissal of an employee for such a cause."8 DMV has adopted policies which authorize the dismissal of an employee for use of data or information outside the scope of one's job responsibilities, or for nonbusiness or personal reasons. Specifically, DMV adopted its Prohibitions and Penalties (G1) which prohibits such conduct, and establishes the minimum penalty as termination.

A dismissed employee may appeal to the administrative hearing officer, who can

<sup>22</sup> <sup>4</sup>NRS 233B.135(3)(d), (e), and (f).

<sup>&</sup>lt;sup>5</sup>United Exposition Serv. Co. v. State Indus. Ins. Sys., 109 Nev. 421, 851, P.2d 423 (1993).

<sup>&</sup>lt;sup>6</sup>Id.

<sup>&</sup>lt;sup>7</sup>Garcia v. Scolari's Food & Drug, 125 Nev. A.O. 6, 200 P.3d 514 (2009).

<sup>&</sup>lt;sup>8</sup>NAC 284.646(1)(a).

set aside the dismissal if he determines the dismissal was without just cause. A hearing officer does not have authority to second-guess the DMV's Prohibitions and Penalties offense classification. If DMV proves an offense for which the Prohibitions and Penalties provide a minimum discipline of termination, a hearing officer has no discretion regarding just cause or reasonableness of the termination to exercise. If DMV proves an offense for which the Prohibitions and Penalties provide a minimum discipline of termination, just cause for termination is established and the termination is reasonable as a matter of law.

The hearing officer's finding that DMV proved the Prohibitions and Penalties (G1) offense, followed by the conclusion that the offense was not a serious violation to merit termination exceeded the hearing officer's authority under NRS 284.390(1) and (6), was an error of law, and arbitrary and capricious.

The hearing officer attempted to support her decision by referring to the following: 1) DMV's failure to immediately investigate the alleged violations; 2) DMV's failure to provide specific evidence of five other employees terminated for similar conduct; 3) inconsistency between the Prohibition and Penalty (G1) and the Bruce Breslow memorandum as to whether termination is mandatory or discretionary; 4) the nature of the offense; and 5) Employee's seven-year state service without discipline. The hearing officer also referred to, but did not make conclusions of law regarding, due process concerns. Whether these matters are true or not, none of them, individually or collectively, create authority for the hearing officer to exercise discretion on DMV's classification of the offense in its Prohibition and Penalty (G1).

CONCLUSION

Because substantial rights of DMV were prejudiced by the hearing officer exceeding her authority, by error of law, and the hearing officer's decision was arbitrary

<sup>9</sup>NRS 284.390(1) and (6).

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and capricious, DMV's Petition for Judicial Review is granted.

#### ORDER

IT IS HEREBY ORDERED, ADJUDGED, AND DECREED that DMV's Petition for Judicial Review of the Hearing Officer's Decision and Order is GRANTED. The hearing officer's decision is set aside in whole.

June 15, 2015.

JAMES E. WILSON, JR.
DISTRICT JUDGE

#### CERTIFICATE OF SERVICE

Pursuant to NRCP 5(b), I certify that I am an employee of the First Judicial District Court, and I certify that on this <u>/5</u> day of June 2014 I deposited for mailing at Carson City, Nevada, or caused to be delivered by messenger service, a true and correct copy of the foregoing Order and addressed to the following:

Jeffrey S. Blanck, Esq. 485 West Fifth St. Reno, NV 89503

Dominika J. Batten Deputy Attorney General 5420 Kietzke Lane, #202 Reno, NV 89511

Jill Greiner, Hearing Officer 4790 Caughlin Pkwy., #120 Reno, NV 89519

Susan Green Jurg Judicial Assistant

## IN THE SUPREME COURT OF THE STATE OF NEVADA OFFICE OF THE CLERK

CARA O'KEEFE, AN INDIVIDUAL, Appellant, vs. THE STATE OF NEVADA DEPARTMENT OF MOTOR VEHICLES, Respondent. Supreme Court No. 68460 District Court Case No. 140C001031B

## NOTICE OF TRANSFER TO COURT OF APPEALS

TO: Hon. James E. Wilson, District Judge
Cara O'Keefe
Attorney General/Carson City \ Adam Paul Laxalt, Attorney General
Attorney General/Reno \ Dominika J. Batten
Brandon R. Price
Susan Merriwether, Carson City Clerk

Pursuant to NRAP 17(b), the Supreme Court has decided to transfer this matter to the Court of Appeals. Accordingly, any filings in this matter from this date forward shall be entitled "In the Court of Appeals of the State of Nevada." NRAP 17(e).

DATE: September 21, 2015

Tracie Lindeman, Clerk of Court

By: Amanda Ingersoll Chief Deputy Clerk

**Notification List** 

Electronic
Attorney General/Carson City \ Adam Paul Laxalt, Attorney General
Attorney General/Reno \ Dominika J. Batten
Brandon R. Price

Paper Hon. James E. Wilson, District Judge Cara O'Keefe Susan Merriwether, Carson City Clerk

15-28510