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SECTION 2400 – LIST OF EXHIBITS

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2400 BENEFITS

The benefits provided to the employees by the District are described in Section 2500 of the manual. The benefits are reviewed periodically to make sure the District is providing a comparative benefit package with the competitive market.

2401 WAGE AND SALARY PAY-FOR-PERFORMANCE PROGRAM

It is District policy to pay for performance. The purpose of the pay-for-performance system is threefold:

1. It tells the employees what is expected of them in their present positions.
2. It helps employees improve their work, encourages growth, and allows them to perform their duties in the most efficient manner.
3. It gives District management objective data. This is necessary to make fair decisions about salary, promotions, training, recruitment, and retention of people.

The goal of this program is to attract, retain, and reward personnel on whom the District depends for growth and development. Proper working conditions, fair organizational salary structure, and the ability to reward employees financially for their individual contributions, are important to the program. The District's wage and salary program has two key parts: standards for performance, and pay structure.

2401.1 Standards for Performance

An appraisal of job performance is the opportunity to analyze the current work of an employee based on objective standards. A performance appraisal is the assembly, evaluation, and recording of information and data. It accurately shows an employee's job performance achieved over a stated period. Each position in the organization has both a set of standards of performance and a position analysis.

Performance standards are job-related, realistic, attainable, and measurable. The standards are established at the beginning of each employee's performance period. Supervisors and employees agree on expectations of good performance before the evaluation period begins.

Performance standards can be changed if circumstances change and it is reasonable. Supervisors and employees should meet during the performance year to review and check the employee's performance. At the end of the performance period, supervisor and employee meet to discuss the level of performance accomplished during the period.

This program is designed to provide all employees with the incentive to achieve their planned duties. The District believes this program is the fairest method of recognizing employees for their performance.

2401.1.1 Annual and Probationary Evaluations

The employee's supervisor begins annual and probationary evaluation. Before evaluating an employee, the supervisor should ask three questions.

Does the employee know what is expected? Have the duties and goals been explained? Are the functions, responsibilities and authorities mutually agreed upon and clear?

Does the employee have the training and experience to do what is expected?

Can the employee do what is expected? Are there organizational obstacles that prevent getting the job done? Are assignments realistic?

Plan a private counseling session with the employee. The evaluation process should be instrumental in growth and development on the job.

During the interview, review the major tasks of the position and the standards of performance. Highlight the employee's strengths and areas for growth. Describe present job performance and set future goals. If performance is below goals, a plan describing the steps to be taken to improve performance must be included in the Goals section.

To maximize the value of the interview, the supervisor and employee should jointly discuss the ratings and identify mutually agreed upon goals. Discuss the evaluation with the employee, being honest and objective. Criticism should be direct, specific, non-punishing and constructive. End the interview on a note of encouragement.

After the interview, send two copies of the evaluation to the Department Manager for administrative review. This assures consistency and agreement with administrative policy. The original will remain in the employee's personnel file as part of the employee's record. The supervisor gets one copy to use as a reference tool. Send a copy to the employee.

2401.1.2 Common Errors

1. Error of Leniency: A tendency to rate everyone too high.
2. Error of Central Tendency: The tendency to group ratings of all employees in one general area.
3. Halo Effect: A tendency to allow the favorable rating of one factor to cause a favorable rating of other factors concerning an employee.
4. Horn Effect: A tendency of allowing the unfavorable rating of one factor to cause an unfavorable rating of other factors concerning an employee.
5. Logical Error: Rating similar characteristics alike.

2401.2 Pay Structures

The District's Wage and Salary Program is based on current market information for position wages and projected expenses and revenues for the fiscal year.

2401.2.1 Credit for Prior Service

New hires and rehires will be given credit for experience in similar positions. They will start in the proper pay grade for the position for which they are hired. Those without previous experience will normally be hired at the minimum of the pay scale. Starting salaries above the 25th percentile requires approval of the Director. Starting salaries shall not exceed midpoint.

A new hire who has above average skills, experience or training, may be granted up to a 5 percent probationary increase. This is based on documented evidence that orientation and special training costs were substantially reduced because of the individual's knowledge. This requires approval of the Department Manager and the Director.

2401.2.2 Performance Evaluation

1. Every employee will be rated before the end of their probationary period after being hired, promoted, or transferred to a different job classification.
2. Each employee will be rated in February, except probationary evaluations. The evaluation date may be adjusted for leaves of absence or other reasons.
3. Completed performance appraisal forms will be reviewed by the Department Manager.
4. The following are the rating categories.

Outstanding - Performance consistently exceeds that which can be expected, and is conspicuous compared with other employees.

Exceeds Objectives - Performance exceeds that necessary to maintain the required work flow.

Meets Objectives - Performance is good relative to performance standards and desired work flow.

Needs Improvement - Employee is performing the minimum requirements in a manner judged to be below standards. An action plan to correct deficiencies within established time lines shall accompany the employee's performance appraisal. No merit increase may be given to employees performing at this level.

Unsatisfactory - Performance does not meet one or more significant performance standards. Typically, employees will be given a written warning about unacceptable job performance and shall be placed on probation for not more than three months. Failure to complete the probationary period satisfactorily will result in termination of employment.

2401.2.3 Implementation

When all appraisals have been completed and turned in, the ratings will be entered into a matrix used to set up salary increases for employees.

2401.2.4 Annual Increases, Promotions, and Transfers

1. Employees with satisfactory performance ratings may be considered for an annual increase at the time of the annual performance appraisal if the employee has not reached the maximum of the pay range. The funding made available for cost of living adjustments and for merit raises will be combined to establish the pay-for-performance program. All salary increases will be awarded based on performance and distributed on a competitive basis.
2. Department Managers will approve all routine increases for non-management personnel.
3. The Director will approve all increases for management positions.
4. The District Commissioners will evaluate and specify salary for the Director.
5. An employee promoted from one pay grade to a higher pay grade will be given an increase in salary equal to at least the minimum of the new pay grade to a maximum of 20% increase. Transfers to a lower pay grade may result in a decrease in pay to a maximum one-time reduction of 20%. The new salary must not be above the maximum of the pay range for the new position.
6. An employee transferring to a different job classification at the same pay grade will serve a probationary period, but will not lose the consideration of an annual increase.

2401.2.5 Position Analysis Review

1. Each Department Manager must review and update all position analyses before December 31st of each calendar year. Each must keep current throughout the year, and revise position tasks so that job changes can be properly reviewed. The Personnel Coordinator will schedule a review of positions, if requested.

2. A new position or revision of an established position that would cause a change in pay grade, must be approved by the Personnel Coordinator and Director before reclassification or addition to the wage and salary program. Individual pay exceptions must also be approved by the Director.

2401.2.6 Wage and Salary Program Revisions

Revisions to the Wage and Salary Program will become effective on March 1st of each calendar year.

The District intends to remain a competitive employer based on the wage and benefit package. To remain competitive, a wage and benefit survey will be conducted every other year to measure the District's total compensation package with comparable employers. Appropriate adjustments to the salary schedule will be made if the survey shows the District is lagging in any of its classifications.

2402 PERSONNEL FILES

The District maintains a personnel file on each employee. The personnel files are confidential and shall be kept in a locked file cabinet. Employees have a right to examine their own personnel file during normal working hours, advanced request for access is required. Upon receipt of the request, the Personnel Office will schedule the review. No personnel files can be taken from the Personnel Office.

Access by District supervisors and managers to the information in the personnel files is on a need-to-know basis. Release of information to a third party, outside the District, will not be allowed without written authorization and release by the employee, or without a valid subpoena issued for a proper purpose by a court of competent jurisdiction.

2403 TEMPORARY EMPLOYEES

2403.1 Short Term-Employees

A short-term employee is an employee who works in a position of seasonal, intermittent, sporadic or short-term employment. A short-term employment assignment is limited in duration to less than eight months in a twelve-month period and may be either full-time or part-time.

A short-term employee is placed on the payroll of the employment agency under contract with the District to provide temporary employment services. Proper procedures to hire a short-term employee must be followed to assure compliance with the employment agency contract.

To select an employee to fill a short-term position, the open and competitive hiring process may be used, but is not required.

2403.2 Limited-Term Employees

Occasionally there is a need for an employee for more than eight months. It may be for a single long-range project; an anticipated long term, but temporary, peak in workload; or other special situations.

Requests for a limited-term employee under these circumstances must go through the normal budget process. Approval of such requests will be shown in the approved annual budget or midyear budget adjustment.

A limited-term employee hired to fill a budgeted limited-term position is placed on the District payroll and receives normal benefits offered to regular District employees.

The selection of an employee to fill a limited-term position will be done through the open and competitive process.

2403.3 Student Helper

A student helper is an employee who is currently enrolled as a full-time student (minimum twelve credit hours) in an approved educational program. Approval of the educational program will be determined by Personnel and the Department Manager. The student helper's assignment duration will be determined by the student's eligibility and District's need. The student helper position must be budgeted each fiscal year.

A student helper will be hired through a contracting employment agency for payroll purposes. The steps in Section 2025.4.2 shall be followed. Wages for these positions will be determined by the Department Manager and Personnel.

The student helper will work up to 24 hours per regularly scheduled work-week, in conjunction with their school schedule. The schedule determined at the beginning of the semester will be fixed and no altering of the schedule will be allowed without permission and approval of the Department Manager. Exceptions to the maximum hours scheduled will be allowed only for special projects or during vacation leaves from school and must be pre-approved by the Department Manager.

The appointment of a student helper will end no later than 90 days from the employee losing the full-time student status.

2404 REQUEST FOR NEW EMPLOYEES

2404.1 Short-Term Temporary

1. The supervisor wanting a temporary employee must fill out a Request for Temporary Employee form.
2. The Division Supervisor and Department Manager must approve the position to assure that the request is within budget. The Director must approve the position if the budget will be exceeded.

3. The completed and approved form is sent to Personnel for review and approval.

2404.2 Limited-Term Employees

1. The supervisor wanting a limited-term employee must fill out a Request for Limited-Term Employee.
2. The approval of the Division Supervisor and Department Manager must be given. This approval assures that the request is within budget and that the position has been authorized.
3. The completed and approved form is sent to Personnel for review and approval.

2404.3 Replacement

1. The supervisor wanting a replacement to fill a vacant authorized position must fill out a Regular Employee Request.
2. The approval of the Division Supervisor and Department Manager must be given.
3. The completed and approved form is sent to Personnel for review and approval.

2404.4 New Position

1. A request for a new position shall contain at least the following: the reason for the new position; the consequences of not having the position; alternatives; an estimated cost of the new position, including wages, fringe benefits, special tools and/or equipment and other costs; a description of how the position fits into the organization; where the person would work (if applicable); and any other information justifying the need for the position.
2. The request is then sent to the next higher level of authority for consideration.
3. After obtaining the Department Manager's approval, the request is sent to the Director. Normally requests for new positions are considered by the Director only during the annual budget process. They are subject to Commission approval.

2405 PERSONNEL SELECTION PROCESS

The purposes for a standard employee selection process are: to maintain consistency between the various work units; to follow the various laws pertaining to equal opportunity, etc.; to give current employees special consideration; and to obtain the most qualified person for the job.

Types of employee selection:

1. Regular Full-Time
2. Regular Part-Time
3. Limited-Term Employee (more than 8-months employment)
4. Short-Term Employee (less than 8-months employment)
5. Student Helper

2405.1 Selection Process for Full-Time, Part-Time, & Limited-Term Employees

1. The requesting staff shall complete appropriate Employee Request form and get the required approvals.
2. If an announcement of a vacant position in the same classification was posted and applications were taken within the previous 180 days, the position does not need to be re-announced.
3. An in-house ad is prepared by Personnel and approved by the contact person listed on the request form.
4. The in-house ad is posted for a minimum of three working days.
5. Statements of interest received by Personnel from current regular employees are submitted to the contact person for consideration. If the selection is to be made from current employees, the process outlined in 7 through 17 below shall be followed.
6. If, in the opinion of staff, the in-house advertisement does not generate an acceptable number of qualified candidates, a public ad is prepared by Personnel and approved by the requesting staff. The contact person must discuss the decision to seek additional applicants with the current employees who submitted a statement of interest.
7. A selection committee is appointed by the contact person (with help from Personnel, if desired). The contact person usually chairs the committee. A minimum of two and usually three people shall serve on the selection committee.
8. Personnel pre-screens the applications and selects the top applicants, comparing their background with the job requirements.
9. All applications will be submitted to the contact person who gives them to the selection committee to review. They decide which of the applicants to interview.
10. The contact person shall tell Personnel who is to be interviewed, their telephone numbers, and available times and dates of the selection committee. Applications of applicants not interviewed will be returned to Personnel with a memorandum stating they are not to be interviewed signed by the contact person.

11. Personnel schedules the interviews.
12. The selection committee drafts a list of questions to be asked of each interviewee. Each question is to be weighted for scoring according to its importance to the position. (Scoring for each question will be from 1 to 4, then multiplied by the weight, 1 to 3, to determine the score for that question.) The weights of 1 to 3 reflect: less significant value; significant value; and highly significant value to the position, respectively. The scoring of 1 to 4 reflects: unacceptable; fair; good; and very good response to the question asked.
13. The selection committee conducts the interviews. The interviews shall be conducted according to the guidelines included in the Supervisor's Manual.
14. Each member of the selection committee independently determines the score for each applicant interviewed and submits the scores to the committee chairperson.
15. The top candidate or candidates is/are identified and the Personnel Coordinator conducts a background and references check, then schedules a follow-up interview, if necessary.
16. Once a candidate has been chosen, the contact person shall obtain the approval of the Division Supervisor, Department Manager or the Director, depending on the level of the position.
17. The contact person returns all applications to Personnel once the person selected has accepted the offer. The ratings are turned in to Personnel with a statement explaining why the candidate was selected, and become part of the records. If the top candidate is not selected, an explanation is required.
18. The Personnel Coordinator makes a job offer to the successful candidate and reports the outcome to the contact person.
19. The contact person shall have the new employee report to Personnel some time during the first day of employment for orientation and completion of the required paperwork.

2405.2 Selection Process for Short-Term Employees

To comply with the law, allow for proper in-house record keeping, and comply with the District contract with agencies supplying temporary employees, the following procedures must be followed to obtain short-term employees.

1. The supervisor needing a short-term employee fills out a request form (Exhibit 2).
2. The Division Supervisor and Department Manager approves it to assure the request is within budget. If the budget will be exceeded, the Director's approval is required.

3. The completed and approved form is turned in to Personnel for review and approval.
4. Once the request has been approved, Personnel gives the person making the request applications for review and selection.
5. The person making the request selects a candidate, returns all applications to Personnel, and tells them who the top candidate is. Personnel will contact the candidate to arrange for a drug test. If a negative drug test is received, arrangements will be made to start work.
6. When number 5 (above) has been completed, Personnel will inform the appropriate agency that the individual is being directed to them for employment with the District.

The division where the employee will be working will be responsible for the purchase order and the time card for the short-term employee.