



MEMORANDUM
APRIL 4, 2018

TO: BOARD OF DIRECTORS

FROM: ANDY MUELLER, GENERAL MANAGER
AUDREY TURNER, ADMINISTRATIVE CHIEF

SUBJECT: UPDATE TO HIRING POLICIES & PROCEDURES

***ACTION:** Staff requests that the Board review and consider the proposed changes to the hiring policies and procedures of the River District.*

***STRATEGIC INITIATIVE(S):** 11. River District Staff Resources*

I. Introduction

After the discussion of the current hiring policies at the January Board meeting, staff has considered and internally discussed the feedback and direction provided by the Board. The Board did express a consensus on several points:

1. Staff should review and where appropriate, recommend improvement to, the recruitment and hiring policies contained within the District's Personnel Policy;
2. More consistent and timely communication from the General Manager and Department Heads with the Board regarding new hires at all levels is desirable;
3. The Board did not desire to be involved in the recruitment or hiring of staff below the "senior staff" level.

There was, however, a broad range of opinions expressed by Board members regarding the desired level of involvement by the Board and/or outside stakeholders in the hiring of senior staff. There was also a discussion related to the definition of "senior staff" and that while it is possible to identify which positions at the District are Department Head positions, it is not possible to reach a consensus on who else may qualify as "senior staff."

It appeared at the January Board meeting that there is not a consensus, or even a majority of the Board, in support of either the involvement of individual Directors or outside stakeholders in the interview process. The proposed modifications to the District's policies contained herein are proposed as a method by which the Board can reach a consensus on this issue.

This memorandum provides recommended modifications to the District's current personnel policies to address the issues identified by the Board.

II. Recommended Changes

For easy reference, we have provided the existing language from the Employment Manual regarding Employment Procedures with redlined recommended changes:

2.07 EMPLOYMENT PROCEDURES

Positions may be approved for staffing as part of the annual budget, as vacancies require replacements or as recommended by the Secretary or General Counsel and approved by the Board. When such positions become available and no current employee is designated by the General Manager or General Counsel to assume the position ~~as part of their career progression within the District~~, qualified applicants will be solicited. If it is the desire of the General Manager or General Counsel to fill a position with an internal candidate without soliciting applications from external candidates, the General Manager or General Counsel shall consult with the Board President and/or Vice President prior to extending such an offer. The District may consider internal applicants at the same time external applications are being solicited through various recruiting activities. All employment recruitment, screening and selection practices are based upon job-related factors and are designed to result in the District hiring the best qualified applicant for each position. Employment selection decisions are made in a non-discriminatory manner as defined by the District's Equal Employment Opportunity Policy.

Recruitment Activities

When a position is opened for applications, the General Manager or General Counsel will send the position announcement to the Board of Directors. Recruiting method(s) deemed most cost-effective and productive to fill staffing requirements will be utilized by the District. All related recruiting expenses anticipated in soliciting and screening job applicants such as recruiter's fees, travel reimbursement, relocation allowance, etc. must be authorized in advance by the General Manager ~~Secretary~~ and/or Board. All applications and resumes received in response to recruitment for specific openings will be maintained as part of the District's employment files, subject to District policies concerning retention of records. Once the position is filled, all applications and resumes are no longer considered active unless the position is re-opened within the next 90 days. The human resources manager is responsible for maintaining the District's employment files and meeting related record keeping and reporting requirements.

Applicant Screening, Interviewing and Selection

All applicants considered for openings will be screened using job-related selection criteria. Screening activities may include, but are not limited to, review of applications and/or resumes, telephone interviews, use of agencies to screen resumes using criteria supplied by the District, job-related pre-employment tests, personal interviews, review of work samples and background/consumer reports/reference checking. When appropriate, interviews will be conducted by a committee consisting of District Staff members selected by the General Manager or the General Counsel and the supervisor of the position being filled. The final hiring decision for all positions other than the General Manager and General Counsel positions shall be made by

the General Manager or the General Counsel. Candidates will be selected based on a collective review of the results of all screening activities.

Extending Employment Offers

Offers of employment may be extended by the hiring supervisor following budgeted guidelines. Job offers are generally extended verbally and may be confirmed in writing where deemed appropriate by the District. Written confirmations of job offers require the advance review and approval of the District's General Counsel or Secretary, as applicable. Prior to extending an offer of employment to any Department head, i.e. Administrative Chief, Chief Engineer and/or External Affairs Manager, the General Manager shall consult with the President and/or the Vice-President of the Board. Prior to making any public hiring announcement, the General Manager or General Counsel shall notify all Board members via email and/or telephone call. The notification shall include a brief introduction and background of the new hire.

Relocation

In certain situations, the District may choose to provide relocation expense assistance to a new employee. If relocation expense assistance is provided, the District will reimburse an employee for moving expenses up to a maximum amount which is determined at the time the employment offer is extended. A housing allowance to assist with the cost of temporary living expenses may also be offered. Again, if offered, the maximum amount of the housing allowance would be determined at the time the employment offer is extended. An employee will be allowed up to a maximum of three excused days with pay to be used for personal activities associated with the relocation of their permanent residence. Examples of relevant personal relocation activities include but are not limited to: residence purchase or sale settlement activities, packing, loading of the moving van, etc. These days may be taken on a one-by-one basis or in succession.