

Forest/Warren Human Services Merit System Components

Recruiting, selecting, and advancing employees on the basis of their relative ability, knowledge, and skills, including open consideration of qualified applicants for initial appointment.

Recruitment (Meeting the workforce needs of the organization)

1. *Ensuring that announcements are posted centrally, in different work locations, and in areas open to the public.*

When regular vacancies occur or new positions are created, as determined at the employer's discretion, the vacancies or new positions shall be posted for ten (10) workdays in the first floor lobby and the main first floor hallway of Forest/Warren Human Services (F/WHS) and at the County Courthouse. Letter of intent and written application or resume detailing work experience and training must be submitted. If the position(s) is within the bargaining unit, the most senior qualified employee within the bargaining unit who bids on the vacancy will be considered provided he/she possesses the minimum qualifications for the position and proves his/her ability to perform the functions, duties, and responsibilities of the job to the satisfaction of management.

External, qualified candidates will also be considered.

2. *Placement of advertisements in local newspapers, minority publications, local Bureau of Employment Office(s), and appropriate professional and technical journals as determined by the vacancy of the organization's workforce.*

The job vacancies are posted simultaneously internally, at the County Courthouse and/or advertised in the local newspapers, local community agencies, minority publications, and associated local and state (monster.com, Careerlink, etc.) websites where applicable.

3. *Other community and media sources as determined by the vacancy and the organization's workforce needs.*

F/WHS has a policy statement which affirms our commitment to Equal Opportunity Employment. With that being said, and with the understanding that we are a small rural county that does not have much of a diverse population, we continue to implement new hiring practices to target minorities in our locale. F/WHS researches local minority organizations and contacts them to determine their interest in working with us for placement.

4. *Providing for the short and long range workforce/occupational planning needs of the program.*

Annually, and as needed, the Human Resources Director, in conjunction with the agency director and program directors, provides input to the Governing Board relative to the staffing needs. Items include department budgets, program complement, justification for filling/creating of positions, etc.

Selection and Appointment (The selection and appointment of qualified candidates)

After review of union and/or non-union applicants by the Human Resources Department for required skills, competencies, and qualifications, the applications of the qualified applicants are forwarded to the Program Director/Director for review and scheduling of interviews. After reviewing the interview results with Human Resources, the Program Director/Director will make the final recommendation as to the most qualified applicant when filling the vacancy.

1. *The rules and procedures of the selection (hiring) process are thoroughly documented and provided to the Department.*

- The selection rules & procedures are consistently followed and available for review by employees and the general public, thereby ensuring the hiring process is fair and open, utilizing Part 107 of the Code of Federal Regulations, Uniform Guidelines on Employee Selection Procedures of 1978 as outlined below.
 - Ensuring that all examinations are rationally related to job requirements.
 - Consideration of the impact of selection methods and examination material on minorities and women.
- A. A structured interview process is utilized by following an outline provided by HR.

The interviews are conducted by the Program Supervisors and/or Program Directors and Human Resources. Applicants are each asked the same pre-determined work-related questions which are based on the requirements of the position.

The HR Director reviews all applications to determine if the applicants meets the minimum education and training requirements for each position. The HR Director and Program Director then review the applications to determine who to interview and test. The Application Screening Guide is utilized to determine who will be interviewed based upon qualification score. This decision is based upon applicants who may only meet the minimum requirements to applicants who have additional requirements such as experience, further education, etc. as it relates to the existing vacancy.

A standardized testing process is followed dependent upon the position. For clerical and fiscal positions, a combination of typing, accounting and computer skills testing is given. The candidates with the highest combined scores are scheduled for interviews. The final hiring recommendation is made based on weighed combination of the test results, background checks and the interview scoring.

FWHS is utilizing an assessment (tests) of strengths and weaknesses in order to determine the applicant best suited for each job. In addition we have standardized questions based on the job that all applicants will be asked. Applicants for caseworker positions will also be asked to answer an essay question. Essay questions are based upon actual caseworker experiences and provide management with the opportunity to assess writing abilities, how the applicant may interpret and assess the situation presented, etc.. For clerical and fiscal positions the tests are skills based.

FWHS is currently conducting caseworker assessments, involving approximately 40 questions. Each response is entered into the computer by the applicant, utilizing agency computer testing equipment. FWHS receives an immediate score. Scores are ranged from high, moderate, and low. The score covers attitude, flexibility, willingness to listen, service orientation, and ability to work in a team environment.

Correspondence will be sent to all applicants who were determined not qualified notifying them of this decision and offering the applicant an opportunity to provide more information for a reassessment. For those determined to qualify but not selected for interview, correspondence will be sent thanking the applicant for their interest and notifying the applicant that their application will remain on file for two years.

The program supervisor/program director and HR Director review and assess each applicant's essay. Based upon the assessment, the essay response, and the actual interview will determine who may be best suited for each vacancy. The report provides positive indicators; negative indicators; 2nd interview followup questions.

Final recommendations are submitted to the Warren County Commissioners for salary board approval.

B. Human Resources works with Program Supervisors and Program Directors to create, change, and modify job descriptions to ensure that the job requirements correlate to the duties and responsibilities of the vacancies.

2. *Minimum qualifications for appointments and promotions are developed, uniformly applied, and met by all successful candidates.*

Each applicant is evaluated to measure their skills, competency, and qualifications to ensure that each new hire or promotion meets the position requirements.

3. *Adherence to state requirements for veteran's preference in hiring in accordance with the PA Military Affairs Act.*

When the selection of an applicant is being considered, as required by law, FWHS shall adhere to state requirements for veteran's preference in hiring in accordance with the PA Military Affairs Act.

4. *All candidates are considered equally.*

Forest/Warren Governing Board agrees that no provisions of this system shall be applied to discriminate against any individual with respect to hiring, compensation, terms or conditions of employment, because of an employee's age, race, color, sex, national origin or disability. The Forest/Warren Governing Board will not limit, segregate or classify employees in any way to deprive any employee of employment opportunity because of age, race, color, religion, sex, national origin or disability. Discrimination as used in this provision refers only to discrimination which is prohibited by State and/or Federal law.

5. *Legitimate evaluation of performance standards is used during probationary periods and beyond.* FWHS uses a probationary period to evaluate employee capabilities, work habits, and overall performance through an end of probation evaluation. Subsequent performance evaluations are conducted on an annual basis.

If a probationary employee is experiencing performance difficulties during the probationary period and not working to a satisfactory level and it is determined that additional time will not assist the employee in performing at a satisfactory level, the employee may be terminated. However, if the employee shows improvement, the employee's probationary period may be extended by up to six months and reassessed at the three month period to determine if progress has been made. Performance Improvement Plans will be developed and implemented to assist the employee in improving.

Career Advancement

1. *Formal and written procedures exist on promotions.*

FWHS adheres to written procedures for promotions.

2. *Promotions are made on a competitive basis.*

Promotions are made on a competitive basis. Promotion selection is made based on seniority language in the compensation plan or collective bargaining agreement and noted on the spreadsheet kept in the recruitment folder indicating seniority promotion.

Promotional criteria to be considered in the final decision includes:

- Seniority in the next lower classification (as determined by employer). For non-union promotions, continuous service shall be calculated from the first day the employee is employed in a regularly scheduled full-time position. For union promotions, seniority shall be calculated from the first date of employment in any collective bargaining unit position.
- Higher educational qualifications achieved than the required qualifications.
- Specific knowledges, skills, and abilities above required qualifications.
- Licensing requirements.
- Special circumstances (as determined by employer)

3. *There is a formal procedure independent of county management for appealing or challenging promotional decisions (which are separate from any grievance procedure contained in a collective bargaining agreement) of which employees are made aware in a published writing.*

Any appeals made against promotional decisions shall be subject to the Alternative Dispute Resolution Policy.

Providing Equitable and Adequate Compensation

Position classification and compensation. Jobs are classified and compensated based on their assigned duties and responsibilities (equal pay for equal work). Positions are grouped into classifications based on similarities in the kind of work, level of work, and qualifications required to perform the work. Positions within each group are given the same title and range of pay.

1. *Class specifications for each job title are developed through job analysis and reflect the level, scope and complexity of the work performed by that job title. Class specifications must explain in detail the type, level, and scope of work and the minimum qualifications required.*

Class specifications developed by DHS will be utilized in determining appropriate classifications for new positions, positions that may need reclassified due to changing job responsibilities, etc.

Current job descriptions are maintained on all regular full-time and part-time positions. Job descriptions are reviewed and signed by the Program Supervisors and their respective employees for placement in employee personnel files. When revisions to the job descriptions are necessary, the Program Supervisor and Program Director will work with Human Resources to make modifications and submit to the HR Director for reevaluation.

Job descriptions are made available to job applicants when a vacancy exists and position is posted, pre-interview, during the interview and at the time an applicant or employee is appointed. Job descriptions are provided to new employees and when employees are reassigned, promoted, demoted, and as the job changes. Supervisors review and revise while conducting annual performance evaluation reviews.

2. *Compensation is linked to the classification plan and reflects responsibility and difficulty of the work, and labor market conditions which exist in the county.*

Each position is analyzed to measure responsibility and difficulty involved in the essential job functions before being assigned to an appropriate pre-determined pay scale. Job title consistency is maintained within the exempt-level classifications.

All union eligible employees are currently compensated at a rate which is fair and reasonable as compared to rates of pay for other union eligible employees. When new positions are added or existing positions are changed in management's discretion, then management shall attempt to reach agreement on the rate for the new or changed position. If no agreement can be reached, then management will set a rate and any directly affected employee may file a grievance relative to the rate based upon comparison with other union eligible positions for which rates have already been established.

3. *The County's classification and compensation plan listing all job titles used by the County and the corresponding range of pay must be supplied to the DHS annually. Note: in order to determine the level of reimbursement from the Commonwealth to the County for employee salaries, the DHS will crosswalk County job titles to a comparable state job title and pay scale group. Reimbursement will only be authorized up to the maximum of the comparable pay scale group.*

The following is F/WHS current class allocation by pay grade. It includes whether the positions are union eligible or union exempt and previous civil service pay range crossover. This class allocation is updated when new classifications are added and/or when collective bargaining occurs.

**Forest/Warren Human Services
Class Allocations by Pay Grade
July 1, 2014 – June 30, 2018**

Grade 7

U	Clerk Typist 2 (all positions not otherwise identified as higher graded)	27
U	Custodial Worker 1	24

Grade 10

U	Clerk Typist 2 (senior CT2)	27
U	Clerk Typist 3	30
U	Social Services Aide 3 (non-college)	29
U	Fiscal Assistant	29

Grade 12

U	Social Services Aide 3 (college)	29
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Grade 13

U	Social Casework Intern	N/A
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Grade 14

E	Administrative Assistant 1	33
U	Caseworker 1**	33
U	Drug & Alcohol Case Management Specialist Trainee**	33
U	Fiscal Technician	33

Grade 15

U	Information Technology Technician	35
U	Therapeutic Activities Services Worker	35

Grade 16

E	Management Technician	33
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Grade 17

U	Caseworker 2	35
U	Drug & Alcohol Case Management Specialist	35
E	Fiscal Technician Supervisor	33

Grade 18

U	Caseworker 2	35
U	Caseworker 3	37

Grade 18 (continued)

U	Drug & Alcohol Case Management Specialist (senior D&ACMS)	35
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Grade 20

E	Children & Youth Program Specialist 1	39
E	Casework Supervisor	38
E	Mental Health Program Specialist 1	39
E	Intellectual Disabilities Program Specialist 1	39

Grade 23

E	Human Resources Director	41
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Grade 24

E	Casework Manager 1	40
E	Program Director	42
E	Drug & Alcohol Administrator 1	45
E	Intellectual Disabilities Program Specialist 2	41

Grade 26

E	Fiscal Operations Officer 3	42
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Grade 27

E	Assistant Children & Youth Administrator 1	45
E	Human Services Director (MH/ID & C&Y Administrator)	99

**Trainee classes – automatic reclassification/promotion upon successful completion of training period. Intake Caseworker 2's are automatically reclassified/promoted upon successful completion of a two-year training period.

Collective Bargaining Pay Ranges
July 1, 2014 to June 30, 2015
3%

Grade	Min Hourly	Min Annual	Mid-Point Hourly	Mid-Point Annual	Max Hourly	Max Annual
7	\$10.63	\$20,729	\$12.88	\$25,116	\$15.13	\$29,504
10	\$11.73	\$22,874	\$14.26	\$27,807	\$16.78	\$32,721
12	\$12.54	\$24,453	\$15.24	\$29,718	\$17.93	\$34,964
13	\$12.98	\$25,311	\$15.76	\$30,732	\$18.53	\$36,134
14	\$13.44	\$26,208	\$16.31	\$31,805	\$19.17	\$37,382
15	\$13.91	\$27,125	\$16.89	\$32,936	\$19.87	\$38,747
16	\$14.35	\$27,983	\$17.45	\$34,028	\$20.55	\$40,073
17	\$14.46	\$28,197	\$17.85	\$34,808	\$21.23	\$41,399
18	\$15.34	\$29,913	\$18.64	\$36,348	\$21.94	\$42,783

Collective Bargaining Pay Range
July 1, 2015 to June 30, 2016
2.5%

Grade	Min Hourly	Min Annual	Mid-Point Hourly	Mid-Point Annual	Max Hourly	Max Annual
7	\$10.90	\$21,255	\$13.21	\$25,760	\$15.51	\$30,245
10	\$12.02	\$23,439	\$14.61	\$28,490	\$17.20	\$33,540
12	\$12.85	\$25,058	\$15.62	\$30,459	\$18.38	\$35,841
13	\$13.31	\$25,955	\$16.15	\$31,493	\$18.99	\$37,031
14	\$13.78	\$26,871	\$16.72	\$32,604	\$19.65	\$38,318
15	\$14.26	\$27,807	\$17.32	\$33,774	\$20.37	\$39,722
16	\$14.71	\$28,685	\$17.89	\$34,886	\$21.06	\$41,067
17	\$14.82	\$28,899	\$18.29	\$35,666	\$21.76	\$42,432
18	\$15.72	\$30,654	\$19.11	\$37,265	\$22.49	\$43,856

Collective Bargaining Pay Range
July 1, 2016 to June 30, 2017
2.5%

Grade	Min Hourly	Min Annual	Mid-Point Hourly	Mid-Point Annual	Max Hourly	Max Annual
7	\$11.17	\$21,782	\$13.54	\$26,403	\$15.90	\$31,005
10	\$12.32	\$24,024	\$14.98	\$29,211	\$17.63	\$34,379
12	\$13.17	\$25,682	\$16.00	\$31,210	\$18.84	\$36,738
13	\$13.64	\$26,598	\$16.56	\$32,292	\$19.47	\$37,967
14	\$14.13	\$27,554	\$17.14	\$33,423	\$20.14	\$39,273
15	\$14.62	\$28,509	\$17.75	\$34,613	\$20.88	\$40,716
16	\$15.08	\$29,406	\$18.34	\$35,763	\$21.59	\$42,101
17	\$15.19	\$29,621	\$18.75	\$36,563	\$22.30	\$43,485
18	\$16.11	\$31,415	\$19.58	\$38,181	\$23.05	\$44,948

Collective Bargaining Pay Range
July 1, 2017 to June 30, 2018
2.5%

Grade	Min Hourly	Min Annual	Mid-Point Hourly	Mid-Point Annual	Max Hourly	Max Annual
7	\$11.45	\$22,328	\$13.87	\$27,047	\$16.29	\$31,766
10	\$12.63	\$24,629	\$15.35	\$29,933	\$18.07	\$35,237
12	\$13.50	\$26,325	\$16.41	\$32,000	\$19.31	\$37,655
13	\$13.98	\$27,261	\$16.97	\$33,092	\$19.96	\$38,922
14	\$14.48	\$28,236	\$17.56	\$34,242	\$20.64	\$40,248
15	\$14.99	\$29,231	\$18.20	\$35,490	\$21.40	\$41,730
16	\$15.46	\$30,147	\$18.80	\$36,660	\$22.13	\$43,154
17	\$15.57	\$30,362	\$19.22	\$37,479	\$22.86	\$44,577
18	\$16.51	\$32,195	\$20.07	\$39,137	\$23.63	\$46,079

**Non-Collective Bargaining Pay Ranges
July 1, 2014 to June 30, 2015
3%**

Grade	Min Hourly	Min Annual	Mid-Point Hourly	Mid-Point Annual	Max Hourly	Max Annual
20	\$18.09	\$35,276	\$21.92	\$42,744	\$25.74	\$50,193
23	\$19.98	\$38,961	\$24.19	\$47,171	\$28.40	\$55,380
24	\$20.63	\$40,229	\$24.98	\$48,711	\$29.33	\$57,194
26	\$22.00	\$42,900	\$26.69	\$52,046	\$31.37	\$61,172
27	\$22.77	\$44,402	\$27.63	\$53,879	\$32.48	\$63,336

**Non-Collective Bargaining Pay Ranges
July 1, 2015 to June 30, 2016
2.5%**

Grade	Min Hourly	Min Annual	Mid-Point Hourly	Mid-Point Annual	Max Hourly	Max Annual
20	\$18.54	\$36,153	\$22.46	\$43,797	\$26.38	\$51,441
23	\$20.48	\$39,936	\$24.80	\$48,360	\$29.11	\$56,765
24	\$21.15	\$41,243	\$25.61	\$49,940	\$30.06	\$58,617
26	\$22.55	\$43,973	\$27.35	\$53,333	\$32.15	\$62,693
27	\$23.34	\$45,513	\$28.32	\$55,224	\$33.29	\$64,916

**Non-Collective Bargaining Pay Ranges
July 1, 2016 to June 30, 2017
3%**

Grade	Min Hourly	Min Annual	Mid-Point Hourly	Mid-Point Annual	Max Hourly	Max Annual
20	\$19.00	\$37,050	\$23.02	\$44,889	\$27.04	\$52,728
23	\$20.99	\$40,931	\$25.42	\$49,569	\$29.84	\$58,188
24	\$21.68	\$42,276	\$26.25	\$51,188	\$30.81	\$60,080
26	\$23.11	\$45,065	\$28.03	\$54,659	\$32.95	\$64,253
27	\$23.92	\$46,644	\$29.02	\$56,589	\$34.12	\$66,534

**Non-Collective Bargaining Pay Ranges
July 1, 2017 to June 30, 2018
3%**

Grade	Min Hourly	Min Annual	Mid-Point Hourly	Mid-Point Annual	Max Hourly	Max Annual
20	\$19.48	\$37,986	\$23.60	\$46,020	\$27.72	\$54,054
23	\$21.52	\$41,964	\$26.06	\$50,817	\$30.59	\$59,651
24	\$22.22	\$43,329	\$26.90	\$52,455	\$31.58	\$61,581
26	\$23.69	\$46,196	\$28.73	\$56,024	\$33.77	\$65,852
27	\$24.52	\$47,814	\$29.75	\$58,013	\$34.97	\$68,192

4. *Appropriate and current job descriptions are maintained on each position. Job descriptions are reviewed periodically, and available to employees.*

All current job descriptions shall be maintained in the Human Resources Department. Employees may request a copy of any job description at their discretion. Job descriptions are reviewed periodically and annually by the HR Director and program supervisor/program director as job responsibilities change or program regulations change.

Job descriptions are made available to job applicants when a vacancy exists and position is posted, pre-interview, during the interview and at the time an applicant or employee is appointed. Job descriptions are provided to new employees and when employees are reassigned, promoted, demoted, and as the job changes. Program Supervisors annually reviews, updates, and revises while conducting employee annual performance evaluation reviews with input from the employee.

5. *Compensation plans contain rules for their administration.*

Comprehensive Compensation Plans are adopted and approved by the Forest/Warren Governing Board annually (for non union eligible employees) and per the terms of the collective bargaining agreement (for union eligible employees) and enforced by the Human Resources Director. This comprehensive Compensation Plan includes salary increases for eligible union and non-union employees. Pay scales are increased each year by a COLA percentage. In addition, F/WHS consistently administers a pay grade system which assigns each job title to a pay grade consistent with the duties and responsibilities associated with that position.

All full-time regularly scheduled F/WHS employees will be paid on a bi-weekly basis, paid to date. Part-time employees will be paid two weeks behind. Paydays are every other Friday. In the event that a holiday falls on a scheduled payday, paychecks will be issued the preceding Thursday. Non-exempt employees must submit timesheets to their immediate supervisor the Monday following payday.

For employees on approved leave or who will not be in the office on payday can pick up their paychecks the preceding Thursday of payday. Paychecks cannot be cashed until the actual payday.

Full-time employees who submit their official letter of resignation may be converted from paid to date to being paid two-weeks behind in an effort to avoid the possibility of overpayment.

The following benefits are extended to all employees covered under the Comprehensive Compensation Plan: workers compensation; social security; unemployment compensation; retirement (7-17%); hospital/medical insurance; prescription coverage; dental insurance; vision insurance; life insurance.

The current Compensation Plan contains the following information:

Effective **July 1, 2014**, the rates in each grade shall increase by 3%.

Effective **July 1, 2015**, the rates in each grade shall increase by 2.5%.

Effective **July 1, 2016**, the rates in each grade shall increase by 2.5%.

Effective **July 1, 2017**, the rates in each grade shall increase by 2.5%.

Discretionary bonuses may be granted to non-union management and mid-manager level employees for exemplary work performed outside the scope of his/her responsibility; when

leave time cannot be granted due to extenuating circumstances; and in emergency circumstances as defined by the Forest/Warren Governing Board and Human Services' Director. Any member of the Forest/Warren Governing Board and the Human Services' Director may make recommendations for discretionary bonuses to the Forest/Warren Governing Board who will make the final determination.

Lump-sum Longevity bonuses. All regularly scheduled full-time employees shall be eligible for a lump-sum longevity payment after completing three years continuous service. Payment shall be made in the pay period immediately following the employee's anniversary date.

Promotions.

- *End of Training Promotions.* Promotions which are considered end-of-training, such as caseworker 1 to caseworker 2, or caseworker 2 to caseworker 3, or Drug & Alcohol Case Management Specialist Trainee to Drug & Alcohol Case Management Specialist, will result in an increase in pay from starting pay grade of the lower classification to starting entry pay grade of the higher classification.

For those employees whose rate of pay is above starting pay grade of the higher classification, their rate of pay will increase by the difference between the lower classification pay grade and the higher classification pay grade.

- *Meritorious Service and Seniority Promotions/Temporary Assignments, etc.* Promotions will result in an increase in pay from starting pay grade of the lower classification to starting entry pay grade of the higher classification.

For those employees whose rate of pay is above starting pay grade of the higher classification, their rate of pay will increase by the difference between the lower classification pay grade and the higher classification pay grade.

Additional monies may be paid in promotional opportunities based on the following criteria: seniority within the next lower classification; higher educational qualifications achieved than the required qualifications; specific knowledges, skills & abilities above the required qualifications; licensing requirements; special circumstances.

When employees are asked to perform full-time higher level responsibilities on a temporary basis the salary will be increased to reflect the increased responsibilities on a pro-rata basis. The following factors will be taken into consideration when determining temporary pay increases: scope and consequence of error of higher level responsibilities; duration of temporary assignment; special skills/experience required to perform the higher level responsibilities; licensing requirements.

Employees who assume partial temporary responsibilities will have their salary increased on a pro rate basis.

- *Career Ladder Promotions.* FWHS recognizes Caseworker 2's, Drug & Alcohol Case Management Specialists, and Clerk Typist 2's who perform their duties, on an ongoing basis, in an exemplary manner and provide an opportunity for professional growth and development. FWHS has identified that scope, complexity, and responsibilities of these positions may gradually increase due to programmatic changes, mandated changes in services, involvement in local authorities (District Attorney, State Police, Sheriff's Department, law enforcement), in addition to seniority within the position. It is the intent to encourage the development of additional competencies.

It is the intent of F/WHS to review these positions after an employee has been in a specific program and position for five years to determine the following:

- a) Scope and responsibilities have substantially increased to warrant reclassification to Caseworker 3 and Clerk Typist 3.
- b) Scope and responsibilities have not substantially increased and position will remain as Caseworker 2 and Clerk Typist 2.

Should it be determined that the position will remain a Caseworker 2 or Clerk Typist 2 and:

- a) The employee has had overall Performance Evaluation Reports of commendable for the previous three years.
- b) No history of serious disciplinary action nor, in the event of complaints received and investigated pertaining to performance, outcomes that clearly indicate wrong-doing by the employee.
- c) Demonstrated commitment to higher performance standard.

The salary of the Caseworker 2 or Clerk Typist 2 will be adjusted to grade 18 (Caseworker 2), or grade 10 (Clerk Typist 2) and shall receive an increase of \$1,000 in base salary or movement on the salary scale whichever is greater.

Drug & Alcohol does not have a classification within the class series to reclassify to a higher level classification. As such, the Case Management Specialist's salary will be adjusted to grade 18 and shall receive an increase of \$1,000 in base salary or movement on the salary scale whichever is greater.

Once it is determined the scope and responsibilities have not substantially increased to promote to the higher classification and the pay adjustment has been implemented, should a vacancy of Caseworker 3 or Clerk Typist 3 within the program occur, the employee receiving the pay adjustment will be promoted into the vacancy at the higher level classification with no change in pay.

Demotions. When an employee voluntarily requests a demotion or is involuntarily demoted the rate of pay will be decreased to the lower pay grade. In the event an employee is above entry level Forest/Warren Human Services will decrease the monetary difference between the starting higher level and the starting lower level classification pay grade.

Reassignments. When an employee is reassigned to a classification within the same pay grade, the rate of pay will remain the same.

Furloughs. When furloughs occur and employees are demoted into lower classified positions (in lieu of furlough), the employee's rate of pay and seniority date will not be affected. If the employee is reassigned into a classification within the same pay grade, the salary will remain the same.

Seniority. Continuous service (seniority) shall be calculated from the first day the employee is employed in a regularly scheduled full-time position for the purpose of granting leave benefits, bonuses, general pay increases.

Call Out. Any employee called out to work in addition to his/her regular hours in a workday shall be guaranteed a minimum of two consecutive hours of work.

Standby. Employees who are required to be on standby during non-working hours shall be compensated at \$1.75 per hour for all such standby hours. Employees who are required to be on standby for two programs shall be compensated at \$3.00 per hour for all such standby hours.

Schedule Adjusting. Schedule adjusting may occur within the workweek. Employees who schedule adjust in advance due to consumer meetings scheduled during weekends and the consumer subsequently cancels on the day of the meeting will not be required to utilize leave time and will be paid as though they worked.

Compensatory time. Compensatory time off shall be granted at the rate of one hour of compensatory time for each hour of overtime worked below forty hours per workweek and one and one-half hours of compensatory time for each hour of overtime worked above forty hours per workweek for all non-wage and hour exempt employees. Compensatory time may accumulate up to 15 hours. Compensatory time may be earned for unanticipated extra hours worked.

Anniversary dates. Anniversary dates shall be adjusted on a month-for-month basis for each 30-day period an employee is on an unpaid leave of absence, except when the leave of absence meets the criteria under the Family and Medical Leave Act up to a maximum of 12 weeks per calendar year for FMLA and an additional 14 weeks for military FMLA.

Requests for Accommodations. When situations arise, such as requests for accommodations under the Americans with Disabilities Act, ADAAA, and Family and Medical Leave Act, return to work from medical leave in modified or light duty positions, etc., where employees cannot return to their regular position, the employee will be placed in reassignments to lower classified positions, the employee shall retain his/her salary; however, if the reassignment is or becomes permanent, the employee's salary will be adjusted to the appropriate pay Grade of the lower classified position.

Trainee classifications. Employees successfully passing their probationary period as Drug and Alcohol Case Management Specialist Trainee will be promoted to the classification of Drug and Alcohol Case Management Specialist at the conclusion of the training period.

The F/WHS Governing Board reserve the right to appoint and appoint above-the-minimum within appropriate pay ranges based upon recruitment and retention difficulties and/or specialized education background or experience possessed by the applicant.

A position complement is also adopted which includes every department's total numbers of approved positions. Salary histories for all employees for F/WHS are on file in the HR Department.

Training employees, as needed, to assure high quality performance

1. *Employees receive basic orientation and training as needed to maintain and improve current job skills.*

Specific training/orientation is conducted relevant to the employee's position. F/WHS offers annual and as needed trainings for all employees in the areas of: Human Resources policies and procedures and Collective Bargaining Agreement; worker's compensation policies and procedures; ADA/ADAAA; emergency preparedness; personal boundaries; mandated reporting; Drug Free Workplace; Workplace Harassment including sexual and hostile work environment harassment; Violence in the Workplace; FMLA; internet/email/social networking policies and procedures; leave policies and procedures (vacation, personal, sick, holiday, compensatory); Right to Know Act; HIPAA/confidentiality policies and procedures; universal precautions/bloodborne pathogens/HIV; fire response; and administrative which includes the following: Daily work record; travel vouchers; petty cash; agency credit card; fixed assets; cellphones/smart phones; computer; emergency closings; vehicles; political activity; work orders, maintenance requests, key/fob requests; communication; dual employment; conference rooms and phone lines; union activity.

New employees and interns receive orientation training from their immediate supervisor and Human Resources to assist them in becoming familiar with the policies and procedures of the agency, the mission, structure, and operations of the agency, and the programmatic laws and regulations. For Children & Youth and Intellectual Disabilities the Quality Assurance worker also assists with these trainings.

In addition to the trainings listed above, supervisors and management also receive ongoing training in the areas of: hiring; documentation and evaluation; employee discipline; progressive discipline; firing/termination; FMLA; workplace harassment; sexual harassment; violence in the workplace.

Each program/department maintains a spreadsheet/log listing all trainings and hours for each staff member along with a copy of the certificate of completion for each training.

In addition, the immediate supervisor and C&Y/ID Quality Assurance worker will assist with orienting new staff and interns in the following areas:

- Familiarizing employee with surroundings includes taking the employee on the tour of the building, showing public areas such as meeting rooms, restrooms, breakrooms, office; introducing new staff to agency personnel; providing access fobs and office keys.
- Familiarizing employee with the agency including mail/copy room; location of where to sign in/out; phone system; setting up and accessing voice mail; accessing computer systems including email; obtaining county badge; how to sign out vehicles/gas cards; location of files; location of supplies; appropriate dress; schedules of staff and unit meetings;
- Familiarizing employee with the job expectations of the employee and the agency includes reviewing the employee's job description and expectations/standards of the job; reviewing confidentiality policies and procedures; reviews probationary process with performance evaluations, performance improvement plans; educates employee on F/WHS' vision, mission and values statement; reviews F/WHS' chain of command and responsibilities at the various levels.
- Familiarizing employee with the agency and community support services including educating on what services are provided by F/WHS; what services are available via contract with other providers and educating employee on the referral process; provide worker access to the Resource Directory.

2. *A system exists for the identification of organizational training needs.*
Each program within FWHS has a set plan ensuring new employees obtain all state training requirements. (See below:)

In addition, management, on an ongoing basis, assesses training needs for all employees. This assessment includes feedback from staff, mid-management, etc.

Specific training/orientation is conducted relevant to the employee's position. FWHS offers annual and as needed trainings in the areas of: Human Resources policies and procedures and Collective Bargaining Agreement; worker's compensation policies and procedures; ADA/ADAAA; emergency preparedness; personal boundaries; mandated reporting; Drug Free Workplace; Workplace Harassment including sexual and hostile work environment harassment; Violence in the Workplace; FMLA; internet/email/social networking policies and procedures; leave policies and procedures (vacation, personal, sick, holiday, compensatory); Right to Know Act; HIPAA/confidentiality policies and procedures; universal precautions/bloodborne pathogens/HIV; fire response; and administrative which includes the following:

Daily work record; travel vouchers; petty cash; agency credit card; fixed assets; cellphones/smart phones; computer; emergency closings; vehicles; political activity; work orders, maintenance requests, key/fob requests; communication; dual employment; conference rooms and phone lines; union activity.

All trainings can be updated, changed, discontinued based upon programmatic requirements and identified needs. C&Y includes an individual training needs assessment completed every two years.

New employees and interns receive orientation training from their immediate supervisor and Human Resources to assist them in becoming familiar with the policies and procedures of the agency, the mission, structure, and operations of the agency, and the programmatic laws and regulations.

- *In the Children and Youth Program*, immediate supervisors and Quality Assurance worker will also orient staff on the following:
 - a) Reviews placement notification process.
 - b) Reviews the goals of the Adoption and Safe Families Act (ASFA) including the CFSR outcomes of Safety, Permanency, and Well-being.
 - c) Review the required training Charting the Course (through the University of Pittsburgh Child Welfare Resource Center) and provide employee copy of the upcoming training schedule. Includes 120 hours within the first 18 months of employment. 20 hours of training per year for every subsequent year in job relevant coursework. Supervisory training series includes 60 hours to be completed within first 12 months of employment as a supervisor.
 - d) Family Group Decision Making Training (through University of Pittsburgh Child Welfare Resource Center). One day mandatory training. Staff are also encouraged to attend the 3 day advanced facilitator training.
 - e) 3 day Safety Assessment and Management Process training is mandatory prior to being allowed to carry a caseload
 - f) Support the Transfer of Learning process by preparing the worker to attend training, in addition to assisting the employee to transfer the knowledge they gained through the trainings to the day-to-day job responsibilities.
 - g) Reviews the Court process including facilitation; reviews the procedure for filing of petitions; review court reports/reviews; reviews CPCMS requirements and provide demonstration; review appropriate Court attire; provide helpful hints for testifying, Court

demeanor, etc; ensures employee will be monitoring several hearings prior to actual testifying.

- h) Detailed explanation of the following processes:
Family Service Plan; Child's Permanency Plan; Safety Assessment and Management Process; PA's Risk Assessment Plan; Fostering Connections Act/Permanency Project Initiative; ACYS; Information/release authorization; Notice of Privacy Practices; Child Protective Services Law; Juvenile Act
- i) Coordinate for the employee the opportunity for the following:
Shadow an intake worker; shadow a general protective services worker; shadow a foster care worker; visit a foster home; visit an institution and group home; attend/observe juvenile court hearings/facilitations; attend a Family Group Decision Making Family Conference; attend a Cross Program staffing; Training on Child Accounting Profile System (CAPS) case management training.
- j) Supervisory reviews are conducted with staff. Supervisors review each case and any upcoming paperwork that may be due weekly with their staff. Ten day reviews for Intake investigations are documented, signed, and placed in the investigation file.
- k) Individual units meet weekly to discuss case specific concerns.
- l) On-call and emergency services training for all staff assigned after hours oncall.

Additionally, the following occurs within the Children and Youth Program:

- Child Welfare Resource Center has a centralized database for all trainings conducted by them.
- An individual training needs assessment (ITNA) occurs:
 - a) Following the completion of Charting the Course series.
 - b) Following the completion of Supervisor Training series.
 - c) Every three years thereafter.
- *In the Early Intervention Program*, immediate supervisors will also orient staff on the following:
 - a) Orientation to the Early Intervention service system of the F/WHS, including the purpose and operation of the State and Local Interagency Coordinating Councils.
 - b) Requirements of Chapter 4226, Early Intervention Services.
 - c) Methods for working with families utilizing family-centered approaches to encourage family involvement and consider family preferences.
 - d) The interrelated social, emotional, health, developmental, and educational needs of children.
 - e) The availability and use of available local and State community resources.
 - f) The principles and methods applied in the provision of services in the natural environment.
 - g) The fiscal operations of the Early Intervention service system and the specific funding sources.
 - h) Within the first 120 days of employment, fire safety, emergency evacuation, and first aid techniques and child cardiopulmonary resuscitation.
 - i) Complete the service coordinator 101 online course that is available through the PaTTAN website.
 - j) Meets monthly to discuss case specific concerns, general updates, and to review procedural changes necessitated by policy/regulatory changes imposed by Office of Child Development and Early Learning.
- *In the Intellectual Disabilities Program*, immediate supervisors will also orient staff on the following:
 - a) Agency supervisors must provide new supports coordinators with the supports coordination orientation which consists of 12 hours of training. Other supports coordinators must receive 40 hours of training annually following the curriculum developed by the Office of Developmental Programs. After training is complete, the supports coordinators must log onto the website where the training occurred, complete a

survey, then print a certificate of completion. Supports coordinators may attend regional trainings as well as community based programs in order to meet the requirement.

- b) Meets monthly to review procedural changes necessitated by policy/regulatory changes imposed by the Office of Development Programs.

- *In the Mental Health Program*, immediate supervisor will also orient staff on the following:
 - a) Supervisors identify trainings based upon staff's development needs in addition to job specific trainings.
 - b) Staff may request specific trainings as they become aware
 - c) Crisis Intervention employees must obtain 12 hours of trainings at local and statewide locations.
 - d) Staff may also attend trainings which are offered by managed care as well as Children and Youth, dependent upon position responsibilities.
 - e) Meets weekly to discuss case specific concerns, any issues from oncall, general updates, etc.

- *In the Alcohol, Tobacco & Other Drugs Program*, the SCA Administrator will also orient staff on the following:
 - a) Employees providing case management functions and their immediate supervisor shall complete all required and applicable BDAP-approved case management core trainings within one year of date of hire. The SCA will maintain staff certificates of trainings.
 - b) Exemptions may be made at the discretion of the SCA Administrator for both SCA and provider staff for the Case Management Overview, Addictions 101, and Screening and Assessment courses provided that comparable training and educational requirements have been met.
 - c) Assessment functions includes 36 total training hours. Case Coordination functions includes 30 total training hours in the following areas:
 - Addictions 101 = 6 hours
 - Confidentiality = 6 hours
 - Practical Application of Confidentiality Laws and Regulations = 3 hours
 - Case Management Overview = 6 hours
 - Screening & Assessment = 6 hours
 - PCPC = 6 hours
 - Practical Application of PCPC Criteria = 3 hours
 - ASAM Patient Placement Criteria = 6 hours

Retaining employees on the basis of the adequacy of their performance, correcting inadequate performance, and separating employees whose inadequate performance cannot be corrected.

1. *Layoffs, Separations, and Employee Evaluations.*

- Individual records and employment histories are maintained for all employees that are accurate and which are protected from unauthorized or inappropriate access.

F/WHS maintains an up-to-date personnel file on each employee. The files contain personal employee information including who to contact in case of emergency, I-9, current driver's license and insurance card, retirement beneficiary, Act 33 clearances, detailed salary information, current and past Performance Evaluation Reports, job descriptions, and all other sensitive, confidential information.

In a separate file, F/WHS maintains a medical file on each employee which includes enrollment forms for medical, prescription, dental, vision and life insurance, any worker compensation incidents/claims, etc.

All HR personnel and medical files are protected with restricted access only to HR staff, the employee, fiscal auditors, program directors (on a case-by-case basis) and the HS Director.

- An equitable plan for the layoff/furlough of employees.
When a reduction in work force is necessary, due to lack of funds or work, reasonable efforts will be made to find other employment within F/WHS. The method(s) by which this will be attempted include reassignments, reclassifications, and demotions. The order of furloughs will be determined by length of continuous service and ability to perform work.

Length of continuous services will be calculated by the following: for union positions, date of hire in any collective bargaining position; for union exempt positions, date of hire within the agency.

Once employees have been furloughed, the furloughed employee has the right to be recalled to vacancies in the same classification or to a lower classification for one year from date of furlough. Reemployment will be offered to the most senior employee first. Furloughed employees who reject reemployment offers during the first year of furlough will lose reemployment rights.

- There must be procedures for the evaluation of employees' work performances including a procedure for an employee to appeal. Union employees will be given the option for ADR or union arbitration. They must choose one or the other option, not both. Non-union employees will follow only the ADR process.
- The performance appraisal procedure must be based upon a systematic job analysis of work performance under standards that have previously and timely been communicated to the employee.

Standards are a combination between program regulations and quality of work. Each program has specific standards required by regulation. Employees are provided this at the time of hire by the program supervisor/program director including the job description. The PER explains how the rating is based upon each factor and made available to all employees.

- Employees must receive written periodic evaluations of their performance from their immediate supervisor.

- Human Resources distributes to Supervisors and Program Directors monthly employee performance review forms that are due two months later. Supervisors and program directors are reminded to do timely reviews. Supervisors annually reviews, updates, and revises job descriptions while conducting employee annual performance evaluation reviews with input from the employee.
- Human Resources maintains completed reviews in the employees' personnel file.
- All employees serve a probationary period. For most employees the probationary period is for 6 months. For trainee classifications, the probationary period is for 12 months. Upon completion of their probationary period and thereafter on their employment anniversary date, employees will receive a written evaluation of their overall performance. In general, evaluations will include an overall assessment, exceptional performance highlights, areas in need of improvement, goals and objectives for the next evaluation period and identified training needs.

Probationary periods may be extended up to an additional six months due to performance issues with the implementation of a Performance Improvement Plan.

The standards for addressing ongoing performance issues needs to be consistently applied. Employees who have developed bad habits (i.e., untimely paperwork, incomplete paperwork, consistent tardiness, etc.) or who are experiencing performance difficulties that inhibit their successfully performing the scope of the job need to be addressed.

Supervisors will keep an ongoing performance log of all employees they supervise which includes positives, negatives, performance issues, etc. This log will be used as a referral source when supervisor do the formal evaluations of their staff.

When the supervisor is monitoring the work and they observe a pattern of non-acceptable work, the pattern needs to be immediately addressed with the worker verbally which includes directions on how to correct.

If the pattern continues, the supervisor needs to meet with the employee, again directing the employee on how to correct the situation. At the conclusion of the meeting, the supervisor will write a formal synopsis of the meeting with identified actions. This needs to be reviewed by the HR Director (for agency and legal consistency), and once approved, the supervisor will meet with the employee, review the synopsis, and both will sign two originals. One original is for the employee; one original is for HR.

If the employee continues the pattern, the supervisor will meet with the Program Director and the HR Director to develop an official Performance Improvement Plan (PIP) which will be initiated. The PIP identifies the performance areas of concern and actions needed to improve the situation with established timelines. The HR Director will meet with the chief steward notifying him/her of the potential problem. Once the PIP is finalized, a meeting will be held with the employee, supervisor, program director, union steward (if the employee requests), and the HR director. Two PIP's will be signed. One for the employee and one for HR.

If the pattern continues, progressive discipline will be initiated: written, suspension without pay, termination. Depending upon the severity of the issue, the first step in the progressive discipline may begin at the suspension without pay level or termination (to be determined by management).

The following is the F/WHS Employee Performance Review (EPR) form:

**FOREST/WARREN HUMAN SERVICES
EMPLOYEE PERFORMANCE REVIEW**

Type of Report:

Annual Probationary

Employee Name:

Department:

Class Title:

Rating Period:

GENERAL INSTRUCTIONS

- 1) Verify/Complete General Information. Indicate whether employee is a supervisor or non-supervisor.
- 2) Review the employee's job description for the rating cycle. Review/discuss job standards (expectations/objectives/duties) to ensure appraisal relates to the specific responsibilities, job assignments and standards which have been conveyed to the employee for the rating cycle. Update the job description and essential job functions for the next rating cycle.
- 3) Indicate when you conveyed job standards to the employee and when progress review(s) was conducted.
- 4) Base the appraisal on the employee's performance during the entire review period, not isolated incidents or performance prior to current review period.
- 5) The comments sections should be used to (a) support the performance rating (b) indicate problem areas and (c) provide guidance to employees on how to improve performance.
- 6) Comments must be provided on all ratings.

PERFORMANCE RATING DEFINITIONS

- | | |
|--------------------|--|
| Outstanding: | Results are achieved on a consistent basis and significantly surpass |
| Commendable: | The employee clearly exceeds job standards on a regular basis and |
| Satisfactory: | The employee meets the standards of the employee's job in a fully |
| Needs Improvement: | The employee meets many of the standards of the employee's job in |
| Unsatisfactory: | Excessive performance deficiencies exist and must be corrected. |

COMMUNICATION RATING DEFINITIONS

- 1) Performance standards (objectives, duties, expectations, etc.) for this rating period were conveyed to employee on _____.
 - 2) Progress review(s) was conducted on _____ (at least one during rating cycle).
-

JOB FACTORS

1) Job Knowledge/Skills: This factor measures the employee's demonstrated knowledge of relevant job information such as work practices, procedures, resources, policies, and technical information as well as the relationship of work to the organization's mission. Possession of essential skills required to perform the job are also measured.

Outstanding (Demonstrates superior job knowledge and skills. Consistently provides and applies accurate and appropriate job information/resources. Applies new techniques.)

Commendable (Has thorough knowledge of the job and related resources. Strives to expand knowledge. Frequently recommends changes in procedures and methods as needs dictate.)

Satisfactory (Has adequate knowledge and skills to completely perform all job responsibilities. Handles inquiries properly. Has some knowledge of related work.)

Needs Improvement (Possesses basic job knowledge but requires some improvement with regard to the technical aspects of the job and/or understanding of resources, policies and procedures.)

Unsatisfactory (Demonstrates a lack of basic job knowledge and/or skills to perform job as detailed in comments.)

Comments:

2) Work Results: This factor measures the employee's demonstrated ability to meet established expectations of quality and quantity within established time frames.

Outstanding (Work consistently exceeds the expected quality, quantity and timeliness requirements.)

Commendable (Work frequently exceeds the expected quality, quantity, and timeliness requirements.)

Satisfactory (Work meets the expected quality, quantity, and timeliness requirements.)

Needs Improvement (Occasional difficulty meeting the expected quality, quantity, and/or timeliness requirements.)

Unsatisfactory (Consistently fails to meet expected quality, quantity, and/or timeliness requirements.)

Comments:

3) Communications: This factor measures the employee's demonstrated ability to exchange information with others clearly and concisely, to provide information to others on a timely basis within and outside the agency, and to listen, organize, and present thoughts logically and in a clear, concise manner, both orally and in writing.

Outstanding (Particularly adept at organizing and presenting facts and ideas. Exceptionally skilled in soliciting and clarifying information to ensure understanding. Promotes easy exchange of information. Writes and speaks clearly, concisely, and is articulate.)

Commendable (Initiates and encourages timely and effective exchange of information. Proficient in organizing and presenting facts and ideas orally and in writing. Seeks and provides appropriate feedback.)

Satisfactory (Effectively exchanges relevant information. Speaks and writes clearly. Keeps others informed as needed. Listens with understanding.)

Needs Improvement (Occasionally lacks clarity of expression orally or in writing. Inconsistent in keeping others informed and at times fails to listen effectively.)

Unsatisfactory (Frequently is difficult to understand. Is vague orally or in writing. Often does not keep others informed. Is an ineffective listener and/or frequently interrupts.)

Comments:

4) Initiative/Problem Solving: This factor measures the employee's demonstrated ability to perform work without specific instruction beyond that normally provided by a supervisor and within established limits of responsibility and authority. It also assesses the employee's ability to determine what needs to be done within available resources and to pursue appropriate means of accomplishing tasks.

Outstanding (Regularly takes the initiative to identify and resolve work unit/agency problems. Perceives full dimension of problems and limitations. Develops corrective solutions and follows through to conclusion. Requires minimal supervision.)

Commendable (Frequently assumes responsibility for identifying solutions and methods to resolve concerns. Adept at defining and analyzing complex problems and solutions. Requires moderate supervision.)

Satisfactory (Recognizes problems and suggests and/or assists in developing solutions. Carries through solution implementation. Requires normal supervision.)

Needs Improvement (Resolves routine problems. Exhibits little initiative in identifying problems or solutions. Needs to improve ability to recognize potential problems and evaluate solutions and their impact. Requires more than normal supervision.)

Unsatisfactory (Fails to recognize or seek help in resolving routine problems. Requires frequent reminders of what needs to be done.)

Comments:

5) Interpersonal Relations/Affirmative Action: (This factor measures the employee's demonstrated ability to develop and maintain positive and constructive inter/external relationships. Consideration should be given to the employee's demonstrated willingness to function as a team player, give and receive constructive criticism, resolve conflicts, recognize needs and sensitivities of others and treat others in a fair and equitable manner. Employees are also to be assessed on their demonstrated commitment to affirmative action.

Outstanding (Consistently promotes and maintains harmonious work environment. Exhibits understanding of needs of others that is reflected in attitude in dealing with them. Is respected and trusted. Actively promotes/adheres to affirmative action program activities/requirements.)

Commendable (Maintains cooperative and positive work relationships. Handles conflict constructively. Promotes teamwork and cooperation, and fair and equitable treatment of others. Promotes/adheres to affirmative action program activities/requirements.)

Satisfactory (Interacts in a cooperative, positive manner. Avoids disruptive behavior. Deals appropriately with anger, frustration, conflict, etc. Treats others fairly and equitably. Adheres to affirmative action policy/administrative requirements.)

Needs Improvement (Usually gets along with others. Allows personal bias to affect job relationships. Requires occasional reminders regarding needs and sensitivities of others. Does not consistently adhere to affirmative action policy/administrative requirements.)

Unsatisfactory (Interpersonal relationships are counter-productive to work unit functions as described in comments. Generally ignores affirmative action policy/administrative requirements.)

Comments:

6) Work Habits: This factor measures the employee's demonstrated ability to utilize proper conduct, speech, and ethical behavior in the work environment. Compliance with Commonwealth/agency/work unit policies and procedures such as attendance, punctuality, safety, security, housekeeping, and other norms are assessed, as well as proper care and maintenance of assigned equipment.

Outstanding (Work is planned/organized to cover all phases of job assignments. Work meets/exceeds deadlines and future steps are anticipated. Equipment and supplies are cared for wisely and in accord with procedure. Employee serves as role model for other employees with regard to work rules.)

Commendable (Work is planned/organized to accomplish job assignments effectively and in a timely manner including those of unusual nature. Scheduled meetings/deadlines are met with few exceptions. Personal care is taken in use of equipment, with minimal waste. Employee adheres to organizational rules and procedures.)

Satisfactory (Work is planned to meet routine volume and timeliness. Employee adheres to organizational work rules and procedures with rare exceptions. Appropriate care is taken in use of equipment.)

Needs Improvement (Organization and planning of work is infrequently demonstrated. Work often requires revisions resulting in decreased productivity or missed deadlines. Employee needs improvement in complying with rules, regulations, and/or care of equipment.)

Unsatisfactory (Employee regularly fails to meet expected work results due to lack of effective organization, use of equipment or adherence to established rules/regulations.)

Comments:

7) Supervision/Management: (Required for all supervisors/managers) This factor measures the supervisor's demonstrated ability to assign work responsibility and authority to subordinates, establish monitoring activities and systems to ensure work progresses to completion, ensure compliance with established procedures/regulations, and take corrective action when necessary. It also assesses the supervisor's adherence to or completion of personnel/administrative requirements (i.e., timely performance evaluations, appropriate discipline, management of overtime, leave, etc.).

Outstanding (Manages/supervises employees and work activities to consistently achieve a smooth/timely work flow, high level of quality and quantity. Continuously strives to improve operations, staff and instills team spirit. Consistently complies with personnel/administrative requirement.)

Commendable (Manages/supervises employees to achieve effective and timely work products. Delegates work effectively and appropriately to achieve maximum results. Provides adequate direction and training. Complies with personnel and administrative requirements.)

Satisfactory (Manages/supervises employees adequately to achieve satisfactory or normal work production and effectiveness. Meets personnel and administrative requirements.)

Needs Improvement (Inconsistent effective supervision or management of staff. At times, fails to direct/train staff within existing means. Less than adequate quality and quantity of production. Inconsistent adherence to personnel and administrative requirements.)

Unsatisfactory (Ineffective supervision or management of staff. Fails to establish appropriate monitoring/control activities. Production is poor in quality and/or quantity. Often ignores personnel and administrative requirements.)

Comments:

OVERALL RATING

Outstanding

Commendable

Satisfactory

Needs Improvement

Unsatisfactory

TRAINING AND DEVELOPMENT RECOMMENDATIONS

OVERALL COMMENTS

SIGNATURES

Rater Signature:

Date:

Reviewer Signature:

Date:

Employee Comments:

- I agree with this rating.
- I disagree with this rating
- I would like to discuss this rating with the Reviewing Officer
- Discussion with Reviewing Officer held on _____. Comments,
- I acknowledge that I have read this report and I have been given an opportunity to discuss it with my evaluator. My signature does not necessarily mean that I agree with the report.

Employee Signature:

Date

Assuring fair treatment of applicants and employees in all aspects of personnel administration without regard to political affiliation, race, color, national origin, sex, religious creed, age, or handicap and with proper regard for their privacy and constitutional rights as citizens. This “fair treatment” includes compliance with the Federal equal employment opportunity and nondiscrimination laws.

1) Equal Employment Opportunity

- There is an independent formal process with procedures for applicants and employees to challenge unfair treatment.

All job selections, promotions, assignments, compensation, training, benefits, discipline, and termination will be based solely upon an individual's personal merits, qualifications, and ability. No individual shall be discriminated against based on race, color, religion, disability, ancestry, age, sex, or any other characteristic protected by law.

Any consumer, applicant or employee who believes they have been discriminated against in any of the aforementioned ways is encouraged to file a complaint with their immediate supervisor, program director, human resources director, human services director, the Bureau of Equal Opportunity, the PA Human Relations Commission, or the Office of Civil Rights.

The following policy/posting is located on the public bulletin board at F/WHS:

**NONDISCRIMINATION POLICY STATEMENT
EQUAL EMPLOYMENT OPPORTUNITY**

To: Forest/Warren Human Services' Employees
From: Mary E. Kushner, Human Services Director
Date: July 1, 2011

An open and equitable personnel system will be established and maintained. Personnel policies, procedures, and practices will be designed to prohibit discrimination on the basis of race, color, religious creed, disability, genetic information, ancestry, national origin, age, or sex.

Employment opportunities shall be provided for applicants with disabilities and reasonable accommodation(s) shall be made to meet the physical or mental limitations of qualified applicants or employees.

Any applicant or employee who believes they have been discriminated against, may file a complaint of discrimination with any of the following:

- Forest/Warren Human Services
County Commissioners/Human Services Director
285 Hospital Drive
Warren, PA 16365
- Bureau of Equal Opportunity
Department of Human Services
Room 223 – Health & Welfare Building
PO Box 2675
Harrisburg, PA 17105
- Office of Civil Rights
Department of Health & Human Services
Office of Civil Rights Region III
Suite 372, Public Ledger Building
150 S. Independence Mall West
Philadelphia, PA 19101-9111
- Pennsylvania Human Relations Commission
301 Fifth Avenue
Suite 390, Piatt Place
Pittsburgh, PA 15222
- Bureau of Equal Opportunity
Department of Human Services – Western Field Office
301 Fifth Avenue
Suite 410, Piatt Place
Pittsburgh, PA 15222

- Equal Employment Opportunity objectives based upon the makeup of the local labor force must be established and monitored.

The F/WHS has a policy statement which affirms our commitment to Equal Employment Opportunity and a complaint of discrimination procedure for any applicant or employee to file who believes he/she has been discriminated against,

With that being said and with the understanding that we are two small rural counties that do not have much of a diverse population, we recognize our responsibility to administer equally all programs and services for our employees.

We recognize the fact that we have overutilized the employment of white females and our area of focus will be to address the underutilization of minorities and men.

- A policy must be written and published making clear that an agency is an equal opportunity employer.

The following is the Affirmative Action Plan for F/WHS:

**Affirmative Action Plan
July 1, 2011**

It is the intent of Forest/Warren Human Services to support the Commonwealth's commitment to affirmative action.

Forest/Warren Human Services will not discriminate against any employee, applicant for employment, independent contractor, recipients of services, or any other person because of race, color, religious creed, disability, genetic information, ancestry, national origin, age, marital status, military/veteran status, political or union affiliation, or sex except where there is a bonafide occupational qualification.

Forest/Warren Human Services will state that it is an Equal Opportunity/Affirmative Action Employer in advertisements or requests for employment.

Forest/Warren Human Services will take affirmative action to ensure that applicants for employment and employees are treated without regard to their race, color, religious creed, disability, genetic information, ancestry, national origin, age, marital status, military/veteran status, political or union affiliation, or sex except where there is a bonafide occupational qualification. Such affirmative action will include but is not limited to the following: employment, promotions, demotions, transfers, furloughs, terminations, recall from furlough, recruitment or recruitment advertising, rates of pay or other forms of compensation, and selection of training.

All personnel activities will be monitored to ensure that consideration has been given to minority group members and women.

Any job classification where few minority group members or women are employed will be reviewed in order to try to determine the cause.

All employees will be given equal opportunity to participate in training and/or education programs.

Furloughs, terminations, demotions, and recall from furloughs will be made without regard to race, color, religious credit, disability, genetic information, ancestry, national origin, age, marital status, military/veteran status, political or union affiliation, or sex.

Compensation will be equal for all employees performing equivalent duties, and all employees will be afforded equal opportunity for performing overtime work or otherwise earning increased compensation.

All management decisions regarding program operations, services provided, and employment practices will be made in such a way as to further the principle of equal employment opportunity whenever possible.

A qualified individual with disabilities will not solely by reason of his/her disability be excluded from the participation in, be denied the benefits of, or be subject to discrimination under any program.

If necessary minor modifications will be made to the worksite so that an individual with a disability would be able to access the building,.

Notification of this policy will be transmitted to all employees and potential employees, subcontractors, vendors, etc.

Any violations of the Affirmative Action Plan will be met with appropriate actions. The contact person for F/WHS is: Mary E. Kushner, Human Services Director, 285 Hospital Drive, Warren, PA 16365.

Each member of the management team will be accountable for communication of this policy to employees under their jurisdiction. It is the responsibility of each member of the management team, each supervisor, as well as each employee, to give the non-discrimination policy full support.

Forest/Warren Human Services will set goals to alleviate any underutilization of minorities or women, with specific timetables for each goal. The agency will make every reasonable, good faith effort to fulfill its goals and meet its timetables.

The agency will not maintain or tolerate facilities which are segregated on the basis of race, color, religious creed, disability, genetic information, ancestry, national origin, age, marital status, military/veteran status, political or union affiliation, or sex.

The Affirmative Action Plan is included in each program's Policies and Procedures Manual. All employees have a copy of the policy.

The policy and program is discussed at employee orientation and management programs. The Affirmative Action Plan is also posted on bulletin boards. Additionally, a non-discrimination clause is included in all contracts.

All advertisements seeking applicants contain the words "Equal Opportunity/Affirmative Action Employer". Each applicant is advised as to the existence of the Affirmative Action Plan.

All subcontractors have been notified as to the policy and appropriate action on their part has been requested.

2) Employee-Employer Relations.

- No provision against collective bargaining.
- Forest/Warren Human Services recognizes that certain categories of County employees have the right under Pennsylvania law to engage in collective bargaining over the terms and conditions of employment.
 - a) Where collective bargaining takes place, there must be procedures established assuring that collective bargaining agreements do not infringe upon merit principles.
- When Forest/Warren Human Services engages in the collective bargaining process with organized employees, due regard will be given to the negotiation of collective bargaining agreements that recognize and do not infringe upon merit principles of hiring. Obviously, F/WHS recognizes that collective bargaining is a two-way street and the concurrence must be obtained of collective bargaining groups and their duly authorized bargaining representatives.

3) Appeal and Adjudicatory Process.

A merit system must include the right of an employee to enforce his/her rights through an appeal and adjudicatory process which grants relatively speedy hearings and quick adjudications.

The appeal must extend to all personnel actions affecting employment including termination from employment, suspension from employment, involuntary demotion, furlough from employment, and any personnel action that the employee believes to be based on non-merit factors or which the employee believes to stem from illegal discrimination.

Whenever the potential exists for adverse action to be taken on an employee, a meeting will be held with the employee (with the opportunity for union representation) to provide the employee an opportunity to explain their actions. At the conclusion of the investigation, formal correspondence will be provided to the employee explaining the reasons for the decision and providing his/her their appeal rights and appeal form.

Union eligible employees may choose the Alternative Dispute Resolution process or may appeal through collective bargaining grievance procedure.

The appeal process must be independent of County management, i.e.,:

- a) A panel appointed by the Forest/Warren Governing Board with staggered term limits;
- b) A contract with the State Civil Service Commission;
- c) A contract with a private contractor with such expertise;
- d) Any other method which DHS determines to be adequate.

There must be a record of the adjudicatory hearings and decisions must be issued in writing and must contain the reasons for the decision.

Alternative Dispute Resolution Policy

Forest/Warren Human Services has established and implemented policies and procedures which clearly govern all personnel transactions. Further, F/WHS is dedicated to adhering to its policies and procedures when executing personnel actions.

The F/WHS encourages open and honest communication between employees and their supervisors. Most conflicts and differences of opinion can be resolved by the employee and supervisor directly confronting issues and jointly exploring alternatives. In cases where conflicts cannot be mutually resolved, the F/WHS has established an alternative dispute resolution (ADR) procedure for management employees.

Union eligible employees must choose between utilizing the grievance procedure of the Collective Bargaining Agreement, as outlined in Article 17, or the ADR appeal when both are applicable and may not pursue both.

F/WHS recognizes the importance of providing a prompt and efficient procedure for fair and equitable resolutions of areas of conflict without fear of prejudice or reprisal for initiating a complaint or participating in its settlement. To the extent possible, all complaints should be settled through informal discussions at the lowest administrative level, and disputed matters should be processed in a more formal matter only when either party feels that a fair and equitable solution has not been reached in the informal discussions.

Regardless of any informal attempt to resolve areas of conflict, employees have the explicit right to pursue the five-step ADR procedure which covers the following employment actions: demotion, suspension, reduction in pay, non-selection, furlough and termination which they believe to be arbitrary or discriminatory. Discriminatory action is defined as any based on political affiliation, race, color, national origin, gender, religious creed, age, handicap, or any factor not related to the person's ability to perform the duties of the position (i.e., any non-merit factor).

1) *Timelines.*

All disputes must begin at the first step within ten (10) business days of the time the employee knows, or should have known, of an action or issue that can be raised through the ADR procedure. The timelines outlined in the following steps should be considered the maximum, as every effort should be made to ensure prompt and efficient consideration at each and every stage.

2) *Special Provisions.*

- **Applicants.**
F/WHS is committed to maintaining the integrity of the application process and ensuring the equal treatment and consideration of all applicants, i.e., individuals who have applied for a job but were not selected. Therefore, an applicant for a position who is subject to non-selection which they believe to be unreasonably arbitrary or discriminatory as defined above may avail themselves of the ADR procedure. Notice of an applicant's intent to pursue the ADR procedure must be provided, in writing, utilizing the attached form, to the Human Resources Department within ten (10) business days of the time the applicant knows, or should have known, of an action or issue that can be raised through the ADR procedure. Unless otherwise specified, applicant grievances will begin at the third step as defined below in Section 3-D.
- **Direct Appeal.**
F/WHS remains committed to the transparency and integrity of the entire ADR process as written, and has intentionally crafted a series of steps that escalate both in authority and accountability. As such, F/WHS would strongly encourage employees and applicants to avail themselves of the entire procedure; however, employees and applicants do have the option to appeal directly to the panel described in the fifth step (Section 3-F) and waive the first four steps in the process. The decision to waive steps one through four must be provided in writing to the Human Resources Department within ten (10) business days of the time the employee knows, or should have known, of an action or issue that can be raised through the ADR procedure.

3) *Steps of the ADR Procedure.*

A. **Initiating an ADR request.**

An employee or applicant may utilize the attached form to initiate an ADR request at the first step. The attached form must be utilized for an appeal of the first step response. The form must state the claim, the facts in support of the claim and the relief requested. NOTE: The employee or applicant is responsible for having the issue/dispute/appeal delivered to the proper person or office within the time periods as specified.

B. First Step: Immediate Supervisor.

Within ten (10) business days of the time that the employee knows, or should have known, of an action or issue in dispute, the employee must advise his or her immediate supervisor that he or she is initiating an ADR request. The employee must notify the supervisor in writing, and must advise the supervisor of the specific issue in dispute, the facts in support of the employee's position, and the remedy requested. The supervisor, while working closely with the Human Resources Director, is responsible for scheduling a meeting with the employee within seven (7) business days of the receipt of the complaint to facilitate a face-to-face discussion, the supervisor is responsible for responding to the employee's request. The supervisor shall include notice to the employee of his or her right to appeal the dispute to the second step. Should the issue or dispute involve alleged discrimination by the immediate supervisor and/or program director, the ADR request may be submitted directly at the second or third step respectively.

C. Second Step: Program Director.

If the employee finds the first step response unsatisfactory, the employee may appeal the dispute in writing to the program director within ten (10) business days of receipt of the first step response. The second step appeal must state the specific issue in dispute, facts in support of the employee's position, the reasons the first step response is unsatisfactory, and the remedy requested. Copies of the first step correspondence must be included.

The program director shall, with due consideration of the facts and circumstances of the dispute, meet with the employee in an effort to resolve the dispute at this level. Working closely with the Human Resources Director, within seven (7) business days following the discussion, the program director shall, in writing, grant, deny, or propose a modification to the requested remedy. This response shall include notice of the employee's right to appeal the dispute to the third step.

D. Third Step: Human Resources Investigation and Review.

If the employee finds the second step response unsatisfactory, the employee may appeal the dispute in writing to the third step within ten (10) business days of receipt of the second step response. The third step appeal must state the specific issue in dispute, the facts in support of the employee's position, the reasons why the second step response is unsatisfactory, and the specific remedy requested. Copies of the second step correspondence must be included.

Human Resources, in addition to considering the facts and circumstances of the dispute, shall conduct a thorough and complete investigation, including the solicitation of oral and/or written statements from persons of interest in the dispute. At the conclusion of the review and investigation, Human Resources shall, in writing, grant, deny, or propose a modification to the requested remedy. This response shall include notice of the employee's right to appeal the dispute to the fourth step.

E. Fourth Step: Administrator and Forest/Warren Governing Board.

If the employee finds the third step response unsatisfactory, the employee may appeal the dispute in writing to the fourth step. This appeal must be submitted in writing to the Human Services Administrator within ten (10) business days of receipt of the third step response. This appeal must state the issue in dispute, the facts in support of the employee's position, the reasons why the third step response is unsatisfactory, and the remedy requested. Copies of the third step correspondence must be included.

The Human Services Administrator or his or her designee (HR Director or possibly program director in the event the HSA position is vacant, on a leave of absence, etc.) will review the appeal to determine whether time limits and procedural steps were followed. Having determined that the ADR procedure had been followed, the HS Administrator will forward the complaint to the Forest/Warren Governing Board for review. The F/WGB shall, in writing, grant, deny, or propose a modification of the requested remedy within ten (10) business days.

This response shall include notice of the employee's right to appeal the dispute to the fifth step of the process. Should the HS Administrator determine that the employee did not follow the time limits and/or procedural steps of the ADR procedure, the HS Administrator will notify the employee, in writing, of the administrative faults. Any administrative faults caused by the employee shall render the appeal null and void.

Fifth Step: Panel Review.

If the employee finds the fourth step response unsatisfactory, the employee may appeal the dispute to the fifth and final step. This appeal must be submitted in writing to the Human Resources Director within ten (10) business days of receipt of the fourth step response. This appeal must state the issue in dispute, the facts in support of the employee's position, the reasons why the fourth step response is unsatisfactory, and the remedy requested. Copies of the fourth step correspondence must be included.

NOTE: As articulated in Section 2-B, an employee or applicant has the ability to appeal directly to the fifth and final step of the ADR procedure, provided that a timely written waiver of steps one through four is provided to the Human Resources Department replete with a fully executed ADR request form describing the claim, the facts in support of the claim, and the relief requested.

Upon receiving the appeal and determining that the appeal was made timely, the Forest/Warren Governing Board shall appoint a panel of three (3) diversified members: One human resources professional from the private sector; one human resources professional from the public sector who is not in any way affiliated or under the employ of Forest/Warren Human Services; and one human resources professional from an educational institution.

The panel shall be appointed for a fixed term of three (3) years. To promote continuity, panel members will serve staggered terms of not less than one year and not more than three years. and will remain in place for any and all appeals that may arise during that term unless in the event of a clear and articulable conflict of interest in a given appeal, at which time the panel member would be replaced with a similarly qualified individual for the purposes of that appeal. No more than two of the three panel members can have the same political party affiliation. Forest/Warren Governing Board will make its best efforts to ensure that the panel matches the diversity of the population and that multi-lingual services are available for those that may require them. Additionally, to ensure the autonomy of the panel it will also have the authority to hear any case at its sole discretion, whether or not it has gone through steps one through four.

The administrative review panel shall conduct a hearing on the complaint and will provide the opportunity for all parties involved to provide testimony relevant to the matter in dispute. Transcription of these proceedings can be made available at a cost to be evenly divided between the grievant and F/WHS. The panel shall render a binding decision in writing to the Forest/Warren Governing Board within twenty (20) business days of the hearing. This decision will provide written explanation of how their decisions were reached. In order to conduct business, a quorum of at least two members of the ADR Panel shall be present and acting. The decisions of the ADR panel are final and not subject to review or modification by County Commissioners, County staff, or FWHS staff.

In situations where the panel sustains an employee appeal, the panel shall have the authority to grant such relief as the panel deems appropriate under the circumstances, including reinstatement to the former position, with or without loss of pay, removal of a disciplinary letter from a personnel file, and other similar relief.

Forest-Warren Human Services
ALTERNATIVE DISPUTE RESOLUTION
Communication Form

I. Dispute

Employee's Full Name:	Employee ID#	Job Title:
Department:		
Home Address:	Work Telephone No. () - Ext. Work E-mail Address:	Home Telephone No. () - Home E-mail Address:
Date Incident Occurred:		Witnesses:
The Issues are (use attachments if necessary):		
The facts supporting this are (use attachments if necessary):		
The relief I want is (use attachments if necessary):		
Date:	Employee's Signature:	
Requests for ADR must be presented to the immediate supervisor within ten (10) business days. If the dispute alleges discrimination or retaliation by the immediate supervisor, the ADR request may be submitted directly at the second step. The ALTERNATIVE DISPUTE RESOLUTION Procedures contain complete instructions.		

II. First Step

Date Received:		
Response (use attachments if necessary):		
Date:	First Step Respondent's Signature:	Telephone No.: () - Ext.
Date Received: _____		
Employee's response (check one):		
<input type="checkbox"/> I accept the step one response and am returning the ADR request to the Human Resources Office.		
<input type="checkbox"/> I advance my ADR request to the second step.		
Employee's reasons for further appeal (use attachments if necessary):		
Date:	Employee's Signature	
NOTE: The employee is responsible for having the ADR request delivered to the proper person or office within ten (10) business days.		

III. Second Step

Date Received: _____		Date of Meeting: _____
Response (use attachments if necessary): 		
Date: _____	Second Step Respondent's Signature: _____	Telephone No.: () - Ext.

Date Received: _____	
Employee's response (check one):	
<input type="checkbox"/> I accept the step two response and am returning the ADR request to the Human Resources Office.	
<input type="checkbox"/> I advance my ADR request to the third step.	
Employee's reasons for further appeal (use attachments if necessary): 	
Date: _____	Employee's Signature _____
NOTE: the employee is responsible for having the ADR request delivered to the proper person or office within ten (10) business days.	

IV. Third Step

Date Received: _____		
Response (use attachments if necessary): 		
Date: _____	Third Step Respondent's Signature: _____	Telephone No.: () - Ext.

Date Received: _____	
Employee's response (check one):	
<input type="checkbox"/> I accept the step three response and am returning the ADR request to the Human Resources Office.	
<input type="checkbox"/> I advance my ADR request to the second step.	
Employee's reasons for further appeal (use attachments if necessary): 	
Date: _____	Employee's Signature _____
NOTE: the employee is responsible for having the ADR request delivered to the proper person or office within ten (10) business days.	

V. Fourth Step

Timeliness and Procedural Steps followed?	
<input type="checkbox"/> Yes (Proceed to Board of Commissioners)	
<input type="checkbox"/> No (Appeal deemed moot)	
Reasons (use attachments if necessary): 	
Date: _____	HSA (or designee) Signature: _____

Board of Commissioners Review Employee's response (check one): <input type="checkbox"/> Relief Granted <input type="checkbox"/> Relief Denied <input type="checkbox"/> Remedy Suggested		Suggested Remedy (use attachments if necessary)	
Date:	Signature:	Signature:	Signature:
Date Received: _____ Employee's response (check one): <input type="checkbox"/> I accept the step three response and am returning the ADR request to the Human Resources Office. <input type="checkbox"/> I advance my ADR request to the fifth step.			
Employee's reasons for further appeal (use attachments if necessary):			
Date:	Employee's Signature:		

Assuring that employees are protected against coercion for partisan political purposes and are prohibited from using their official authority for the purpose of interfering with or affecting the result of an election or nomination for office.

1) Political Activity.

All employees are regularly informed of their rights and responsibilities under the State and Federal laws. Information is disseminated to employees via personnel policy and procedures manual, bi-annual emails, posted in the employee section of the website, and on the union bulletin board located in the agency mailroom.

There must be written policy statements concerning political activity which are consistent with State and Federal laws.

To ensure no political coercion, Forest/Warren Governing Board understands that Forest/Warren Human Services is limited in political activity including hiring. F/WGB will not apply political pressure in hiring specific applicants. F/WHS will provide applicants/employees, etc., necessary information to file formal complaints if they felt a violation occurred.

Political Activity Guidelines for Employees

Employees may engage in the following political activities under Federal Hatch Act:

- 1) Register and vote in any election.
- 2) Express an opinion as an individual privately and publicly on political subjects and candidates.
- 3) Display a political picture, sticker, badge or button when not on duty and at locations other than the workplace.
- 4) Sign a political petition as an individual.
- 5) Participate in non-partisan activities of a civic, community, social, labor, professional or similar organization.
- 6) Be a member of a political party or other political organization or club and participate in its activities.
- 7) Attend a political convention, rally, fund-raising function or other political gathering.
- 8) Make a financial contribution to a political party or organization.
- 9) Be politically active in connection with a question which is not specifically identified with a political party, such as a constitutional amendment, referendum, approval of a municipal ordinance or any other question or issue of a similar character.
- 10) Participate fully in public affairs, except as prohibited by law, in a manner which does not materially compromise efficiency or integrity as an employer or the neutrality, efficiency, or integrity of an appointing authority.

Employees may not engage in the following political activities under the Federal Hatch Act:

- 1) An employee may not use his/her official authority or influence for the purpose of interfering with or affecting the result of an election NOR take an active part in political management or in a political campaign.
- 2) Serve as an officer or a political party, a member of a national, state, or local committee of a political party, an officer or a member of a committee of a partisan political club, or be a candidate for any of these positions.
- 3) Organize or reorganize a political party organization or political club.
- 4) Distribute campaign materials in partisan elections.
- 5) Initiate and/or circulate partisan nomination petitions.
- 6) Directly or indirectly solicit, receive, collect, handle, disburse, or account for assessments, contributions, or other funds for a partisan political purpose.

- 7) Organize, sell tickets to, promote or actively participate in a fund-raising activity of a candidate in a partisan election, or of a political party or political club.
- 8) Take an active part in managing the political campaign of a candidate for public office in a partisan election or political party office.
- 9) Become a candidate for, or campaign for, an elective public office in a partisan election.
- 10) Solicit votes in support of or in opposition to a candidate for public office in a partisan election or a candidate for a political party office.
- 11) Act as recorder, watcher, challenger, or similar officer at the polls on behalf of a political party or candidate in a partisan election.
- 12) Drive voters to the polls on behalf of a political party or candidate in a partisan election.
- 13) Endorse or oppose a candidate for public office in a partisan election or a candidate for a political party office in a political advertisement, a broadcast, campaign literature or similar material.
- 14) Serve as a delegate, alternate, or proxy to a political party convention.
- 15) Address a convention, caucus, rally, or similar gathering of a political party in support of or in opposition to a partisan candidate for public office or political party office.
- 16) Solicit, pay, collect or receive a contribution at or in the workplace from any employee for any political party, political fund, or other partisan recipient.
- 17) Pay a contribution at or in the workplace to any employee who is the employer or employing authority of the person making the contribution for any political party, political fund, or other partisan recipient.