

A stack of white papers, slightly blurred, set against a light blue background.A close-up of a clock face, showing numbers and hands, set against a light blue background.

HR 101 for Management Staff

A stack of white papers, slightly blurred, set against a light green background.A close-up of a clock face, showing numbers and hands, set against a light yellow background.

September 2011
Updated February 2016



Hiring – by the Steps

- **Step 1:** Department Head submits written justification to fill position to HR Director (preferably by email)
 - HR Director gets approval from City Manager to fill position
- **Step 2:** Department Head provides HR Director with updated job description and information for job ad/posting and supplemental application questions
 - All ads placed and paid for by HR for fulltime positions and some seasonal positions



Hiring – by the Steps

- **Step 3:** Jobs posted and applications accepted online
- **Step 4:** Electronic applications forwarded to department reviewers
- **Step 5:** Department determines candidates to interview
 - Department will conduct interviews and notify HR
 - who was interviewed
 - who participated as interviewers
 - which candidate was chosen
 - *All hiring notes must be returned to HR*



Hiring – by the Steps

- **Step 6:** HR Specialist will coordinate drivers license/background checks/fingerprints
 - See Admin.Dir. 2-21 on background checks
 - If background check is passed, department will make conditional offer based on passing a drug test and medical exam
 - ***The City Manager must approve any special benefits or offering a salary higher than Step 4 of the pay plan before a job offer is made. Contact HR before moving forward***

Hiring – by the Steps

■ Step 6 cont'd

- HR contacts occupational health provider for the medical exam and drug screen needed for the position
- Department directs candidate to contact occupational health provider to schedule the exam



Hiring – by the Steps

- **Step 7:** Applicants will be rejected for positive drug screen or inability to perform essential functions of job
- **Step 8:** For successful candidates, HR will prepare hiring paperwork



Orientation

- Employee's first impression of the City
 - Don't miss the opportunity to shine
- Correctly their job role
- Provide a written plan detailing job objectives and expectations
- Focus on the employee
 - Don't let emails, phones distract you





Orientation

- Have paperwork ready and be organized
 - Give coworkers info in advance
 - Assign a mentor
- Introduce the employee
 - Don't make them feel like an afterthought
 - Complete IT Technology form in advance
- Set up work area prior to arrival
 - Don't make them feel like an afterthought
 - Complete IT Technology form in advance
- Schedule one-on-one time

Orientation

■ Create a balance

- Formal meetings followed by down time
- Have someone take them to lunch for informal down time

■ Clarify the department/City culture

- Parking; break policies; requesting time off; personal items in the workspace; dress code; day-to-day routine items not in a specific policy – “things learned along the way”

■ Think beyond the first few days



Evaluations and Pay Raises

- Evaluations *must* be done at the end of the probationary period
 - Employees cannot be removed from probation without an evaluation
 - PA and evaluation submitted to HR
- Evaluations *must* be done on May 1 to set goals and objectives for the following fiscal year
 - Submit signed evaluations to HR with a PA for salary increase





Evaluations and Pay Raises

- November evaluations should be done to help employees know how they are meeting their goals
 - Kept in department files unless there are performance issues
 - No surprises in the evaluations
- If there are performance issues, a Performance Improvement Plan (PIP) *must* be prepared and signed off by the employee
 - Submitted to HR



Evaluations and Pay Raises

- Pay Increases may be granted with acceptable performance levels:
 - At the end of probationary period
 - Annually with May 1 fiscal year
- Someone on a PIP will most likely not receive a pay increase
 - Withheld increases are not intended to be “made up” when performance improves; i.e., made retroactive to the date the increase was denied
 - Performance should be sustained to receive an increase

Performance Improvement Plan

Name:
Department:
Meeting Date:
Supervisor:

- 1) Description of issue(s) or area(s) of concern (note specific examples of current performance under review):
- 2) Performance Improvement Goals (define what is expected):
- 3) Action Steps to achieve expected results (including how results will be measured):

Action Steps	Expected Results	Achievement Date
1.		
2.		

Failure to meet and sustain improved performance may lead to disciplinary action. This action may be taken in conjunction with, during or after the performance plan review period.

Reviewed and acknowledged by: _____
Employee's Signature Date

Plan Completed by: _____
Supervisor's Signature Date

This performance improvement plan is not an employment contract nor is it a guarantee of continuing employment.

Periodic Review Notes:

Comments

Initialed and Dated by:
Employee / Supervisor

- 1.
- 2.

Status (as of Achievement Date):

- () Performance Improvement Plan satisfactorily completed on: ____/____/_____
() Corrective Action Required (attach and submit to Human Resources Director)



Leave Policies

■ Vacation

- Employees are *never* allowed to go into a negative balance on their leave
- If they don't have the time accrued, they either take leave without pay or don't take the time off
- You don't have to approve a vacation request if they don't have the time
- They may *not* use vacation or other accruals instead of sick leave when they are sick and have sick leave available



Leave Policies


■ Sick Leave

- Employees out 3 or more days *must* have a doctor's note allowing them to return to work
 - This must be sent to HR with a PA
 - "This leave is considered Family & Medical Leave" typed on PA only if the illness will require further medical visits or involved a hospitalization for 1 night
- If an employee is going to be out for an extended period, a PA should be prepared at the start of the leave; another one done on return to work with doctor's note
 - "This leave is considered Family & Medical Leave" typed on PA
 - HR will prepare FMLA paperwork
 - Require periodic check-ins from employees and get doctors' notes for continued leave



Leave Policies

■ Workers Comp Injury

- Complete a Form 45 and Supervisor's Investigation Report and send to HR within 5 days of the injury if the employee seeks medical treatment
 - Forms available on EI Site at <http://www.citylf.org/EIP/index.php/hr/administrative-directives/safety-directives/> under Directive 6.3
 - Non-workers comp accidents must also be reported and the forms are found in the same location on the website.
 - If employee doesn't seek treatment, complete an Incident Form
- 



Leave Policies

■ Workers Comp Injury

- Same rules apply as noted under sick leave for time away from work
- No employee is allowed to return to work without a doctor's release
- Always bring people back to limited duty as soon as possible with a doctor's restrictions
 - Don't forget to get a release to full duty from the doctor
- Don't forget to prepare a PA each time
 - Do not use the "Family and Medical Leave language" on the PA for workers comp



Leave Policies

■ Miscellaneous

- Employees *must* be able to return to full duty within 6 months of being off or on limited duty
 - Sick leave or workers comp
 - Exception for sworn police & fire under workers comp
- Those unable to return may request an extension from City Manager
 - Will consider impact on department or section as a whole



Family & Medical Leave

- 12 weeks per year
 - Been employed 12 months and worked at least 1,250 hours
 - Must use all accrued leave before going unpaid
 - Year starts 1st day they use FMLA
- Incapacity due to pregnancy, prenatal medical care or child birth
- Birth, adoption, foster placement
- Personal illness
- Immediate family member illness
 - Parent, child, spouse, sibling only



Family & Medical Leave

■ Family Military Leave

- 26 weeks of leave (includes the original 12 weeks)
- Care for a covered service member who suffers a serious injury or illness incurred in the line of duty while on active duty

■ Use of Accrued Leave

- Illness and disability leaves including own serious health condition
 - Must use all accrued sick leave and then all other accrued leave before going on unpaid status



Family & Medical Leave

■ Use of Accrued Leave

- Birth or placement of a child
 - Must use all accrued vacation, personal and holiday leave
 - May not use accrued sick leave unless specified by a collective bargaining agreement
 - Employee giving birth to the baby falls under the disability section and may use sick leave

Family & Medical Leave

- Contact HR immediately
 - Complicated law
 - Best to get questions answered correctly from the start – very misunderstood
- Be sure to use FMLA payroll accrual codes



Leave Accrual Codes

20	VACATION TIME								
85	PERSONAL DAY								
89	SEASONAL PERSONAL DAY								
11	HOLIDAY (NORMAL CITY HOLIDAY)								
13	HOLIDAY BANKED (WORKED ON A NORMAL CITY HOLIDAY)								
14	HOLIDAY TAKEN FROM BANK (POLICE, FIRE AND THOSE WHO BANKED HOLIDAY)								
44	COMP TIME ACCRUAL LFEA								
48	COMP TIME SPENDING LFEA								
45	COMP TIME ACCRUAL ALL OTHERS								
46	COMP TIME SPENDING ALL OTHERS								
25	SICK TIME								
31	EMERGENCY LEAVE								
84	FMLA - EMERGENCY LEAVE								
87	FMLA - HOLIDAY								
88	FMLA - COMP TIME								
91	FMLA - SICK TIME								
92	FMLA - VACATION								
93	FMLA - PERSONAL DAY								
95	FMLA - NO PAY								
FB	FMLA - MILITARY CARE - SICK TIME								
FC	FMLA - MILITARY CARE - VACATION TIME								
FD	FMLA - MILITARY CARE - PERSONAL TIME								
FE	FMLA - MILITARY CARE - HOLIDAY TIME								
FF	FMLA - MILITARY CARE - COMP. TIME								



Disciplinary Actions Non Public Safety Employees

■ Types

- Oral warning (note to your incident file)
- Written reprimand/warning (contact HR for help with wording; prepare a PA)
- Suspension (must contact HR, prepare a PA, backup data)
- Termination (work with HR to insure all necessary steps have been taken, all paperwork is done)
 - At least 2 people in termination interview
 - Copy of Adm. Dir. 2-19, appeal process highlighted
 - Memorandum for record of what was said and done during the termination interview

Expectations & Obligations

- Insure employees understand your expectations of them
- Identify and deal with problems as they arise
 - Don't wait to address in evaluation
 - If you observe something amiss with an employee who doesn't report to you, address it immediately
 - Follow-up with that employee's supervisor later



Final Comment

If you are ever in doubt,
contact HR first.

We are here to HELP!

All policies are available on the
Employee Information Site (EIS)

www.citylf.org

