



Overview:

Public Processes
Recruitment & Hiring
Compensation & Benefits
Training & Development
Performance Management

Public Processes

- o Policy Manual & Implementation
- o Open Meetings/Open Records
- o Personnel Records Management

Policy Manual & Implementation

- Must have established formal policies
- Reviewed no less than every 3 years
- Policies govern the administration of personnel procedures for all employees and elected officials as legally required throughout the organization

Core policies:

- Code of Ethics – provides framework for many decisions
 - May or may not be in “policy”, but should be available to all employees regardless
- Privacy in Workplace – things such as electronic monitoring, breast feeding arrangements, and employer expectations regarding social media
- Discrimination (one of the greatest HR risk areas for liability claims!)
- Grievances/Harassment – need to be addressed through a formal process
- Workplace safety/Drug-free workplace

Open Meetings/Open Records

- o NDCC: "... all meetings of a public entity must be open to the public."
 - o Definition of what constitutes a "meeting" is very expansive.
- o All records of a public entity are open to the public, unless a statute makes the record or part of it confidential

Personnel Records Management

- o Maintenance of personnel records are structured to assure the confidentiality of designated information, such as medical information and certain protected data (while balancing compliance of open records!)
- o Medical files need to be kept separate

Recruitment & Hiring

1. The Job Description
2. Recruitment/Selection
3. The Interview
4. The Selection/Background check



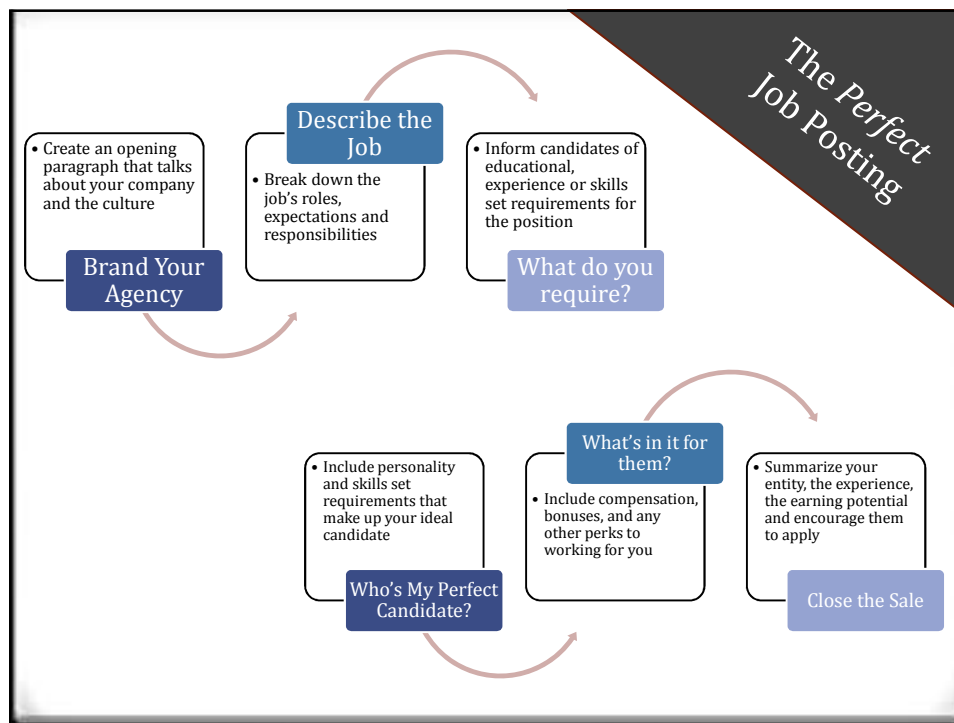
The Job Description

- o Describes the specific duties/responsibilities and qualifications for each position.
- o Should be renewed regularly by both supervisory staff and employees to assure accuracy and that they clearly define essential functions for ADA compliance



Recruitment

- o Must have a formal selection process to assure fairness to all applicants and compliance with all non-discrimination laws
- o Best practice: a standardized process that includes appropriate notice of vacancies and a transparent application process
- o Consistent interviewing and selection procedures
- o More responsibility/authority = wider target market
- o Train supervisors in the do's and don'ts of interviewing
- o **If position is exempt from Veteran's Preference you MUST state so in the advertisement**
 - o <http://www.nd.gov/veterans/benefits/veterans-preference-state>
- o Make sure the application asks the applicants about Veteran's Preference and specifies what is requested
- o Know the regulations related to employing youth*
 - o <http://www.nd.gov/labor/publications/docs/youth.pdf>



Conducting Interviews; Selecting an Applicant

- o Background checks should be conducted consistently in a manner that is directly related to the duties of the position.
- o All applicants must be notified of background checks and authorize them.
- o If background checks are required, the employer should make an offer of employment conditional upon the results of those checks
- o Criminal records need to be reviewed to assure relevancy for each position (and are not automatic disqualification)



Hiring: Boots on the ground...

- o All hiring must be based on the position related qualifications of the person selected and the pre-established criteria for that position.
- o Letters of hire, contracts or required new employee orientation outlines key requirements and expectations
- o The applicants that are not selected must be informed of the decision
- o Veteran's must be notified via certified mail

Compensation & Benefits



Compensation

- o Should provide competitive salaries/wages for attracting new employees and retaining current employees on an equitable basis
- o Assures compliance with organizational policies to provide consistent administration for wages, benefits, and compliance with state and federal laws
- o Ideally also provides a system to administer salary adjustments
- o Consider:
 - o Performance based increases?
 - o Annual Increases?
 - o Cost of Living Adjustment?
 - o Probationary/Introductory period?
 - o Overtime/compensatory time/flex time
 - o Pay differentials
 - o Process for Salary Adjustments
 - o Try not to think in terms of "salary" or "hourly"



Benefits

◦ **REQUIRED**

- COBRA (and other provisions related to continuation of health care coverage)
- FMLA
- Health Care Benefits
- Jury Leave
- Military Leave
- Worker's Compensation

◦ **OPTIONAL**

- Bereavement Leave
- Disability Benefits
- Early Retirement
- Employee Assistance Program
- Flexible Spending
- Leave Donation
- Life Insurance
- Paid time off
- Retirement Plans
- Wellness Plans

Training & Development

- Employee Training & Development
- Organizational Development



Organizational Development

- o Risk Management Plan/Processes
- o Training & Development plans for staff and Board Members
 - o Supervisors – routine training on FMLA, ADA, FLS and performance management
- o Emergency Preparedness

Performance Management





Discipline

- o Occurs when organizational guidance (expectations) and employee performance (actions and behaviors) are misaligned.
- o Focus should be to correct and realign an employee's performance and not viewed as a form of punishment
- o Standards need to be clearly defined, and standard disciplinary procedures must be applied consistently throughout the organization

Successful Performance Management

- o Needs to be pro-active; rather than reactive
 - o Address problems right now, not at review time
- o Evaluations
 - o Need to be regular; need to be documented
 - o Should never include any surprises
- o Discipline
 - o Standard discipline model: verbal warning, written warning, etc.
 - o Document. Document. Document
- o Termination when necessary
- o Exit Interviews – a valuable source of information
- o Dispute Resolution – HR must be an excellent mediator



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Thank You!



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