

**HUMAN RESOURCE
CORE STANDARDS
and CHECKLIST**



ND Human Resource System for Local Government Review Process, Standards and Checklist

Introduction

This checklist is intended to assist local governments in ND review their basic human resource system. This is a self-review protocol that should be completed by a team of representatives of policy makers, managers, department heads and employees. This is not a formal accreditation process, but could identify areas of strengths, weaknesses and needs which could be addressed at the local level. Ideally, this self-assessment should be done under the direction of the elected officials and should result in a final report with recommendations.

The content of this document is based on the HR Reference Guide for Local Governments which is found on the HR Collaborative website:

<http://www.hrndgov.org>

It is suggested that all team members review the HR Reference Guide to understand the resources and core requirements prior to beginning the self-review in their assigned area. Each section of the review is based on each chapter of the HR Reference Guide.

A team may have each member review the whole document or a team may choose to assign chapters to each member. Because of rating/perception differences, it is critical that the team discuss each chapter for overall consistency in the process.

STANDARDS

SECTION 1. PUBLIC PROCESSES

A. Policy Manual and Implementation

Standard: There are established formal policies that are reviewed at least every three years. Policies govern the administration of personnel procedures for all employees and elected officials as legally required throughout the organization.

Fully Implemented

- All policies have been reviewed in last three years
- Supervisors and elected officials are all routinely trained on key policies
- Employees have easy access to all policies
- Policies are consistently applied to all employees

Partially Implemented

- Most policies have been reviewed in last five years
- Some supervisors are trained
- Most policies are applied to all employees

Limited Implementation

- Policies haven't been updated or reviewed in the last seven years
- Limited training has been provided
- Policies are not consistently applied

COMMENTS

B. Open Meetings/Open Records

Standard: North Dakota Century Code states, "Except as otherwise specifically provided by law, all meetings of a public entity must be open to the public." The definition of what constitutes a 'meeting' is very expansive. Notice is a mandatory prerequisite for conducting any public meeting. All records of a public entity are open to the public, unless a statute makes the record or part of it confidential. Personal compliance is both complicated and critical regarding open meetings and open records.

Fully Implemented

- All required notices are always done for public meetings
- All open records are available in a timely manner to the public
- The open meeting/open records requirements/laws and manuals are reviewed by all members of the governing board and senior management at least every other year
- Training on open meeting/open records requirements are completed every other year

Partially Implemented

- Required public notices are typically done for public meetings
- Most open records are available in a timely manner to the public
- The open meeting/open records requirements/laws and manuals are reviewed by all members of the governing board and senior management at least every other year
- Training on open meeting/open records requirements are completed occasionally

Limited Implementation

- Irregular notices
- Difficulty in accessing open records
- No training provided

COMMENTS

C. Personnel Records Management

Standard: Maintenance of personnel records, including working supervisory notes and files, are structured to assure the confidentiality of designated information, such as medical information and certain protected data, while balancing the compliance requirements of open records.

Fully Implemented

- A formal written records policy is in place
- Separate medical files are maintained
- Public information in personnel files is easily attainable via a clear public notice that identifies whom to contact for information
- Employees know and have access to all of their records

Partially Implemented

- A formal written records policy is in place
- Separate medical files are maintained but not used consistently
- Public information in personnel files is attainable but no public notice provided
- Employees have access to some of their records but they are not routinely informed of that right.

Limited Implementation

- An informal records policy is used
- Limited or no separation of confidential information is done
- Public information in personnel files is not easily attainable
- Employees have not been trained on their right to access their employee record

COMMENTS

SECTION 2. RECRUITMENT AND SELECTION

A. Job Descriptions

Standard: Job descriptions describe the specific duties/responsibilities and qualifications for each position. They should be reviewed regularly by both supervisory staff and employees to assure their accuracy and that they clearly define essential functions for ADA compliance.

Fully Implemented

- All positions have completed job descriptions that have been reviewed by supervisor and employee within the last year
- Employees with extended contracts routinely have descriptions reviewed according to the contract.
- All positions have clearly defined essential functions
- All position classifications, (including exempt/non-exempt status, compensation levels) have been reviewed in the last five years

Partially Implemented

- Seventy five percent (75%) of positions have completed job descriptions that have been reviewed by supervisor and employee within the last two years
- Most positions have clearly defined essential functions
- 75% of position classifications, (including exempt/non-exempt status, compensation levels) have been reviewed in the last five years

Limited Implementation

- 50% of all positions have job descriptions
- 50% of all positions have defined essential functions
- 50% of position classifications (including exempt/non-exempt status, compensation levels) have been reviewed in the last five years

COMMENTS

B. Recruitment/Selection

Standard: Recruitment and selection of employees need to assure fairness to all applicants and compliance with all non-discrimination laws. This is best done through a standardized process that includes appropriate notice of vacancies and a transparent application process with consistent interviewing and selection procedures.

Fully Implemented

- A formal recruitment and selection process is clearly defined and followed for all positions
- Standard interview questions are used by all selection individuals/teams and is monitored by designated HR personnel
- All individuals involved in the interview and selection of employees have been trained in the do's and don'ts of interviewing
- Rating/ranking is completed for all applicants/selections
- Pre-employment background checks are done consistently for top applicants
- Veteran's preference is consistently applied to all positions

Partially Implemented

- A recruitment and selection process is available but not used consistently for all positions
- Supervisors are encouraged to use standard interview questions but it is not monitored
- Some training on interviewing and selection is done for supervisors or those involved in the selection process
- Rating/ranking is completed for most applicants
- Pre-employment background checks are done consistently for top applicants
- Veteran's preference is consistently applied to all positions

Limited Implementation

- Recruitment and selection is done randomly and varies throughout the organization
- No training is done on interviewing and selection
- Standardized interview questions are not used throughout the organization
- Rating/ranking is not routinely completed
- Pre-employment background checks are done some of the time
- Veteran's preference is not consistently applied to positions

COMMENTS

C. Background Checks

Standard: Background checks should be conducted consistently in a manner that is directly related to the duties of the position. All applicants must be notified of background checks and authorize them. If background checks are required for the position, the employer should make an offer of employment conditional upon the results of those checks.

Fully Implemented

- The organization has clear procedures for doing the required background checks
- Standardized forms are used for background checks
- All applicants are informed of all background checks and formally authorize them
- Criminal records are reviewed to assure relevancy for each position and are not an automatic disqualification
- All employment offer letters include language regarding contingency on background checks

Partially Implemented

- The organization has general guidelines for background checks
- Criminal records are reviewed to assure relevancy for each position and are not an automatic disqualification
- 75% of applicants are informed of background checks and usually authorize them
- 75% of employment offer letters include language regarding contingency on background checks

Limited Implementation

- Background check procedures vary from supervisor to supervisor
- Background check authorizations are not routinely secured.
- Employment offer letters do not include contingency language

COMMENTS

D. Hiring

Standard: All hiring must be based on the position related qualifications of the person selected and the pre-established criteria for that position. Letters of hire, contracts or required new employee orientation outlines key requirements and expectations. If applicants are not selected, they need to be informed of the decision.

Fully Implemented

- All hires are given written notification of their hiring status that includes standard information such as hiring date, starting salary, conditions of employment, exempt/non-exempt status, throughout the organization
- All applicants are informed of the selection decision
- All veterans are given their legally required notices via certified mail

Partially Implemented

- 75% of all hires are given written notification of their hiring status that includes standard information such as hiring date, starting salary, conditions of employment, exempt/non-exempt status, throughout the organization
- 75% of all applicants are informed of the selection decision
- Veterans may be given their legally required notices

Limited Implementation

- Less than 50% of new hires are given written notification of their hiring status that includes standard information such as hiring date, starting salary, conditions of employment, exempt/non-exempt status, throughout the organization
- Less than 75% of all applicants are informed of the selection decision
- Veterans are not generally given their legally required notices

COMMENTS

SECTION 3. COMPENSATION AND BENEFITS

A. Compensation

Standard: Compensation should provide competitive salaries/wages for attracting new employees and retaining current employees on an equitable basis. It assures compliance with organizational policies to provide consistent administration for wages, benefits, and compliance with state and federal laws. It also provides for a system to administer salary adjustments.

Fully Implemented

- The organization has a formal compensation plan
- The formal compensation plan, including all wage adjustments, is applied consistently with all employees over a three year period of time
- All positions are classified with exempt, non-exempt status and reviewed at least every five years using a formalized process that includes standardized training of all supervisory staff on essential criteria with an external review process by either trained HR personnel or a well-trained committee
- Wages and overtime are fully compliant with federal laws as demonstrated through consistent overtime reporting mechanism/time cards for non-exempt personnel, systematic review of overtime utilization and training for all supervisory staff every three years on FLSA wage requirements

Partially Implemented

- The organization has a formal compensation plan
- The formal compensation plan, including all wage adjustments, is consistent for most employees every year but occasionally exceptions are made without clear guidelines
- All positions are classified with exempt, non-exempt status and reviewed occasionally or as needed
- Wages and overtime appear to be fully compliant with federal laws but there are inconsistent overtime reporting mechanism/time cards for non-exempt personnel, there is not a systematic review of overtime utilization nor formal training for all supervisory staff on FLSA wage requirements

Limited Implementation

- It is unknown how overtime wages are applied from department to department.
- There is no consistent overtime reporting mechanism/time cards for non-exempt personnel, there is not a systematic review of overtime utilization nor formal training for all supervisory staff on FLSA wage requirements.

COMMENTS

B. Benefits

Standard: Benefits typically include all required and optional items (See HR Reference Guide <http://www.hrndgov.org>). It is critical that all benefits be clearly defined in policy and applied consistently through the entire organization to reduce the risk of potential claims of discrimination and litigation.

Fully Implemented

- All required benefits are applied to all employees per established policies and procedures: health coverage (employers with more than 50 employees), jury leave, military leave and worker's compensation
- Optional benefits, such as sick leave and funeral leave, are defined clearly in policy and consistently applied throughout the organization
- FMLA is applied consistently throughout the organization using standardized procedures
- Training on benefits administration including FMLA is provided to all supervisors every other year and to all employees every three years

Partially Implemented

- All required benefits are applied to all employees according to established policies and procedures: health coverage (employers with more than 50 employees), jury leave, military leave and worker's compensation
- Optional benefits are consistently applied throughout the organization (sick leave, funeral leave) but may vary depending on the supervisor/manager
- FMLA practices vary throughout the organization
- Training on benefits administration including FMLA provided to all supervisors occasionally (at least once every five years)

Limited Implementation

- All required benefits are applied to all employees according to established policies and procedures: health coverage (employers with more than 50 employees), jury leave, military leave and worker's compensation
- Optional benefits are not consistently applied through the organization (sick leave, funeral leave) but may vary depending on the supervisor/manager
- Training is not provided on benefits administration including FMLA to supervisors or employees

COMMENTS

C. Other Requirements

Standard: There are both state and federal laws/regulations regarding compensation. It is critical that all these requirements are addressed in policy, training and in practice.

Fully Implemented

- Training is completed at least every two years with all supervisory staff on the Fair Labor Standards Act
- Exempt and nonexempt status for all positions is reviewed at least every three years
- Overtime procedures are clearly defined and are randomly audited every year
- If the organization has a clearly established on-call policy that is consistently applied as needed and the on-call policy/procedures are reviewed at least every three years
- All required notices are posted and reviewed annually at all worksites (for list see HR Reference guide in Section 3-18) <http://www.hrndgov.org>

Partially Implemented

- Training is completed at least every five years with all supervisory staff on the Fair Labor Standards Act
- Exempt and nonexempt status for all positions is reviewed at least every five years
- Overtime procedures are clearly defined and audited occasionally
- If the organization has a clearly established on-call policy that is consistently applied as needed and the on-call policy/procedures are reviewed at least every three years
- Some required notices are posted and reviewed every two years at all worksites (for list see HR Reference guide in Section 3-18) <http://www.hrndgov.org>

Limited Implementation

- Training on FLSA is not routinely provided to supervisors
- Exempt and nonexempt status for all positions are not routinely reviewed
- Overtime procedures are defined by supervisory staff
- If the organization allows on-call pay, it is defined and implemented by supervisor personnel
- Some required notices are posted and reviewed randomly but not at all worksites (for list see HR Reference guide in Section 3-18) <http://www.hrndgov.org>

COMMENTS

SECTION 4. EMPLOYMENT RELATIONS

A. Core Policies (Employment Philosophy/Code of Ethics/Handbooks)

Standard: Having a clearly stated employment philosophy and code of ethics provides the framework for many decisions. These may or may not be in policy, but should be available to all employees. It should be written broadly to ensure the entity can respond to all ethics challenges in the workplace. It provides the framework for the employment relationship.

Fully Implemented

- An employment philosophy and code of ethics are clearly written and consistently applied throughout the organization
- The code of ethics is reviewed by policy and supervisory staff annually
- All new employees are trained in and provided a code of ethics
- All staff are trained in and provided a code of ethics every year
- Employees sign a consent form agreeing to abide by the standards
- Employee handbook is available to all employees and all employees are informed directly of any handbook changes

Partially Implemented

- An employment philosophy and code of ethics are clearly written in policies but are not consistently applied throughout the organization as demonstrated by confusion between supervisors in interviews
- The code of ethics is reviewed by policy and supervisory staff occasionally
- All staff are trained in codes of ethics at the time of hire
- Employee handbook is available to all employees and all employees are informed through supervisory staff of changes

Limited Implementation

- The code of ethics is not routinely reviewed by policy and supervisory staff
- No staff training is provided on ethics
- Employee handbook is available to all employees if they request it

COMMENTS

B. Training/Development

Standard: Training and developing the needed skills and knowledge of all employees is critical to maintaining an effective workforce. It must be made available to employees in accordance with equal opportunity laws. All training, internal and external, should be documented.

Fully Implemented

- A formal training plan is developed for all employees in the organization using standardized process across department lines
- Funding for training/staff development is consistently available to each employee
- All training is documented for each employee
- Supervisory staff have routine training on topics such as FMLA, ADA, FLSA and performance management
- Formal orientation is provided to all new employees
- Management staff reviews all training activities annually to assure equal access

Partially Implemented

- Training is offered to employees with differences among departments
- Funding for training/staff development is consistently available within a department
- Some training is documented

Limited Implementation

- Some training is offered but there is not consistency within departments or the whole organization
- Little to no funding is available for staff development

COMMENTS

C. Privacy in Workplace

Standard: Clear definition of privacy in the workplace is essential. Specific privacy issues such as electronic monitoring, breast feeding arrangements, and HIPAA should be addressed in the organization's policy. Employers generally should maintain the right to open access to all organization electronic and other equipment. Employer expectations regarding social media should be defined. Job-related surveillance should be defined in policy to protect the employer's assets and reduce organizational liability.

Fully implemented

- The organization's policy clearly defines both employer and employee rights to privacy
- All staff are informed of these policies including personal use of equipment at the time of hire and reviewed annually
- All management staff are trained on the appropriate uses of job surveillance tools, such as computer monitoring or use of video equipment
- Job surveillance protocols are clearly established

Partially Implemented

- The organization's policy clearly defines both employer and employee rights to privacy
- Some supervisory staff are trained on the appropriate uses of job surveillance tools, such as computer monitoring or use of video equipment

Limited Implementation

- The organization's policy clearly defines both employer and employee rights to privacy
- No training or monitoring of job surveillance is routinely done

COMMENTS

D. Discrimination

Standard: Public organizations are not allowed to discriminate on a range of areas, including but not limited to age, race, religious beliefs, disability and national origin. These standards apply to many aspects of employment including hiring, salary, promotions, and working conditions. Discrimination includes all requirements related to harassment. Discrimination is one of the greatest HR risk areas for serious liability claims and needs to be proactively addressed on a regular basis.

Fully Implemented

- The organization has clearly written nondiscrimination policies that are reviewed at least every three years or after a complaint, state/federal investigation and/or litigation
- All policy, management and supervisory staff are trained in non-discrimination, including but not limited to ADA, harassment, and hiring practices at least every three years
- All employees are trained in non-discrimination areas every three years and as needed
- ADA and other reasonable accommodation requests are documented using a common form and review protocol
- A systematic assessment of implementation of ADA and other reasonable accommodation requests is done at least every three years (i.e. number of requests, types of accommodations, training of all staff on when and how to request accommodations)
- All Equal Employment Opportunity Commission (EEOC) notices are posted as required in all buildings

Partially Implemented

- The organization has clearly written nondiscrimination policies that are reviewed at least every three years
- Some policy, management and supervisory staff are trained in non-discrimination, including but not limited to ADA, harassment, and hiring practices at least every three years
- Some employees are trained in non-discrimination areas every three years
- ADA and other reasonable accommodation requests are documented but without using a common form and review protocol

Limited Implementation

- The organization has written nondiscrimination policies that are reviewed occasionally
- Some policy, management and supervisory staff are trained in non-discrimination
- ADA and other reasonable accommodation requests are not in a common location

COMMENTS

E. Grievances/Harassment

Standard: Grievances and harassment are concerns in all organizations. It is critical that grievance/harassment policies and procedures are clearly defined and that all staff are routinely trained in those policies and procedures. All complaints, verbal and written, must be addressed through a formal process. All employers, including at-will employers, must assure that there is a grievance policy/procedures to assure compliance with EEOC and ND Human Rights Laws.

Fully Implemented

- The grievance policy clearly identifies the actions that may be grieved
- The policy clearly establishes review protocols and timelines
- Grievance complaints are reviewed by someone or a group that is not directly involved in the grievance
- All grievance outcomes are documented
- Annually, all grievances within the whole organization are reviewed to monitor for patterns of concerns

Partially Implemented

- The grievance policy clearly identifies the actions that may be grieved
- The policy does not clearly establish review protocols and timelines
- Grievance complaints are not reviewed by someone or a group that is not directly involved in the grievance

Limited Implementation

- The grievance policy clearly identifies the actions that may be grieved
- No protocols or timelines
- Unclear who is responsible for reviewing grievance complaints

COMMENTS

F. Workplace Safety/Drug-Free Workplace

Standard: Employers should take appropriate measures to help prevent violence and unsafe practices such as drug use in the workplace. The workplace safety standards should include mechanisms to identify risks/hazards prior to incidents occurring, mechanisms for reporting safety incidents, and remediating risks. Drug free workplace policies should include clear expectations, standards for randomized testing (if appropriate) and intervention if use is indicated.

Fully Implemented

- A workplace safety plan is formally established and reviewed annually with all management and employees
- Accidents/incidents are reported in a timely manner and risks identified are addressed according to policy
- Drug testing policy is clearly written and fully implemented according to policy
- All managers/supervisors are trained to identify potential substance use/abuse and other potentially unsafe work behaviors that could lead to violence and how to intervene

Partially Implemented

- A workforce safety plan is formally established but not reviewed routinely
- Accidents/incidents are reported but not always timely
- Drug test is done some of the time

Limited Implementation

- A workforce safety plan is in place
- Accident/incident reports are done occasionally

COMMENTS

SECTION 5. PERFORMANCE MANAGEMENT

A. Discipline

Standard: Discipline occurs when organizational guidance (expectations) and employee performance (actions and behaviors) are misaligned. The focus of the disciplinary process should be to correct and realign an employee's performance and not viewed as a form of punishment. If viewed as a form of punishment, it could significantly disrupt an employee's commitment to the organization. Rather, focus on encouraging the employee to conform, if able, to established standards of the job.

Fully Implemented

- Updated, comprehensive and accessible employee handbook with required acknowledgments by all employees
- Personnel files contain performance related records and evaluations according to a formal records retention policy
- Policies, procedures and employer actions are consistently applied as observed by HR personnel and or designated HR group
- Expectations for employees and supervisors are documented in writing
- Performance objectives that include both data elements and behavioral standards
- Mandated employee and supervisory training are held annually
- Performance evaluation system that requires annual reviews includes opportunity for employee feedback
- Standard disciplinary procedures are applied at all levels throughout the organization
- Grievance process clearly defines what actions may be grieved, how to make a grievance and includes timelines for actions and resolution
- After-action practices focus on preventive measures

Partially Implemented

- Employee handbook access is limited to staff
- Personnel records without formal maintenance standards including records retention
- General standards for employee behavior without consistent enforcement as observed by HR personnel or a designated HR Group
- Sporadic employee training opportunities for both employees and supervisors without follow up on knowledge transfer
- Mandated performance evaluations without a review process for checks and balances for receipt or quality

Limited Implementation

- Limited handbook without accessibility options for all employees
- Personnel files maintained by department head without maintenance training
- Acknowledgements are not required confirming employee receipt
- Sporadic training is offered without a focus on quality of training
- Evaluations? What evaluations?
- Grievance Process - We are supposed to have one of those?
- Policy interpretations differ in each department

COMMENTS

B. Termination/Reduction in Force (RIF)

Standard: All terminations/RIFs carry significant liability risk and must be completed thoroughly with good documentation. Termination policies need to clearly define reasons and procedures for termination. All merit/just cause employees are entitled to due process.

Fully Implemented

- Termination decisions are reviewed by legal counsel prior to implementation (Schools use standards outlined in law for teacher non-renewal)
- Terminations are consistent with policies and past practices
- Termination decisions are based on factual and standardized employment investigations
- Terminations resulting from a RIF follow the RIF Policy and Procedure and are approved by legal counsel prior to implementation
- Termination decisions are proportionate to the offense
- Alternatives to termination, such as reassignment were considered during the decision making process and documented in the employee files
- Statistical imbalances were considered during the decision making process
- Terminated employee provided written notice of employment concern with ample opportunity to improve prior to termination
- Terminations are documented in written form with copy provided to affected employee
- The organization has a shared understanding of the issue and the justification is considered consistent, reasonable and convincing

Partially Implemented

- Termination decisions are irregularly reviewed by legal counsel
- Termination decisions are in compliance with policies but not always consistent with past practices
- Employment investigations are in use without formal training in investigative practices

Limited Implementation

- Termination decisions are rarely reviewed by legal counsel
- Termination decisions are not evaluated against organizational standard and law
- Termination decisions are not properly documented
- I thought we were at-will! We have to document reasons for termination?

COMMENTS

C. Exit Interviews

Standard: Exit interviews provide employers with a valuable source of information on why employees are leaving the organization. This also provides an organization with an opportunity to take a preventive approach to employee retention by addressing dissatisfaction before it becomes a reason for an employee to resign.

Fully Implemented

- Organization is interested in and committed to addressing reasons for exit
- Exit interviews are executed similarly and routinely throughout the organization
- Interviews are held by a neutral party (i.e. not the terminating employee's supervisor)
- Content is factually documented and stored
- Content is objectively considered and action plans developed

Partially Implemented

- Exit interviews are only held with highly valued employees
- Exit interviews vary in content and structure
- Content is evaluated irregularly

Limited Implementation

- Exit interviews have no formal structure
- Interviews are not valued by the organization
- Content is rarely evaluated and acted upon

COMMENTS

HR CHECKLIST

SECTION 1. PUBLIC PROCESSES

1-A. Policy Manual and Implementation

- Fully Implemented
- Partially Implemented
- Limited Implementation

COMMENTS

1-B. Open Meetings/Open Records

- Fully Implemented
- Partially Implemented
- Limited Implementation

COMMENTS

1-C. Personnel Records Management

- Fully Implemented
- Partially Implemented
- Limited Implementation

COMMENTS

SECTION 2. RECRUITMENT AND SELECTION

2-A. Job Descriptions

- Fully Implemented
- Partially Implemented
- Limited Implementation

COMMENTS

2-B. Recruitment/Selection

- Fully Implemented
- Partially Implemented
- Limited Implementation

COMMENTS

2-C. Background Checks

- Fully Implemented
- Partially Implemented
- Limited Implementation

COMMENTS

2-D. Hiring

- Fully Implemented
- Partially Implemented
- Limited Implementation

COMMENTS

SECTION 3. COMPENSATION AND BENEFITS

3-A. Compensation

- Fully Implemented
- Partially Implemented
- Limited Implementation

COMMENTS

3-B. Benefits

- Fully Implemented
- Partially Implemented
- Limited Implementation

COMMENTS

3-C. Other Requirements

- Fully Implemented
- Partially Implemented
- Limited Implementation

COMMENTS

SECTION 4. EMPLOYMENT RELATIONS

4-A. Core Policies (Employment Philosophy/Code of Ethics/Handbooks)

- Fully Implemented
- Partially Implemented
- Limited Implementation

COMMENTS

4-B. Training/Development

- Fully Implemented
- Partially Implemented
- Limited Implementation

COMMENTS

4-C. Privacy in Workplace

- Fully Implemented
- Partially Implemented
- Limited Implementation

COMMENTS

4-D. Discrimination

- Fully Implemented
- Partially Implemented
- Limited Implementation

COMMENTS

4-E. Grievances/Harassment

- Fully Implemented
- Partially Implemented
- Limited Implementation

COMMENTS

4-F. Workplace Safety/Drug-Free Workplace

- Fully Implemented
- Partially Implemented
- Limited Implementation

COMMENTS

SECTION 5. PERFORMANCE MANAGEMENT

5-A. Discipline

- Fully Implemented
- Partially Implemented
- Limited Implementation

COMMENTS

5-B. Termination/Reduction in Force (RIF)

- Fully Implemented
- Partially Implemented
- Limited Implementation

COMMENTS

5-C. Exit Interviews

- Fully Implemented
- Partially Implemented
- Limited Implementation

COMMENTS