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1.0 Introduction

The East Multnomah Soil and Water Conservation District (EMSWCD) believes in helping employees be as successful as possible in their professional careers. To do so, supervisors shall work with employees throughout each year and during annual performance reviews to identify short, medium, and long-term professional goals. Supervisors shall then work with employees to identify formal and informal training, educational, and developmental opportunities that will support achievement of the professional goals.

2.0 Annual Training

Supervisors shall work with employees when they are first hired to identify immediate on-the-job training and other related training necessary for the employee to be successful in their position. Subsequent to this, during each performance evaluation, supervisors shall work with employees to agree on and establish a written professional development/training plan for the next evaluation period. Training shall include topics that are required on an annual or periodic basis for some or all staff as well as job-specific training. Unless exceptional circumstances warrant deviation, regular, full-time employees should plan for and participate in annual training events that do not exceed two weeks and \$1,000 per year (training times and amounts are prorated for regular part-time employees who work at least 20 hours per week). Due to budget and time constraints, this annual training allotment may be limited further from year to year. Also, employees should note that annual professional development/training plans that are required of all employees are significantly different than Professional Improvement Plans (PIPs) that are required for struggling employees (see Policy 1.1.13).

3.0 Tuition Assistance

Tuition assistance may be available to employees who pursue higher education in a field related to EMSWCD's mission and their current or potential future positions at EMSWCD. Availability of tuition assistance will be determined by the Board of Directors on a year-to-year and case-by-case basis, depending on the availability of funding.



Conditions of tuition assistance include:

- Employees must have worked for EMSWCD for at least 12 consecutive months in a full-time (40 hours per week), regular position.
- Employees must have received “Met Expectations” (or the equivalent) or above on their two most recent performance evaluations.
- Employees must apply for tuition assistance through their supervisor by January 15 of each year to be eligible for tuition assistance for classes beginning in July or later of that scholastic year.
- Because this benefit is intended to help employees further their careers and to help employees who may otherwise not be able to afford higher education, reimbursement will be on a graduated scale as follows:

Job Class	Maximum % Tuition Reimbursement	Maximum Reimbursement per Scholastic Year
CT/AT – C2/A3	75%	\$10,000
C3 – C4	50%	\$7,500
C5 – A4	25%	\$2,500
A5	15%	\$1,500

- Employees must pursue an accredited degree: Associate, Bachelor, Master or PhD.
 - Degree must be in a field that directly relates to EMSWCD’s mission.
 - Degree must be in a field directly related to employee’s current position or potential future position at EMSWCD.
- Tuition reimbursement is to be paid after each class term (i.e., quarter, semester) is successfully completed with at least a B in the class (except under extraordinary circumstances).
- Employees must agree to continue working for EMSWCD for 12 consecutive months, as a full-time, regular employee, following reimbursement of each class term.
- Employees must agree to reimburse EMSWCD (a prorated amount) if they leave EMSWCD prior to 12 months following each class term.
- Employees must allow EMSWCD to provide information regarding the employee’s failure to fulfill her/his commitment (i.e., early departure) to prospective employers, should employee leave prior to the 12-month commitment.
- Class time and homework time shall not be considered work time.

4.0 Developmental Assignments

Employees seeking to expand and improve their job skills through on-the-job work experiences may seek to establish and take advantage of one or more developmental assignments. Developmental assignments may include, but are not limited to:

- Temporary project assignments that are outside the scope of an employee’s job description but within the organization;
- Temporary position assignments that are outside of the organization; and
- Temporary “job swapping” assignments between similarly classed employees inside or outside of the organization.



To qualify for consideration of a developmental assignment, employees must:

- Have worked for EMSWCD for at least 12 consecutive months in a full-time (40 hours per week), regular position.
- Have received “Met Expectations” (or the equivalent) or above on their two most recent performance evaluations.
- Discuss and receive tentative approval from their supervisor.
- Develop a proposal for the assignments, including, at a minimum, substantive scope, learning objectives, project outcomes, duration, and how all normal job duties will be completed during employee’s assignment.
- Identify how the assignment will further their professional careers while supporting the mission of EMSWCD during the developmental assignment period.
- Receive final approval from the Executive Director.

4.1 Temporary Project Assignments outside of Job Description

Each EMSWCD employee has a job description that defines the parameters and expectations of their position. Each year, employees are expected to review their job descriptions with their supervisors to ensure it is accurate and within the scope of the relevant job class. At this same time, employees are expected to work with their supervisors to establish annual work plans. Activities identified within annual work plans should be consistent with an employee’s job description. With supervisor approval, employees may request to purposefully work outside the scope of their position description on a temporary basis for developmental purposes. Such developmental assignments are not intended to be, and should not be, used by employees or supervisors to work someone out of their job class as a means to later justify a promotion or pay raise. Temporary project assignments outside of an employee’s job description are intended to help employees develop new skills and abilities that may provide them with new job inspiration and an opportunity to advance their careers at a later time.

Temporary project assignments outside of an employee’s job description must:

- Meet the needs of EMSWCD;
- Be less than six months in duration;
- Be consistent with identified career goals; and
- Not unduly interfere with normal job duties.

4.2 Temporary Position Assignments outside the Organization

From time to time, external organizations may have temporary or interim positions they are seeking to fill with qualified candidates. These positions may become available when their employees are on extended leave (e.g., sabbatical, family, educational, or extended travel leave) or when a short-term project assignment needs completed. When such opportunities become available, EMSWCD employees may wish to consider filling them for career developmental purposes. With supervisor tentative approval, employees may submit a request to the Executive Director to work for an external agency on a temporary basis for developmental purposes. Such developmental assignments are not intended to be, and should not be, used by employees to permanently change organizations. Temporary project assignments outside of EMSWCD are intended to help employees develop new skills and abilities that may provide them with new job inspiration and an opportunity to advance their careers at a later time.



Temporary project assignments outside of EMSWCD must:

- Be with a host organization whose goals are compatible with EMSWCD's;
- Be less than six months in duration;
- Be consistent with identified career goals; and
- Not unduly interfere with normal job duties.

4.3 Job Swapping

As a means to grow professionally, employees may wish to explore a temporary "job swapping" assignment between similarly classed employees inside or outside of EMSWCD. For example, a Senior EMSWCD Rural Conservationist may swap jobs with a Senior EMSWCD Urban Conservationist so each employee can perform and experience the other employee's substantive work. Likewise, an EMSWCD Conservation Program Supervisor may swap jobs with a non-EMSWCD Conservation Program Supervisor equivalent. In either case, employee supervisors/organizations must agree to the job swap. Such developmental assignments are not intended to be, and should not be, used by either employee to permanently change positions or organizations. Temporary job swap assignments are intended to help employees develop new skills and abilities that may provide them with new job inspiration and an opportunity to advance their careers at a later time.

Temporary job swap assignments must:

- If with an external organization, be with a host organization whose goals are compatible with EMSWCD's;
- Be less than six months in duration;
- Be consistent with identified career goals; and
- Not unduly interfere with normal job duties.

5.0 Job Transfers

When vacancies occur within EMSWCD, employees who have worked for EMSWCD for at least 12 consecutive months in a full-time (40 hours per week), regular status position, may request a permanent job transfer if the vacant position is at the same or lower job class (e.g., from an Urban Conservation Specialist to a Rural Conservation Specialist or from an Urban Conservation Specialist to a Rural Conservation Technician). Employees may wish to consider a job transfer to expand their current professional knowledge, abilities, and experiences as a means to further their professional aspirations in the future or to find a better "fit" within EMSWCD. While salary/pay evaluations will always be part of a permanent job transfer, if the job transfer is a lateral move (within the same job class), then the employee's pay will likely not be adjusted unless there are extraordinary circumstances to consider. If the job transfer is to a lower job class, then the employee's pay will likely be adjusted to a similar relative position within the new lower pay grade unless there are extraordinary circumstances to consider. Requests for job transfers must be made to the Executive Director. The Executive Director, in consultation with each position's supervisor, will determine if the job transfer is appropriate.

When employees are transferred to a new position, they must complete a probationary period of at least 30 days and up to six months to determine the suitability of the placement and the employee's ability to satisfactorily perform the required work. A transferred employee serving their probationary



period is still considered a regular employee, eligible for all benefits to which they would normally be entitled. If it is determined that the job transfer is not working during this period, employees may:

- Be returned to their original job if the position is still vacant;
- Be assigned to another vacant position if available and deemed suitable; or
- Under exceptional circumstances, be terminated from employment.

6.0 Job Promotions

Promotions for employees will be evaluated based on at least the following four factors:

- Needs of EMSWCD;
- Ability of EMSWCD to support (budgetarily and otherwise) a higher-level position;
- Professional and educational qualifications of the employee in question; and
- Performance and duties of the employee in question.

While promotion considerations should be a natural part of each annual performance review, there may be times when organizational needs precipitate such considerations. For example, after an employee has been competently performing their assigned job duties that fall within their job description for at least 12 consecutive months as a full-time, regular status employee, s/he may be asked by their supervisor to take on additional (outside of job description) responsibilities or to work more independently. If these duties extend beyond a six-month period and are expected to continue into the foreseeable future, it may indicate that an employee's job duties and responsibilities are a better fit for a higher-level job classification. Supervisors should review job descriptions with each employee, usually during the annual performance review period, to determine if this is the case. If the supervisor and employee are in agreement, the supervisor may submit a job reclassification request to the Executive Director. The Executive Director will consider, among other things: the needs of EMSWCD and the programmatic unit the position is in; budget implications of a promotion; the qualifications of the employee in question; the performance and duties of the employee in question; and other ramifications of a promotion in making promotion decisions. A pay raise will often accompany such a promotion, but under special circumstances may not be warranted. If a pay raise is warranted, it will likely not be retroactive.

When employees are promoted, they must complete a probationary period of at least 30 days and up to six months to determine the suitability of the placement and the employee's ability to satisfactorily perform the required work. A promoted employee serving their probationary period is still considered a regular employee, eligible for all benefits to which they would normally be entitled. If it is determined that the promotion is not working during this period, employees may:

- Be returned to their original job class if the lower job class is still warranted;
- Be assigned to another vacant position if available and deemed suitable; or
- Under exceptional circumstances, be terminated from employment.