## AGENDA

<table>
<thead>
<tr>
<th>Item #</th>
<th>Time</th>
<th>Board Meeting Agenda Item</th>
<th>Purpose</th>
<th>Presenter</th>
<th>Packet</th>
</tr>
</thead>
<tbody>
<tr>
<td>1</td>
<td>1:00</td>
<td>Welcome and meeting called to order:</td>
<td>Information</td>
<td>Masterson</td>
<td>N/A</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Introductions</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Review/revise agenda</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>2</td>
<td>1:03</td>
<td>Selection of Committee Officers</td>
<td>Decision</td>
<td>Masterson</td>
<td>N/A</td>
</tr>
<tr>
<td>3</td>
<td>1:05</td>
<td>Time reserved for public comment and introductions¹</td>
<td>Information</td>
<td>Public</td>
<td>N/A</td>
</tr>
<tr>
<td>4</td>
<td>1:10</td>
<td>Management Team Performance Reviews</td>
<td>Discussion/</td>
<td>Nelson/Masterson</td>
<td>a) 2019 Annual Performance</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Best practices presentation</td>
<td>Decision</td>
<td></td>
<td>Review form</td>
</tr>
<tr>
<td></td>
<td></td>
<td>• Performance review process discussion</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>5</td>
<td>2:00</td>
<td>Review of 2019 position reclassification and salary adjustment process</td>
<td>Information/</td>
<td>Masterson/Mitten</td>
<td>a) Policy 1.1.3 Salaries</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td>Discussion</td>
<td></td>
<td>and Wages</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>b) Policy 1.1.2 Job Families,</td>
</tr>
<tr>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td>Classifications, and Positions</td>
</tr>
<tr>
<td>6</td>
<td>2:50</td>
<td>Equity related renumeration policy</td>
<td>Discussion</td>
<td>Masterson</td>
<td>N/A</td>
</tr>
</tbody>
</table>

**Overview:** The current situation with regards to the performance reviews of the four management team staff will be addressed. Nelson will provide input on best practices regarding performance reviews in the current interim situation. Options for reviewing the performance of the management team members for FY19-20 will be discussed.

| 7     | 3:00 | Announcements and reminders • Action items • Adjourn meeting                             | Information      | Masterson       | N/A                         |

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¹ Each member of the public who wishes to speak shall be given approximately 3 minutes.

*Packet materials referenced above available in hardcopy by request or electronically at: [http://emswcd.org/about/board/meetings/](http://emswcd.org/about/board/meetings/)*
EMSWCD Board Members, Committees and Meeting Dates

<table>
<thead>
<tr>
<th>Members</th>
<th>Positions</th>
<th>Officers</th>
<th>Budget</th>
<th>Land Legacy</th>
<th>Personnel</th>
<th>Grants</th>
<th>PIC</th>
</tr>
</thead>
<tbody>
<tr>
<td>Gabrielle Rossi</td>
<td>Director - Zone 1</td>
<td>Treasurer</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Laura Masterson</td>
<td>Director - Zone 2</td>
<td>Vice-Chair</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Mike Guebert</td>
<td>Director - Zone 3</td>
<td></td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Rick Till</td>
<td>Director - At-Large 1</td>
<td>Secretary</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td>X</td>
<td></td>
</tr>
<tr>
<td>Carrie Sanneman</td>
<td>Director - At-Large 2</td>
<td>Chair</td>
<td>X</td>
<td>X</td>
<td></td>
<td></td>
<td>X</td>
</tr>
<tr>
<td>Dianna Pope</td>
<td>Director - Emeritus</td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

Upcoming Schedule

<table>
<thead>
<tr>
<th></th>
<th>2019</th>
<th>2020</th>
</tr>
</thead>
<tbody>
<tr>
<td>July</td>
<td>8</td>
<td></td>
</tr>
<tr>
<td>August</td>
<td>5</td>
<td>5</td>
</tr>
<tr>
<td>September</td>
<td>9</td>
<td>30</td>
</tr>
<tr>
<td>October</td>
<td>7</td>
<td></td>
</tr>
<tr>
<td>November</td>
<td>4</td>
<td>25</td>
</tr>
<tr>
<td>December</td>
<td>2</td>
<td></td>
</tr>
<tr>
<td>January</td>
<td>6</td>
<td>27</td>
</tr>
<tr>
<td>February</td>
<td>3</td>
<td></td>
</tr>
<tr>
<td>March</td>
<td>2</td>
<td>2</td>
</tr>
<tr>
<td>April</td>
<td>6</td>
<td>6</td>
</tr>
<tr>
<td>May</td>
<td>4</td>
<td>18</td>
</tr>
<tr>
<td>June</td>
<td>1</td>
<td>11</td>
</tr>
</tbody>
</table>

EMSWCD prohibits discrimination in all of its programs and activities on the basis of race, color, national origin, age, disability, sex, marital status, familial status, parental status, religion, sexual orientation, genetic information, political beliefs, reprisals, because all or part of an individual's income is derived from any public assistance program, or based on any other group or affiliation. EMSWCD will not condone or tolerate prejudicial remarks, actions, slurs, or jokes expressed and directed at or to any person. Any employee who behaves in such a manner while conducting EMSWCD's business will be subject to disciplinary action including possible termination. EMSWCD is an equal opportunity provider and employer.

The EMSWCD office is ADA accessible, and served by bus lines #44, #72 and #6. Meeting attendees requiring Americans with Disabilities Act accommodations should call (503) 222-7645 x 100 as soon as possible. To better serve you, five (5) business days prior to the event, is preferred.
1.0 Description of Process and Performance Rating Standards

All sections of this performance review form must be completed. EMSWCD Policy 1.1.13 describes in detail the annual performance review process. The standards and associated descriptions in the table below will be used by supervisors to evaluate direct reports in the identified performance areas. Each employee’s overall rating, as indicated in Section 3.0 will be used to determine a merit-based pay increase.

<table>
<thead>
<tr>
<th>Standard</th>
<th>Description</th>
<th>% Pay Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exceptional</td>
<td>For nearly all tasks (~&gt;95%), the employee performed at an extremely high professional level and little guidance/no correction was needed from supervisor or others to be considered complete. Other tasks were Great and/or Good.</td>
<td>3.0%</td>
</tr>
<tr>
<td>Great</td>
<td>For the vast majority of tasks (~85-95%), the employee performed at a high professional level; some guidance and little correction was needed from supervisor or others to be considered complete. Other tasks were Exceptional and/or Good.</td>
<td>2.5%</td>
</tr>
<tr>
<td>Good</td>
<td>For majority of tasks (~70-85%), the employee performed at a professional level; a modest amount of guidance and correction was needed from supervisor or others to be considered complete. Other tasks were Exceptional, Good, and/or Fair.</td>
<td>2.0%</td>
</tr>
<tr>
<td>Fair</td>
<td>Minimally acceptable/unacceptable level of performance: For most tasks (~60-70%), the employee performed at a minimally acceptable level and a large amount of guidance/correction was needed from supervisor or others to be considered complete. Other tasks were Exceptional, Great, Good, and/or Poor.</td>
<td>1.0% - 0.0%</td>
</tr>
<tr>
<td>Poor</td>
<td>Unacceptable level of performance: For many tasks (~&gt;40%), the employee performed at a subpar level and nearly constant guidance/correction was needed from supervisor or others to be considered complete. Other tasks were Exceptional, Great, Good, and/or Fair.</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

A Performance Improvement Plan must be established; immediate improvement must occur for employee to remain in the position.
2.0 Contextual Observations
This section is intended to provide context relative to the position and the employee that will help explain certain conditions that have affected performance, affected the employee, or both.

2.1 General Overview
Provide general context that will be helpful in understanding performance. Contextual examples include, but are not limited to: duration in current position; unexpected changes to work plan or supervision; unforeseen and unavoidable obstacles; and issues with partners or board.

EMPLOYEE:

SUPERVISOR:

2.2 Occasions of Satisfaction / Feelings about Job
Describe the most significant occasions of satisfaction and dissatisfaction since the last performance review and how these contributed to professional and personal growth.

EMPLOYEE:

SUPERVISOR (optional):

2.3 Use of Professional Skills
Describe professional skills that are being maximally used and, if any, those that are not being fully utilized in the current position.

EMPLOYEE:

SUPERVISOR:

2.4 Assistance
Describe how the supervisor, Executive Director, the organization at-large, and peers can help with professional success.

EMPLOYEE:

SUPERVISOR:

3.0 Performance Areas
The performance areas represent the essential elements of individual success. Success in each of these areas indicate that the direct report is helping assure organizational success. Under normal circumstances these key performance areas will be used collectively to determine the overall performance rating.
3.1 Values, Vision, and Mission
The EMSWCD’s Organizational Values are:
- Provide equitable access to services to all communities;
- Provide outstanding public service;
- Operate in transparency;
- Act with integrity; and
- Utilize sound operations.

The EMSWCD’s Vision is that, “Our lands and waters are healthy and sustain forests, farms, wildlife, and communities.” The EMSWCD’s Mission is to, “Help people care for land and water.”

Describe the major role and contributions of the employee to the adherence of the Values and achievement of the Vision and Mission during the performance period.

EMPLOYEE:
SUPERVISOR:

PERFORMANCE RATING:

TREND:

3.2 Deliverables
Describe performance in terms of quality, quantity, and timing of deliverables and expectations as identified in the employee’s work plan and job description (JD). This should include items of exceptionally good quality, possibly exceeding expectations, if any, as well as those that were of poor quality, not meeting expectations, if any.

EMPLOYEE:
- Workplan/JD deliverables:
- Additional deliverables:
- Timing of deliverables:
- Quality of deliverables:

SUPERVISOR:
- Workplan/JD deliverables:
- Additional deliverables:
- Timing of deliverables:
- Quality of deliverables:

PERFORMANCE RATING:

TREND:

3.3 Interpersonal and Communication Skills
Describe performance in terms of interpersonal and communication skills that were necessary and appropriate for the position.

**EMPLOYEE:**
- 1x1 spoken/interactions:
- Small group spoken/interactions:
- Large group spoken/interactions:
- Written communications (small documents):
- Written communications (large documents):

**SUPERVISOR:**
- 1x1 spoken/interactions:
- Small group spoken/interactions:
- Large group spoken/interactions:
- Written communications (small documents):
- Written communications (large documents):

**PERFORMANCE RATING:**

**TREND:**

### 3.4 Leadership, Supervision, and Oversight
Leadership can be accomplished from the “front, side, rear, or within” of an organizational unit. As such, all staff can exhibit leadership. In addition, employees may be formal “supervisors” of other employees and/or may oversee contracted external entities and individuals. Each employee’s performance related to leadership, staff supervision, and external entity/individual oversight should be described here.

**EMPLOYEE:**

**SUPERVISOR:**

**PERFORMANCE RATING:**

**TREND:**

### 3.5 Professional Development, Education, and Training
Describe performance in terms of quality, quantity, and timing of deliverables and expectations related to professional development activities, education and training as identified in the employee’s work plan, position description, professional development and training plan, and as new items during the performance period. This evaluation should include the employee’s demonstrated ability to balance the need and desire for training with the need and desire to complete non-training-related work assignments.
3.6 Feedback from Others
This section should be used to review and respond to formal feedback, if any, received from clients, customers, volunteers, peers, and direct reports, related, but not limited, to communications, outreach, partnerships, and collaborations.

EMPLOYEE:

SUPERVISOR:

PERFORMANCE RATING:

TREND:
4.0 Summary, Other Comments, and Conclusion

Supervisors should use the table immediately below to capture the above performance ratings and trends in one place and to identify the overall performance. The overall performance rating and trend should take into consideration all of the individual performance ratings and trends. In some circumstances, when a one or more points clearly dominate performance (positively or negatively), then the overall performance and trend rating may more heavily reflect the more dominant points. An explanation by the supervisor of how the overall rating and trend was determined should be given in the narrative further below. Supervisors should use the Proposed Salary Increase table to translate the overall performance rating and trend to the proposed salary increase. The expected level of performance for all staff is Good or better.

<table>
<thead>
<tr>
<th>Performance Areas</th>
<th>Rating</th>
<th>Trend</th>
</tr>
</thead>
<tbody>
<tr>
<td>3.1 Values, Vision, and Mission</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.2 Deliverables:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>➢ All work plan/JD deliverables completed?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>➢ Additional (non-work plan) deliverables completed?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>➢ Deliverables completed on time?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>➢ Deliverables completed with high quality?</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.3 Interpersonal and Communication Skills:</td>
<td></td>
<td></td>
</tr>
<tr>
<td>➢ 1x1 spoken commo/interactions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>➢ Small group spoken commo/interactions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>➢ Large group spoken commo/interactions</td>
<td></td>
<td></td>
</tr>
<tr>
<td>➢ Written communications (small documents)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>➢ Written communications (medium/large documents)</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.4 Leadership and Supervision</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.5 Development, Education, Training</td>
<td></td>
<td></td>
</tr>
<tr>
<td>3.6 Feedback from Others</td>
<td></td>
<td></td>
</tr>
<tr>
<td>** Overall Performance **</td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

* Overall Performance Rating and Trend should take into consideration all Performance Areas, recognizing that some may be more significant than others and this determination is to be made on a case-by-case basis.

<table>
<thead>
<tr>
<th>Proposed Salary Increase</th>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>X%</td>
<td>Rating</td>
<td>Trend</td>
</tr>
<tr>
<td>3.0%</td>
<td>Exceptional</td>
<td>Stable or Improved</td>
</tr>
<tr>
<td>2.5%</td>
<td>Great</td>
<td>Stable, Improved, or Declined</td>
</tr>
<tr>
<td>2.0%</td>
<td>Good</td>
<td>Stable, Improved, or Declined</td>
</tr>
<tr>
<td>1.0% - 0.0%</td>
<td>Fair *</td>
<td>Stable, Improved, or Declined</td>
</tr>
<tr>
<td>0.0%</td>
<td>Poor **</td>
<td>Stable or Declined</td>
</tr>
</tbody>
</table>
* A 1% merit-based increase may be given to an employee who receives a Fair performance rating only when the most recent prior performance rating was not also Fair. If an employee receives a Fair performance rating in succession, then the merit-based increase shall be 0%. When a Fair performance rating is given in isolation, the supervisor shall give structured improvement guidance to the employee during bi-weekly meetings, at a minimum, over the next six-month period. When a Fair rating is given for the second or more consecutive time, a formal Performance Improvement Plan must be established in Section 4.0 below.

** If an employee receives an overall performance rating of Poor, a Performance Improvement Plan must be established in Section 4.0 below.

SUPERVISORS (Provide a brief narrative summary and conclusion):
5.0 Annual Planning and Position Review

Each year during the annual performance review, supervisors and employees should develop an annual work plan and a professional development and training plan for the upcoming year. Supervisors and employees should also review the employee’s job description to ensure accuracy and to ensure employees continue to be classified correctly. Supervisors should indicate below with an “X,” actions taken during this review and complete narratives as appropriate.

__Annual work plan completed.

__Professional development and training plan completed.

__Job description reviewed.

    __Job description accurate; no changes needed.
    __Job description out of date; changes needed.

SUPERVISORS (describe the proposed changes below. The new job description must be approved by the Executive Director):

__Reclassification recommended from________________________ to____________________.

__Reclassification recommended from________________________ to____________________.

SUPERVISORS (Describe below the rationale for the proposed reclassification below. All job reclassifications must be approved by the Executive Director):
6.0 Performance Improvement Planning
A Performance Improvement Plan (PIP) is to be established when the employee’s overall performance rating is Fair (for the second or more consecutive time) or Poor. Among other things, the PIP should consolidate all actions and timelines identified in previous sections of this performance review, if any, that the employee must take to improve performance.

SUPERVISOR:

7.0 Signatures
Direct Report: By signing below, the employee verifies that this evaluation has been discussed with them. The employee’s signature, however, does not necessarily indicate agreement with the evaluation. The employee may provide additional comments related to the review in the box below and may submit comments to their supervisor and/or the Executive Director within one week for inclusion with this review.

ADDITIONAL EMPLOYEE COMMENTS:

EMPLOYEE SIGNATURE: _______________________________ Date _______________________________

Supervisor: By signing below, the supervisor verifies that the prescribed performance review process was followed for this evaluation and that all information provided herein is accurate to the best of their knowledge.

SUPERVISOR SIGNATURE: _______________________________ Date _______________________________
Policy 1.1.3: Salaries and Wages

East Multnomah Soil & Water Conservation District

Policy originally approved by EMSWCD Board of Directors on: 10/02/17
Policy revised and approved by EMSWCD Board of Directors on: 9/9/2019

In this Policy

1.0 Salaries and Wages ................................................................................................................................. 1
2.0 Salary versus Wage Determination ......................................................................................................... 3
3.0 Salary and Wage Schedule Adjustments to Account for Inflation ....................................................... 3
4.0 Merit-based Salary and Wage Determinations ....................................................................................... 3
5.0 One-time Bumps ..................................................................................................................................... 4
6.0 Authorities .............................................................................................................................................. 5

1.0 Salaries and Wages

Salaries and wages for employees of the East Multnomah Soil and Water Conservation District (EMSWCD) shall fall within the ranges for the job families and job classifications as indicated in the table below.

Salaries and wages for new employees who meet the baseline requirements for positions will typically be set at the minimum level of the job classification for the positions employees are filling. Negotiated starting salaries or wages above the minimum are possible due to:

- Post-graduate, relevant education above and beyond baseline requirements;
- Work-related experience above and beyond baseline requirements;
- Relevant professional certifications and licenses above and beyond baseline requirements;
- Fluency in additional languages above and beyond baseline requirements; and
- Extenuating circumstances, such as job market competition.

Regular full-time salaried employees receive a fixed monthly salary based on 173.33 hours per month. Regular full-time hourly employees are paid for 40 hours per week.

When reclassifications occur for existing employees, new salary levels will normally be set at the minimum for the new position classification unless the conditions above (for negotiated starting salaries or wages above the minimum) apply.
### Job Classifications

<table>
<thead>
<tr>
<th>Job Family</th>
<th>Job Classifications</th>
<th>2019-2020 Salary and Wage Schedule</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>Min</td>
</tr>
<tr>
<td>ADMINISTRATION</td>
<td></td>
<td></td>
</tr>
<tr>
<td>A5</td>
<td>Executive Director ²</td>
<td>$101,371</td>
</tr>
<tr>
<td>A4</td>
<td>Administration Program Supervisor / Chief of Finance &amp; Operations</td>
<td>$76,592</td>
</tr>
<tr>
<td>A3</td>
<td>Senior Administrator</td>
<td>$52,668</td>
</tr>
<tr>
<td>A2.5</td>
<td>Administrative Specialist ³</td>
<td>$49,165</td>
</tr>
<tr>
<td>A2</td>
<td>Administrative Specialist</td>
<td>$45,955</td>
</tr>
<tr>
<td>A1</td>
<td>Administrative Technician</td>
<td>$39,197</td>
</tr>
<tr>
<td>AT</td>
<td>Administrative Trainee / Seasonal</td>
<td>$31,774</td>
</tr>
<tr>
<td>CONSERVATION</td>
<td></td>
<td></td>
</tr>
<tr>
<td>C5</td>
<td>Conservation Program Supervisor</td>
<td>$67,581</td>
</tr>
<tr>
<td>C4</td>
<td>Conservation Program Manager</td>
<td>$64,455</td>
</tr>
<tr>
<td>C3</td>
<td>Senior Conservationist</td>
<td>$60,192</td>
</tr>
<tr>
<td>C2</td>
<td>Conservation Specialist</td>
<td>$52,657</td>
</tr>
<tr>
<td>C1</td>
<td>Conservation Technician</td>
<td>$46,056</td>
</tr>
<tr>
<td>CT</td>
<td>Conservation Trainee / Seasonal</td>
<td>$38,437</td>
</tr>
</tbody>
</table>

Amounts shown for AT/CT and A1/C1 classifications are annual totals based on an hourly wage for a single work year consisting of 2080 hours.

Amounts shown for A2/C2 classifications may also be annual totals based on an hourly wage for a single work year consisting of 2080 hours. However, A2/C2 positions may be determined to be professional-level positions that are salaried, in which case the amounts shown indicate the annual salary for the position.

The A2.5, A3/C3, A4/C4, A5/C5 job classifications are professional-level positions and thus the amounts shown indicate the annual salary for each job class.

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¹ Policy and salary ranges originally approved by the EMSWCD Board of Directors on October 6, 2014; last updated July 2019.

² ED salary range originally approved by the EMSWCD Board of Directors on 1/13/2014.

³ The A2.5 Administrative Specialist/Graphic Illustrator position and salary originally approved by the EMSWCD Board of Directors on May 4, 2015.
2.0 Salary versus Wage Determination
When establishing new A2 and C2 positions, and when making major substantive changes to existing A2 and C2 job position descriptions, supervisors must complete an “Exempt Employee Determination” (forms kept on file) to determine whether the employee will receive a monthly salary or an hourly wage. This determination is based on guidance provided by the Oregon Bureau of Labor and Industries.

3.0 Salary and Wage Schedule Adjustments to Account for Inflation
To account for inflation, the entire salary and wage schedule shall be updated in July of each year in accordance with the CPI-W West – Size A Index measured utilizing the average of the monthly CPI index for the 12 months of the preceding fiscal year (July 1 – June 30). A minimum of 1.25% annual adjustment shall be made should the index fall below 1.25%. A maximum of 2.95% annual adjustment shall be made should the index exceed 2.95%.4

4.0 Merit-based Salary and Wage Determinations
The Executive Director and Program Supervisors shall complete annual performance reviews for their direct reports, normally in July of each year. As part of the annual performance review process, the Executive Director and Program Supervisors shall determine a merit-based salary or wage increase for each direct report after at least one year of full employment.

The standards and associated descriptions in the table below will be used by supervisors to rate performances of direct reports in:

- Completing the deliverables identified in annual work plans;
- Fulfilling the job duties identified in job descriptions; and
- The necessary application of education, training, experience, knowledge, skills, and abilities as identified in job descriptions.

Each employee’s overall standard will be used to determine a merit-based pay increase as indicated in the table. From time to time, there may be specific circumstances that warrant deviation from the schedule below. Circumstances such as this should be thoroughly explained in the performance review documentation. All merit-based increases must be approved by the Executive Director.

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4 Annual salary and wage schedule adjustment to account for inflation originally approved by the EMSWCD Board of Directors on October 6, 2014.
### Standard Description

<table>
<thead>
<tr>
<th>Standard</th>
<th>Description</th>
<th>% Pay Increase</th>
</tr>
</thead>
<tbody>
<tr>
<td>Exceptional</td>
<td>Met relevant general indicators and more specific positive indicators ~&gt;95% of the time. As a result, for nearly all tasks, the direct report performed at an extremely high professional level and no correction was needed from supervisor or others to be considered complete. Other tasks were Great and/or Good.</td>
<td>3.0%</td>
</tr>
<tr>
<td>Great</td>
<td>Met relevant general indicators and more specific positive indicators ~85-95% of the time. As a result, for the vast majority of tasks, the direct report performed at a high professional level and little correction was needed from supervisor or others to be considered complete. Other tasks were Exceptional and/or Good.</td>
<td>2.5%</td>
</tr>
<tr>
<td>Good</td>
<td>Met relevant general indicators and more specific positive indicators ~70-85% of the time. As a result, for most tasks, the direct report performed at a professional level and a modest amount of correction was needed from supervisor or others to be considered complete. Other tasks were Exceptional, Good, and/or Fair.</td>
<td>2.0%</td>
</tr>
<tr>
<td>Fair</td>
<td>Minimally acceptable/unacceptable level of performance: Met relevant general indicators and more specific positive indicators ~60-70% of the time. As a result, for most tasks, the direct report performed at a subpar level and a large amount of correction was needed from supervisor or others to be considered complete. Other tasks were Exceptional, Great, Good, and/or Poor.</td>
<td>1.0% - 0.0%</td>
</tr>
<tr>
<td>Poor</td>
<td>Unacceptable level of performance: Met relevant general indicators and more specific positive indicators ~&lt;60% of the time. As a result, for most tasks, the direct report performed at a subpar level and nearly constant correction was needed from supervisor or others to be considered complete. Other tasks were Exceptional, Great, Good, and/or Fair. A Performance Improvement Plan must be established; immediate improvement must occur for employee to remain in the position.</td>
<td>0.0%</td>
</tr>
</tbody>
</table>

### 5.0 One-time Bumps

EMSWCD may offer one-time salary/wage bumps to employees. A one-time bump can be applied at any time of the year and is normally a permanent increase in salary or wage that is continued into the future. Bumps will only be possible when funding from the general tax base is available.

Discretionary salary/wage bumps may be given to an employee to account for pay inequities across similar job classifications (given similarly situated employees) and/or increased job responsibilities within a job classification. Consideration of bumps will use conditions identified in Section 1.0 to help
determine pay inequities. Bumps may also be awarded due to substantial increase in job responsibilities within the same job classification.

Discretionary bumps shall be approved only by the Executive Director. Employees who depart employment from EMSWCD prior to discretionary bumps actually being paid out, shall not receive said bumps.

6.0 Authorities
Program Supervisors shall recommend exempt employee determinations for each employee in job classifications A2 and C2. The Executive Director must approve each determination.

The Executive Director and Program Supervisors shall recommend merit-based salary and wage increases on an annual basis as part of the annual performance review process for each direct report. The Executive Director must approve each increase. Annual merit-based salary and wage increases cannot result in exceedance of the maximum salary or wage as indicated for each job classification (see exceptions immediately below). This adjustment shall typically be applied as of July 1 of each year.

Salaries and wages cannot exceed the maximum for each job classification unless approved by the Personnel Committee. If the Personnel Committee has not been formed or cannot be convened, exceedances of the maximum salaries and wages must be approved by the full Board of Directors.

Based on data received regarding the CPI-W West-Size A Consumer Price Index, the Chief of Finance & Operations shall determine and the Executive Director shall approve the annual salary and wage schedule adjustment to account for inflation. This adjustment shall apply to all job classifications and shall shift all minimum and the maximum ranges upward by the same percentage amount. The same adjustment shall be applied to each employee’s individual salary or wage. This adjustment shall typically be applied as of July 1 of each year.
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1.0 Job Families, Classifications, and Position Descriptions

Jobs at the East Multnomah Soil and Water Conservation District (EMSWCD) are grouped into two distinct job “families”: 1) conservation and 2) administration. The conservation job family requires experience, knowledge, education, and/or aptitude related to conservation work. The administration job family requires experience, knowledge, education, and/or aptitude related to administrative work, such as office management, facilities management, fleet management, finance and budget oversight, board and committee coordination, human resources management, information technology, and marketing/media.

Within each job family, jobs are further grouped into distinct job classification levels. The conservation job family and administration job family each have five distinct classification levels. There are parallels between the different job classification levels in each job family, as each job family includes a trainee
position, technician position, specialist position, senior position, and supervisor position. Each of these classification levels share similar responsibilities and degrees of independence. The conservation job family has one distinct job classification level, the program manager. The administration job family has one distinct job classification level, the executive director.

A description of each job classification is below. (A side-by-side comparison—in a spreadsheet format—of job classifications is available upon request). Each job classification level within each job family has a distinct pay range. The pay schedules for each job classification, which are updated annually, are found in Policy 1.5.3.

Individual job positions that may be filled by staff are determined on an annual basis through planning, reporting, evaluation, and budgeting. The need for new, different, or elimination of job positions will be proposed by the Executive Director, through a consultative process with the management team, to the Personnel Committee and eventually approved or denied by the full Board of Directors. Each individual job position will have an associated individualized job position description that will be developed by the supervisor and approved by the executive director. Job position descriptions must be reviewed and updated (if necessary) each year and signed by the employee filling the position.

1.1 Authorities
The Executive Director has the authority to approve changes to existing job families, classifications, and position descriptions. The Executive Director also has the authority to approve new job descriptions for new job positions that have been approved by the Board of Directors.

The establishment of new job families and classifications must be approved by the Personnel Committee. If the Personnel Committee does not exist or could not be convened, the establishment of new job families and classifications must be approved by the full Board of Directors.

The establishment of new job positions must be reviewed and recommended for approval by the Personnel Committee to the full Board of Directors. The full Board of Directors must then approve new job positions. If the Personnel Committee does not exist or could not be convened, the establishment of new job positions must be proposed directly to the full Board of Directors for review and approval.

1.2 Employer-Employee Relationship
Nothing in this document is to be construed as a contract; EMSWCD is an at-will employer.
2.0 Conservation Job Family – Job Classifications

2.1 Conservation Trainee (CT)

Position level:
- Entry-level, non-professional, trainee/developmental position.
- Hourly position.

Required experience and education:
- Little or no directly relevant work experience.
- Little or no higher education that substitutes for prior work experience.

Required oversight:
- Works under the close supervision senior staff and/or as part of a team which includes more senior staff.

Required continuing training:
- Frequent (~weekly/monthly) on-the-job training.

Job responsibilities:
- Performs routine tasks, which may include monitoring, data collection, field work, outreach, and reporting.

Stakeholder responsibilities:
- Normally interacts with constituents only when accompanied by more senior staff.

Budget responsibilities:
- Has no spending authority
- Provides no budget oversight.

Supervisory responsibilities:
- Provides no oversight of staff, teams or contractors.

Board-related responsibilities:
- Has no responsibilities related to the Board.
2.2 Conservation Technician (C1)

Position level:
- Entry-level, non-professional position.
- Hourly position.

Required experience and education:
- 1-2 years of related work experience, sufficient to be productive following the normal orientation process.
- At least an Associate of Arts degree in a related field.

Required oversight:
- Normally works as part of a team or assists more senior staff; may occasionally work independently under the general supervision or direction of more senior staff.

Required continuing training:
- Regular (~2-4x/year) on-the-job training.

Job responsibilities:
- Performs routine tasks, which may include monitoring, data collection, field work, outreach, training and reporting.
- Normally implements activities, practices and/or curricula that has been previously established or designed by more senior staff.
- May occasionally develop new curricula or modify others subject to review and approval by more senior staff.

Stakeholder responsibilities:
- May interact with constituents but is not normally the initial or primary contact.

Budget responsibilities:
- Has minimal spending authority (see fiscal policies and procedures for most recent limits).
- Provides no budget oversight.

Supervisory responsibilities:
- Provides no staff supervision; may provide some team leadership if the senior member of a team; may provide some oversight of contractors.

Board-related responsibilities:
- Has minimal responsibilities related to the Board.
2.3 Conservation Specialist (C2)

Position level:
- Mid-level, professional position.
- Hourly or salary position.

Required experience and education:
- 3-4 years of directly related work experience, sufficient to be productive with minimal orientation.
- At least a 4-year degree in a related field.

Required oversight:
- Often works independently or as part of a team under the general supervision of more senior staff.

Required continuing training:
- Occasional (~1-2x/year) on-the-job training.

Job responsibilities:
- Performs routine tasks, which may include monitoring, data collection, field work, outreach, training and reporting.
- Is typically expected to follow courses of action prescribed by senior staff, a considerable latitude is given due to position’s experience, expertise and judgment.
- May occasionally lead the recommendation, development, coordination and implementation of conservation practices, programs or materials.
- May provide conservation information and outreach services.
- May serve as a resource in a particular conservation subject area.

Stakeholder responsibilities:
- May serve routinely as the primary contact for constituents.

Budget responsibilities:
- Has project level spending authority (see fiscal policies and procedures for most recent limits).
- Provides oversight of project-level budgets.

Supervisory responsibilities:
- May be responsible for leading staff teams and supervising the work of seasonal/temporary employees, interns, volunteers, and contractors.

Board-related responsibilities:
- May occasionally provide reports to the Board on subject-area specialty.
2.4 Senior Conservationist (C3)

Position level:
- Senior-level, professional position.
- Salary position.

Required experience and education:
- 5-6 years of directly related work experience, sufficient to be productive with no or little orientation.
- At least a 4-year degree in a related field. A Master degree in a related field preferred.
- At least 40 hours of technical training in the subject area of position.

Required oversight:
- Typically works independently with general oversight provided by senior staff.

Required continuing training:
- At least 40 hours annually of professional-level skill refresher training.

Job responsibilities:
- Provides technical advice to land owners, land managers, developers, planners, policy makers, constituent groups, partner groups, workshop and training participants, and residents.
- Independently develops and implements specific courses of action.
- Frequently leads the recommendation, development, coordination and implementation of conservation practices, projects or materials.
- Has considerable reporting and outreach/training responsibilities.
- Is a subject-area expert in at least one area of EMSWCD operations.

Stakeholder responsibilities:
- Is normally the primary contact for constituents when addressing highly technical matters.

Budget responsibilities:
- Has project level spending authority (see fiscal policies and procedures for most recent limits).
- Responsible for managing project and program budgets, fundraising and grant management.

Supervisory responsibilities:
- May be responsible for leading staff teams and occasionally supervising the work of 1-2 staff, seasonal/temporary employees, interns, volunteers, and contractors.

Board-related responsibilities:
- Often provides reports to the Executive Director and Board on subject-area specialty.
2.5 Conservation Program Manager (C4)

**Position level:**
- Senior-level, professional position.
- Salary position.

**Required experience and education:**
- 5-6 years of directly related work experience, sufficient to be productive with no or little orientation.
- At least a 4-year degree in a related field. A Master degree in a related field preferred.
- At least 40 hours of technical training in the subject area of position; at least 40 hours of professional-level program/project management training.

**Required oversight:**
- Typically works independently with general oversight provided by senior staff.

**Required continuing training:**
- At least 40 hours annually of professional-level skill refresher training.

**Job responsibilities:**
- Responsible for the development and/or implementation (including planning, budgeting and effectiveness monitoring), for a standalone EMSWCD program.
- Independently develops and implements specific courses of action.
- Frequently leads the recommendation, development, coordination and implementation of conservation practices, programs, policies or materials.
- Has considerable reporting and outreach/training responsibilities.
- Is a subject-area expert in at least one area of EMSWCD operations.

**Stakeholder responsibilities:**
- Is normally the primary contact for constituents when addressing highly technical matters; collaborates with EMSWCD partners.

**Budget responsibilities:**
- Has program level spending authority (see fiscal policies and procedures for most recent limits).
- Responsible for managing stand-alone program budgets, fundraising and grant management.

**Supervisory responsibilities:**
- May be responsible for leading staff teams and supervising the work of 1-2 staff, seasonal/temporary employees, interns, volunteers, and contractors.

**Board-related responsibilities:**
- Often provides reports to the Executive Director and Board on program-area specialty.
2.6 Conservation Program Supervisor (C5)

Position level:
- Senior-level, professional position.
- Salary position.

Required experience and education:
- 7-8 years of directly related work experience, sufficient to be productive with no or little orientation.
- At least a 4-year degree in a related field. A Master degree in a related field preferred.
- At least 40 hours of technical training in the subject areas of position; at least 40 hours of professional-level program/project management training; at least 40 hours of professional-level leadership/supervisory training.

Required oversight:
- Works independently with periodic oversight provided by the Executive Director.

Required continuing training:
- At least 40 hours annually of professional-level skill refresher training.

Job responsibilities:
- Responsible for managing a multi-faceted EMSWCD programmatic unit, including planning, budgeting, effectiveness monitoring and adaptation, and proposing policy changes.
- Independently develops and implements specific courses of action.
- Frequently leads the recommendation, development, coordination and implementation of conservation practices, programs, policies or materials.
- Has considerable reporting and outreach/training responsibilities.
- Requires program-specific expertise in two or more aspects of the EMSWCD's work.
- Serves on EMSWCD's Management Team with other Program Supervisors and the Executive Director.
- Serves in the Executive Director's stead as requested.

Stakeholder responsibilities:
- Is the primary contact for program-related partnerships.

Budget responsibilities:
- Has program level spending authority (see fiscal policies and procedures for most recent limits).
- Responsible for managing multi-faceted program budgets, fundraising and grant management.

Supervisory responsibilities:
- Responsible for supervising 2-7 staff, including staff recruitments, evaluation, development/coaching and instruction regarding procedures, policies rules and expectations; responsible for the oversight of multiple contractors.
- May be responsible for leading staff teams and supervising the work of seasonal/temporary employees, interns, volunteers, and contractors.

Board-related responsibilities:
- Frequently interacts with and reports to the Executive Director and the EMSWCD's Board.
3.0 Administration Job Family – Job Classifications

3.1 Administrative Trainee (AT)

**Position level:**
- Entry-level, non-professional, trainee/developmental position.
- Hourly position.

**Required experience and education:**
- Little or no directly relevant work experience.
- Little or no higher education that substitutes for prior work experience.

**Required oversight:**
- Works under the close supervision of senior staff and/or as part of a team which includes more senior staff.

**Required continuing training:**
- Frequent (~weekly/monthly) on-the-job training.

**Job responsibilities:**
- Performs routine tasks, which may include minor administrative support, facilities care, and outreach material preparation.

**Stakeholder responsibilities:**
- Normally interacts with constituents only when accompanied by more senior staff.

**Budget responsibilities:**
- Has no spending authority.
- Provides no budget oversight.

**Supervisory responsibilities:**
- Provides no oversight of staff, teams or contractors.

**Board-related responsibilities:**
- Has no responsibilities related to the Board.
3.2 Administrative Technician (A1)

Position level:
- Entry-level, non-professional position.
- Hourly position.

Required experience and education:
- 1-2 years of related work experience, sufficient to be productive following the normal orientation process.
- At least an Associate of Arts degree in a related field.

Required oversight:
- Works as part of a team or assists more senior staff; may occasionally work independently under the general supervision or direction of more senior staff.

Required continuing training:
- Regular (~2-4x/year) on-the-job training.

Job responsibilities:
- Provides general administrative and program support.
- May manage buildings and other infrastructure, vehicles and equipment, and supplies.

Stakeholder responsibilities:
- May interact with constituents but is not normally the initial or primary contact.

Budget responsibilities:
- Has minimal spending authority (see fiscal policies and procedures for most recent limits).
- Provides no budget oversight.

Supervisory responsibilities:
- Provides no staff supervision; may provide some team leadership if the senior member of a team; may provide some oversight of contractors.

Board-related responsibilities:
- May provide support to the Board, preparing public notices, taking minutes, preparing the board room and facilities.
3.3 Administrative Specialist (A2)

Position level:
- Mid-level, professional position.
- Hourly or salary position.

Required experience and education:
- 3-4 years of directly related work experience, sufficient to be productive with minimal orientation.
- At least a 4-year degree in a related field.

Required oversight:
- Often works independently or as part of a team under the general supervision of more senior staff.

Required continuing training:
- Occasional (~1-2x/year) on-the-job training.

Job responsibilities:
- Provides general administrative and program support.
- Responsibilities may include routine clerical tasks such as filing, phoning, typing etc. as well as developing systems for improved work flow and efficiency.
- Tasks may include managing infrastructure and equipment, public notices, taking minutes etc.
- Has decision-making authority for some tasks.
- Excellent working knowledge of EMSWCD operations and is able to significantly contribute to both staff and Board Director effectiveness.

Stakeholder responsibilities:
- May serve routinely as the primary contact for constituents.

Budget responsibilities:
- Has project level spending authority (see fiscal policies and procedures for most recent limits).
- Provides oversight of project-level budgets.

Supervisory responsibilities:
- May be responsible for leading staff teams and supervising the work of seasonal/temporary employees, interns, volunteers, and contractors.

Board-related responsibilities:
- May provide support to the Board, preparing public notices, taking minutes, preparing the board room and facilities.
3.4 Senior Administrator (A3)

Position level:
- Senior level.
- Salary position.

Required experience and education:
- 5-6 years of directly related work experience, sufficient to be productive with no or little orientation.
- At least a 4-year degree in a related field. A Master degree in a related field preferred.
- At least 40 hours of technical training in the subject area of position.

Required oversight:
- Typically works independently with general oversight provided by senior staff.

Required continuing training:
- At least 40 hours annually of professional-level skill refresher training.

Job responsibilities:
- Tasks may include managing the EMSWCD’s benefits system, maintaining personnel files, responsibility for infrastructure, equipment and supplies, managing contracts on behalf of the EMSWCD and representing the EMSWCD in negotiations with vendors and contractors.
- Independently develops and implements specific courses of action.
- Frequently leads the recommendation, development, coordination and implementation of administrative practices, projects or materials.
- High degree of responsibility as well as advanced administrative skill.
- Excellent working knowledge of EMSWCD operations and is able to significantly contribute to both staff and Board Director effectiveness.
- Specific job knowledge, organizational and communication skills.

Stakeholder responsibilities:
- Is normally the primary contact for constituents.

Budget responsibilities:
- Has program level spending authority (see fiscal policies and procedures for most recent limits).
- Responsible for managing project and program budgets.

Supervisory responsibilities:
- May be responsible for leading staff teams and occasionally supervising the work of 1-2 staff, seasonal/temporary employees, interns, volunteers, and contractors.

Board-related responsibilities:
- Often provides reports to the Executive Director and Board on administrative matters.
3.5 Administrative Program Supervisor/Chief of Finance & Operations (A4)

Position level:
- Senior level, professional position.
- Salary position.

Required experience and education:
- 7-8 years of directly related work experience, sufficient to be productive with no or little orientation.
- Higher education (at least a 4-year degree; a Master degree preferred) in accounting and/or finance; CPA preferred.
- At least 40 hours of technical training in the subject areas of position; at least 40 hours of professional-level program/project management training; at least 40 hours of professional-level leadership/supervisory training.

Required oversight:
- Works independently with periodic oversight provided by the Executive Director.

Required continuing training:
- At least 40 hours annually of professional-level skill refresher training.

Job responsibilities:
- Responsible for managing a multi-faceted EMSWCD programmatic unit, including financial and budgetary management, human resources, board preparation and hosting, marketing and media, information technology, office management, facilities management, contracting and policy changes.
- Independently develops and implements specific courses of action.
- Frequently leads the recommendation, development, coordination and implementation of conservation practices, programs, policies or materials.
- Has considerable reporting and outreach/training responsibilities.
- Requires program-specific expertise in two or more aspects of the EMSWCD's work.
- Serves on EMSWCD's Management Team with other Program Supervisors and the Executive Director.
- Serves in the Executive Director's stead as requested.

Stakeholder responsibilities:
- Is the primary contact for program-related partnerships.

Budget responsibilities:
- Has program level spending authority (see fiscal policies and procedures for most recent limits).
- Responsible for managing multi-faceted program budgets, fundraising and grant management.

Supervisory responsibilities:
- Responsible for supervising 2-7 staff, including staff recruitments, evaluation, development/coaching and instruction regarding procedures, policies rules and expectations; responsible for the oversight of multiple contractors.
- May be responsible for leading staff teams and supervising the work of seasonal/temporary employees, interns, volunteers, and contractors.

Board-related responsibilities:
- Frequently interacts with and reports to the Executive Director and the EMSWCD's Board.
3.6 Executive Director (A5)

**Position level:**
- Executive level, professional position.
- Salary position.

**Required experience and education:**
- 7-8 years of directly related work experience, sufficient to be productive with no or little orientation.
- Higher education (at least a 4-year degree; a Master degree preferred).
- At least 40 hours of technical training in the subject areas of position; at least 40 hours of professional-level program/project management training; at least 40 hours of professional-level leadership/supervisory training.

**Required oversight:**
- Works independently.

**Required continuing training:**
- At least 40 hours annually of professional-level skill refresher training.

**Job responsibilities:**
- Reports to the Board of Directors; works directly and frequently with the Board Chair and other board members to establish and implement board/committee meetings and related actions.
- Serves as the primary liaison between the Board of Directors and staff.
- Responsible for establishing strategic goals and implementing actions to achieve the goals.
- Responsible for establishing policies and procedures.
- Responsible for all aspects of EMSWCD programmatic units, focusing on providing leadership for program supervisors.
- Independently develops and implements specific courses of action.
- Frequently leads the recommendation, development, coordination and implementation of conservation practices, programs, policies or materials.
- Requires program-specific expertise in two or more aspects of the EMSWCD's work.
- Serves on EMSWCD's Management Team with the program supervisors.

**Stakeholder responsibilities:**
- Is the primary contact for EMSWCD-wide partnerships.

**Budget responsibilities:**
- Has district level spending authority (see fiscal policies and procedures for most recent limits).
- Responsible for oversight of multi-faceted program budgets, fundraising and grant management.

**Supervisory responsibilities:**
- Responsible for supervising 2-7 staff, including staff recruitments, evaluation, development/coaching and instruction regarding procedures, policies rules and expectations; responsible for the oversight of multiple contractors.

**Board-related responsibilities:**
- Frequently interacts with and reports to the EMSWCD Board of Directors.