



Personnel Committee Meeting Agenda
 East Multnomah Soil and Water Conservation District
 Monday, August 16, 2021, 5:00 – 6:30 PM

(August 6, 2021)

To be held via teleconference (US Toll Free: [1 877 309 2073](tel:18773092073) Access Code: 185-528-693 **OR** log in on your computer, tablet or smartphone at <https://global.gotomeeting.com/join/185528693>

AGENDA

Item #	Time	Board Meeting Agenda Item	Purpose	Presenter	Packet <i>* please read; ~ please review</i>
1	5:00 5 min	Welcome and meeting called to order: <ul style="list-style-type: none"> • Introductions • Review/revise agenda • Review and Approve April 2021 Minutes 	Information/ Decision	Masterson	a. June 28, 2021, Meeting Minutes
2	5:05 20 min	E.D. Performance evaluation – review of what has been used, options for E.D. review, and board discussion	Information/ Discussion/ Decision	Critchfield/ Committee	a. Performance Evaluation Process Considerations b. Interim ED 2021_Annual Performance Review form c. Management Team FY19-20 Performance Review Process d. Management Team Self Review form e. Management Team Performance Review Survey f. E.D. Performance Evaluation Sample 1 g. E.D. Performance Evaluation Sample 2
3	5:25 20 min	Update on Recruitment Templates (Ad Solicitation & JD Description)	Information/ Discussion	Critchfield/ Hamilton/ Committee	a. Ad Solicitation Template b. Job Description Template
4	5:45 10 min	Status update & review of New Hiring Process and Policy 1.1.4: Job Position Recruitments	Information/ Discussion	Critchfield/ Hamilton/ Committee	a. Hiring Process Overview b. Policy 1.1.4: Job Position Recruitments
5	5:55 15 min	Review of next HR-related tasks <ul style="list-style-type: none"> • Full review of HR policies, priorities, etc. 	Information/ Discussion	Critchfield/ Hamilton/ Committee	https://emswcd.org/about/organizational-resources/policies/ a. HR Policy Revisions
CLOSING ITEMS					
6	6:10	<ul style="list-style-type: none"> • Announcements and reminders • Action items • Adjourn meeting 	Information	Masterson	N/A

Packet materials referenced above available in hardcopy by request or electronically at: <http://emswcd.org/about/board/meetings/>



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EMSWCD Board Members, Committees and Meeting Dates

EMSWCD Board			EMSWCD Committees				
Members	Positions	Officers	Budget	Land Legacy	Personnel	Grants	PIC
Joe Rossi	Director - Zone 1		X	X		X	
Laura Masterson	Director - Zone 2	Secretary	X	X	X		
Mike Guebert	Director - Zone 3	Chair	X	X	X		
Jim Carlson	Director - At-Large 1	Treasurer	X	X		X	
Jasmine Zimmer-Stucky	Director - At-Large 2	Vice Chair	X	X	X	X	
Upcoming Schedule							
FY21-22	2021	July	12		26		
		August	2		16		
		September	13		27		
		October	4		18		
		November	1		29		
		December	6		20		
	2022	January	10		31		
		February	7		21		
		March	7	7	28		
		April	4	4	18		
		May	2	2	23		
		June	6		20		

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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.

7/30/2021



DRAFT East Multnomah Soil and Water Conservation District EMSWCD PERSONNEL COMMITTEE MEETING MINUTES

Monday, June 28, 2021

5:05pm- Call to Order

Masterson called to order the EMSWCD Personnel Committee meeting at 5:05 pm on Monday, June 28, 2021, via teleconference.

5:06pm- Introductions, Review/revise agenda, review previous action items

Hamilton conducted introductions for the record. The following persons were present:

Board members: Laura Masterson (Zone 2 Director, Committee Chair), Mike Guebert (Zone 3 Director), Jasmine Zimmer-Stucky (At-Large 2 Director)

Staff present: Nancy Hamilton (Executive Director), Andrew Brown (Conservation Legacy Program Supervisor), Julie DiLeone (Rural Lands Program Supervisor), Lindsay Nelson (Office Manager), Monica McAllister (Community Connection Liaison)

Guests: Jill Critchfield, Pacific HR, LLC

5:07pm- Approval of minutes

MOTION: Zimmer-Stucky moved to approve the April 19, 2021, Personnel Committee meeting minutes Masterson 2nd

Motion passed unanimously

Masterson requested to revisit the Personnel Committee meeting schedule at the end of the meeting.

5:09 pm – Introduction of Jill Critchfield with Pacific HR, LLC, and an update on of activities, to date, and a preview of what to expect at August’s Committee meeting

Critchfield briefly introduced herself providing a summary of her background and history.

Hamilton provided an update on what work has been done with Critchfield thus far and explained the next steps in the process. She mentioned that they are currently working on the following:

- Recruiting language for the two new positions (Grants Manager and the Urban Lands position)
- Creating document templates for current hires and for the organization to use in the future
- Reviewing and updating the hiring process/policies

Hamilton also shared what they will work on next. She mentioned the following:

- Visiting and reviewing work plans
- Reconsidering performance reviews
- Reviewing HR policies located on the website
- Compensation analysis

7/30/2021



- Strategic Planning

Zimmer-Stucky asked what the hiring process timeline looked like.

Hamilton shared the following:

- We will be recruiting for the Urban Lands Coordinator position and the Grants Manager position at the same time and that the deadline to get these documents out is July 15th
- The team is still editing the documents because they are currently too long

A brief conversation was held on challenges the organization has had with the recruitment process and why it is taking longer than expected. Hamilton shared the following:

- The current hiring documents were lacking consistency in language. She and Critchfield have been working on creating templates for the organization to utilize moving forward for all new hires
- Reevaluating equitable qualifications
- Building in language that helps encourage applicants to apply
- Several parties involved in the review and editing process of the documents (Management Team, Equity Team, Finance and Operations, Jollee Peterson)

Hamilton provided an update on the return-to-office process that she, Critchfield, Mitten and Robinson (Amy Robinson from Miller Nash) have been working on. Hamilton shared that she created an online survey for staff to fill out and is planning on presenting the results at the July 9th Staff Meeting and again at the July 12th Board Meeting.

Per Masterson's request, Hamilton provided a priority outline on all the things she and Critchfield are working on. She prioritized the following way:

In the next three weeks

1. Get the current recruitments out the door and then begin the recruitment process for the part time Executive Director's Assistant and the Data Analysts
2. Completing the recruitment/hiring process related materials (interview questions, Do's and Don'ts, interview ranking process)

Next Steps

1. Looking at performance reviews and work plans (because of timing, we will be using what we currently have this year while Hamilton and Critchfield continue to work on solidifying the plan and process moving forward)
2. Return-to-work process planning
3. Reviewing a series of policies and protocols and coming back to the Committee with first round edits at the August Personnel Committee meeting
4. Job Descriptions and new templates
5. Compensation analysis (to be completed no later than the end of the calendar year)

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5:48pm – Discussion with Critchfield about ideas for Performance Review process for the Executive Director

Critchfield shared a few different ways to conduct a Performance Review for the Executive Director and explained that there is no one right way to do it. It ideally should match the organization's culture. It should also line up with the rest of the employee's evaluation with a few added layers.

Critchfield also offered suggestions on who should conduct the Performance Review. One way she mentioned was conducting a modified 360 review that maybe included staff, board, outside constituents/partners and utilizing an outside consultant to compile the data.

There was a brief discussion on when the Performance Review process would be completed. Hamilton suggested that her first evaluation take place in November (a year from when she started) and then again in June to stay in alignment with the rest of the staff's evaluations and the Committee agreed.

Masterson noted that the Personnel Committee exited Executive Session at 6:32 pm

6:02pm – Personnel Committee meeting schedule

Due to schedule conflicts with the Management Team, the Committee decided to switch the Personnel Committee meetings to the third Monday of every other month starting in August.

6:07pm Announcements and reminders

There were no announcements or reminders at this time.

Nelson read new action items:

- Send updated calendar invites to the Committee, Management Team, and Critchfield for the Personnel Committee meetings.

6:08pm- Adjournment

Masterson adjourned the meeting at 6:08 pm

Executive Director Performance Evaluation Considerations

- **Determine Format**
 - Form to be used (see current form and sample options)
 - Self-Evaluation Form (current form, or sample options)
 - Simplified 360 Collection (EMSWCD Management Team Performance Review, or modification). Consider if 360 feedback will be anonymized
- **Determine Evaluators**
 - Personnel Committee or Full Board?
 - Who will collect and summarize 360 feedback?
- **Determine Timeline**
 - Work back from desired date of evaluation meeting
 - Ideally, provide at least two weeks for collection and summary of 360 feedback and self-evaluation

Performance Evaluation Process

1. Give Employee Evaluation Self-Evaluation and set date for the meeting.
2. (If applicable) Submit request for 360 feedback to staff, board members, partners, and other relevant constituents.
3. Collect and summarize 360 feedback
4. Evaluators review 360 feedback and complete Evaluation form, considering the job description and Evaluation best practices*
5. Evaluators & Employee meet on set date
 - Evaluators go over Evaluation results
 - Evaluators & Employee discuss Self-Evaluation and set goals
 - Secure signature as acknowledgement of receipt
6. Attach Self Evaluation and 360 feedback summary to Performance Evaluation
 - Provide employee with copy of finalized documents
 - Place copy of finalized documents in employee file

***When evaluating employee performance:**

- Consider performance for the entirety of the evaluation period.
- Give a balanced picture of the employee's strengths and weaknesses.

- Use specific examples of where the employee has met expectations or has exceeding or fallen short of expectation.
- When giving criticism, be sure discuss the specific workplace behaviors in question, not the employee in general.
- Let the employee know the areas in which they must improve. Set objective goals for the employee to meet.
- Where an employee's performance is substantially below par, set a date to meet again with the employee to review their progress.
- If the employee's failure to improve may lead to disciplinary measures or discharge, state this clearly in the evaluation.

Rater Errors

- Halo/Horn
- Leniency/Strictness
- Central Tendency
- Recent Event Error



Employee Annual Performance Review Form
East Multnomah Soil and Water Conservation District

June 2021

6/15/2021

Employee Name:	<input type="text"/>	Current Position:	<input type="text"/>
Reviewer Name:	<input type="text"/>	Review period:	<input type="text"/>

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.

Standard	Description	% Pay Increase
Exceptional	For nearly all tasks (~>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.	3.0%
Great	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.	2.5%
Good	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.	2.0%
Fair	<p><u>Minimally acceptable/unacceptable level of performance:</u> 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.</p> <p>NOTE: When a rating of Fair is given for the first time or in isolation of other Fair ratings (i.e., in non-consecutive order), performance is deemed minimally acceptable, a 1.0% raise is possible, and the supervisor will work with the employee to improve performance. If Fair is given two consecutive times, performance is deemed unacceptable, a 0.0% merit-based increase will usually be given, and a Performance Improvement Plan will be established; consistent and improved performance must occur within six months.</p>	1.0% - 0.0%
Poor	<p><u>Unacceptable level of performance:</u> For many tasks (~>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.</p> <p>A Performance Improvement Plan must be established; immediate improvement must occur for employee to remain in the position.</p>	0.0%



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East Multnomah Soil and Water Conservation District

June 2021
6/15/2021

Employee Name:	<input type="text"/>	Current Position:	<input type="text"/>
Reviewer Name:	<input type="text"/>	Review period:	<input type="text"/>

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.



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Employee Name:	<input type="text"/>	Current Position:	<input type="text"/>
Reviewer Name:	<input type="text"/>	Review period:	<input type="text"/>

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:

SUPERVISOR:

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:

SUPERVISOR:

PERFORMANCE RATING:



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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.

EMPLOYEE:

SUPERVISOR:

PERFORMANCE RATING:

TREND:

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:



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6/15/2021

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Reviewer Name:	<input type="text"/>	Review period:	<input type="text"/>

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.

Performance Areas	Rating	Trend
3.1 Values, Vision, and Mission		
3.2 Deliverables:		
3.3 Interpersonal and Communication Skills:		
3.4 Leadership and Supervision		
3.5 Development, Education, Training		
3.6 Feedback from Others		
Overall Performance *		
➤ * 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.		

Proposed Salary Increase			
X	%	Rating	Trend
	3.0%	Exceptional	Stable or Improved
	2.5%	Great	Stable, Improved, or Declined
	2.0%	Good	Stable, Improved, or Declined
	1.0% - 0.0%	Fair *	Stable, Improved, or Declined
	0.0%	Poor **	Stable or Declined

* 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.



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Employee Name:	<input type="text"/>	Current Position:	<input type="text"/>
Reviewer Name:	<input type="text"/>	Review period:	<input type="text"/>

** 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):



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Reviewer Name:	<input type="text"/>	Review period:	<input type="text"/>

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):



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6/15/2021

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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** _____



EMSWCD Management Team Performance Review Process for FY19-20

Background:

EMSWCD was without a permanent Executive Director in place for the whole of FY19-20, with one of the Program Supervisors serving as Interim Executive Director. In light of the situation, an annual performance review process will be undertaken for the management team (program supervisors, and Interim ED) for FY19-20 that differs from the annual evaluation form and process that is usually used for EMSWCD staff annual performance evaluations.

The review will be based on a simplified 360 format, including self-assessment, feedback from staff and Board, and the review discussion held with members of the Board. The details of the proposed management team review process in as follows.

1. Self-Evaluation

The management team will each complete a self-evaluation. The information will be based on a simplified evaluation form, including:

- Contribution to achieving EMSWCD's mission,
- Individual and programmatic work plan progress,
- Leadership, supervision and management.

The questions and format of the self-evaluation form will be developed and agreed to by the management team.

The completed self-evaluation documents will be sent directly to the Chair of the Personnel Committee, who will be responsible for collating the review information for each of the management team members.

2. Feedback from Staff and Board

Feedback will be sought on the performance of the management team members from staff, as well as from the Board for the Interim ED. An electronic online survey format will be used for this purpose. Feedback questions will be simplified questions based on some of the themes contained in the EMSWCD performance evaluation template, as well as open ended feedback on an individual's direct experience with the management team members concerned, including:

- Contribution to achieving EMSWCD's mission,
- Leadership, supervision and management,
- Knowledge and skills.

The survey questions will be developed and agreed to by the management team.

Feedback on each of the management team members, via the online survey, will be sought from the following:

- Management team: direct reports, and other management team members.
- Interim Executive Director: all EMSWCD staff, and the full Board.

The electronic survey results will be sent to an external party from SDAO (Monica Harrison), who will collate and summarize the feedback received. That information will be sent directly to the Chair of the Personnel Committee, ahead of the review discussion.



3. Performance Review Discussion

Before the review discussion, the collated materials will be sent to each management team member individually to review, as well as the Board Directors involved in undertaking the reviews.

The review discussion will take place in noticed public meetings and held in executive session (to discuss performance of public officials). This includes the provision for the staff involved to be notified in advance and to have the opportunity to request that the discussion be held in open session. The review discussions will be undertaken by:

- For the Interim Executive Director – the full Board.
- For the Management Team members - the Personnel Committee.

The Chair of the Personnel Committee will be responsible for defining the format and timing of the individual review discussions, and for planning and facilitating those meetings, including defining the meeting agenda(s).

4. Review documentation

Following the review discussions, a Personnel Committee/Board member (still to be identified) will collate the final review documentation including a written summary of the review conclusions, if any. The Chair of the Personnel Committee will decide what format any written conclusions will take and will do so in consultation with other Board members and the management team.

The completed review documentation will be shared with and reviewed by the management team member concerned, and once finalized, signed off by a Personnel Committee/Board representative and the management team member. This documentation will be included in each of the management team member's personnel files as the record of the review.

5. Merit Increase

In recognition of the current circumstances within the organization, and in lieu of a judgement on performance and numerical merit increase determination, the management team members will each receive a salary increase of 2% (applicable to those not already at the maximum of their salary scale range). This is in addition to the annual salary adjustment for cost of living increase. The Executive Director/Interim Executive Director will sign off on and affect these increases.



Draft Management Team Self Review (FY19-20)
East Multnomah Soil and Water Conservation District

October 2020
10/19/2020

Employee Name:

Job Title:

Review period:

Preamble.

The individual performance reviews for FY19-20 for the EMSWCD Program Supervisors is not following the standard performance review format for staff, given the interim period without a permanent Executive Director for the entire review period. This individual self-evaluation form is specifically for this unusual circumstance. The completed self-evaluation will be presented to the Personal Committee/Board along with the feedback from others, to inform the performance review.

General Contextual Overview

Provide general context that will be helpful in understanding performance during this performance review period.

...

Occasions of Satisfaction / Dissatisfaction

Describe the most significant occasions of satisfaction and dissatisfaction during this performance review period.

...

Performance Areas.

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. This should include additional deliverables not originally identified in work plans, as well as deliverables not met, if any.

...

Leadership, Management and Supervision

Employee's performance related to leadership, staff supervision, and external entity/individual oversight should be described here. Responses could include your approach or performance related to:

- Leading a cohesive team that works together to achieve goals, consistent with EMSWCD's mission
- Motivating and inspiring staff.
- Creating an environment of trust and respect
- Exhibiting flexibility, understanding, adaptability.
- Establishing team goals, develop and execute well defined plans, manage priorities and workload. Managing team performance.



Draft Management Team Self Review (FY19-20)
East Multnomah Soil and Water Conservation District

October 2020
10/19/2020

Employee Name: Job Title:
 Review period:

...

Interpersonal and Communication Skills

Describe performance in terms of interpersonal and communication skills that were necessary and appropriate for the position. This could include, one-on-one spoken interaction, small group and large group interactions, as well as written communications.

...

Other comments or observations:

(Include anything other comments or observation not already included above).

...

Completed by:

Date:

EMSWCD Management Team Performance Review – Survey.

Your input is being sought to inform the performance review for the management team members for FY19-20. Where appropriate, please rank the according to the performance scale for each of the leadership, management, supervision, knowledge, and skills attributes below, and provide narrative comments in the text boxes as applicable.

Your answers will be anonymous, and not identified with you personally. All responses will be collated and given to the Personnel Committee/Board members to inform the FY19-20 performance review for the management team member concerned.

[For Andrew/ IED only]

Which of the follow describes your relationship to the above management team member? Choose an item.

(for Andrew/IED)

- ☐ Board Member
- ☐ Fellow management team member
- ☐ Direct report
- ☐ Other member of staff

[For all management team members]

Please utilize the following ranking scale when evaluating each area:

Exceptional, Great, Good, Fair, Poor/Unacceptable, insufficient direct knowledge.

Team Leadership, Management and Supervision:

- Leads a cohesive team that works together to achieve goals, consistent with EMSWCD's mission:
Ranking: Choose an item.
Comments:
- Motivates and Inspires staff:
Ranking: Choose an item.
Comments:
- Creates an environment of, and exhibits, trust and respect:
Ranking: Choose an item.
Comments:
- Exhibits Flexibility, Understanding, Adaptability:
Ranking: Choose an item.
Comments:

- Establishes team goals, develops, and executes well defined plans, manages priorities and workload:

Ranking: Choose an item.

Comments:

Knowledge and Skills

- Has necessary content knowledge pertaining to their position:

Ranking: Choose an item.

Comments:

- Communication skills – written (short communications, large documents):

Ranking: Choose an item.

Comments:

- Communications skills – verbal (1x1, small groups, large groups):

Ranking: Choose an item.

Comments:

- Has the temperament/disposition to be effective in their role:

Ranking: Choose an item.

Comments:

Open ended questions:

Comment on how they have adapted and responded to the extended interim period (without a permanent Executive Director):

Comment on how they adapted and responded to the COVID-19 pandemic:

Note anything they are doing well and should continue:

Note any areas for improvement:

Please add any additional comments you would like to include:

(Company Name)
Performance Evaluation

Rate performance on the below entries by using the scoring system:

- 5 - Employee greatly exceeds requirements in this area
- 4 - Employee exceeds requirements in this area
- 3 - Employee meets basic requirements in this area
- 2 - Employee needs improvement in this area
- 1 - Employee needs significant improvement in this area

Please provide specific examples in the space below each category question.

Date:

Name of Employee:

Position:

Evaluation Period:

Work Performance (please rate and provide written feedback)

Rating

Major responsibility categories from job description

<<edit according to job description>>

1.

1 2 3 4 5

2

1 2 3 4 5

3.

1 2 3 4 5

4.

1 2 3 4 5

Team Work & Leadership	1	2	3	4	5
Communication	1	2	3	4	5
Dependability & Follow Through	1	2	3	4	5
Embodies Company Mission and Goals	1	2	3	4	5
Goals for the Next Year					
Needed Training/Areas of Improvement					
Signatures					
Employee: _____ Date: _____ <i>Note: this signature only indicates receipt of the review; not agreement</i>					
Manager: _____ Date: _____					

Performance Evaluation Form

About this Resource

This evaluation template is intended for use by both the Evaluation Committee¹ and the director. The ED should fill this form out as a self-assessment, and then the board will use this form to complete the final evaluation, taking into account relevant data on the organization's progress toward goals, as well as input from the staff,² partners and key stakeholders, and the ED's self-evaluation.

To get the most use out of this tool, you should add or remove sections as you see fit. Insert all of the goals, team or organizational values, and core competencies that you expect from the executive director. You may also outline the timeline for your process (including key deadlines) below.

Before you get started, review our [Frequently Asked Questions—and Answers—About Performance Evaluations](#). A few other things to keep in mind:

- **Effective leaders create the conditions for getting things done sustainably and equitably:** For executive directors, principals, co-directors, and CEOs, this means meeting ambitious and strategic annual goals, laying the groundwork for the future, and leading in a way that's consistent with organizational values. As with other employee evaluations, ED evaluations should focus on both what the ED has accomplished (results) as well as how the director, CEO, principal, or co-director operates (values and approach).
- **Preparation:** During the evaluation process, both the board and the executive director take time to reflect before meeting. Evaluators may review ED work products, role expectations, and the results they achieved, in addition to gathering input from staff members and key partners.
- **Summarize, without surprise:** The board and executive director should agree at the start of the year on the most important strategic goals for the organization. The evaluation should reflect and build on progress reports and discussion throughout the year. While the performance review is not usually the time for surprise findings, this will depend on the degree of board engagement with staff and stakeholders during the year.
- **Broaden your perspective:** Ask staff, partners, and key stakeholders for input. [Seeking input](#) can bring rigor, help [offset individual bias](#), and help boards identify patterns or inconsistencies, especially across lines of difference or power.

¹ Rather than forming a separate Evaluation Committee, the board may elect to have the board chair and vice chair, or board Executive Committee, conduct the evaluation.

² Often boards conduct surveys of staff, board members, and/or external constituents as part of the evaluation process. If you choose to do a survey, use that data as important input to inform the evaluation, but do not substitute a survey for the evaluation itself.

Performance Evaluation Overview

The Performance Evaluation Form consists of four parts:

1. What was achieved?

To what extent is the executive director leading the organization to accomplish its goals? Is the ED leading the organization to deliver results in the short- and longer-term? The first section of the review focuses on the extent to which the organization achieved those goals. (In cases where unforeseen opportunities or challenges arose during the year, they should be added here as well.)

2. How was it achieved?

To what extent is the executive director leading in a way that is consistent with our values and our beliefs about the approaches necessary for effective performance in the lead role? This section focuses on values that all employees are expected to demonstrate, which the ED should model, as well as competencies and behaviors that are key to the ED position in particular.

3. What's next?

Moving forward, what are the implications of this review in terms of executive director tenure? Which areas should the ED continue performing well, and which areas should the ED improve? This section summarizes annual performance and identifies areas of strength, improvement, and next steps.

4. Feedback for board and board self-reflection

What did the board do well to support ED success? What is needed? This section gives both the board and the director space to reflect on what's working and what support is needed moving forward.

Ratings

- **Exceeds expectations:** Consistently delivers exceptional results; is a model for others to follow.
- **Meets expectations:** Consistently meets expectations in all areas.
- **Partially meets expectations:** Meets expectations in some areas and needs improvement in others.
- **Does not meet expectations:** Needs significant improvement quickly.

Timeline		
Activity	Date	Notes
ED drafts and submits self-evaluation, using form below		
Evaluation Committee solicits input from stakeholders, via survey, confidential conversations, or other means		
Evaluation Committee considers inputs, reviews goals and results achieved, and drafts evaluation		
Evaluation Committee sends draft evaluation to ED		
ED and Evaluation Committee meet to discuss evaluation		
Evaluation Committee makes changes (if needed) and submits evaluation to full board		
Board discusses conclusions, votes to approve (or, in rare cases, modify), and confirms next steps		

Executive Director Performance Evaluation Form

Executive Director Name			
Review Period		Review Date	
Reviewed by	<input type="checkbox"/> Self <input type="checkbox"/> Board		

1. Organizational Goals

Goal ³ <i>Put each goal in a separate row, adding more rows as needed. If you'd like, you can mark the most important goals in bold.</i>	Result	Rating E: exceeds expectations M: meets expectations P: partially meets expectations D: Does not meet expectations

Executive Director comments: *To what extent did you achieve the goals for the position this past period?*

Evaluator comments: *To what extent did the executive director achieve the goals for the position this past period?*

2. Demonstrating Performance Factors

Core Values <i>Add more rows as needed</i>	Description of Value	Rating (E, M, P, D, N/A)

Core Competencies <i>Add more rows as needed</i>	Description of Competency	Rating (E, M, P, D, N/A)

³ List the most important objectives for the organization for the period covered by the evaluation, and assess the extent to which the ED led the organization to meet those objectives.

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Executive Director comments: *To what degree did you demonstrate the above core values and competencies? In what values and competencies did you excel? In what areas is improvement needed?*

Evaluator comments: *To what degree did they demonstrate the above core values and competencies? In what values and competencies did they excel? In what areas is improvement needed?*

3. Summary Assessment, Next Steps, and Trajectory at Organization

Overall performance rating:

- | | |
|---|---|
| <input type="checkbox"/> Exceeds Expectations | <input type="checkbox"/> Meets Expectations |
| <input type="checkbox"/> Partially Meets Expectations | <input type="checkbox"/> Does Not Meet Expectations |

Executive Director self-assessment of performance:

1. What are 1-3 notable areas of strength?
2. What are 1-3 areas of growth or improvement?
3. What do you see as your trajectory in the organization? What are the next steps?

Evaluator assessment of ED performance:⁴

1. What are 1-3 notable areas of strength?
2. What are 1-3 areas of growth or improvement?
3. What do you see as the ED's trajectory in the organization? What are the next steps?

4. Feedback for Board / Board Self-Reflection

Executive Director comments:

- What has the board done well or effectively to support you in your role as director?
- What might the board have done differently?
- What support do you need from the board moving forward?

⁴ If the board or committee solicited input from others, use this section to summarize themes and highlights in addition to your own assessment.

Board Self-Reflection:

- What has the board done well or effectively to support the director?
- What might the board have done differently?
- What support is needed from the board moving forward?



East Multnomah Soil and Water Conservation District

At East Multnomah Soil and Water Conservation District (EMSWCD), we are doing awesome work with the communities we serve to care for land and water and create a healthier place for everyone who lives, works, and plays in the District. Soil and Water Conservation Districts are special districts originally created across the U.S. in the 1930's after the Dust Bowl to help landowners learn to care for their soil and water more effectively. Today, we are working with our rural and urban neighbors – land owners and non- landowners – to help ensure healthy tree canopies, improve stream health, provide educational opportunities related to sustainable landscaping, soil health and water conservation, as well as ensure farms and open spaces are preserved, respond to the impacts of climate change, and identify and implement how we can more equitably approach all of our work every day, and much more. Learn more about us at <https://emswcd.org/>.

Job Opportunity

We are currently seeking a (Enter Job Title) to join the EMSWCD team. This is a (enter schedule or full-time/part-time status) position regularly based (enter job location, and if remote work option is available).

Position Overview

(Paste from Job Description)

A full job description and qualification requirements for this position can be found on our website employment page [here](#).

Studies have shown that Black, Indigenous and People of Color (BIPOC) and women are less likely to apply for jobs unless they believe they meet every one of the qualifications as described in a job description. We are most interested in finding the best candidate for the job, and that candidate may be one who comes from a less traditional background. If you are interested in applying, we encourage you to think broadly about your background and qualifications for the role.

We offer a generous benefits package. Please click [here](#) for a comprehensive list of EMSWCD's benefits and eligibility criteria.

Minimum Qualifications: From Job Description

Wage Range To be completed by Director of F&O

Application Instructions

Interested candidates should submit a resume and cover letter to: jobs@emswcd.org. Please specify the position title in your submission.

Are you a “Veteran” as defined under Oregon law (ORS 408.225(f)) or a “Disabled Veteran” as defined under Oregon law (ORS 408.225(c))? EMSWCD complies with the Oregon Veteran’s Preference law. Applicants must identify their eligibility for veteran’s preference when submitting their resume and cover letter for consideration, and supply supporting documents if they wish to receive preference.

Please click [here](#) for information on our current COVID-19 related protocols.

Application Deadline

The deadline for submissions is _____ by 12:00 Midnight. All responses will be reviewed following the deadline, not on a rolling basis.

Organization Overview

The East Multnomah Soil and Water Conservation District (EMSWCD) is a non-regulatory unit of local government that serves Multnomah County east of the Willamette River centerline. The mission of EMSWCD is to help people care for land and water. The vision is that our lands and waters are healthy and sustain farms, forests, wildlife, and communities.

EMSWCD works with private landowners, community organizations, and government agencies to provide education, grant funding, technical assistance, and other resources that support conservation practices and stewardship within our district. EMSWCD is funded by a property tax base and is organized into four programmatic areas: Rural Lands Program, Urban Lands Program, Conservation Legacy Program, and Finance and Operations.

EMSWCD recognizes that communities and workplaces are strengthened by diversity and that more inclusive conservation efforts are necessary to ensure lasting and equitable outcomes. We acknowledge the historical and ongoing disparities that Black, Indigenous and People of Color (BIPOC) and other marginalized communities disproportionately experience in income, education and health in our communities. We also understand that these disparities can impact who has access to healthy land and water. For these reasons, our staff and board are committed to making meaningful changes in the work we do so that all communities can benefit from our programs.

East Multnomah Soil and Water Conservation District (EMSWCD) prohibits discrimination in all of its programs and activities based on race, color, gender identity national origin, age, disability, sex, marital status, familial status, parental status, religion, sexual and romantic orientation, genetic information, political beliefs, reprisals, or because all or part of an individual's income is derived from any public assistance program. EMSWCD is an equal opportunity provider and employer. Persons with disabilities who require alternative means for communication or program information should contact the EMSWCD Office at 503-222-7645 or jobs@emswcd.org. Veterans are encouraged to apply for positions at EMSWCD.

**JOB TITLE****JOB DESCRIPTION**

To be completed per Hiring Process

Position Overview: A brief description that summarizes the overall purpose and objectives of the position, and the results expected to accomplish.

Classification: Exempt (Salaried, not eligible for overtime) / Non Exempt (eligible for overtime)

Reports To:

Primary Responsibilities: The tasks, duties and responsibilities most important to the position.

- Actively participate and contribute to equity-related efforts

Other Responsibilities: Tasks that are not the primary responsibility of the positions, but are nonetheless essential to successful job performance. (Standard other responsibilities- Please review and include if applicable to the role, along with any additional other responsibilities)

- Active participation in team and organization-wide staff meetings
- Represent EMSWCD in a positive and professional manner to constituents, clients, public officials, community groups, and other business partners. Attend business related functions as requested by the Executive Director or Program Supervisor
- Actively participate and contribute to equity-related efforts
- Other duties as assigned by the Program Supervisor or Executive Director

Supervisory Responsibilities: IF APPLICABLE. If role does not supervise others, this section should be removed from the job description. The scope of the position's authority. List of job titles reporting to this position. (Standard supervisory

responsibilities- Please review and include if applicable to the role, along with other required supervisory responsibilities)

- Actively supervise assigned staff (and/or volunteers). Develop work plans and conduct performance reviews annually. Regularly monitor activities, coach, mentor, and provide performance feedback as necessary

Required Knowledge, Skills, & Abilities: Competencies required for success in the position.

MUST BE INCLUDED IN ALL JOB DESCRIPTIONS

- Actively participate and contribute to equity-related efforts
- Ability to ensure compliance with EMSWCD policy, state, federal and local requirements

(Standard KSAs - Please review and include if applicable to the role, along with other required KSAs)

- Excellent organizational, time management, and project management skills
- Ability to multi-task efficiently and switch priorities as needed. Ability to work calmly and effectively under deadline
- Excellent written & verbal communication skills including plain language skills
- Ability to appropriately use discretion in all work activities. Ability to ensure confidential information is managed appropriately
- The ability to present in an engaged manner with diverse populations, to include constituents, clients, public officials, community groups, and other business partners
- Ability to work independently, be proactive and self-directed
- Cooperative & collaborative team member. Ability to communicate in a professional and respectful manner with all colleagues, constituents, clients, public officials, community groups, and other business partners
- Proficient in standard office procedures, software, and communications technology. Ability to effectively and efficiently use Microsoft Office, Google-Suite, and standard communications platforms
- Commitment to the principles of diversity, equity, and inclusion
- Performance of assigned duties is completed in accordance with established procedures. Procedures that cover the assigned work include EMSWCD annual work plans, EMSWCD policies and procedures, Oregon Department of Agriculture Guidelines for SWCDs, and Oregon public meetings law

Minimum Qualifications: Work experience, education, certification and/or other relevant experiences required to perform the job.

Combination of equivalent lived experience and/or related professional work may be considered.

Working Conditions/Physical Requirements: The following work conditions/physical requirements are required of the person in this position, with or without reasonable accommodations.

Review and edit in accordance with the requirements for the position. Do not include language that is not required for the role.

This position will be required to travel, participate in conferences, give presentations internally and externally, and may work evenings and weekends to meet project deadlines, attend events, and complete position responsibilities.

Access to reliable transportation is required.

Valid driver's license and driving record which meets EMSWCD insurance standards is required.

Work is usually performed in an indoor office environment with long periods at a desk.

Work in an outdoor environment may be required. The employee may be subject to inclement weather as part of conducting required activities.

Environment is oriented to client service and subject to constant work interruptions. Employees may work under the stress of continual client and/or inter-departmental contact and pressure to meet deadlines.

The employee must be able to move about the facility to communicate with staff members. Must occasionally lift and/or move up to 25 pounds.

The EMSWCD office is the primary work location for this position; and is a smoke-free and drug-free environment. Work is to be conducted primarily from the EMSWCD facilities, or specific work site locations identified by EMSWCD.

The individual who holds or desires the position must be able to perform all tasks and responsibilities in this job description unaided or with the assistance of a reasonable accommodation. Nothing in this job description restricts management's right to assign or reassign duties and responsibilities to this job at any time.



Hiring Process

Preliminary Activities

- Hiring Manager* & ED review current job description and revise as needed/or create job description for new position, with Equity Team review. New positions must be approved by the BOD. Review with HR Consultant as needed. Review wage & classification details (Hiring Manager with CFO & Office Manager; input from HR consultant & ED, as appropriate).
- Hiring Manager customizes recruitment posting template (Ad Intro language) to reflect position details, working with ED, and HR Consultant as needed. Hiring Manager, ED, and Office Manager determine the application deadline, and timeline for interview/selection process. Review application submission instructions to ensure they are applicable to the position (e.g. is cover letter necessary?)
- Hiring Manager compiles Recruitment Team to include: Hiring Manager, direct Supervisor, one member from the Equity Team or external BIPOC representative; and at least one staff person who is outside the team, preferably with someone who has similar or relevant job experience (rotation of staff to be considered in order to provide opportunities for more staff to participate). **Office Manager will moderate Recruitment Team procedures, to ensure compliance with hiring procedures (will not ask questions or participate in ranking). Recruitment Team must have a minimum of 4 members. (Recruitment Team members to be approved by the ED) – exemption for office manager when F&O team recruitment occurs. Proxy to serve as moderator.

Sourcing Process

- ED announces position opening to EMSWCD staff via email prior to posting publicly
- Hiring Manager determines appropriate posting sites, (in addition to standard posting list) in consultation with the Recruitment Team. Hiring Manager provides Office Manager with list of posting sites, Ad Intro, and Job Description for posting.
- Office Manager to work with Media Manager to post job advertisement & job description to website and selected recruitment channels, working with Hiring Manager as appropriate.
- Office Manager to track all candidate submissions and forward complete application materials to the Hiring Manager promptly after application deadline. Office manager will send immediate response to all potential candidates. And communicate as needed throughout the open recruitment period.

Interview Process

- Hiring Manager with input from the Recruitment Team to populate the Interview Questionnaire, selecting questions from standard interview questions template, and adding position specific questions as appropriate.

- Recruitment Team reviews all candidate submissions within one week of application deadline. Hiring Manager decides which candidates to interview, with input from the Recruitment Team and the ED, ensuring qualified veteran candidates are offered interviews. Notifies Office Manager of candidates selected for interview.
- Office Manager schedules interviews for Recruitment Team & candidates, ensuring interviews are scheduled in a timely manner. Provides candidates with a copy of the position job description and Benefits Summary.
- Office Manager trains Recruitment Team on interviewing best practices, to include a review of questions that should not be asked in an interview, and considerations to ensure the interview process is non-discriminatory. Recruitment Team conducts interviews, and each Team member completes a ranking form for each candidate. Recruitment Team reviews questions/answers/rankings, & determines if additional interviews should occur, etc.

Final Candidate Determination

- Recruitment Team makes recommendations to the Hiring Manager/ED
- ED makes final decision in collaboration with Hiring Manager.
- Hiring Manager and ED create and submit a formal offer of employment to final candidate, with conditional hiring requirements
- Reference Checks and Background Check is processed, if appropriate. To be defined on a job-by-job basis.
- Reference and Background Check results are reviewed by Hiring Manager and ED, as appropriate.
- Signed offer is received from the candidate

Follow-Up Steps

- Office Manager handles all non-programmatic onboarding material for new hire, in collaboration with F&O.
- Hiring Manager and Office Manager debrief each hiring process with Equity Team to determine how equitable the process was, and potential learnings to incorporate into EMSWCD's recruitment process moving forward.

*Hiring Manager is Team Supervisor

**Office Manager is responsible for ensuring the Recruitment Team follows the hiring procedures, and that recruitment activities are in compliance with employment regulations. This is an oversight role. The Office Manager will not ask interview questions of candidates, will not select candidates for interview, and will not participate in determination of final candidate selection. Office Manager is to promptly report any digressions from the established hiring process, or any employment regulation non-compliance to the Hiring Manager and Executive Director.



Policy 1.1.4: Job Position Recruitments
East Multnomah Soil & Water Conservation District

October 2, 2017

Policy originally approved by EMSWCD Board of Directors on: 10/02/17

Policy revised and approved by EMSWCD Board of Directors on: N/A

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1.0 Recruitment Teams

As a means to improve the recruitment process and diversify perspectives regarding the recruitment, “recruitment teams” will be established when seeking to fill any vacant position. Members of recruitment teams can include EMSWCD staff and board members as well as partner staff. The vacant position supervisor will select at least three recruitment team members with approval from the Executive Director. In doing so, the vacant position supervisor should strive to diversify the team in terms of perspectives and demographics. Recruitment teams should be involved with all aspects of the recruitment process, including the development of the job description, identification of outlets for position announcements, review and selection of short-listed candidates, development of the interview process and questions, implementation of the interviews themselves, and identification of the top candidate.

Note that recruitment teams, immediately upon formation, must determine on a case-by-case basis whether informational interviews (see Policy 1.1.5) may be provided by any EMSWCD staff for the open position that is being recruited for.

The Executive Director must approve the recruitment process before proceeding. If the vacant position’s supervisor is a direct report of another supervisor other than the Executive Director, all phases of the recruitment process must be reviewed and approved by the direct report’s supervisor prior to the Executive Director’s review and approval.



Policy 1.1.4: Job Position Recruitments
East Multnomah Soil & Water Conservation District

October 2, 2017

2.0 Job Position Notices, Postings, and Current Staff Appointments

A short job position notice will be developed for each vacant job position and will include qualifications, major duties, requirements, and physical demands. More detailed job position descriptions will be also developed for each position and updated annually.

EMSWCD staff will be notified of open job positions verbally and in writing via email. At the Executive Director's discretion, an appointment to a vacant job position may be made exclusively from current EMSWCD employees without a public notice and posting process. To do so, the Executive Director must determine that one or more employees are interested in and qualified for the position and it is in the best interest of EMSWCD to do so.

If a current EMSWCD employee is not directly appointed to a vacant job position, a public recruitment process will be used to fill the position. In doing so, EMSWCD will attempt to maximize the diversity and quality of the pool of qualified applicants through a variety of means (i.e., mass emails, postings on job websites, outreach to specific organizations, professional networking, and individual outreach on behalf of board members and staff). The EMSWCD's non-discrimination policy will be strictly adhered to during the selection process.

3.0 Job Applications

If a current EMSWCD employee is not directly appointed to a vacant job position, candidates must submit the required application materials (such as a cover letter, detailed resume, references, and supplemental materials) by email, postal service, or in person by the stated application deadline.

4.0 Eligibility

All current EMSWCD employees are eligible for vacant job positions if interested and qualified. At the Executive Director's discretion, former employees may be considered for or excluded from vacant job positions. If a former employee is being considered as a candidate, the vacant job position's supervisor will review the former employee's performance record and the circumstances surrounding their previous departure from the organization. If the former employee left EMSWCD in good standing and had a good performance record, their application may, but will not necessarily, be considered and processed using the same procedures and standards that govern all other applicants. (See also Prior Service Credit for Rehires below.)

Relatives and household members of current employees will be considered for employment in the same manner as other applicants unless the vacant job position will be supervised by the relative or household member. Supervisors may not hire or supervise relatives or other household members. Also, an employee may not participate in any interview, discussion, or debate regarding the appointment, employment, or promotion of a relative or household member to a position with EMSWCD. Additionally, an employee may not participate in the discharge, firing, or demotion of a relative or household member from a position with EMSWCD.

EMSWCD board members (Directors and Associate Directors) are not eligible for employment by the EMSWCD. Current board members must resign before being considered for a vacant job position. If an employee of the EMSWCD is selected for membership to the Board, they must resign from their job position at the EMSWCD before joining the Board.



Policy 1.1.4: Job Position Recruitments
East Multnomah Soil & Water Conservation District

October 2, 2017

5.0 Formal Interview and Selection Process

An initial short list of the highest qualified applicants will be developed by the recruitment team. Candidate ranking and selection for all positions will be based on merit and the EMSWCD's priorities for the position. The initial short list of candidates will be submitted to the Executive Director for review and approval. One or more interviews may be included in the recruitment process. A copy of the full job position description will be provided to candidates prior to interviews.

False or misleading statements made by an applicant (in writing or verbally) during the selection process will be grounds for removal from consideration for the position or dismissal at any time after a selection has been made.

After interviews, candidate rankings shall be developed by the recruitment team. The recruitment team shall identify the top three candidates. If the position's supervisor's top three rankings differ from the recruitment team's, the position's supervisor must articulate the rationale for the divergence and present the rationale to the Executive Director. Prior to making an offer to the top candidate, the Executive Director must approve the selection and the salary/wage.

If the first-choice candidate declines the offer or a satisfactory salary or start date cannot be negotiated, upon Executive Director approval, the second-choice candidate, and then third, may be offered the position or the position may be reopened. If a satisfactory candidate is not found during the first round of a search, the position may be re-opened and re-advertised more widely.

6.0 Prior Service Credit for Rehires

Employees who are rehired by EMSWCD shall receive credit for prior time worked as follows:

- Employees who were separated because of a reduction in workforce will receive credit for prior time worked for the purposes of benefit eligibility if they are re-employed within one year after the separation date.
- Employees who voluntarily resigned from their employment with EMSWCD will receive credit for prior time worked for the purposes of benefit eligibility, subject to Executive Director approval, if re-employed within one year after the resignation date. However, a new anniversary date will be established based on the date of rehire.
- All other rehires shall be considered new employees for benefit determination purposes.
- For rehired employees, eligibility for retirement benefits will be determined according to current policy and legal requirements.

7.0 Immigration and Nationality Program

The EMSWCD has the responsibility to employ only citizens of the United States and lawfully authorized alien workers. The EMSWCD will obtain appropriate documentation at the date of hire, which will be maintained in accordance with regulations.



[1.1.1 – Discrimination and Harassment](#)

[1.1.2 – Job Families, Classifications and Positions](#)

[1.1.3 – Salaries and Wages](#)

[1.1.4 – Job Position Recruitments](#)

[1.1.5 – Informational Interviews](#)

[1.1.6 – General Position Parameters](#)

[1.1.7 – Scheduling, Breaks and Overtime](#)

[1.1.8 – Time Off and Leave Time](#)

[1.1.9 – Employee Conduct](#)

[1.1.10 – Open Door, Grievances, and Whistle Blower \(under development\)](#)

[1.1.11 – Workplace Safety](#)

[1.1.12 – Emergency Action Plan 2018](#)

[1.1.13 – Annual Performance Reviews](#)

[1.1.14 – Professional Development](#)

[1.1.15 – Non-Pay Benefits](#)

[1.1.16 – Separation from Service and Disciplinary Actions \(under development\)](#)

[1.1.17 – Public Commenting](#)

[1.1.18 – Provision and Use of Clothing, Equipment and Supplies \(under development\)](#)

[Residual Personnel Policies](#)

Priority	Recommendation	
1	Needs Revision	Harassment policy is out of compliance with new state rules
1	Needs Revision	As determined by compensation analysis process
1	Needs Revision	As determined by compensation analysis process
1	Needs Revision	Update with new hiring process details
1	Revise or Scrap	Concerns regarding equity of allowing supervisors to conduct Informational Interviews for currently open positions
3	Review	Looks pretty good, but review
1	Needs Revision	Nursing Mother section requires update per state rules / review other items
1	Needs Revision	Need to update entitled leaves. Review other sections
3	Review	Looks pretty good, but review
2	Create	
3	Review	Looks pretty good, but review
3	Review	Looks pretty good, but review
2	Review and Revis	Discuss if revisions are to take place
3	Review	Looks pretty good, but review
3	Review	Ensure in line with current benefit offerings
2	Create	
3	Review	Looks pretty good, but review
3	Create	
3	Scrap	Move sections into other policy documents as appropriate