Section 6

Personnel

Overview

Introduction

This chapter of the Administration Handbook contains information covering a variety of personnel related topics.

In this section

This section contains the following topics:

Hiring Process – New Employees

Introduction

This section provides a basic understanding of how Workforce Development Department (WDD) will process the hiring of new employees and describes the roles and functions of the WDD staff involved in this process. Hiring process consists of:

- Request to fill a budgeted position
- Tier Interviews
- Certification list
- Interview
- Job Offer
- Background check
- Orientation and paperwork
- First Day of work

Hiring Manager

A Hiring Manager works in coordination with WDD leadership team, which oversees the interview and hiring process.

Request to fill a position

The Hiring Manager is responsible for requesting to fill a vacant position by submitting a Request To Fill (RTF) form and a TEMPLATE-CAO Finance Recommendation RTF form (refer to the Forms Procedure sections) to the Fiscal Supervisor. Once the approval process has been completed, The Hiring Manager will receive a spreadsheet listing all available candidates and a PDF of all candidate applications from the Payroll Specialist to start the interview process.

The Hiring Manager will receive instructions from the Assistant Director delegating which staff should be a panelist and whether the interviews should be conducted as a 1 Tier or 2 Tier process.

Tier Interviews

The Tier interviews are based on whether the candidate will be required to interview more than once. The Assistant Director will make the determination of which Tiers will be followed:

Tier 1 Interviews: Assign panelists, unless otherwise instructed by the Assistant Director. Once the interview process is complete, check the references for the selected candidate. The Hiring Manager will provide selected candidate to the Director, Assistant Director and Administrative Assistant II (AA II) to complete the process.

Tier 2 Interviews: Assign panelists, unless otherwise instructed by the AD (and/or serve as a panelist) for 2nd interviews. Once the interview process is complete, check the references for the selected candidate. The Hiring Manager will provide selected candidate to the Director, Assistant Director and AA II to complete the process.

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Hiring Process – New Employees, Continued

Certification List

The County Human Resources (HR) Department maintains certification list of all eligible applicants for various county job classifications. The WDD Payroll Specialist contacts HR when a certification list of potential applicants needs to be requested.

The certification list consists of the top eligible applicants for the job classification. Additional names are provided in the event of a scoring tie. Not all individuals need to be interviewed; however, there is a minimum requirement of candidates that must be interviewed depending on the size of the certification list. If the certification list contains less than 20 applicants, three (3) interviews must be conducted. If the certification list contains 20 or more applicants, five (5) interviews must be conducted.

HR strongly encourages departments to retain records of the interview panel, questions asked, and notes from the interview for a period of at least two (2) years. This documentation is necessary for situations where a complaint is received for unlawful employment practices.

Hiring process

The table below outlines the stages of the hiring process after the RTF has been approved, the recruitment has been conducted, and the certification list is received from HR.

Stage	Description
1	Hiring Manager will: • Provide the AA II with the following information: 1. Which candidates will be interviewed from the certification list provided 2. What the timeline is for each tier of interviews 3. How long to allot for each interview 4. What mode to use for interviews (online or In-Person) 5. Location of interviews (if In-Person) 6. Interview questions (at least 1 week prior to interview date) • Submit the RTF and TEMPLATE-CAO Finance Recommendation RTF forms to the Assistant Director for approval
2	Assistant Director will: • Receive the RTF and TEMPLATE-CAO Finance Recommendation RTF forms from the Hiring Manager for approval. • Discuss the request with the Director to fill the vacant position. • Obtain Director Signature on RTF and TEMPLATE-CAO Finance Recommendation RTF forms. • Submit the RTF and TEMPLATE-CAO Finance Recommendation RTF forms to the WDD Payroll Specialist once approved by both the Assistant Director and Director.
3	WDD Payroll Specialist will: • Receive the signed RTF and TEMPLATE-CAO Finance Recommendation RTF forms from the Assistant Director, • Enter the request through the Employee Management and Compensation System (EMACS), • Maintain the sequence number and Department approval, and • Send, once approved, to the County Administration Office (CAO) Analyst for approval.
4	CAO will approve/deny the request. If the request is: • Denied – notifies the Director and Assistant Director. • Approved – EMACS generates an alert to the Human Resources (HR) department for processing.

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Hiring Process – New Employees, Continued

Hiring process, continued

Stage	Description
5	HR department will: • Create a Certification List or conduct a new Recruitment if necessary, and • Send the Certification List to the WDD Payroll Specialist.

6	WDD Payroll Specialist will:
	• Provide the Certification List to the AA II,
	• Notify the Assistant Director a list has been obtained,
	• Prepare the Interview Cover Spreadsheet
	• Email the Hiring Manager, Assistant Director and cc: AA II the following:
	  – An Interview Cover Spreadsheet that includes a:
	    ✓ Coversheet,
	    ✓ List of candidates, their information based on their applications, and
	    ✓ Sample schedule.
	  – Portable Document Format (PDF) of all candidates applications
	  – WDD Hiring Procedure

7	Assistant Director will:
	• Determine the following:
	  – Will there be a 2 tiered interview process (2nd interviews) or will candidate be selected from 1st interview
	  – Who will be on each interview panel or delegate this to the Hiring Manager.
	• Provide these instructions to the Hiring Manager and AA II.

8	AA II will:
	1. Schedule calendar (for all panelists) and online/conference room.
	2. Email an initial contact letter to approved candidates.
	3. Call candidates who did not respond to emailed contact letter.
	4. Update Schedule and Data tab on spreadsheet with interview date/time scheduled for each applicant.
	5. Update spreadsheet cover page as applicants are scheduled:
	  – Notate who was called and/or emailed with date for each. Two attempts must be made in contacting candidate with two different forms of contact (i.e. email, phone call or letter sent via USPS).
	  – Notate who waived, not contacted or did not respond, along with contact date and how applicant was contacted.
	6. Email confirmation letters to all candidates scheduled.
	7. Update the calendar interview meeting invitation with the following attachments:
	  – Interview Schedule
	  – Individual candidate application pdf files of scheduled applicants
	  – Interview questions
	  – Sign-In sheet (if In-Person) provide to receptionist with instructions to return to AA II immediately after interviews are conducted, or
	  – Zoom: create PowerPoint with interview questions and moderate Zoom interviews
	8. Update spreadsheet with candidate arrival times and results of the interviews.
	9. Repeat steps 1-8 for 2-tiered 2nd interviews.

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Interview

A minimum of three (3) candidates must be interviewed from each Certification List, unless the list contains more than 20 applicants, then five (5) interviews must be conducted; however; outcomes for all candidates on a list must be recorded in NeoGov before a second list can be requested.

It is imperative each candidate receives the same questions and experiences the same procedures during the interview process. Candidates can, but are not required to be given an opportunity to review questions ahead of time and to take notes. At the end of the interview, collect all documents from each candidate including interview questions (if provided) and resumes.

Prohibited interview questions

It is prohibited to ask applicants any question related to a/an:

- Disability,
- Arrest record,
- Age,
- Citizenship,
- National origin,
- Sexual preference,
- Family matters,
- Marital status,
- Health,
- Political convictions, or
- Religion.

However, if - and only if - a candidate has an obvious disability or has voluntarily disclosed he/she has a disability, the interviewer may ask about reasonable accommodations to perform the duties of the job if selected.

Panel members

Panel members selected for the interview process may consist of management and designated staff at the same level or higher than the position being filled. Each panel member receives the same questions given to the candidate for taking notes during the interview process.

The Panelists will receive the schedule, interview questions and candidate applications. Panelists will review applications prior to interviews and conduct interviews. Once interviews are complete, Panelists will submit his/her Interview Notes to the AA II.

- **Tier 1 Interviews:** Panelists will discuss the interviewees, determine if a viable candidate exists and recommended candidate to the Hiring Manager and the AA II for continued hiring process.
- **Tier 2 Interviews:** Panelists will select candidates to move forward for 2nd interviews and provide to the Hiring Manager and AA II for scheduling.

The questions pages include the:

- Candidates name on each page
- Panel member's name
- Position
- Date and time of interview
- Questions and responses

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Hiring Process – New Employees, Continued

After the interview

Once a candidate is selected, the AA II will:

- Update the spreadsheet with the selection
- Submit spreadsheet and all interview notes to the Payroll Specialist
- Email unsuccessful letters to the other interviewees once the Assistant Director has given approval for the selected candidate and after the candidate has accepted the tentative offer of employment.

The Payroll Specialist will receive the updated spreadsheet and interviewer notes from the AA II and, in a separate email, an approval from the Assistant Director to proceed with hiring the selected candidate. If the selected candidate is:

- Currently, or has previously been, a County employee, the Payroll Specialist checks with WDD's Human Resource Business Partner (HRBP) on desirability for hire.
- Not a current or former County employee, the supervisor checks references, preferably a minimum of three (3).

Job offer

Once County HRBP and/or external reference checks are completed with positive outcomes, the Payroll Specialist or Hiring Manager requests approval from the Director or Assistant Director to proceed with hiring the candidate. The Payroll Specialist will then:

Step	Action
1	• Contact candidate and offer a contingent offer of employment, pending background check, drug test, and fingerprinting, and • Notify the AA II of candidate acceptance of employment. **Note:** Refer to the Background check block for additional information.
2	• Set up an appointment with candidate to start background process, which may include fingerprinting, background packet, physical and drug screening.
3	• Notify the Director and Assistant Director the candidate has passed the background process, and • Request to move forward with the formal offer of employment to the candidate.
4	• Contact Hiring Manager and set up potential start date and time of arrival once all information has been received.
5	• Contact candidate and provide Start date and Start time. • Provide New Hire information to new County Employee.

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Background check

All new employee hires require background check to be completed. The WDD Payroll Specialist will have the candidate complete the Criminal Conviction form. Various background checks are completed based on if the candidate is a new hire or an existing county employee.

Current County Employee:
- County background check by the Human Resources Business Partner (HRBP)
- Smart Hire check
- Department of Justice (DOJ) finger prints

Non-County Employee (including former County employees):
- Smart Hire check
- Department of Justice (DOJ) finger prints
- Physical exam
- Drug test

Orientation and paperwork

The Payroll Specialist arranges for the new hire to attend the County Orientation if he/she is a new County employee. With the Payroll Specialist, the new hire reads and acknowledges the following San Bernardino County Policies:

- Code of Ethics
- Standards for Employee Conduct
- Standards of Dress and Grooming
- Substance Abuse/Reasonable Suspicion Drug and Alcohol Testing
- Email Systems
- Internet/Intranet Use
- Non-discrimination/Harassment Policy
- Use of County Telephone Systems
- Violence and Threats in the Workplace – Zero Tolerance

Prior to start date

The supervisor completes the following steps after the new employee passes the pre-employment physical and background check.

Step	Action
1	• Contacts new hire, and • Provides information about the: – Logistics of assignment, including location, – Work hours, and – Dress code.
2	Distributes an announcement (memo or email) via the Director, Deputy Director, or Administrative Supervisor to current staff with information on new hire.
3	Arranges for technical requirements through the Administrative Supervisor (e.g. email account, internet access, network access, phones, etc.).
4	Schedules time to meet with new hire on his/her first day.

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Hiring Process – New Employees, Continued

WDD New Employee Orientation

The new hire will be required to attend the WDD New Employee Orientation. The Orientation will be held on a quarterly basis and the new employee will be scheduled to attend the next available orientation following his/her hire date.

The Executive Administrative Assistant maintains the calendar and notifies the new hire of his/her scheduled orientation.

First day

A new County Employee (new hire) must attend the County Orientation for the entire first day of his/her employment.

Second day

The new hire reports to the Workforce Development Department (WDD) Administration on the second day where he/she will meet with his/her Supervisor and Payroll Specialist. The supervisor follows the steps below to ensure a smooth orientation to the department:

Step	Action
1	Conducts initial meeting with new hire to discuss the following: • Department and unit function • Primary activities of employee • Relationship to the rest of the Department and County • Policies and procedures specific to the Department and Unit: • Standards for employee conduct • Sexual harassment policy • Job description, expectations, probation period, and evaluation criteria • Schedule and attendance policies • Staff meetings • New hire's emergency contact information (Employment sheet) • Security regulations • Customer service expectations (internal and external) • Telephone etiquette/protocol • Computer usage/Safety policies and procedures
2	• Completes the Employee Evaluation Checklist, and • Introduces new hire to the department.
3	Sends new hire to Payroll Specialist for orientation and complete paperwork. **Note**: In some instances, the new hire meets with the Payroll Specialist before meeting his/her Supervisor.

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Hiring Process – New Employees, Continued

Mentor

A mentor is someone who partners with a new employee to offer advice and guidance to help foster and promote his/her professional development. Supervisor or manager may assign a mentor to a new employee; however, it is not a requirement. A mentor can be an effective source of training and encouragement. The mentor:

- Conducts a tour of the office and other operational areas.
- Introduces new hire to all staff.
- Is an informational resource on policies, procedures, work rules, etc.
- Assists in training new hire.

Resources

There are two San Bernardino County Policy the WDD adheres to:

- Chapter 7 of the San Bernardino County Policy Manual titled *Personnel Matters* provides support for hiring staff. Link is: County Line - Chapter 7
- Personnel Rules – explains classification of positions, examinations, eligible lists, certifications, appointment, assignment and separations. Link is: Personnel Rules

Interview Guidelines

Introduction

An interview is a conversation in which questions are asked and answers are given in order to gain information. Interviews can be:

- Formal/informal
- One-to-one or in groups
- Face-to-face, by telephone, or online

This section outlines the interview process which includes:

- Interview questions
- Conducting the interview
- Unacceptable interview questions
- Note-taking
- Concluding the interview
- Selection of a candidate

Interview questions

The interview questions asked should assist to reveal how well an individual might be expected to perform in the position under certain situations. While specific questions may or may not be discriminatory, be aware certain questions could be considered bias and discriminatory.

When selecting interview questions consider the types of questions to ask, such as:

- **Yes or no questions:** Avoid these questions as the response usually are so narrow they don't provide interviewers with clues for further questioning or insight to an individual's effective job performance.
- **Direct questions:** Use to gain specific information; the what, where, when, how and why. Direct questions are valuable for questioning candidates in depth or on topics, which brought up by an individual's response to open-ended, situational, or behavioral questions.
- **Open-ended questions:** This allows the individual to answer freely and select the type of information to be included in his/her answer. Open-ended questions are useful in finding out how well the individual organizes his/her thoughts and are sometimes revealing of attitudes and feelings critical to effective job performance.
- **Situational questions:** These questions are useful in obtaining information about the individual's attitude and abilities that are not readily available from the regular testing process. Also useful for determining probable performance concerns.
- **Behavioral questions:** These questions can be very effective in finding out how individuals have behaved in job-related situations; describing how he/she has responded to something in the past.

WDD Administrative Assistant II (AA II) will select the interview questions prior to the interview date. Approval must be obtained from the Director or Assistant Director before any new questions can be used,

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Interview Guidelines, Continued

Unacceptable interview questions

The most common areas of unacceptable interview questions to avoid are:

- Age or Date of birth,
- Disability or health issues, including pregnancy,
- Arrest or convictions record,
- Citizenship or National origin,
- Credit or garnishment records
- Sexual preference,
- Family matters or marital status,
- Political convictions, or
- Religion.

Do not routinely ask applicants whether there is any need of a reasonable accommodation to perform a job because the answer may reveal an applicant has a hidden disability. However, a candidate with an obvious disability or who has voluntarily disclosed he/she has a disability, the interviewer may ask if he/she will need special accommodations to perform the duties of the job if selected.

Conducting the interview

Panel members decide, prior to the interview, who will ask each interview question and who will do the pre-interview briefing. Each panel member takes notes to record the candidate's responses.

Note-taking

During the interview process, panel members will take notes on the responses given by the candidate. This will help to recall certain responses to questions provided by the candidate to assist with selection process.

To ensure candidates information is not inadvertently mixed up; the panel members must complete the following:

- Confirm the
  - Candidate's name on each page, and
  - Panel member's name is on the form.
- Return notes with the interview packet after completing interviews to the AA II.

Concluding the interview

At the end of the interview, a panel member should ask the candidate if he/she has anything to add. Thank the candidate for his/her interest in the position.

Selection

The panel will discuss the candidates after the interviews are completed and determine if a candidate will be selected or request a new certification list. The following tools can help the panel members with the selection process:

- Candidates resume,
- Cover letter,
- Any additional material candidate provided during the interview, and
- Notes taken during the interview.

Forms Procedure

Introduction This section provides information regarding the Request To Fill (RTF) and TEMPLATE-CAO Finance Recommendation RTF forms.

RTF The RTF form will be initiated by the Hiring Manager who completes the yellow highlighted sections and forwards the form to the Fiscal Administrative Supervisor I (FAS I) to complete the green highlighted sections. The FAS I will forward form to the Assistant Director for approval/signature. The Assistant Director will forward to the Director for approval/signature. The Director will send form to the Payroll Specialist for submission to Human Resources.

SAN BERNARDINO COUNTY

San Bernardino County

REQUEST TO FILL POSITION JUSTIFICATION

Date: ____________

◉ On-Line PR(s) EMACS Sequence No(s). ____________ ____________

○ Manual PR *("See original certification" is eliminated)*

☐ Extra Help/PSE ☐ Dual Fill ☐ Returning Retiree ☐ Recurrent

Department: ____________ Division/Program: ____________

Position No.: ____________ Job Code: ____________ Classification: ____________

Funding Source(s): ____________ Cost Center: ____________

Number of positions in this classification in division: ______ Number of vacancies in classification in division: ______

Total number of positions in the division: ______ Total number of vacancies in the division: ______

Position Head Count: ______ Position Budgeted Dollars: ______ Vacant: ☐ Yes ______ (Vacant Date) ☐ No ______ (Vacant When)

Previous Employee/Incumbent: ____________

Also document reason for employee leaving

JUSTIFICATION:

Is position vital to revenue streams? ☐ Yes ☐ No

Is this a hard to recruit/retain classification? ☐ Yes ☐ No

If yes to above, has a classification study been requested through Human Resources? ☐ Yes ☐ No

Briefly describe job duties of this position:

Explain if you require a list with special skills:

Requestor Name ____________ Requestor Signature ____________ Date ____________

Approved by:

Budget Contact Name ____________ Budget Contact Signature ____________ Date ____________

Assistant Director Name ____________ Assistant Director Signature ____________ Date ____________

Director Name ____________ Director Signature ____________ Date ____________

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TEMPLATE-CAO Finance Recommendation RTF

The TEMPLATE-CAO Finance Recommendation RTF form must be completed and submitted in conjunction with the RTF form until further notice. The Hiring Manager will complete the yellow highlighted sections and the FAS I will complete the green highlighted sections.

CAO Finance Recommendation
REQUEST TO FILL VACANT POSITION JUSTIFICATION
(Position Control)

Department/Division/Program:	
Is request Urgent Covid-related? If yes, explain.	
Is request Urgent (non Covid-related)? If yes, explain.	
Total Number of Positions requested:	
Classification Title:	
Funding Source: Provide brief explanation on how position(s) will be funded.	
Funding Shortfalls: If funding shortfalls are suspected, but the department needs to fill the position(s), what other measures is the department taking to offset revenue losses?	
Justification Narrative:	
Please provide a narrative of the role and need for continuance.	
Finance Recommendation:	

Approvals:

Chief Financial Officer: ______________________ ____________
Date

Chief Executive Officer: ______________________ ____________
Date

Date Rcvd: ____________
Date Routed to CFO: ____________

Code of Ethics

Introduction	The Workforce Development Department (WDD) follows the established San Bernardino County Code of Ethics and Commitment.
Code of Ethics	The code of ethics establishes the standards of conduct required of all public officials and employees for the proper operation of County government and has the force of law. These standards are intended to strengthen public service and to maintain and promote faith and confidence of the people in their government.
Compliance and Ethics	Information regarding the County Ethics can be found through the office of Compliance and Ethics' website link: Compliance and Ethics.
County policy	The full San Bernardino County Code of Ethics and Commitment to County Public Service, Personnel Rule 1 website link is: County Personnel Rule 1.

Standards for Employee Conduct

Introduction

All Workforce Development Department (WDD) employees must abide by the Standards for Employee Conduct. This section covers the standards and the statement of understanding.

Standards for Employee conduct

The following is an extract from the WDD Standards for Employee Conduct and applies to all WDD personnel.

The Standards for Employee Conduct establish the framework within which employees can work effectively and be assured of the support of the Department of Workforce Development (WDD). Rules for every circumstance are not presented. In adhering to these standards employees are to exhibit a positive attitude and use good judgment. These standards are intended to provide clear, written minimal guidelines for employees.

Simply stated, WDD employees are to conduct themselves in a manner that is viewed positively by the Department's customers and the general public. If an employee's activities become public knowledge, they should not be cause for embarrassment to the County, the Department, and customers of the Department, the general public or the employee. Employees are to forego any business activity, personal or County related, which might conflict with the County's interest or which would entail unethical, illegal, or questionable actions. Observance of the spirit of these standards should result in conduct that exceeds legal requirements and departmental expectations.

Some of the areas and specific standards included here will not apply to all positions in the Department. Employees shall use common sense in determining if a cited area applies to them, based upon the requirements of their job. The information contained in this material is intended for all employees of the Department of Workforce Development.

Statement of Understanding

This Statement of Understanding, cited below, is an extract from the WDD Standards for Employee Conduct and applies to all WDD personnel.

WDD employees are required to read the Standards for Employee Conduct and sign a statement attesting they have read and understand its contents.

This statement should be discussed at time of hire, whenever Standards are updated and additionally at the regular employee performance evaluation.

Employees refusing to sign the Statement are not exempt from compliance with the Standards For Employee Conduct.

Confidentiality

Introduction

In accordance with County Policy 14-02 *Non-Public Personally Identifiable Information* and Personnel Rule I, Workforce Development Department (WDD) may receive, collect, store and transmit non-public personally identifiable information.

To prevent loss or fraudulent use, it is the responsibility of every County employee, agent and volunteer to preserve the integrity, security and confidentiality of non-public Personally Identifiable Information (PII) received, collected, stored and transmitted within his/her respective department.

Term for non-public PII

The term "non-public PII" is defined as any piece of information maintained by the County electronically or in paper format, which can potentially be used to uniquely identify, contact or locate County employees or members of the public.

Policy

All customer information is strictly confidential. Such information may be contained in:

- Verbal,
- Printed,
- Electronic, or
- Any other identifiable form or record.

Managers and supervisors have a responsibility to ensure staff understand and utilize necessary safeguards to protect and secure confidential information from unauthorized or unlawful access, use, and/or disclosure. WDD staff, contractors, volunteers, and others granted authorized access to confidential information are responsible for protecting/securing the information, having knowledge of, and being in compliance with, this policy.

Confidential information includes, but is not limited to:

- Name,
- Social Security Number,
- Physical Description,
- Contact Information (home address, telephone number, email address, etc.),
- Financial Matters,
- Public Benefit Status,
- Medical,
- Employment, and
- Criminal History Information.

Any emails within the department or to an outside entity must ensure no confidential information is included on the subject line or in the body of the email. All confidential information must be sent as an attachment to the email. Only the customers first name and last name initial can be included in the body of the email.

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WIOA

Information collected regarding Workforce Innovation and Opportunity Act (WIOA) customers may only be used:

- For record keeping and reporting purposes,
- To determine eligibility, where appropriate, for WIOA Title I-financially-assisted programs or activities,
- By state and federal civil rights agencies for statistical purposes, and
- To verify compliance with non-discrimination laws.

Sharing customer information

Except as noted below, staff may not disclose information that identifies a customer by name, social security number, address, and/or phone number to any outside agency without the customer's written consent. Furthermore, staff may not access customer information for personal use by him/herself, family or friends.

Exceptions:
Confidential information may only be released without a customer's written consent to:

- America's Job Center of California (AJCC) partner agencies, on a need-to-know basis.
- Law enforcement if/when an arrest warrant has been issued for the customer.
- Law enforcement if/when customer has:
  - Threatened bodily harm to staff or other customers, or
  - Damage to the County's facilities or other property.
- San Bernardino County District Attorney and County Counsel.

Removing and transporting case files

Staff may remove customer case files and records from the AJCC and deliver them to appropriate Workforce Development Department (WDD) office when directed to do so by a WDD Director, Assistant Director, Staff Analyst, or Program Specialist. If this occurs:

- Maintain a log to record the specific records that were removed, the date and time records were removed from the AJCC.
- Exercise caution to safeguard the confidential information contained in the case file or records.

Disposing of confidential paperwork

Confidential paperwork must be disposed of in a manner that protects the customer's confidentiality; this includes, but not limited to:

- Customer name,
- Social security number,
- Address,
- Phone number, or
- Any other identifying information

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Personnel

Personnel records for current staff shall only be accessed, distributed, or shared as needed to conduct business. All personnel records, including electronic records, shall be confidential except when disclosure is required by law, including:

- Access to personnel files,
- Protected personnel files,
- Protected personal information, including, but not limited to:
  - Employee name,
  - Social security number,
  - Physical description,
  - Home address,
  - Home telephone number,
  - Education,
  - Financial matters,
  - Medical, or
  - Criminal records, and
  - Employment history.

All personnel actions regarding pending or past discipline for employees of the Department are confidential.

Those assisting in the selection process for new employees (candidates for employment) are not to discuss information regarding any aspect of recruitment or selection with others outside the process, including other applicants. All protected personal information of candidates for employment must be maintained confidentially.

Equal Employment Opportunity (EEO) investigations

Due to the sensitive nature of discrimination/harassment investigations, employees interviewed, or directed to be interviewed, must refrain from discussing the complaint related actions, the questions asked of them, and/or his/her responses with anyone other than the investigator(s) and authorized representative.

Employees withholding information, failing to provide requested responses or documentation, or those who discuss the interview will be subject to disciplinary action per the County's Equal Employment Opportunity (EEO) Plan.

Note: Refer to the Administrative Handbook, *Section 11 – Equal Opportunity and Non-discrimination* for more information regarding EEO rights and investigations.

Media requests

All news media requests for information must be referred to the WDD Public Information Officer, who is usually the WDD Assistant Director.

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Confidentiality, Continued

Request for information

All requests from outside agencies or other county departments (including all Board of Supervisor staff members) must be referred to the Assistant Director for:

- Statistical information,
- Aggregate data,
- Customer lists,
- Service provider lists,
- Internal customer tracking documents, and
- Similar information.

Failure to comply

Failure to comply and abide by the confidentiality policies and guidelines included in this section will result in disciplinary action, which may include suspension, reduction in salary, or termination.

Work Performance Evaluations

Introduction

Work Performance Evaluations (WPEs) are tools used by supervisors systematically and officially evaluate an employee's individual work performance at periodic intervals. The information provided on the WPE Evaluation Notice is based on an employee fulfilling the service hours required to achieve the next step.

WPEs

The intent of the WPE is to be supportive while identifying strengths and weaknesses. The process also provides an opportunity for goal setting. Supervisors should meet with individuals prior to drafting the WPE to discuss his/her personal career goals.

As part of the supervisory process, employees should receive feedback on a regular basis and as needed if problems are identified. Any deficiencies discussed in an employee's WPE should be discussed with the employee at the time of identification. A WPE is used for corrective purposes and to begin any disciplinary action(s).

Merit (step) advances for employees who meet or exceed work performance expectations should not be delayed due to a late WPE. Steps are not granted without a completed and approved WPE and a signed Pay Step Advance report.

Intervals

Regular status employees are evaluated annually. New employees transition through either a six or nine month probationary period. During probation, WPEs are performed at scheduled intervals. The final probationary WPE determines regular status, extension of probation, or return to previous position/termination.

To check due dates of WPEs, use Employee Management and Compensation System (EMACS) by following this link: EMACS then follow these steps:

Step	Action
1	Click on **Workforce Development** under the Menu Tab.
2	• Click **Open Evaluations**, and • Select search
3	Choose your department number and description; a list of all open evaluations will populate.

Probationary periods

The table below lists the various probationary periods and the due dates for required WPEs.

Length of Probationary period	WPEs due
13 pay periods (1,040 service hours); approximately 6 months	• 4th pay period • 11th pay period
20 pay periods (1,600 service hours); approximately 9 months	• 4th pay period • 10th pay period • 18th pay period

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Work Performance Evaluations, Continued

Supervisor responsibility

Providing employees with timely feedback regarding work performance is the responsibility of the immediate supervisor.

Supervisors are responsible for completing and reviewing WPEs with employees at least two (2) pay periods prior to the date the WPE is due to Human Resources. The supervisor and appointing authority are to sign the WPE first and the employee should be the final signature. This indicates the leadership team are in agreement with the content of the WPE.

Supervisors may utilize a WPE at any time to document an employee's performance. In order to initiate a Work Performance Improvement Plan (WPIP), the supervisor begins with completion of a WPE.

Management responsibility

Management is responsible for the following actions:

- Ensuring first line supervisors complete WPEs as scheduled for employees under his/her direction.
- Reviewing WPEs created by the supervisor(s) prior to presentation with staff.
- Approving WPEs created by the supervisor(s).
- Completing WPEs as scheduled for employees under his/her direct supervision.

Presenting the WPE to the employee

Once the supervisor completes a draft of the WPE, he/she sends it to management for review. When finalized, the supervisor schedules a meeting with the employee to present and discuss the following:

- Performance in depth.
- Areas of needed improvement and strategies for improvement.
- Strengths.
- Career goals and methods to accomplish them.
- Questions and/or concerns regarding job performance.

After the presentation, the only signature left to complete the WPE is the employee; the supervisor and appointing authority's signature should already be included in the WPE.

The supervisor should provide regular feedback to employees on progress and performance throughout the year. No information contained in the WPE should be a surprise.

Continued on next page

Work Performance Evaluations, Continued

Regular status employees

Regular status employees WPEs reflect performance over the course of the year. Supervisors maintain records for the following information throughout the year:

- Performance problems documented and discussed with the employee when an issue occurs; shouldn't be a surprise to the employee upon receiving the WPE.
- Attendance concerns are documented and discussed with the employee prior to the WPE.
- Performance problems are discussed with the appointing authority prior to the WPE.
- Outstanding performance should be noted on the WPE.

Standards

There are four (4) evaluation standards which could be given to an employee, they are:

- Exceeds (E)
- Meets (M)
- Below (B)
- Unsatisfactory progress (U)

Merit advancement

An employee receiving an overall rating of *Meets Job Standards* or *Exceeds Job Standards* on the evaluation may be eligible for merit (step) advancement in pay. Merit advancements (steps) are given every six (6) months until the employee reaches his/her step cap for their position. Approval for step advancement is based on the following criteria:

- Completion of the required service hours for the classification, and
- Recommendation by the appointing authority.

Justification

Supervisor provides information for the various elements of a WPE and is required to include a justification statement for the standard given. The standards requiring justification are:

- Exceeds,
- Below, or
- Unsatisfactory.

EMACS

The Employee Management and Compensation System (EMACS) is a valuable resource when processing WPEs. All forms, procedures regarding step advancements, probationary periods, WPE Intervals, disciplinary action, etc. can be found in EMACS. The EMACS link is EMACS.

Personnel Rules

The San Bernardino County Personnel Rules discuss work performance, probationary periods, approval/denial of merit (step) advancement, employee rights, disciplinary actions, etc. The Personnel Rules link is Personnel Rules.

Employee Evaluation Checklist

Introduction

This section sets forth the procedures for the completion of the Employee Evaluation Checklist form (EVC) and the purpose of the form.

Purpose

The purpose of the EVC form is to ensure the success of all staff coming into the Workforce Development Department (WDD) by ensuring a standardized onboarding process for his/her position. It will also be used to track annual training requirements.

The EVC will be completed and attached to the 4th Pay Period (PP), 10th PP (New Hires/Promotions), and Annual (All Employees) Work Performance Evaluations (WPEs).

EVC form

The EVC form is three (3) pages long and broken down into sections. The sections are as follows:

- Page 1 (***All*** employees, new and existing):
  - Employee Name and Job Title
  - Hire Date/WPE Date
  - Table with 15 training topics
  - Employee Signature and Date acknowledging the receipt of the training
  - Two (2) Driving options (employee must select one) Employee and Supervisor Signature and Date acknowledging the driving selection
- Page 2 (***New*** America's Job Center of California (AJCC) and Administration Staff only)
- Page 3 (***New*** Business Services staff only)

Supervisor/Manager will enter the date in the column once the specific training topic has been completed. For any training items that do not apply, enter a checkmark under N/A.

Location

The EVC form is located on the **WDD Intranet Forms and Manual>Forms> Administrative tab.**

Temporary Performance of Higher Level Duties

Introduction

An employee directed to continuously perform duties of a vacant higher-level position, or employees who have been given the temporary assignment of a project involving the performance of more difficult duties and requiring a greater level of skills may be granted additional compensation. The duration of such assignments is not intended to exceed one (1) calendar year.

Compensation

Employees performing the duties of a vacant higher level regular position shall be entitled to a salary rate increase to the higher level for the time actually worked. The amount of the increase shall be determined as if the assignment had been a promotion.

Project compensation shall be in the form of a specified percentage of the employee's base pay. The percentage is from a minimum of two and one-half (2 1/2) per-cent up to a maximum of seven and one-half (7 ½) per-cent.

Administrative office staff request

The initial request should be in the form of an e-mail to the Assistant Director, with the employee's name and justification of why you feel the employee needs the temporary performance of higher-level duties or compensation for a special project. No offer is tendered without the approval of the Director or Assistant Director for designated administrative staff.

Higher-level compensation staff request

The initial request for higher-level compensation should be in the form of an e-mail to the Managers with the employees name and justification on why he/she feels the employee needs the temporary performance of higher-level duties or compensation for a special project. The Managers obtains approval from the Administrative Supervisor II. The Administrative Supervisor II obtains approval from the Assistant Director or Director.

The Manager will forward the approved request to the Payroll Specialist. The Payroll Specialist will fill out the appropriate form(s) and forward request to the Human Resources Business Partner (HRBP), Employment Division, and Director of Human Resources.

Disciplinary Process

Introduction

This section provides information on the disciplinary process for the Workforce Development Department (WDD) staff.

Personnel rules

Full instructions for the disciplinary process outlined in the Rule 10 of the San Bernardino County Personnel Rules.

- The Board of Supervisors approve the Personnel Rules and are distributed by the County Human Resources Department.
- Each America's Job Center of California (AJCC) supervisor has access of the Personnel Rules.
- Obtain additional copies of the Personnel Rules from the Employee Relations Division of the Human Resources Department.
- Rule 10 contains seven (7) descriptions related to disciplinary actions/suspension. The main descriptions are outlined in 10.1 and 10.2

Item 10.1

Item 10.1 of Rule 10 relates to all suspensions, demotions, reductions in salary step for a specified period, and dismissals of persons with regular status in the Classified Services shall be made in accordance with these Rules.

Item 10.2

Item 10.2 of Rule 10 is cause for an employee with regular status in the Classified Service may be demoted, suspended, reduced in salary step, or dismissed only for cause. The following are declared to be causes for such action although charges may be based upon causes other than those listed herein:

- Failure to meet reasonable work performance standards/requirements.
- Discourteous treatment of the public or other employees.
- Willful or negligent disobedience of any law, ordinance, County rule, departmental regulation, or superior's lawful order.
- Careless, negligent, misappropriation, waste, theft, or improper use of County property, vehicles, equipment, or funds, including use for private purposes or involving damage or risk of damage to property.
- Off-duty and/or on-duty behavior job related and adversely impacts the individual's ability to do the job and/or the department/agency to perform its mission.
- Absence without approved leave/Tardiness or absenteeism.
- Failing to cooperate in or misrepresentation during an administrative investigation. Falsification of a relevant official statement or document.
- Practicing deception/fraud in securing of a job appointment/promotion.
- Failure to supply full information as to character, reputation, medical history, or acts, if known at the time of appointment, resulted in a disqualification of the employee for the appointed job offer.
- Incapacity to perform job duties due to mental/physical ailment or defect consistent with the retirement rights of the employee as set forth in the California Government Code; neglect of duties.
- Possessing or using narcotics or alcohol in County offices or reporting to work under influence of same.
- Improper withdrawal or limitation of service or any action, which interferes with or is disruptive of the County mission or the public service.

Note: Refer to the Personnel Rules for complete list of causes.

PSE Policy

Introduction

The purpose of this policy is to clarify Workforce Development Department (WDD) procedures for hiring and employing Public Service Employees (PSEs) to meet short-term department personnel needs. PSEs are not to be used in lieu of regular, budgeted positions, nor to circumvent the County's merit system.

Definition of PSE

A Public Service Employee (PSEs) appointment means an appointment by the department intended to be on a less than year-round basis, including but not limited to the following:

- Cover seasonal peak workloads,
- Cover emergency extra work loads of limited duration
- Necessary vacation, holiday, or sick leave relief,
- PSEs shall be limited to 12 months employment, unless approval received from Director of Human Resources to extend employment, and
- Other situations involving fluctuating staff.

PSEs shall be compensated on an hourly basis only for hours actually worked. PSEs are eligible for step advancement based upon completed service hours and satisfactory service as stated below:

- Participate in the County's PST Deferred Compensation Plan in lieu of participation in any other retirement plan, program, or benefit.
- Shall contribute 5% of the employee's biweekly gross earnings, and the County shall contribute 2.5% of employee's biweekly gross earnings.
- Automatically deducted are the employee's contributions from employee's earnings.
- Maximum total contribution shall be 7.5% of the employee's maximum covered wages for Social Security purposes.
- Employees shall enroll in the Plan on forms approved by Human Resources Division Chief, Employee Benefits & Services.

Note: Refer to County Policy 07-12SP for additional information.

Policy

The following are the PSEs policy:

1. Meet the minimum qualifications for the classification for which he/she is hired.
2. Starting salary is based on the County's PSE salary range for the position/classification for which he/she is hired. Increases to salary ranges for other classifications do not apply to PSE
3. Hours worked per week will not exceed 40 hours and hours worked will be based on the employment needs of the district office.
4. Expected to look for work and apply for regular positions for which he/she qualify. Forward proof of job attempts and county exam results to the Manager's office.

Continued on next page

Policy (continued)

5. Evaluated at six (6) months to determine if he/she are satisfactorily meeting job expectations. After successfully completing 1040 hours of employment, he/she is entitled to a 25-cent pay increase.
6. The PSE still employed at 2080 hours, the Director will determine if the employee will retain employment with the department.
7. Forward requests to hire a PSE to the Manager or Assistant Director for approval. The county application, proof of education requirements, extra help agreement, and memo explaining the need for PSE must be included.
8. The Director will approve or deny the request.
9. The Manager or Assistant Director will notify Payroll Specialist of the approved request.
10. Payroll Specialist will:
    - Process the required paperwork,
    - Schedule the County physical,
    - Arrange for an employment start date, and
    - Notify the Manager or Assitant Director of the outcome via e-mail.

Personnel Records

Introduction

Any person currently employed by Workforce Development Department (WDD) and/or a representative designated by the employee in writing, shall be allowed to review his/her individual personnel records. The file may also include records from former employment with departments under the Human Services System.

Excluded information

The employer shall exclude letters of reference and other matters exempted by law from the right of inspection (County Policy 07-06)

Process

The following stages outline the procedures for an employee request to review his/her WDD personnel records.

Stage	Description
1	Employee will • Email the Payroll Specialist to request an appointment to review his/her personnel records, • Receive response from Payroll Specialist within a reasonable time for personnel record to be reviewed, • Notify his/her immediate supervisor when appointment is given and ask permission to attend the appointment, • Arrive to his/her scheduled appointment to review personnel records in the presence of the Payroll Specialist, • Provide a written memo to his/her Supervisor if requesting any material to be removed from the personnel record
2	Payroll Specialist will: • Schedule an appointment within a reasonable time, excluding weekends/holidays • Meet with the employee behind closed doors to review the personnel records; however, **may not review any letters of reference**, • Make any copies, without charge, of information in the personnel records after the review, if requested. **Note:** Personnel records can only be reviewed during normal working hours.

3	Assistant Director or Director will:
	• Review any request for removal of information from an employee's personnel record,
	• Notify the employee of the decision to remove any information:
	  – Approved removal: request is forwarded to the WDD Human Resource Business Partner, or
	  – Denied removal: no action required.

4	Human Resource Business Partner will: • Review the information the department sent regarding the request for removing material from the personnel record, • Discusses request with the Human Resources Director (HRD) who is the final authority to approve or deny the request. • Notify the department of the HRD's decision.

Employee – Conflict of Interest Policy

Introduction

This section sets forth the policies and procedures by which to avoid conflicts of interest and appearances of a conflict of interest by Workforce Development Department (WDD) employees or in their professional dealings with Relatives and Friends with whom a close personal relationship exists.

The Policy shall help to ensure all who apply for services and enroll in a Workforce Innovation and Opportunity Act (WIOA) program have been ethically determined eligible, assessed, and served in a manner that is free from any real or perceived conflict of interest.

Specific policies and procedures must be followed in the processing and management of these cases.

Definitions

The following definitions apply to this Policy:

- **Employee** – An employee who works for WDD at an America's Job Center of California (AJCC) or Administration (ADMIN) office.
- **Relative –** A Spouse, domestic partner, child, grandchild, mother, father, grandparent, brother, sister, mother-in-law, father-in-law, daughter-in-law, son-in-law, aunt, uncle, niece, nephew, foster child, ward of the court, or any step relation defined herein related by definition to an Employee.
- **Friend –** A person who is known socially by the employee outside of the work environment.

Policy

WDD policy does not prohibit an Employee, Relative, or Friend from applying for WIOA services. However, Employees must avoid a conflict of interest or the appearance of a conflict of interest in conducting his/her official duties. As such, in no instance shall any Employee:

- Determine eligibility, assess, or
- Directly serve himself/herself, a Relative or a Friend.

Employees, Relatives, and Friends shall not use their positions or relationships to influence a decision to determine eligibility, assess, enroll, or serve an individual in a WIOA program.

Employees, Relatives, and Friends shall meet all the objective WIOA program eligibility requirements. For Employees, training will be approved on a case-by-case basis pending availability of funds. Any enrollment, orientation, assessment, or program training homework, including online coursework, will have to be completed by the Employee outside of employment hours.

Continued on next page

Employee – Conflict of Interest Policy, Continued

Policy, continued

Employees, Relatives, and Friends and the staff person assigned to the them or their case management are responsible to ensure:

- No special treatment is provided,
- Employees never handle or access their own, a Relative's or a Friend's case record,
- All contacts/communications are with the appropriate WDD staff and occur on the Employee's own personal time,
- Employees complete all training and/or WIOA program service requirements on their own personal time, and
- The confidentiality of records are maintained.

The employee is responsible for disclosing to his/her supervisor if:

- A Relative or Friend applies at his/her AJCC, or
- Such a case is being maintained at his/her AJCC.

Procedures

The following outlines the procedures to be completed by WDD staff to ensure the Employee's, Relative's, or Friend's case is handled in accordance with this Policy.

1. Prior to enrollment, all employees will ask all potential WIOA enrollees by questionnaire, whether he/she has a close relationship with an Employee or is an Employee.
2. Should a potential enrollee disclose a close personal relationship with an Employee or disclose an employment relationship at an AJCC or ADMIN office, this information will be brought to the attention of the Supervisor or Manager. If the potential enrollee relationship is with the Supervisor or Manager, then the relationship should be disclosed to the Administrative Supervisor II or the Assistant Director.
3. All Employees have a duty to inform the Supervisor or Manager if they, or a Friend, or Relative, are applying for services. The Employee will remove themselves from any involvement in the case and the Supervisor or Manager will ensure the case will be assigned to another employee.
4. The Supervisor or Manager will remove the Employee from any assignment involving himself/herself, a Friend, or Relative and will ensure the enrollee is assigned to a staff member having no potential conflict of interest. Decisions related to approval of training, supportive services or other service needs must be made by staff having no potential or actual conflict of interest.
5. The Supervisor or Manager will ensure the Employee is applying for and completing any WIOA program and services outside of the Employee's employment hours.
6. This Policy will be distributed to all Employees.