



## Administration

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### MEMO

TO: Cass County Commission

FROM: Taylor Kaushagen

Date: May 14, 2024

Subject: Amend Employee Handbook section 111, adopt section 111, 112, and 113

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Two weeks ago, the Personnel Overview Committee met and discussed the creation of an underfill policy for Cass County. The policy was brought forward by State's Attorney, Kim Hegvik to meet the needs of the State's Attorney's Office. The policy will allow departments to hire individuals who do not meet the minimum job requirements at the time of hire but who are eligible to obtain the requirements within a certain period of time.

The Personnel Overview Committee recommended the Commission adopt the underfill policy as presented.

Employee Handbook section 111, job posting contains information on job postings, promotions or transfers, hiring bonuses, and referral bonuses. In an attempt to make policies in the handbook easy to find, the Human Resources Office is recommending section 111 be amended to include job posting and promotion or transfers, a section 112 be created for the topic of hiring and referral bonuses, and section 113 be created for topic of underfilling employment. No changes are being requested to the job posting or hiring and referral bonuses policies, the request is simply to divide a large policy into individual, easier to find policies.

#### **SUGGESTED MOTION:**

Amend the Employee Handbook and adopt sections 111, 112, and 113 as presented.

**111 Job Posting***Effective Date: 05/01/2023*

We believe strongly in employee promotion and development. We encourage you to express your interest in open positions and advancement opportunities within the organization according to your skills and experience. We typically post job openings on the Cass County Government website, but Department Heads have the discretion to post elsewhere at their discretion. All positions are posted with North Dakota Job Services as well as job boards. In the interest of finding the most qualified candidate, we often post positions both internally and externally at the same time.

To apply for an open position, all interested individuals must submit an online job application to the Human Resources Department listing job-related skills and accomplishments. Job openings for the Human Services Zone are posted on the State of North Dakota's website and applications should be submitted following directions on that website.

If you are selected as a finalist, your supervisor will generally be contacted to verify performance, skills, and attendance. Any staffing limitations or other circumstances that might affect a prospective transfer will also be discussed at that time.

We recognize the benefit of developmental experiences and encourage you to talk with your supervisor about career plans. Supervisors are encouraged to support employees' efforts to gain experience and advance within the organization.

Although we typically prefer to fill open positions with current employees who express interest in the positions, we may choose to hire an external candidate over a current employee if we determine that the external candidate best meets the needs of the position.

**Promotions or Transfers**

If you are interested in a promotion or a transfer, a completed Cass County application must be submitted. You are not guaranteed a promotion simply because a vacancy may occur. Instead, promotions will be based on information documented by our performance evaluation process, including outstanding work performance, levels of skills and training, demonstrated reliability, your current disciplinary status, as well as position availability, and the qualifications of external candidates, if applicable.

We reserve the right to transfer employees if it is in the best interest of the County. If offered and you accept a transfer, you must notify your current Department Head. The transfer will be negotiated between the Department Heads but will be delayed no longer than 30 days.

**Posting jobs**

All vacant positions, including temporary positions, must have a staff requisition form signed either electronically or in writing by the Portfolio Commissioner and the Commission Chairman prior to advertising. In the absence of the Portfolio Commissioner, another Commissioner shall be appointed by either the Portfolio Commissioner or the County Administrator to sign and/or approve the staff requisition form. When the Commission Chairman is the department portfolio, the staff requisition for vacant positions shall be signed by

the Commission Chairman and Vice Chairman. If a temporary position is recruited through an employment agency, the Human Resources Department must be informed of the individual's name and length of employment.

Promotions from within a department may occur. However, the position must be posted within the County. In general, these vacancies are posted for 5 working days.

### **Hiring and Referral Bonus**

#### Hiring Bonus – Hard to Fill Positions:

Hiring Bonuses of \$1,000 will be paid to new full-time Cass County employees hired into hard to fill positions who meet certain requirements. New employees eligible for the hiring bonus will have successfully completed six months employment in the hard to fill position. The position will be considered “hard to fill” if the position was advertised and vacant for at least 90 days. If a job offer is made and accepted during the 90 days, the position will not be considered “hard to fill.” Current employees promoted into a hard to fill position are not eligible to receive this bonus. Individuals who successfully complete internships in County departments and are hired into hard to fill positions at the conclusion of the internship are eligible to receive a hiring bonus.

#### Referral Bonus for Current Employees:

Referral bonuses of \$500 will be paid to current full-time Cass County employees who refer new employees to full-time Cass County employment. Referral Bonuses will only be paid after the new employee has successfully completed six months of employment.

A current employee is only eligible to receive a Referral Bonus if the new employee lists the referring employee on their initial employment application submitted to Cass County Human Resources. Department Heads are not eligible to receive a referral bonus related to a position within their department. Referral bonuses will not be paid related to interns hired into a full-time county position.

To qualify for a referral bonus, both employees must remain employed with Cass County at the time the bonus is paid. Both employees must be in good standing with no excessive absenteeism and no performance issues. A former Cass County employee returning to Cass County employment cannot be referred by a current employee for purposes of a referral bonus.

Eligible hiring and referral bonuses will be paid related to employment applications received after January 1, 2022.

**111 Job Posting***Effective Date: 05/20/2024*

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## 113 Underfilling an Employment Position

*Effective Date: 04/20/2024*

Underfilling is defined as hiring an employee for a specific position they are not fully and independently able to perform because at the time of hire they are not fully certified or licensed as required by the job posting. Examples of positions for which Underfill may be appropriate include lawyers prior to passing the Bar Exam or the County Engineer prior to being fully licensed by the State of North Dakota.

An open position must exist for an ‘underfilling employee’ to be hired. An underfilling employee will be hired into Step 1 of an existing Grade within the Cass County pay matrix that does not exceed 80% of the standard Step 1 compensation for the position being underfilled.

Underfill positions are temporary. An employee will remain in an Underfill position no longer than one calendar year from the date of hire. If an underfilling employee fails to obtain the required licensure or certification to fully perform the duties of the position, the underfill position will terminate.

Upon completion of required certification or obtaining the required license, the Department Head supervising the underfilling employee will notify Human Resources immediately and provide verification of the certification or license. Upon receiving verification, Human Resources will transition the employee from underfill to Step 1 of the full position status.

Underfill positions may be considered after the position has been advertised for at least 30 days with no fully qualified candidates applying and/or advancing in the recruitment/selection process. At that time the Department Head may fill the position as an Underfill position.