

WFC Executive Board Meeting

AGENDA

January 17, 2019 • 8:30-10:00 a.m.

WorkForce Central • 3640 S. Cedar St., Suite E Conference Room

Mayor Victoria Woodards presiding

I. CALL TO ORDER

II. PUBLIC COMMENT

III. WDC UPDATE – April Gibson

IV. CONSENT AGENDA

- A. Approve the December 20, 2019 Minutes
- B. Approve December 2018 Voucher Payments

V. REGULAR AGENDA (Action Items)

- A. Presentation and Approval of WDC Regional Workforce Development Strategic and Business Plans – Lori Strumpf
- B. Approve 2% Cost of Living Adjustment for all WorkForce Central Employees to be Effective January 2019
- C. Approve WorkForce Central January 2019 Revised Personnel Policy Handbook
- D. Approve Intern Compensation Plan
- E. Discuss and Approve 2019 Board Meeting Schedule

CEO Report

- A. Live.Work.Pierce Usage Report – Candice Ruud
- B. Q2 Title 1 Dashboard
- C. Puget Sound Taxpayer Accountability Funds

VI. OTHER BUSINESS

VII. ADJOURN



WFC Executive Board Meeting

MINUTES

December 20, 2018 • 8:30-10:00 a.m.

WorkForce Central • 3640 S. Cedar St., Suite E Conference Room

Mayor Victoria Woodards presiding

Attendees: April Gibson, Rick Talbert, Victoria Woodard

Staff: Linda Nguyen, Josh Stovall, Candice Ruud, Jan Adams, Tamar Jackson, Deborah Howell

Guests: Abby Taft, Will Yeager

I. CALL TO ORDER

Mayor Woodards called the meeting to order at 8:37 a.m.

II. PUBLIC COMMENT

None

III. WDC UPDATE – April Gibson

April gave an update from the November meeting noting the work on the bold goals and the strategic plan. She attended the BLU Fly-in in November and gave an overview of the event. Deborah highlighted the conversation on the community engagement core values and principles.

IV. CONSENT AGENDA

A. Approve the October 18, 2018 Minutes

B. Approve October 2018 and November 2018 Voucher Payments

Motion to approve made by April; seconded by Rick. Approved

V. REGULAR AGENDA

A. Approve contract with Career Team to provide comprehensive WIOA Title 1 Adult services for the amount of \$620,000 for the period of November 1, 2018 to June 30, 2019.

Motion to approve made by Rick; seconded by April. Linda gave a background on the new provider. Approved

B. Approve contract with ResCare to provide WIOA Title 1 Young Adult services for the amount of \$1,000,000 for the period of July 1, 2018 to June 30, 2019.

Motion to approve made by Rick; seconded by April. Linda gave a background and reason for the contract. Approved

C. Approve contract with ResCare to provide Business Solutions to Pierce County employers for the amount of \$848,194 for the period of July 1, 2018 to June 30, 2019.

Motion to approve made by Rick; seconded by April. Linda gave a background and reason for the contract. Approved

D. Approve contract with Career Path Services to provide WIOA Title 1 Adult services for the amount of \$371,211 for the period of July 1, 2018 to December 31, 2018.

Motion to approve made by Rick; seconded by April. Linda gave a background and reason for the contract. Approved



- E. Approve contract with Career Path Services to provide WIOA Title 1 Dislocated Worker services for the amount of \$984,500 for the period of July 1, 2018 to June 30, 2019.**
Motion to approve made by Rick; seconded by April. Linda gave a background and reason for the contract. Approved
- F. Approve and appropriate \$523,044 in Rapid Response program funds from WA State Employment Security Department for the period of November 15, 2018 to June 30, 2020 (Resolution 850).**
Motion to approve made by Rick; seconded by April. Linda gave an overview noting for the additional funds noting the hold back by the state, which is now being allocated. Approved
- G. Approve and appropriate \$95,000 funds from Kaiser Permanente to support the operations of the Pierce County Pre-apprenticeship Center for the period of January 1, 2019 to December 31, 2021 (Resolution No. 851).**
Motion to approve made by April; seconded by Rick. Linda gave a background of the award from Kaiser and the pre-apprenticeship center. April asked if this covers just the City of Tacoma or all of Pierce County. Rick asked if these are just towards the center or workforce in general. Discussion continued around how the funds will be applied and other funding. Approved
- H. Approve and appropriate \$100,000 from the Pierce County Council to support the operations of the Pierce County Pre-apprenticeship Center for the period of January 1, 2019 to December 31, 2020 (Resolution No. 852).**
Motion to approve made by Rick; seconded by April. Linda thanked the Council Members Talbert, and Roach for supporting this. Rick noted the credit goes to CM Pam Roach. Approved.
- I. Approve Areas of Expanded Service Delivery Based On Data:**
- Pierce County (South Central) – Tacoma (South), Parkland & Spanaway: Prominent Places: Parkland, Spanaway and Midland. Partially Includes: The South End Neighborhood. Majority of land is unincorporated
 - Pierce County (Central) – Tacoma (Central) Prominent Places: Tacoma Downtown, Hilltop, Central and South Tacoma. Partially Includes: The North End, South End, and East Side Neighborhoods 100% Incorporated
 - Pierce County (West Central) – Lakewood & Joint Base Lewis-McChord: Prominent Places: Lakewood, Steilacoom, DuPont, and Fort Lewis. Majority of land is unincorporated, but population is mostly incorporated
- Motion to approve made by April; Seconded by Rick. Linda gave an overview and background of the strategic plan and business plan as well as the young adult council. Josh presented the data around the designated areas. Discussion continued around the data and how to engage and help the designated areas. Approved
- J. Community Engagement – Core Values**
Linda discussed the approach to community engagement. April noted this should be a living document. Discussion continued around how to word the document. Rick suggested a change to the wording of the second bullet so we are not “promising.”

VI. CEO Report

A. Pierce County Career Day – ResCare Final Report

Abby gave a report on the final results for the event noting increased sponsorship of \$41, 275, 2,137 students attending representing 57 schools from six counties.



B. Update on the WorkSource Pierce Job Center Move

Linda noted the move was completed the weekend of December 8th and they were serving customers on Monday, December 10th

C. 2019 Board Meeting Schedule

Tabled until next month

D. Live. Work. Pierce Job Board Roll Out and Usage Report

Tabled until next month.

E. Gratitude and Appreciation for Pierce County Council Member Rick Talbert

Linda thanked Rick for his eight years of service to workforce development.

VII. OTHER BUSINESS

VIII. ADJOURN

Motion to adjourn made by Rick; seconded by April. Meeting adjourned at 9:46 p.m.



***STRATEGIC ACTION PLAN
JANUARY 2019 THROUGH JUNE 2022***

Developed by the Workforce Development Council (WDC)
Strategic Planning Team



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PLANNING TEAM MEMBERS

Bruce Dammeier	Pierce County Executive
Lakesha Egardo-Jones	Senior Director Innovation & Strategy, Workforce Central
April Betts Gibson	Executive Director, Puget Sound Orthopaedics
Steve Gear	VP, Energy Products & Technology Development, Bradken
Alecia Grady	Director of Personnel & Family Readiness, JBLM
Steve Grimstad	VP, Finance & Operations, Workforce Central
Deborah Howell	VP, Innovation & Strategy, Workforce Central
Bruce Kendall	President & CEO, Economic Development Board for Tacoma-Pierce County
Michelle Ledbetter,	Director, Pierce County Skills Center
Joyce Loveday	President, Clover Park Technical College
Conor McCarthy,	Council Member, City of Tacoma
Linda Nguyen	CEO, WorkForce Central
Tim Owens,	Manager, Marshalls and Chair, WDC
Dona Ponepinto,	President & CEO, United Way of Pierce County
Sally Perkins,	Business/Management Consultant, Practical Solutions
Patty Rose	Secretary/Treasurer, Pierce County Central Labor Council
Rick Talbert,	Council Member, Pierce County
Victoria Woodards,	Mayor, City of Tacoma

Lori Strumpf, Facilitator
Strumpf Associates: Center for Strategic Change

INTRODUCTION

This document is the dynamic blueprint for the sustainability and growth of the region's talent pipeline. It is the product of intensive discussions by the Workforce Development Council's (WDC) Strategic Planning Committee members and feedback from staff, partners, and stakeholders. This plan lays the foundation for the organization's business plan, which will outline key actions and resources required to execute the objectives and strategies found in this plan.

The Planning Committee is to be commended for their imagination, dedication, and perseverance throughout this process. We have a vision of where we want to be, an assessment of where we are now and a set of criteria to measure our progress. We have defined the values that describe how we do business and developed strategies and priorities to move us from where we are to where we want to be.

The strategic direction, goals and strategies included in this plan are a response to our understanding of what our customers value most about the workforce system, and current opportunities and challenges for offering a high-quality system of talent development to the area's businesses.

Stanford's Center on Poverty and Inequality's 2017 annual "State of the Union" report found profound and persisting inequalities in the United States. The report details the "profound racial and ethnic inequalities that persist in many domains," notably in housing, employment and health. The report points out that since 1980, racial and ethnic disparities in poverty in the U.S. have remained largely unchanged, resulting in what the researchers characterize as "two Americas."

We acknowledge that these inequities and two America's exist in Pierce County. We are committed to addressing the racial and ethnic disparities that disadvantage people of color and create greater barriers to employment in our community. Our data shows that two important groups in our community—disconnected young adults and adults without a High School Diploma or a GED—include a disproportionate number of people of color. It is our goal to effectively address their barriers to employment in our community by addressing the underlying disparities and structural racism that they experience. We will provide the leadership required to reform the workforce development system to serve people of color in culturally response ways. We commit that when the race begins, everyone will be lined up at the same starting place.

During the four-year period of this strategic plan we will increase our leadership role in developing talent through data analytics, working to remove racial, ethnic and geographic disparities in the county, and by being proactive in creating partnerships that can catalyze opportunities. We will actively engage with our communities to create opportunities for our customers to gain skills and resources required to become self-sufficient.

With a fresh perspective on the mission, understanding what we do well, and the environment in which we operate, the WDC, on behalf of the workforce system, will pursue the following two bold goals:

- **By 2025** the workforce system will reduce the number of disconnected young adults¹, 16 to 24, by half - from 15,300 to 7,650.
- **By 2025** the workforce system will reduce the number of residents between the ages of 25 to 64 without a High School Diploma or a GED, by half - from 38,475 to 19,237.

In Pierce County, as in the nation, there is an ongoing and growing scarcity of skilled workers to meet the demand. For the first time on record, the number of American job openings exceeds the number of job seekers.

March of 2018 marked the first month where the number of available jobs exceeded the total number of jobs seekers² (6.6M jobs vs. 6.4M unemployed). This is a clear trend – In the year prior, March 2017, there were 26% more jobs seekers than available jobs, whereas, in October 2018 we had 16% more jobs than those seeking employment.

In Pierce County, as of December, there were 8,597 active job postings in Pierce County.³ Employers continue to report consistent difficulty in finding skilled workers to fill their job openings.

This Strategic Plan brings together priorities covering all workforce programs within the WDC’s purview. Its priorities and objectives encompass all the WDC’s activities. However, a plan is of little value by itself. This document is the framework to continue our growth and ensure the sustainability of our high-performance, customer-focused workforce development system that continues to benefit all stakeholders – our customers, our employees, and the community.

The demand is great, as is our commitment to build a workforce strategy for our time that can meet the needs of today’s changing business environment.

DATA SNAPSHOTS

Sources: U.S. Census Bureau QuickFacts, American Community Surveys, Quarterly Census of Employment and Wages, JobsEQ, and the Employment Security Department

General Population

- As of July 2017, the population estimate for the county was 876,764. This is a 10.3% increase from 2010, with a growth rate of 5.27% in the past year.
- The largest city in Pierce County is Tacoma with 213,418 residents, 15,000 more residents than 2010.
- In the county, 91% of people 25 years or older are high school graduates or higher.
- Of those individuals age 25 years or higher, 26% have a bachelor’s degree or higher.

¹ Disconnected youth and young adults are defined as those who are neither working nor in school. Nationwide there are 4.9 million, or one in every eight, American young people in this age group who are not connected to either of these anchor institutions

² Estimates derived from the Bureau of Labor Statistics’ Job Openings and Labor Turnover Survey (JOLTS) for total nonfarm seasonally adjusted job openings, and Local Area & Unemployment Statistics (LAUS) report of seasonally adjusted unemployment.

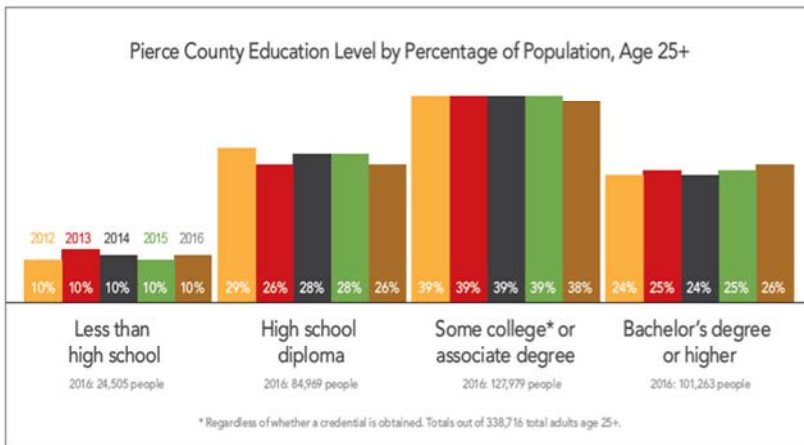
³ Active job estimates are pulled from Chmura’s JobsEQ, Real-Time Intelligence Report.

- The percent of individuals 5 years and older that have a language other than English spoken at home is 14.2%.
- The cost of living in Pierce County is 12% above the national average (111.9, base US), but much lower than the state (127.2, base US).
- Median rent in Pierce County is \$1,116 per month, 14% higher than the national average.
- One in ten residents under 65 have a disability (10.1%).
- Pierce County has proportionally more young residents (under 18) than the state and national share and proportionally fewer older residents (65 and older).
 - Nearly one in four (24%) Pierce County residents are under the age of 18 while just 13% are 65 or older.
- In 2016, the Department of Defense employed 55,125 personnel – 40,065 of which are not counted in our employment statistics because they are active duty military.
- The military spent \$2.4B for Pierce County personnel in 2016.
- Pierce County is becoming more diverse along racial and ethnic lines. Black residents made up 7.5 percent of Pierce County’s total population compared to 4.2 percent of the state’s population. Over the last decade the proportion of residents estimated to be White alone, has declined from 78% to 73%, with the greatest increase coming from Multi-racial residents and those with a Hispanic or Latino origin (up 2.8% and 3.6% respectively).

Income, Poverty and the Economy

- The median wage as of 2018Q3 was \$42,100, below the state’s median wage of \$47,600.
- The median hourly wage in 2017 was \$22.91, which surpasses the state’s median hourly wage of \$22.00 when King County is excluded but falls below the state’s median of \$24.89 when King County is included.
- The median household income (in 2017 dollars), was \$63,881
- The median earnings in 2017 was \$37,083
- The median earnings for those with less than high school was \$26,912.
- The median earnings high school graduates was \$35,868.
- The median earnings of those with a bachelor’s degree was \$55,301.
- The percent of people in poverty was 10.0% (86,035) for those whom poverty status is determined.
- In 2017, there were 302,174 jobs in Pierce County covered by unemployment insurance, with a total payroll of more than \$14.9 billion.
- The percent of individuals 16 years and older in the civilian labor force is 61.9%.
- The mean travel time to work for workers age 16 years and older is 31.2 minutes.
- The county pre-recession employment hit a high of 378,371 in December 2007. As of November 2018, the preliminary estimate had rebounded to 414,063 with an unemployment rate of just 4.9% (less than half the 2010 annual average of 10.4%).
- The size of the Pierce County labor force is up to 435,478, up nearly 35K from three years prior.
- As of 2018Q3, Health Care & Social Assistance along with Retail Trade comprise 30% of industries in the county, followed by Educational Services (9.1%), Accommodation and Food Services (8.6%), and Construction (7.7%).

Studying Skilled Jobs



Did you know that 38 percent of all jobs in Pierce County can be classified as Skilled Jobs – those which require postsecondary education or training beyond high school, but less than a four-year degree?

WorkForce Central recently commissioned a comprehensive study of Skilled Jobs in Pierce County. Head to our website to read the summary, findings and full report.

The proportion of Pierce County residents aged 25 and older with some college or associate degrees has remained virtually unchanged since 2011. The percentage is unlikely to budge without targeted strategies to address it.

ORGANIZATIONAL OVERVIEW VISION, MISSION AND VALUES

- VISION:** Economic prosperity for our customers and the region.
- MISSION:** The Workforce Development System’s mission is to provide easy access to and enhance delivery of workforce development services for individuals and businesses.
- VALUE PROPOSITION:** We provide individualized and customized navigation to a comprehensive set of job and career development services.
- TAG LINE:** Partnering in pursuit of greater economic vitality for all
- CUSTOMERS:** Our primary *external customers* are individuals and businesses.
Our primary *internal customer* is our **staff**.
- ROLE:** The WDB will play several roles in furtherance of our vision and mission:
- We **lead and oversee** the workforce development system.
 - We seek to **catalyze change** in the community to build effective partnerships.
 - We will **strategically invest** in program innovation.
 - We **act as a convener** of business and industry.

ORGANIZATIONAL CORE VALUES

Our Common Values:

We believe in the following shared principles, beliefs and priorities....

EMPOWERMENT. We support our customers in gaining the skills and confidence to make choices right for them and their families.

INNOVATION. We embrace on-going innovation, creativity, and change for achieving continuous improvement and growth.

RESULTS. We deliver our very best in all we do, holding ourselves accountable for results.

RESPECT. We treat our team members, customers, and partners with mutual respect and sensitivity, recognizing the importance of diversity. We respect all individuals and value their contributions.

STEWARDSHIP. We are stewards of the public trust and take seriously our responsibility for fiscal management.

SOCIAL JUSTICE. We will purposefully identify, discuss and challenge issues of race and color and the impact(s) they have on our organization, each partner organization, its respective systems, and the people we serve. We will also challenge ourselves to understand and correct the inequities we discover within the workforce development system and gain a better understanding of ourselves during this intentional process.

STRATEGIC PRIORITIES, GOALS AND OBJECTIVES

Strategic Priority

- Build and sustain the talent pipeline and close the skills gap².

Goals

- **By 2025** the workforce system will reduce the number of disconnected young adults, 16 to 24, by half - from 15,300 to 7,650.
- **By 2025** the workforce system will reduce the number of residents between the ages of 25 to 64 without a High School Diploma or a GED, by half - from 38,475 to 19,237.

Objective 1: Increase business engagement with the workforce system.

Outcomes by June 2022:

- Increase the number of businesses providing workbased learning opportunities by X%.
- Increase the number of businesses using the system for recruitment by X%.
- Increase the number of businesses participating on advisory boards, curriculum development committees, etc. by X% system-wide.

Key Strategies

- 1.1 Develop methods that help businesses navigate the workforce system and services.
- 1.2 Inventory best and promising practice approaches already implemented in the area for working with and engaging businesses and scale up.
- 1.3 Implement best practices throughout Pierce County.
- 1.4 Deploy an awareness campaign on the goals targeted to businesses.

Objective 2: Create an integrated system that is aligned to the goals.

Outcome by June 2022

- Customer satisfaction, for individuals and businesses, increases by X%.
- Established indicators of integration have been achieved, by establishing 7 key system wide integrators: Common data collection system, including customer satisfaction, Information Sharing, Cross Agency Training/Professional Development, Common Referral System, Workforce Skill Standards (common set of 'work readiness' competencies), Common Technology including an Integrated Platform (for data entry, portal, eligibility applications, etc.), Single point of contact, one system approach, for businesses to access services.

² The skills gap: A disconnect between what businesses want new employees to know before they show up for work and what the applicant pool actually knows.

Key Strategies

- 2.1 Improve and enhance the use of common technology for communication among the system's partners and to increase user friendly access for customers.
- 2.2 Collect and use data to understand who the customers are, to avoid blind spots and assumptions about the customers, and to understand what will influence the customer's experience and behavior.
- 2.3 Analyze racial and ethnic data by County Council District and zip code.
- 2.4 Develop methods to regularly listen to customers to test new processes before implementing them permanently.
- 2.5 Create a user-friendly and welcoming system for internal and external users.
- 2.6 Create and promote policies at the federal, state and local levels that promotes greater integration of the workforce system.

Objective 3: Expand and improve the talent pipeline of disconnected young adults and adults to quality jobs.

Outcomes by June 2022

- Businesses report that the number of qualified applicants has increased by X%.
- The number of adults without GED/HSD that access post-educational opportunities has increased by X%.
- The number of adults that obtain a GED increases by X%
- The number of disconnected young adults that become connected to education and/or work increases by X%
- The number of adults who complete post-secondary education with a certificate or certification increases by X%
- The number of young adults and adults who obtain and sustain employment increases by X%

Key Strategies

- 3.1 Strengthen workforce development strategies for adults that link education and career pathways³ to an increase in targeted sector employment opportunities to ensure that workers have the skills needed to fill current and emerging high wage/high demand jobs.

³ Career pathways are defined in WIOA as a combination of rigorous and high-quality education, training, and other services that aligns with the skill needs of industries in the economy of the State or regional economy involved (as well as other criteria). As part of the business plan that will be developed, the WDC will further define what the career pathways are locally.

- 3.2 Strengthen workforce development strategies for young adults that ensure access to education and training opportunities, particularly young adults facing barriers to employment.
- 3.3 Establish strong linkages with post-secondary institutions and local labor unions to align programming with career pathways and labor market demand.
- 3.4 Promote registered apprenticeship programs.
- 3.5 Build a highly efficient job placement infrastructure through alignment of local public and private services.
- 3.6 Customize the service delivery processes to meet the needs of disconnected young adults and adults without a high school diploma or GED.

Objective 4: Support individuals to gain employment through a system of wrap around services that is responsive to their diverse experience and needs.

Outcomes by June 2022

- The common referral system established by the Workforce Partnership has been used to identify service gaps and partnerships have been established to fill gaps where required.
- The number of individuals who are ‘co-enrolled’ between multiple partners that provide supportive services that enable access to housing, transportation, counseling, etc. has increased by X%.

Key Strategies

- 4.1 Survey, qualitatively and quantitatively, potential customers in the target groups to understand what deters them from using services.
- 4.2 Become more culturally responsive in how services are designed and delivered.
- 4.3 Identify and leverage culturally responsive and anti-racism work already being done in the county.
- 4.4 Expand connections to the priority populations through the library system, faith-based organizations, Veterans of Foreign Wars (VFW) Halls, and other places where individuals not normally served by the workforce system feel welcome.
- 4.5 Conduct a gap analysis through engagement with priority customers and key stakeholders to assess what services may be missing and/or what changes are needed in how services are delivered to ensure participation

OPERATING PRINCIPLES

The following principles define the way the organization operates with regard to the goals and strategies identified. The core processes employed by the organization to accomplish the goals will operate in the following fashion.

- We seek to identify and eliminate bias in all we do through organizational analysis and self-reflection, dialogue and analysis of our behaviors and actions.
- We operate as a learning organization that is innovative, flexible, and timely in our service delivery.
- We are anticipatory of external developments that may have an impact on the organization.
- We challenge each other to achieve excellence.
- We hold ourselves accountable to each other and our customers.
- We collaborate with our partners and build strategic alliances around our goals, strategies and tasks in which we are engaged.
- We implement, measure, evaluate and continuously improve all our programs, services and operations based on data analytics and our values.
- We continuously strengthen organizational effectiveness and build capacity.

MEASURING RESULTS:

Overall Measure by 2021 as a result of the strategies put in place:

- **By 2022** the workforce system will reduce the number of disconnected young adults, 16 to 24, by XXXX.
- **By 2022** the workforce system will reduce the number of residents between the ages of 25 to 64 without a High School Diploma or a GED, by XXXX.



**TACOMA-PIERCE COUNTY
EMPLOYMENT AND TRAINING CONSORTIUM
D/B/A WORKFORCE CENTRAL**

PERSONNEL RULES AND REGULATIONS
Revised and Approved by Executive Board January 17, 2019

**TACOMA-PIERCE COUNTY EMPLOYMENT AND TRAINING CONSORTIUM
D/B/A WORKFORCE CENTRAL
PERSONNEL RULES AND COMPENSATION PLAN**

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ARTICLE I - COMPENSATION/CLASSIFICATION PLAN

1.1 MAINTENANCE AND ADMINISTRATION

The Chief Executive Officer shall be responsible for maintenance and administration of the established Compensation/Classification Plan, and for recommending to the Executive Board any adjustments or amendments made to or regarding such plan. The Compensation/Classification Plan shall establish a salary range for each class, which includes a minimum and maximum pay rate and such intermediate pay rates as are necessary and equitable.

1.2 SALARY RANGE ADJUSTMENTS

- a) **Compensation/Classification Plan Review**
Prior to the preparation of each annual budget, as well as other appropriate times, the Chief Executive Officer, and/or his designee, shall review the Compensation/Classification Plan and fringe benefit programs offered to WorkForce Central employees.
- b) **Action Following Review**
On the basis of information derived from such review, the Chief Executive Officer shall recommend to the Executive Board for approval such changes in the salary ranges and/or fringe benefit programs as are appropriate. The rate of pay for each employee shall be adjusted to the corresponding step in the new range in conformance with the adjustment of the salary range for the class. Changes to any or all of the fringe benefit programs will be effective on the date as set forth by the Executive Board.

1.3 SALARY POLICIES

The salary ranges are intended to be equitable while maintaining administrative flexibility to recognize individual experience differences; provide employee incentives; and reward employees for meritorious service. The following shall be the general policy with respect to the use of the pay steps within salary ranges:

- a) **Minimum Rate**
The minimum rate of pay for a class shall be paid to any persons on his/her original appointment to a position except when, as determined by the Chief Executive Officer, the new employee possesses exceptional qualifications warranting employment at a higher step in the pay range, provided that funds are available.
- b) **Basic Salary**
The basic salary range shall consist of five steps to be known as Steps 1, 2, 3, 4, and 5. Within-range increases shall be from one pay step to the next higher step upon completion of a six (6) month probation period and annually thereafter unless the appointing authority considers the employee's services to have been unsatisfactory. With the approval of the Chief Executive Officer, the six (6) month probation period may be extended. All within range increases are subject to the availability of funds. Interns employed by WorkForce Central shall follow a separate salary range that is approved by the Executive Board – see attachment C.

- c) **Step Increase Denial**
An employee whose normal within-range increase has been suspended by a report of unsatisfactory service shall not thereafter be entitled to any further within-range increases in that position, except upon the specific recommendation of the immediate supervisor and the next level of direct management.

1.4 ADMINISTRATION OF THE COMPENSATION/CLASSIFICATION PLAN

As of the effective date of the adoption of this Compensation/Classification Plan or any subsequent amendment thereto:

- a) **Initial Pay Adjustments**
All initial WorkForce Central employees whose pay is in excess of the maximum rate prescribed for their class shall not be reduced in annualized pay, but they shall not receive any pay increases as long as they occupy positions for which the salary range maximum is the same as, or less than, the pay rate currently received.
- b) **Pay Increases**
Employees will be advanced in pay as the result of an adjustment to the salary range for their class, as provided for in paragraph 1.3. In addition, employees will be eligible for step increases according to their anniversary date and in accordance with these policies when appropriate. An employee's anniversary date is the day after the end of the employee's probation period.
- c) **Exceptions**
The provisions of this Article shall not prevent demotion or reduction for disciplinary reasons or the application of service wide pay decreases by classification when such action is required by the financial condition of WorkForce Central or by changing economic conditions.
- d) **Salary Decreases**
The Chief Executive Officer, upon recommendation of a supervisor and/or section lead, for cause may reduce the salary of an employee within the pay range prescribed for the class. Notice of intention to initiate a reduction in pay, and the reasons for such action, shall be given to the employee prior to the reduction. The employee shall have the right to request an opportunity to respond to the CEO before the final determination.
- e) **Temporary Reassignment to a Higher Classification**
When an employee is temporarily reassigned to a higher classification, for periods in excess of forty (40) work hours, such employee shall receive compensation at one step above their existing salary rate for the duration of the reassignment. If such employee's existing salary rate is the fifth step of the assigned salary range, such employee shall receive a pay adjustment to the step in the higher classification, which is nearest to, but exceeds their existing salary.

1.5 OVERTIME COMPENSATION

In accordance with the Fair Labor Standards Act (FLSA) and state law, overtime shall include only hours worked, which are performed by non-FLSA exempt employees, which exceed 40 hours in any single work week.

- a) Cash compensation shall be paid at the rate of time and one-half for hours worked in excess of forty (40) hours per week. An employee may choose to be compensated with time and one-half off rather than be compensated by cash.
 - a.1. Employees may accrue up to 240 hours of compensatory time only.
 - a.2. Employees must obtain supervisory approval for the use of compensatory time off. Employees will typically be permitted to use compensatory time on the date requested unless doing so would unduly disrupt the operations of WorkForce Central.
- b) Classifications eligible for overtime compensation shall be those designated in Attachment A.

1.6 LONGEVITY PAY

- a) Eligible employees shall receive longevity pay in accordance with the following schedule:
 - From 5 through 9 years aggregate service 1% of base rate
 - From 10 through 14 years aggregate service 2% of base rate
 - From 15 through 19 years aggregate service 3% of base rate
 - From 20 years or more aggregate service 4% of base rate
- b) Eligibility for longevity pay shall be determined by the length of aggregate service, and will be paid at the first of the calendar year in which any of the above stipulated periods of aggregate service will be completed. Employees who leave employment with WorkForce Central and are rehired shall not receive aggregate service time earned while employed previously.

1.7 PAY PERIODS

Employees of WorkForce Central will be paid on a bi-weekly basis in accordance with the accrual dates and pay dates established by WorkForce Central.

ARTICLE II – PERSONNEL ACTIONS

2.1 POLICY

It is the policy of WorkForce Central to maintain personnel procedures, which are conducive to and supportive of the highest professional standards of employee performance and personal conduct on the job. These policies and procedures are to be used as guidelines and are not to be construed as an employment agreement.

2.2 TYPES OF APPOINTMENTS

The Chief Executive Officer may approve temporary and internship appointments. Applicants for all types of appointments shall meet the minimum qualifications required for the position.

Appointments of interns shall be for less than 5 months with a work schedule of no more than 25 hours per week.

2.3 DEMOTION

No employee(s) will be demoted to a position for which they do not possess the minimum qualifications. An employee being demoted will receive appropriate notice of the intended action and an opportunity to respond to the decision maker before any action occurs.

2.4 RESIGNATION

Any employee wishing to leave WorkForce Central service in good standing shall provide formal written notification to his/her immediate supervisor at least two weeks before leaving. A written resignation should state the date the resignation shall become effective and the reason for leaving. Written resignations of less than two weeks' notice due to extenuating circumstances must be approved by the supervisor in order to be in good standing. Failure to comply with this procedure may be considered cause for denying such employee future employment.

2.5 RETIREMENT

WorkForce Central employees may be members of the Washington Public Employees Retirement System and as such, are subject to the requirements of, and eligible for, the benefits provided by that System. Information and eligibility requirements on the Retirement System is available from the Washington State Department of Retirement Systems. Employees who are determined to be eligible, must be enrolled with the Washington State Department of Retirement Systems.

2.6 NEPOTISM

It is the policy of WorkForce Central that no relative shall be employed where he/she might be in a position to be supervised by or supervise the other. "Relative" is defined as spouse, state recognized domestic partners, sibling, parent, child, child-in-law, and parent-in-law.

2.7 PERSONNEL FILES

A personnel file will be maintained by WorkForce Central for each individual employed by WorkForce Central. The personnel file shall contain all official documents related to an individual's employment.

- a) Exclusions
Personnel records do not include records of an individual relating to the conviction, arrest or investigation of conduct constituting a violation of State or Federal criminal laws, confidential reports from previous employers, financial/credit reports, medical information, supervisor's notes, or records maintained in compliance with existing local, state or Federal law unrelated to employment.
- b) Review of Files
Employees may review their Personnel files during regular office hours once per year. At the request of the employee, copies of materials included in such files shall be furnished. No material that reflects critically upon an employee shall be placed in an employee's personnel record without the employee's knowledge.
- c) Public Disclosure
Certain information in personnel files may be exempt from public disclosure as provided by the Washington Public Records Act.
- d) Maintenance of Files
Personnel records of employees who no longer are employed with WorkForce Central will be maintained on file in accordance with WorkForce Central's Record Retention and Public Access Policy.
- e) Removal of Materials
Normally, once material has been entered into an employee's personnel file it shall remain in accordance with WFC's record retention policy. However, an employee, or former employee, may request of the Chief Executive Officer that letters of warning or reprimand be removed from the file after a one (1) year period, if no recurrence of a similar infraction occurs. The Chief Executive Officer shall have full discretion in deciding whether to approve the request. Even if the record is removed, the record retains status as a public record and will be retained in accordance with WFC's records retention schedule.

ARTICLE III – RECRUITMENT AND PLACEMENT

3.1 EQUAL EMPLOYMENT OPPORTUNITY

It is WorkForce Central's policy to employ, retain, promote, discharge, and otherwise treat any and all employees and job applicants on the basis of merit, qualifications, and competence. This policy shall be applied without regard to status or characteristic protected by Federal, State or Local law.

3.2 APPLICATION PROCEDURES

WorkForce Central employees and external applicants shall submit their applications in accordance with instructions contained in the vacancy announcement.

3.3 EVALUATION OF APPLICANTS

a) Applicant Screening by Review Committee

1) Composition of the Review Committee

A Review Committee will normally be comprised of three (3) persons: the immediate supervisor of the position, or his/her designee, and two or more other individuals.

The immediate supervisor or his/her designee will normally be the chairperson of the committee and will be responsible for recommending the persons to serve on the committee. The composition of the committee must be approved by the appropriate hiring section lead and the Chief Executive Officer.

Before approving the committee selection, the Chief Executive Officer will ensure that the committee is well balanced, that conflicts of interest do not exist, and that all committee members have the ability to judge the qualifications of the candidates.

b) Ranking of Applicants

1) All applicants will be ranked by the committee in a numerical sequence.

2) In the process of screening and ranking applicants, the Review Committee will use an "Applicant Ranking Form."

3) The Review Committee chairperson has the responsibility for coordinating all activities of the committee which includes the notification in writing of applicants concerning written tests (when applicable), and oral interviews.

4) The Review Committee will submit, to the selecting official, a list containing the names of the highest ranked applicants and their application packets along with pertinent supporting data and ranking forms.

5) A Veterans Preference may be applicable to an eligible veteran, as defined in RCW 41.04.007, with percentages added to scoring criteria pursuant to RCW 41.04.010 for all competitive examinations, or a general preference where two or more candidates have equal qualifications, pursuant to RCW 73.16.010.

3.4 SELECTION FOR APPOINTMENT

- a) **Selecting Official**
Normally, the selecting official is the immediate supervisor of the position to be filled. However, the Chief Executive Officer has the option of designating the Vice President, Director or him/herself as the selecting official.

- b) **Review and Selection Approval**
 - 1) **Approval of Selection**
The Chief Executive Officer will review and approve or disapprove all hiring selections and position appointments.

3.5 NOTIFICATION TO APPLICANTS

All applicants for all positions shall be notified of the status of their application (selected/not selected).

ARTICLE IV – PROBATIONARY PERIOD

4.1 PURPOSE

The probationary period shall be an integral part of the selection and screening process. It shall be utilized by supervisors as an opportunity to observe the employee's work, to train and aid the employee in adjustment to his/her new position, and to reject any employee whose work performance fails to meet required standards.

4.2 DURATION

All initial appointments, and all promotional appointments shall be subject to a probationary period of six (6) full months of actual service, commencing on the first day of employment. Any interruption of service during the probationary period shall not be counted as part of such period. A temporary employee who is appointed for a permanent position and is on probation may have part or all of his/her time spent as a temporary employee count as part of his/her probationary period, not to exceed six (6) months, upon the recommendation of the section lead and approval of the Chief Executive Officer. An employee's anniversary date begins the day after successful completion of the probationary period.

4.3 ACTION AT END OF PROBATIONARY PERIOD

Prior to completion of an employee's probationary period, his/her supervisor must, through the performance appraisal process, recommend one of the following actions:

- a) **Regular Appointment**
Affirm that the services of the employee have been found to be commendable and recommend that the employee be appointed to regular service.
- b) **Termination of Employment**
Recommend that his/her services be terminated, or in the case of a promoted employee, returned to his/her previous classification.
- c) **Extension of Probationary Period**
Recommend that the probationary period be extended.

A supervisor may, with concurrence of the Chief Executive Officer, extend an employee's probationary period for a specified time not to exceed an additional 12 weeks. The employee shall be notified of the reason for extension through the performance appraisal process, and a further report and decision shall be required at the end of this additional period.

4.4 BENEFITS DURING INITIAL PROBATIONARY PERIOD

Probationary employees shall receive the same benefits as other employees similarly employed by WorkForce Central. However, during their probationary period they shall not be eligible to use vacation leave for vacation purposes unless approved by the Chief Executive Officer prior to beginning the appointment, the exception being floating holidays. Use of vacation leave for all other purposes must be approved by the supervisor.

ARTICLE V – HOURS OF WORK AND ATTENDANCE

5.1 HOURS OF WORK

Supervising staff are responsible for ensuring that all programs/operations are adequately staffed during business hours and the overall needs of the organization are met.

Supervisors and/or section leads and/or Vice Presidents shall establish a schedule of regular working hours for their employees. The schedule shall normally provide for a work week of forty (40) hours. Employees working less than forty (40) hours per week would be designated as part-time employees. The standard is for personnel to be at work stations from 8:00 am to 5:00 pm, Monday through Friday, except for those employees with approved flexible work schedules.

a) Flexible Work Schedules

Flexible work schedules may be approved under the following conditions. Work schedules are set and approved at management discretion based upon organizational needs. A flexible work schedule may be changed at management's discretion and is not to be considered a standard schedule. Flexible work schedules may meet the intent of this policy provided they comply with the FLSA and are approved by the employee's immediate supervisor and the next level of management.

1) Considerations: In considering requests for flexible work schedules, the immediate supervisor, section lead, if applicable, and the Chief Executive Officer will ensure the adjustment in hours worked will not reduce the level of productivity and service provided by the section, nor interfere with the ability of others in the section and/or other sections to perform their duties. Eligibility is determined by the duties of the position, not by employee. Specifically, the applicable section lead, and the Chief Executive Officer will consider the following;

- i The quality and quantity of work output and customer service shall remain at least at the levels maintained before adoption of the flexible work schedule.
- ii Coverage for the employee's work functions and telephones will be maintained during the employee's time out of the office.
- iii Normal business hours can be maintained during the employee's absence.
- iv The flexible work schedule will not appreciably add to WorkForce Central's costs.
- v The flexible work schedule will not present a security or building access problem for WorkForce Central.
- vi The flexible work schedule will not impose an undue burden on WorkForce Central business or other WorkForce Central employees.
- vii The section lead's ability to supervise staff will be maintained.

2) Approval of Flexible Work Schedules

All requests for flexible work schedules will be submitted, in writing, through the appropriate supervisor who will forward to the Chief Executive Officer for review and action if the supervisor approves the request. The supervisor has the

responsibility to inform the employee making the request of the final decision, whether the request has been approved or not.

- 3) Discontinuation of Flexible Work Schedule: Once approved, the flexible work schedule will remain in place until either one or both parties provides at least five business days' written notice to the other that the alternate schedule will be discontinued and the standard work schedule is to be reinstated.
 - 4) Reporting Time
Each employee shall have a fixed time for reporting to work and leaving from work.
- b) Wages and Timekeeping
- 1) Compensation
Compensation of employees may not be increased as a result of working flexible work schedules.
 - 2) Vacation Leave and Sick Leave
Vacation leave and sick leave will continue to accrue at the regular rate. When an employee requests a day of leave, the time charged will be equivalent to the full number of hours the employee was scheduled to work. This compensates for actual time absent for regularly scheduled work hours.
 - 3) Paid Holiday on Work Day
When a paid holiday falls on an employee's regularly scheduled workday, the employee will be paid eight (8) hours of holiday pay.
 - 4) Paid Holiday on Flex Day Off
When a paid holiday falls on an employee's regularly scheduled day off, the employee will be required to revert to a standard work schedule of eight (8) hours per day for the work week in which the holiday falls, if on a 4/10 schedule. If the employee is on a 9/80 schedule, the employee will be required to revert to a standard work schedule of eight (8) hours per day for the two week pay period in which the holiday falls.
 - 5) Exempt Employees
For FLSA-exempt employees in positions eligible for a flexible work schedule, the focus continues to be on getting the job done, regardless of the number of hours worked. The department will endeavor to honor exempt employee's flexible work schedules; however, there is no guarantee that exempt employees will not have to work on the flex day off or beyond their scheduled start and stop times.
 - 6) Miscellaneous
 - i Meal Periods and Breaks
The rules, regulations and policies pertaining to meal periods and breaks remain the same under a flexible work schedule. (See Article VI, Section 6.2)
 - ii Personal Appointments
Employees are encouraged to schedule personal appointments (doctor, dentist, etc.) on their flex day off, whenever possible.

iii Alterations

Employees may be asked to alter their flexible work schedule to substitute for employees who are absent from work, as coverage needs dictate. When an employee is needed to alter his/her flexible work schedule, supervisors and fellow employees will provide as much advance notice as possible.

5.2 REST PERIODS AND MEAL PERIODS

Rest Periods and Meal Periods shall adhere to federal and state regulations.

5.3 ATTENDANCE

Employees are expected to be at the appropriate work site during their scheduled work hours. Employees who are unable to report to work shall directly notify their immediate supervisor at least one half hour in advance of the start of their regular office hours on the day of absence, unless illness or unexpected circumstances prevent the employee from meeting this expectation. In these cases, the employee must call in as soon as feasible. Employees shall provide the reason for the absence, and the expected length of the absence.

An employee absent without authorization or protected leave shall be subject to disciplinary action, including suspension or discharge.

ARTICLE VI – PERFORMANCE STANDARDS/REVIEW AND APPRAISAL

6.1 PERFORMANCE STANDARDS POLICY

It is the policy of WorkForce Central to keep employees informed of their overall job performance, to provide the means and opportunity for employees to improve their performance in order to increase efficiency and economy of operations, and to strengthen supervisory and employee relations. One means of accomplishing these objectives is by fairly and periodically reviewing and appraising employee performance, rewarding employees who are performing at a high level and assisting those who need to improve.

6.2 PERFORMANCE REVIEWS

Performance reviews will be conducted upon an employee's completion of their initial probationary period and annually thereafter. The purpose of a review is to communicate expected standards of performance, discuss work standards, areas where improvement is needed, career development potential and possible opportunities. Reviews will be conducted in a private meeting between employees and their immediate supervisors. Employees will be allowed to see and sign the review and receive a copy.

ARTICLE VII – AGENCY PROVIDED BENEFITS

This section of the Personnel Policies is primarily informational.

7.1 HEALTH/DENTAL/VISION PLANS

WorkForce Central employees, except interns, participate in the health, dental and vision plans offered through providers approved by the Chief Executive Officer. For coverage eligibility and details, contact Human Resources Designee.

7.2 RETIREMENT PLANS

401K Plan: Employees eligible under the established rules will have the option to enroll in a 401K retirement plan that is administered by ICMA Retirement Corporation. If the employee elects to be enrolled, WorkForce Central will match 50% of the employee's contribution up to 2.5% of his/her base pay.

401A Plan: Employees eligible under the established rules will be enrolled in a 401A Plan administered by ICMA Retirement Corporation. The employer contributes a percentage of the employee's earnings as approved by the Executive Board and the employee is not required to contribute toward the plan.

7.3 WORKERS COMPENSATION

If you are injured on the job or diagnosed with an occupational disease, receive prompt medical attention as needed, and notify your supervisor right away. Workers compensation is administered through the State Department of Labor and Industries (L&I). For further information, contact your supervisor, or, L&I can be contacted at the Office of Information and Assistance (OIA): 1-800-LISTENS or 1-800-547-8367.

7.4 UNEMPLOYMENT INSURANCE

Unemployment insurance is provided to WorkForce Central employees by the Washington State Employment Security Department (ESD) in accordance with State law. Information is available from ESD at 1-800-318-6022 or online at:

<https://esd.wa.gov/unemployment/eligibility-and-general-questions>

7.5 HOLIDAY LEAVE

a) Holidays

WorkForce Central shall observe the following holidays:

- New Year's Day
- Martin Luther King Day
- Washington's Birthday
- Memorial Day
- Fourth of July
- Labor Day
- Veteran's Day
- Thanksgiving Day
- Day After Thanksgiving Day
- Christmas Eve
- Christmas Day
- January 1st
- Third Monday of January
- Third Monday of February
- Last Monday of May
- July 4th
- First Monday of September
- November 11th
- Fourth Thursday in November
- Fourth Friday in November
- December 24th
- December 25th

An employee shall receive pay for the above holidays provided they are in a paid status on either the regular scheduled workday immediately preceding OR immediately following the holiday.

- 1) Employees, except for interns, shall have two (2) paid Floating holidays per calendar year in addition to legal holidays and for which time off shall be mandatory; these days are to be mutually agreed to by both employee and supervisor. To be eligible for these holidays employees must have been, or are scheduled to be, continuously employed by WorkForce Central for more than four months during the calendar year of entitlement.
 - 2) Whenever a holiday falls upon a Sunday, the following Monday shall be observed as the holiday, and any holiday falling on a Saturday shall be observed the preceding Friday.
 - 3) A new employee, whose first working day is the day after a paid holiday, shall not be paid for that holiday.
 - 4) An employee who is terminating employment for reasons other than paid retirement, and whose last day as a paid employee is the day before a holiday, shall not be paid for that holiday.
 - 5) A regular part-time employee shall only receive those paid holidays, which fall on regularly scheduled working days, and the paid holidays shall consist only of the employee's regularly scheduled work hours.
- b) In addition to the above, employees shall be granted such additional holidays as may be determined by the Chief Executive Officer, from time to time, by official proclamation.

7.6 PAID VACATION LEAVE

- a) Employees, except for interns, earn 18-30 days of paid leave per year depending on the length of their employment. Vacation Leave is earned and credited each bi-weekly (80 hour) pay period based on the employee's continuous service date. When a year of service requirement milestone is met, the new accrual rate will be awarded on the actual anniversary date. Employees in an unpaid status during any portion of a pay period will have their accrual prorated based upon the paid status hours. Overtime hours worked do not affect leave accrual rates.
- b) Vacation Leave is accrued at the following rate:

YEARS OF SERVICE	HOURS PER PAY PERIOD	DAYS ANNUALLY
0 – 3	5.39	18
4 – 7	6.31	21
8 – 13	6.93	23
14 – 18	7.85	26
19	8.06	27
20	8.47	28
21	8.77	29
22	9.08	30

- c) The maximum Vacation Leave accrual is the two-year value of the annual accrual rate per the chart above. The accrual that may be carried over year-to-year is the two (2) year value of the annual accrual rate per the chart above. Employees may be paid for up to two (2) year's value of the annual accrual rate in the chart above, upon separation. The employee's rate of pay at the time of separation shall be the rate used for calculating said cash out. Employees who have an excess Vacation Leave balance of more than two (2) years shall be cashed out by the first available pay period. Employees accruing Vacation Leave at any rate above the maximum shall be frozen at their current rate. Any termination payout for vacation leave is dependent upon availability of funds or budget.
- d) During the first six (6) months of employment, employees are not authorized to use Vacation Leave. With written approval of the Chief Executive Officer or his/her designee, approval may be provided under exceptional circumstances.
- e) Vacation Leave shall be taken in full hourly increments.
- f) Subject to section c) above, Vacation Leave may be taken, upon written approval of the Chief Executive Officer or his/her designee, at the time of termination of employment. All accrued unused Vacation Leave credits shall be compensated at the current rate of pay.
- g) Approval of Vacation Leave is the responsibility of the immediate supervisor, as appropriate, and shall be approved respecting the wishes of the employee so far as such are compatible with the needs of WorkForce Central as determined by the approving authority.

- h) Employees may use Vacation Leave for adverse winter weather conditions impairing the ability of getting to work on time, or to get to work at all. In addition, should WorkForce Central issue a temporary furlough that results in reduced work hours, employees may use vacation leave to offset reduced hours for the part of all of the furlough duration.

7.7 PAID SICK LEAVE

- a) Based on the new Washington State paid sick leave law effective January 1, 2018, WFC will track vacation and sick leave separately. Paid Sick Leave is earned and credited at one (1) hour for every 40 hours worked. This rule applies to both part-time and full-time employees. Employees in an unpaid status during any portion of a pay period will have their accrual prorated based upon hours worked.
- b) The maximum Paid Sick Leave accrual that may be carried over year-to-year is 104 hours. Employees may be paid for any sick leave accrued, upon separation. The employee's rate of pay at the time of separation shall be the rate used for calculating said cash out. Employees who have an excess Paid Sick Leave balance of more than 104 hours shall be cashed out by the first available pay period. Any termination payout for sick leave is dependent upon availability of funds or budget.
- c) An employee is entitled to use accrued, unused sick leave beginning on the ninetieth (90) calendar day after the commencement of his or her employment. Accrued Paid Sick Leave can be used before the ninetieth calendar day after the commencement of his or her employment with approval of the Chief Executive Officer or his/her designee.
- d) Employees may use Paid Sick Leave:
 - 1) To care for themselves or a family member (defined below) for mental or physical illnesses, injuries, or health conditions; for medical diagnosis, care, or treatment of the same; or for preventive medical care.
 - i. Supervisors should attempt to accommodate appointments for care. Employees should attempt to schedule such appointments to minimize disruption to work.
 - 2) When the employees' workplace or their child's school or place of care has been closed by a public official for any health-related reason.
 - 3) For absences that qualify for leave under the state's Domestic Violence Leave Act.
 - 4) Family member bereavement leave. Family member is defined below.
 - 5) For the use of paid sick leave under this section, a family member is defined as: a spouse; registered domestic partner; a parent (including biological, adoptive, de facto, or foster parent, stepparent, or legal guardian of an employee or the employee's spouse or domestic partner, or a person who stood in loco parentis when the employee was a minor child); a sibling; a child (including a biological, adopted, or foster child, stepchild, or a child to whom the employee stands in loco parentis, is a legal guardian, or is a de facto parent); a grandparent; or a grandchild of the employee.

- 6) Illness or disability due to pregnancy or conditions related thereto.
- e) Whenever reasonable the employee will give prior notice of sick leave request.
- f) Sick leave should be taken in one (1) hour increments.
- g) Scheduling Sick Leave is the responsibility of the employee and immediate supervisor, as appropriate.

Employees who are absent due to illness or accident, in excess of three (3) consecutive working days may be required to have a medical release confirming that the reason for the absence was for an authorized purpose as defined in this policy, prior to the employee returning to work. Days when the employee is not regularly scheduled to work are not considered consecutive days, e.g., weekends. Whenever possible, the employee shall be notified in advance if such a medical release is required. If providing a doctor's note creates a hardship to the employee, the employee can provide a written explanation for approval.

7.8 OTHER LEAVE OF ABSENCE WITH PAY

- a) Paid Family and Medical Leave Benefits will be administered by the State of Washington Employment Security Department pursuant to state law. Deductions from employee pay will begin in January 1, 2019 with benefits available beginning January 1, 2020.
- b) Service on a Jury
Jury service shall be with pay for up to four weeks, provided that the salary paid to the employee for the period of absence shall be reduced by the amount of monies he/she received for jury service, excluding mileage and/or meal reimbursement.
- c) Military Leave of Absence
 - 1) General Policy
Any employee who is a member of the Washington National Guard or any branch of the Armed Forces of the United States or any organized reserve component of the Armed Forces or Coast Guard, shall be entitled to and shall be granted Military Leave of Absence from such employment for a period not to exceed twenty-one (21) work days during each calendar year. Such leave shall be granted in order that the person may take part in active duty training in such a manner and at such time as he/she may be ordered to active duty training. Such military leave of absence shall be in addition to any Vacation Leave to which the employee might otherwise be entitled, and shall not involve any lessening of performance rating, benefits, or pay. During the period of military leave, the employee shall receive, from WorkForce Central, his/her normal rate of pay.
 - 2) Extension of Military Leave
Where the number of days of active duty training exceeds twenty-one (21) work days, the period granted as leave with pay will in each case be the first twenty-one (21) work days of such active duty training period. The additional time

needed for completion of active duty training and for travel time must be accounted for as vacation leave, compensatory time off, or leave without pay.

3) Request for Military Leave

Upon receipt of written orders for active duty training, the employee must immediately submit a copy of such orders with a written request for leave of absence and a copy of their training orders. The employee, upon return to WorkForce Central employment, must submit to their supervisor a certified copy of the training orders showing the date he/she reported for duty and the date of release from active duty training.

d) Bereavement Leave

In the event of a death in an employee's immediate family the Chief Executive Officer or his/her designee may grant up to a five (5) day Bereavement Leave, per occurrence, with pay. Immediate family is defined as: Spouse or state recognized domestic partner, parent, foster parent, sibling, child, foster child, grandparents, and grandchildren of the employee or the employee's spouse.

7.9 LEAVES OF ABSENCE WITHOUT PAY (LWOP)

- a) In addition to job-protected leave under state and federal law, in instances where the work will not be seriously impaired by the temporary absence of an employee, the Chief Executive Officer may, upon recommendation of the supervisor and/or section lead, grant a leave of absence without pay. Such leave will normally not exceed ninety (90) calendar days. However, the Chief Executive Officer may, when circumstances dictate, extend a period of leave without pay for an indefinite period.

In case of an employee who is granted extended LWOP due to a disabling illness or injury, the Chief Executive Officer may, on a periodic basis, require the employee to submit a certificate from the attending physician or a designated physician. In the event of a failure or refusal to supply such certification, OR if the certificate clearly shows insufficient reasons for extending leave, the Chief Executive Officer may cancel such leave without pay and require the employee to report for duty on a specified date.

- b) In accordance with RCW 1.16.050, employees are entitled to two (2) unpaid holidays per calendar year for a reason of faith or conscience or an organized activity conducted under the auspices of a religious denomination, church or religious organization. Employees may select the days on which they would like to take the unpaid holiday(s), after consultation with his or her supervisor. An unpaid holiday request may be denied if the employee's absence would unduly disrupt operations, impose an undue hardship on WFC, or the employee is necessary to maintain public safety. The two unpaid holidays do not carry over from one calendar year to the next.
- c) Accommodation protections for pregnant employees are also provided pursuant to the Healthy Starts Act (RCW 43.10.005). Please contact Human Resources for assistance.
- d) Temporary medical conditions may be eligible for Paid Family and Medical Leave benefits beginning in January 2020.

7.13 SHARED LEAVE

- a) An employee, except for interns, is eligible to request shared leave under this policy if:
 - 1) The employee suffers from an illness, family emergency, or other unpredictable and/or uncontrollable and extraordinary circumstances and which has caused or is likely to cause the employee to:
 - i. Go on leave without pay status; or
 - ii. Terminate WorkForce Central employment
 - 2) The employee has depleted or will shortly deplete his or her leave reserves.
- b) Approval to take shared leave is required from both the employee's supervisor and the Chef Executive Officer according to the criteria set forth in a).
- c) An employee who has an accrued leave balance of more than ten days may request that WorkForce Central transfer a specified amount of leave to another employee authorized to receive such leave. In no event may an employee donate leave in an amount that would result in his or her leave account going below ten days.
- d) No employee shall receive a total of more than two hundred sixty one days of leave.
- e) Donated leave shall be utilized in the order of receipt by WorkForce Central (first in, first out). Such leave shall be donated in eight (8) hour increments.
- f) While an employee is on leave transferred under this section, he or she shall continue to be classified as a WorkForce Central employee and shall receive the same treatment in respect to salary, wages, and employee benefits as the employee would normally receive if using accrued vacation leave or sick leave. All such current accruals shall also be depleted prior to any continuing use of donated hours.
- g) The amount of any leave transferred under this section, which remains unused shall be returned at its original amount to the employee or employees who transferred the leave when WorkForce Central finds that the leave is no longer needed or will not be needed at a future time in connection with the illness or injury for which the leave was transferred.

ARTICLE XIII – EMPLOYEE CONDUCT

8.1 PURPOSE

The proper operation of WorkForce Central requires that employees be reliable, impartial and responsible to the people that they serve; that decisions and policy be made in the proper channels of WorkForce Central's structure; that WorkForce Central not be used for personal gain and that the public have confidence in WorkForce Central's integrity. The purpose of this policy is to establish standards of conduct for all employees by setting forth those acts or actions that are incompatible with the best interests of the public and by directing disclosure by employees of private financial or other interests in matters affecting WorkForce Central.

WorkForce Central is a high performing organization that embraces Continuous Quality Improvement. As such, WorkForce Central has adopted expectations of all its employees, which can be found in Attachment B.

8.2 EMPLOYEE CONDUCT GENERALLY

The expected standard of conduct for all WorkForce Central employees, shall be the highest standards in both their official conduct and their private conduct, insofar as it affects job performance. The tenure of every employee shall be conditioned on proper conduct on the job and satisfactory performance of duties.

8.3 IMPROPER EMPLOYEE CONDUCT

The term "improper conduct" shall mean any improper action by an employee in his/her official capacity, which tends to affect the employee's ability to perform assigned duties or any improper use of his/her position as an employee for personal gain. Improper conduct while an employee includes, but is not limited to, the following:

- a) Intoxication
Being under the influence of intoxicants while on duty.
- b) Insubordination
Unwillingness to follow a lawful directive of a supervisor or other administrative authority.
- c) Abusive Conduct
Offensive or abusive conduct or language toward the public or toward fellow employees or officers.

- d) **Use of Public Property**
Using, permitting the use of or unauthorized use of WorkForce Central owned or leased equipment, materials or property for personal convenience or profit except when such services are available to the public generally or employees in the conduct of official business; or willful damage to or negligence in the care and handling of Consortium property.
- e) **Abuse of Leave or Benefits**
Use of leave or benefits under false pretenses, or misuse of leave.
- f) **Conviction of Any Criminal Act**
Conviction of any criminal act, which in WorkForce Central's judgment would render the person unfit to perform in the particular position.
- g) **Unauthorized Absence**
Absence from duty without leave, or failure to report after leave of absence has expired or after such leave of absence has been disapproved or revoked by proper administrative authority.
- h) **Violation of Policy**
Willful or continued violation of any of these policies or other rules or regulations, which may be prescribed and published by the Chief Executive Officer.
- i) **Acceptance of Gifts and Favors**
Acceptance of any remuneration in addition to regular compensation of an employee, whether in the form of service, loan, material item or promise, from any person who to his/her knowledge is interested directly or indirectly in any manner whatsoever in business dealings with WorkForce Central; or granting in the discharge of his/her duties any improper favor, service or thing of value.
- j) **Solicitation of Public for Money, Goods or Services**
Solicitation, in an official capacity as an employee of WorkForce Central, of the public for money, goods, or services not specifically authorized by the Chief Executive Officer.

8.4 CONFLICT OF INTEREST

No employee whether paid or unpaid shall engage in any business or transaction or shall have a financial or personal interest, direct or indirect, which is incompatible with the proper discharge of the official duties or which would tend to impair their independence of judgment or action in the performance of official duties. Personal as distinguished from financial interest includes an interest arising from blood or marriage relationships or close business or political association.

Specific conflicts of interest are enumerated below for the guidance of employees:

- a) **Interest in Appointments**
Canvassing by employees of members of WorkForce Central, directly or indirectly, in order to obtain preferential consideration in connection with any appointment except with reference to positions filled by appointment by the Chief Executive Officer.

- b) **Preferential Treatment to Individuals Generally**
Granting any special consideration, treatment or advantage to any citizen beyond that which is available to every other citizen.
- c) **Incompatible Employment**
Engaging in or accepting private employment or rendering services for private interests when such employment or service is incompatible with the proper discharge of ones duties or would tend to impair ones independence of judgment or action in the performance of official duties.
- d) **Disclosure of Confidential Information**
Disclosure of confidential information concerning property, government or affairs of WorkForce Central or a member government without proper legal authorization, or, using such information to advance ones or others financial or private interest.
- e) **Representing Private Interests Before the WorkForce Central, the Workforce Development Council (WDC), its sub-recipients, and contractors or Courts.** No person whose salary is paid in whole or in part by WorkForce Central shall appear on behalf of private interests before any agency-related (WorkForce Central and WDC) activities. They shall not represent private interests in any action or proceedings against the interests of WorkForce Central and the WDC in any litigation to which WorkForce Central and the WDC is a party.

An employee may appear before WorkForce Central Executive Board, the WDC and its committees on behalf of constituents in the course of his/her duties as a representative of WorkForce Central or in the performance of his/her obligations. However, no person shall accept a retainer or compensation that is contingent upon a specific action by a WorkForce Central agency.

- f) **Interest in Contracts with WorkForce Central**
No employee of WorkForce Central shall have any interest in any contract made by them in their official capacity or by any committee, board or commission of which they are a member, agent or employee. In addition, members of any WorkForce Central employee's immediate family may enroll in or be served by any program offered by WorkForce Central only if the employee does not provide any supervision to the family member and has no involvement at all or under any circumstance in the management of the family member's case, service or record. Employees shall disclose to their supervisor any familial relationships to applicants or participants and supervisors shall take appropriate action to ensure that the employee has no influence over the provision of any services. For the purpose of this section, the term "member of the immediate family" includes: spouse, state-registered domestic partner, child, parent, sibling, sibling-in-law, child-in-law, and parent-in-law.

An employee who has financial or other private interest and who participates in discussion with or gives an official opinion to WorkForce Central Executive Board and/or the WDC shall disclose on the records of WorkForce Central and/or the WDC, or other appropriate authority, the nature and extent of such interest.

8.5 RESTRICTION ON POLITICAL ACTIVITIES

- a) **Election to Public Office**
No permanent service employee of WorkForce Central shall simultaneously hold an elective public office or position in a WorkForce Central member government.

- b) **Political Activities During Working Hours**
No employee of WorkForce Central shall solicit any money, influence, service or other thing of value or otherwise aid or promote any political committee or the nomination or election of any person to public office while on the job during working hours; however, nothing in this subsection is intended to restrict the right of the employee to express their personal political views.

- c) **Use of Position for Political Influence**
No employee shall promise an appointment to any WorkForce Central position, favorable treatment or the influence of their office or other favor or reward in return for partisan political activity on their behalf, or on behalf of any candidate of cause.

ARTICLE IX – ANTIHARASSMENT POLICY

- 9.1 Harassment on the basis of an employee's race, creed, color, religion, national origin, age (40 or older), sex (including pregnancy, gender identity, and sexual orientation), marital status, honorably discharged veteran or military status, or the presence of any physical, sensory or mental disability, or any other status or condition protected by applicable federal, state or local laws is prohibited.
- 9.2 Prohibited conduct includes derogatory comments, slurs, jokes, innuendos, cartoons, pranks, physical harassment, etc., related to an employee's protected class status. Harassment also includes retaliation based upon an employee's participation in activities identified with, or promoting the interests of a protected group.
- 9.3 Sexual harassment includes unwelcome sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature. Employees have the right to be free from such harassment on the job, either from co-workers, supervisors or managers. Harassment is prohibited by state and federal anti-discrimination laws where:
- a) Submission to such conduct is made a term or condition of an individual's continued employment, promotion or other condition of employment.
 - b) Submission to or rejection of such conduct is used as a basis for employment decisions affecting an individual employee.
 - c) Such conduct is intended to interfere or results in interference with an employee's work performance, or creates an intimidating, hostile or offensive work environment.
- Examples of prohibited conduct include, but are not limited to vulgar comments, innuendos, remarks about a person's physical anatomy or characteristics, distribution of written or graphic materials of a sexual nature, leering, or inappropriate or unwelcome physical contact/touching.
- 9.4 Any employee who believes he or she is being harassed by co-workers, outside vendors, contractors or customers should notify his or her supervisor. Where the employee believes that he or she is being harassed by his or her supervisor or has complained to his or her supervisor of harassing conduct but is dissatisfied with the action, the employee should contact the Executive Director. No employee will be subject to retaliation for bringing a complaint of harassment to management.
- 9.5 It is the responsibility of each employee, regardless of job position, to maintain a work force free from all forms of harassing conduct. Any employee found in violation of this policy shall be subject to appropriate discipline, including possible discharge. Further, any supervisor or manager who witnesses an act of harassment and fails to take appropriate action or who receives a complaint of harassment and fails to **take appropriate action** is also subject to disciplinary action.

ARTICLE X – CORRECTIVE ACTION

10.1 CORRECTIVE ACTION

a) Policy

The primary responsibility for the administration of corrective action is vested in supervisors and section leads. All formal corrective actions, except verbal counseling, will be documented in the employee's personnel record. In order to provide a fair method of disciplining employees, WorkForce Central has established a formal progressive discipline procedure. The principle objective of any disciplinary action shall be to improve the performance, efficiency and morale of WorkForce Central. It is the policy of WorkForce Central that discipline shall be administered in a corrective, progressive and lawful manner. Therefore, when disciplinary action involves suspension, reduction in rank of pay, or discharge of an employee, the employee shall be:

- 1) Given advance notice of the proposed action, which includes a statement of the reasons for the proposed action;
- 2) Provided a copy of the charges and, if requested, a copy of materials and documents supporting such charges;
- 3) Prior to implementation of the disciplinary action, the employee or their designated representative shall have the right to respond orally or in writing to the authority imposing discipline.

b) Procedures

The normal progressive discipline procedure consists of:

- 1) Verbal counseling
- 2) Written warning
- 3) Suspension or reduction in rank and/or pay
- 4) Discharge

Any or all of these steps may be utilized, depending upon individual circumstances and the nature of the infraction. In cases of serious infractions immediate suspension or discharge of an employee may occur. Actions to suspend or discharge an employee shall be approved by the Chief Executive Officer.

c) Grounds for Corrective Action

Corrective Actions may be initiated for various reasons, which include, but are not limited to:

- 1) Unsatisfactory work performance (which may include but is not limited to incompetence, inefficiency, or neglect of duty).
- 2) Misappropriation or misuse of WorkForce Central property.
- 3) Insubordination.
- 4) Commission of any crime while on duty or commission of any crime off-duty, which is job-related or involves moral turpitude.

- 5) Malfeasance.
 - 6) Gross misconduct (which may include but is not limited to wrongdoing by an employee, mistreatment or abuse of fellow workers or the public).
 - 7) Sexual harassment.
 - 8) Violation of published WorkForce Central Rules, Regulations and Policies.
 - 9) Conflict of interest.
 - 10) Unauthorized or habitual absence from work or tardiness.
- d) Progressive Discipline Procedure
- 1) Verbal Counseling
 With the exception of offenses requiring more stringent action, employees will normally be counseled once verbally before receiving a written warning. The reason for the counseling shall be clearly stated and specific actions required of the employee will be identified along with a designated time frame for completion. Persons conducting verbal counseling shall, for recollection purposes, keep personal notes of the date and nature of such counseling.
 - 2) Written Warning
 In the event of another performance problem or a violation of any WorkForce Central policy or rule, a written warning should be issued.
 - i. The warning should be signed and dated by the employee. If the employee refuses to sign the warning another supervisor shall witness that the employee has seen, but refused to sign, the warning.
 - ii. The warning shall inform the employee of the possible consequences, up to and including discharge, should additional violations or performance problems occur.
 - iii. The original shall be placed in the employee's personnel file and the employee shall receive a copy.
 - 3) Suspension or Reduction in Rank or Pay
 When employee conduct is of a severe nature or when other corrective actions have not resulted in improved performance, an employee may be suspended, reduced in rank or pay consistent with the procedures outlined in this Article.

 An employee(s) who is suspended will not receive pay for the prescribed period, or accrue general leave. In addition the employee's anniversary date shall be readjusted.
 - 4) Discharge
 Discharge of an employee will occur after other corrective measures fail to improve the level of performance or when misconduct is of such severity as to discredit WorkForce Central or threaten the safety and/or security of its employees, clients or assets.

ARTICLE XI – OTHER POLICIES

11.1 TRAVEL POLICY

Itemized receipts are required for all expenses not covered by per diem.

- a) Allowable expenses:
 - 1) Reasonable transportation costs to and from the airport.
 - 2) Parking at the airport while out of state on business.
 - 3) Baggage check in costs.
 - 4) Transportation costs to meetings and meal sites away from main meeting facility.
 - 5) Meals if not included as part of the conference/workshop/training should comply with the federal GSA per diem schedule at <https://www.gsa.gov/travel/plan-book/per-diem-rates>.

11.2 EXPENSE REIMBURSEMENT POLICY

Staff of WorkForce Central shall be reimbursed each pay period for all mileage, travel related and out-of-pocket expenses incurred during each pay period. All expenses should be included on the payroll tracking system and/or a Staff Reimbursement Form.

Employees must document mileage in the payroll tracking system and complete the Staff Reimbursement Form for items not tracked in the payroll system. Employee expenses will be reimbursed as follows:

- a) Mileage is reimbursed at the standard IRS rate for the time period.
- b) Other Travel related expenses will be reimbursed under the Travel Policy guidelines.
- c) All out-of-pocket expenses (examples: supplies for meetings, textbooks, emergency office supplies, etc.) will require a document showing business purpose and a receipt for the purchase.

11.3 WEAPONS POLICY

Purpose: To assist employees in reducing the risk from workplace violence and to promote the highest standard of health and safety for WorkForce Central employees and visitors during the conduct of business at offices and facilities or in vehicles.

- a) WorkForce Central prohibits the possession and use of firearms and other dangerous weapons by its officers, employees, interns, and volunteers while conducting WorkForce Central business.

- b) Firearms or other dangerous weapons carried in a personal vehicle while on WorkForce Central property or conducting WorkForce Central business must be concealed from sight, unloaded or disengaged and must be stored in a locked or secured compartment. Employees who carry firearms and dangerous weapons in their personal vehicles are expected to comply with all applicable federal, state, and local laws regarding dangerous weapons.
 - 1) Dangerous Weapons
Any device or implement designed, intended or used as an instrument for inflicting bodily injury .
 - 2) Firearms
Weapons capable of discharging a projectile by means of compressed air or chemical combustion.

Employees who carry mace or pepper spray for their personal protection may carry these devices onto WorkForce Central facilities. However, in WorkForce Central facilities, these devices need to be concealed from sight and stored in a secured compartment, e.g., desk, cabinet.

Violation of this policy may subject the employee to disciplinary action by WorkForce Central. In addition, the supervisors may recommend sanctions against the employee that include reprimand and progressive disciplinary action according to WorkForce Central personnel rules and regulations.

11.4 DRUG-FREE WORK PLACE POLICY

- a) This statement is to notify all employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance including marijuana is prohibited in the workplace and specific actions will be taken against employees for violation of this prohibition.
- b) As a condition of employment under the federal workforce legislation employees will
 - 1) Abide by the terms of the statement in paragraph I;
 - 2) Notify the Chief Executive Officer of any criminal drug statute conviction for a violation occurring in the workplace no later than five days after such conviction;
 - 3) Notify the Chief Executive Officer within ten (10) days after receiving notice under II (b) from an employee or otherwise receiving actual notice of such conviction.
- c) One of the following actions, within 30 days of receiving notice under II (b), will be taken against any employee who is so convicted.
 - 1) Taking appropriate personnel action against such an employee, up to and including termination; or
 - 2) Requiring the employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency. If disallowed by other benefits, WorkForce Central will not provide or pay for rehabilitation programs.

11.5 POLICY STATEMENT – DRUG-FREE WORKPLACE ACT OF 1988

WorkForce Central certifies that it will provide a drug-free workplace by:

- a) Publishing a statement notifying employees that the unlawful manufacture, distribution, dispensing, possession or use of a controlled substance including marijuana is prohibited in the workplace and specifying the actions that will be taken against employees for violation of such prohibition;
- b) Making it a requirement that each employee be given a copy of the statement required by paragraph A;
- c) Notifying the employee in the statement required by paragraph A that, as a condition of employment , the employee will –
 - 1) Abide by the terms of the statement; and
 - 2) Notify the employer of any criminal drug statute conviction for a violation occurring in the workplace no later than five days after such conviction;
- d) Taking one of the following actions, within 30 calendar days of receiving notice under subparagraph C (2), with respect to any employee who is so convicted -
 - 1) Taking appropriate personnel action against such an employee, up to and including termination; or
 - 2) Requiring such employee to participate satisfactorily in a drug abuse assistance or rehabilitation program approved for such purposes by a Federal, State, or local health, law enforcement, or other appropriate agency. (WorkForce Central will not provide or pay for rehabilitation programs.)
- e) Making a good faith effort to continue to maintain a drug-free workplace through implementation of paragraphs A, B, and C.

11.7 INCLEMENT WEATHER POLICY

In general, each individual is responsible to notify their immediate supervisor if they will not be arriving within ½ hour of their scheduled start time. However, if weather causes you to be late, you have a full hour from your scheduled start time to report. After this first hour, employees arriving late will be charged general leave (for example: Under bad weather conditions, an employee that normally starts at 8:00 a.m. arrives at 11:00 a.m. – three (3) hours late. He/she would be charged only 2 hours of general leave). This does not apply when the Chief Executive Officer or designee authorizes a late start due inclement weather. (For example if the office opens at 10:00 a.m. the employee is expected to report to work at 10:00 a.m. or request vacation leave if the employee arrives later than the authorized late start time.)

If an employee fails to report on a work day due to weather related conditions and WorkForce Central is open, the employee will be charged vacation leave (for example: Under bad weather conditions, an employee fails to make it or decides driving is unsafe and does not come to work. He/she would be charged a full 8 hours or a full workday of vacation leave).

On certain rare occasions WorkForce Central will close for the day; however, a work closure is at the sole discretion of the Chief Executive Officer or his/her designee. This is not an individual section decision. In the Chief Executive Officer's absence and with no designee appointed, WorkForce Central will close when all Pierce County Offices are closed to the public (Open for emergency services only).

Weather-related closures may be qualified for Paid Sick Leave designation. If you have any questions or concerns about this policy, please talk with your supervisor.

11.8 WHISTLEBLOWER PROTECTION

No employee of WorkForce Central may be discharged, demoted, or otherwise discriminated against for disclosing information they reasonably believe is evidence of gross mismanagement or waste; a substantial and specific danger to public safety related to the implementation; or an abuse of authority; or a violation of law, rule, or regulation related to an agency contract or grant, awarded or issued relating to any public funds.

- a) Reporting Potential violations, g must be reported immediately to your immediate supervisor.

If you do not feel comfortable reporting as listed above or if you did report and are not satisfied with the response, then you should direct your report or dissatisfaction to the Chief Executive Officer.

- b) Retaliation Prohibited
Retaliation can include, but is not limited to harassment, discrimination, or any other unfair treatment or abuse of power.

If you believe you are being subjected to retaliation for reporting a violation of this policy, or participating in an investigation of a violation of this policy, you should report the retaliation immediately in the manner provided above. Please note that you do not have to confront the person who is the source of the retaliation before reporting it, but to help prevent retaliation from continuing, you must report it.

Any employee who retaliates against another employee for making a good faith complaint of a violation of this policy, or for assisting in an investigation of a complaint of a violation of this policy, is subject to discipline or termination.

- c) Workplace Investigations
A report of retaliation for reporting a violation of this policy or a report of a violation of this policy that is made to those listed above will result in an appropriate investigation of the allegations. WorkForce Central may use third parties to investigate allegations. All employees have a responsibility to cooperate fully with any investigation. The interviews, allegations, statements, and identities will be kept confidential, on a need-to-know basis, consistent with the law and the investigation process and goals. Unreasonable refusal to participate in an investigation may lead to discipline, including termination.

Those found to have retaliated against another in violation of this policy or who have violated this policy are subject to discipline including, but not limited to, termination,

consistent with the law, the results of the investigation, the severity of the conduct, and the policy violator's employment history, including any similar reports of policy violations and/or retaliation.

d) **Knowingly False Reports Prohibited**

Any employee or workplace participant who makes a knowingly false report of a violation of this policy or retaliation will be subject to discipline, including termination.

ARTICLE XII – AMENDMENTS AND ADOPTION OF PERSONNEL RULES AND REGULATIONS

Personnel Rules and Compensation Plan amendments may be initiated by the Executive Board or the Chief Executive Officer. All amendments shall be submitted to the Executive Board for approval and adoption. When approved by the Executive Board, amendments shall become effective on the date of approval unless otherwise designated by the Executive Board.

The Chief Executive Officer, or designee, shall develop appropriate procedures to implement the Personnel Rules and Compensation Plan adopted by the Executive Board. Such procedures shall become effective on the date stated in a written memorandum from the Chief Executive Officer to all employees.

ATTACHMENT A

TACOMA-PIERCE COUNTY					
EMPLOYMENT & TRAINING CONSORTIUM					
COMPENSATION TABLE					
JOB TITLE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
Exempt Positions					
CEO	\$48.96	\$52.03	\$54.07	\$57.13	\$60.19
Vice President of Innovation & Strategy	\$44.88	\$46.92	\$48.96	\$51.01	\$54.07
Vice President of Finance & Operations	\$44.88	\$46.92	\$48.96	\$51.01	\$54.07
Senior Director of Innovation & Strategy	\$42.84	\$44.88	\$46.92	\$48.96	\$51.01
Director of Contracts & Compliance	\$40.80	\$42.84	\$44.88	\$46.92	\$48.96
Director of Business Solutions & Sector Strategies	\$40.80	\$42.84	\$44.88	\$46.92	\$48.96
Director of Workforce Services	\$40.80	\$42.84	\$44.88	\$46.92	\$48.96
Director of Information Systems/Data/Service Delivery via Technology	\$40.80	\$42.84	\$44.88	\$46.92	\$48.96
Director of Quality Assurance and Certification	\$40.80	\$42.84	\$44.88	\$46.92	\$48.96
Director of Resource Development	\$40.80	\$42.84	\$44.88	\$46.92	\$48.96
Communications Director	\$40.80	\$42.84	\$44.88	\$46.92	\$48.96
Business Relations Manager	\$35.70	\$37.74	\$39.78	\$41.82	\$43.86
Workforce Services Manager	\$35.70	\$37.74	\$39.78	\$41.82	\$43.86
Contracts and Compliance Manager	\$35.70	\$37.74	\$39.78	\$41.82	\$43.86
Senior Accountant	\$32.64	\$34.68	\$36.72	\$38.76	\$40.80
Executive Assistant	\$25.50	\$27.54	\$29.58	\$31.62	\$33.66
Non-Exempt Positions					
Accounting Technician	\$25.25	\$27.27	\$29.29	\$31.31	\$33.33

ATTACHMENT B

High Performance Expectations of All WorkForce Central Employees – adopted 2018

1. Quality Service/Exceed Customer Expectations
 - Be fast and accurate (responsive)
 - Be unfailingly civil and respectful
 - Following up should be second nature and systematic
 - Own up to mistakes with humility
 - Make relationship more valuable than anything else (i.e., financial reason, performance reasons)
 - Effective listening
2. Manage Time to Meet Deadlines and Work Activities
 - Systematic method to track work
 - Communicate/negotiate new timeline if needed prior to deadline
 - When relying on others, don't wait until last minute
3. Take Initiative
 - Do things before being asked
 - Recognize and act upon opportunity
 - Create opportunity or minimize potential problems by anticipating and preparing for in advance
 - Willing and eager
4. Embrace/Engage in CQI
 - Leading or participating in CQI plan implementation
 - Use tools/ processes learned
 - Be data driven
 - Mindset of good is never good enough
5. Professional Demeanor
 - Neat in appearance and dress for situation
 - Be confident, polite and well spoken; not cocky
 - Keep calm, even during tense situations
 - Be reliable, respond promptly and follow through on promises in a timely manner
 - Be competent in role and field
 - Display ethical behavior – follow WFC policies and training provided
 - Respectful communication – verbal, non-verbal and written
 - Be organized – find what you need immediately to be responsive
 - Accountable for all actions at all times – own mistakes, try to fix if possible, don't place blame

6. Problem Solving Oriented – Get to Win-Win Attitude First
 - Fully understand problem before coming up with or executing solution
 - Embrace ignorance and don't be afraid to ask questions and look at problem and potential solution with fresh eyes
 - Make fact-based decision, don't make decisions on opinions, votes, authority or any other subjective system
 - Stay focused on finding best solution – there is a solution for every problem
 - Ask for help – check ego at the door

7. Team Orientation
 - Work effectively with others
 - Actively contributes to achievement of group and organization goals
 - Accept shared responsibility and ownership
 - Maintain open communication among team members
 - Utilize strengths of individuals within the group to the benefit of the team

8. Adaptability/Flexibility
 - Respond to change with willingness to learn new ways to accomplish work objectives and with a positive attitude
 - See merits of new or different approaches
 - Ask questions to understand objectives of changes
 - Seek opportunities to make changes work
 - Make suggestions for increasing the effectiveness of changes
 - Able to shift strategy in response to changes

ATTACHMENT C

**WorkForce Central Compensation Plan for Internship Positions
January 17, 2019**

Incumbents appointed to internship positions will not be eligible for fringe benefits that WorkForce Central employees receive as set forth in the WorkForce Central’s Personnel Handbook. The following is the wage schedule to be applied to all internship positions. The wage offered will depend on the candidates’ qualifications.

TACOMA-PIERCE COUNTY					
EMPLOYMENT & TRAINING CONSORTIUM					
COMPENSATION TABLE					
JOB TITLE	STEP 1	STEP 2	STEP 3	STEP 4	STEP 5
Non-Exempt Position					
Intern	\$15.00	\$17.00	\$19.00	\$21.00	\$23.00

I acknowledge that I have received a copy of the Personnel Rules and Regulations handbook, which describes important information about WorkForce Central, and understand that I should consult the Human Resource Designee if I have questions. I have entered into employment with WorkForce Central voluntarily and acknowledge that it is for no specified length of time. Accordingly, either I or WorkForce Central may terminate the relationship at will, with or without cause, at any time, for any lawful reason. I understand that neither this handbook nor any other WorkForce Central policy, practice or procedure is intended to provide any contractual obligations related to continued employment, compensation or employment contract.

Since the information, policies and benefits described here are subject to change, I acknowledge that revisions to the Personnel Rules and Regulations may occur.

I understand and agree that I will read and comply with the policies contained in the Personnel Rules and Regulations handbook and any revisions, and that these policies apply to my employment.

Employee Name (Printed)

Employee Signature

Date