



LEWIS AND CLARK COUNTY POLICY

Subject: Internal Hires, Promotions, Transfers, Temporary Assignments, Job Audits, and Reorganizations	Policy No: 1.2.5
Approved:	Effective Date: Aug. 1, 2015 Revised Date: 05/31/17

I. Policy Statement

The County provides specific procedures for promotion, transfer, temporary assignment, job audits, and reorganization that allow for fair and equitable consideration of employee qualifications and rates of pay.

II. Applicability

All Lewis and Clark County employees.

III. Definitions

Internal Hire – A competitive hiring process that only considers hires from within the department or division, or a competitive external hiring process that selects a candidate who is already a County employee.

Promotion – County departments may develop a promotion process that provides for progressive advancement through a succession of positions. Promotion for employees is an internal move inside a department or division. Any promotional process must be reviewed and approved by the Human Resource Director prior to implementation. Employees of a department with an approved promotion progression may be promoted to positions in this progression if they meet prescribed standards for the position and if the position has been approved in the budget. An employee may only be promoted if prior to the promotion he or she has been selected through a competitive recruitment process conducted according to the guidelines described in Policy 1.2.4.

Transfer – Any County employees may apply for positions in other departments or divisions that are subject to open recruitments. A transfer to a new department or division occurs if and when an employee from one department or division is selected for a position in another department or division through a competitive recruitment process. Employees selected for

transfer from one department or division to another will be recruited through a competitive recruitment process according to guidelines described in Chapter IV above. Transfers always result in an internal hire.

Temporary Assignment – The County allows for temporary assignment when key supervisory positions are vacant due to extended leave or resignation.

Job Audit – County elected officials/department directors may request job audits when an employee’s duties and responsibilities undergo significant changes that appear to alter the nature of the job.

Reorganization – Departments may need to undertake a functional analysis of the department or program as the result of changing priorities or funding. The result of the functional analysis may indicate the need to shift duties and responsibilities between positions or the creation of new positions, prompting a reorganization of the department or program.

Trial Period – When an employee is transferred or promoted, the transferred or promoted employee may serve a six (6) month trial employment period. Employees will not lose accrued benefits and may return to their old position or equivalent thereof if they do not successfully adjust to the new position during the trial period. Return to the employee’s original position is subject to the availability of and funding for the position.

IV. Directives

A. Pay

1. The County’s pay matrix and pay rule will govern compensation for promotions, transfers, temporarily assignments or situations where an employee is assigned to a new pay grade as the result of a job audit or reorganization.

B. Promotion Process

1. Promotion to a vacant position will be made from among the most qualified applicants from within the department with the vacancy. Elected officials/department directors will work with the Human Resource Director to develop departmental promotion policies and career ladders in advance of any vacancy. **Only those departments with approved promotion policies or ladders may use promotion as a method for advancing personnel to new positions.** Promotion will be made based on review of the qualifications of the applicant and are subject to budget authority granted the department with the vacancy. Budget authority typically requires the creation or addition of the position as part of the adoption of the annual budget. Review of qualifications should include candidates’ education, experience, knowledge, skills, abilities and past performance in other positions with the County. Recommendations for promotion will be reviewed and approved by the Human Resource Director prior to implementation.
2. **A promotion may occur when an employee in a given department completes specified training, education or experience necessary to meet the requirements for a new position in the same department that is in a higher pay grade, the position is vacant AND the department has budgetary authority to fill the**

position. Positions in a promotion succession ladder will always have pay grade assignments that place them at different, progressively higher, pay grade levels in the adopted pay matrix.

3. An employee may only be promoted to a new position after he or she has been selected for a County position through a competitive recruitment process as described in Personnel Policy Manual. No employee may be promoted during the probationary period of employment.
4. In the event that the Employer has a promotional opportunity and two or more represented employees are best qualified for consideration, seniority (length of service in the particular department) will be the deciding factor in promotion selection process. This requirement may be waived by agreement between the elected official/department director and Human Resource Director.
5. At the time of the promotion, the promoted employee may be required to serve a six-month trial period, as described above.
6. The new rate of pay for an employee who is promoted to a new position will be the step in the new pay grade that is nearest to but at least 5% above the wage paid the employee prior to the promotion.

C. Transfer Process

1. Employees wishing to be considered for transfer from a position in one department or division to another must do so in accordance with recruitment procedures described in Policy 1.2.4. Transfers occur when an employee from one department or division applies for an open position in another department or division and is selected through a competitive recruitment process. Employees who use this process to voluntarily transfer from one department to another will be assigned to the pay grade of the new position. Transfers always result in an internal hire.
2. The rate of pay for an employee who has applied for and been selected to fill a position vacancy will be determined by application of the pay rules, pay matrix and appropriate collective bargaining agreement.
3. In general, an employee who transfers to a position in a new department or division will be assigned to the entry step in the new pay grade.
 - a. If the transfer is to a position in a higher pay grade, pay will be determined as the greater of the following:
 - i. the entry level step for the new position, or
 - ii. the step in grade nearest in value to but not less than the step occupied by the employee prior to the transfer.
 - b. If the employee begins above the entry level of the pay grade, there is no probationary step increase.
 - c. If the new position is in a **higher** pay grade but the entry level for the new position is below the employee's pay rate prior to the transfer, the employee will be assigned to the step in the new pay grade that is nearest to but not less than the employee's wage in the previous position. There is no probationary step increase.

- d. If the new position is in a **lower** pay grade, the employee will be assigned to the same step in the new pay grade that the employee occupied in his/her position prior to transfer. There is no probationary step increase.
 - e. If the new position is in the **same** pay grade, the employee will be assigned to the same step in the new pay grade that the employee occupied in his/her position prior to transfer. There is no probationary step increase.
4. Transferring employee will serve a six-month trial period, as described above.
 5. If the employee does not successfully complete the trial period, the employee will return to their previous position or the equivalent thereof, depending on the adopted department budget. If there is no vacancy at the appropriate level in the department, the employee will receive first consideration for any open position in any department where there is a vacancy with a pay grade at or below the level of the previous position, provided that the employee is substantially equal to other internal candidates in the applicant pool. If no position is available, the employee shall have reinstatement privileges for a period of six (6) months for any opening in the position held before transfer.
 6. Employees who transfer between departments are not entitled to a lump sum payment for accrued vacation and/or sick leave credits at the time of transfer.
 7. The department receiving the transferred employee will assume the liability for the accrued vacation and sick leave credits earned and transferred with the employee.

D. Temporary Assignments

1. **Temporary assignments are made for a finite period and are made only to supervisory or administrative positions.** The purpose is to maintain continuity in positions that are critical to the department's mission during an extended absence of a supervisor or administrator. In general, scheduled annual vacation leave by a supervisor is not sufficient reason for temporary assignment. Temporary assignments will be made within the following guidelines:
 - a. In general, temporary assignment will be limited to 30 calendar days but will never exceed 365 days in duration.
 - b. If a temporary assignment exceeds 30 calendar days, the employee will be immediately eligible for retroactive pay for the first 30 days of the appointment. Pay will be no less than the entry level pay rate for the position assumed on a temporary basis. Pay increase will be effective on the first day of the temporary assignment.
 - c. Temporary assignments are not subject to a probationary period or increase at the end of a probationary period.
 - d. Except as provided for in subsection 2. above, no pay adjustment will be made for a temporary assignment.
 - e. When a pay adjustment is warranted, the employee will be assigned to the step in the pay grade of the assigned position that is nearest to but not less than the employee's wage in the previous position or the entry level step, whichever is less.
 - f. The Chief Administrative Officer must approve all temporary assignments.

E. Job Audit Requests

1. Elected officials/Department directors may request job audits between January 1 and March 1 of even-numbered calendar years and no position will be audited more often than once every 24 months. No position with an incumbent still in his/her probationary period will be considered for a job audit. Elected official/department directors may request job audits when changes in an employee's duties and responsibilities significantly alter the nature of the job. The Human Resource Department staff is responsible for final development and approval of all County job descriptions and job titles. Any changes to the position description, position title or pay grade assignment recommended as the result of a job audit and approved by the Chief Administrative Officer will be implemented at the beginning of the new fiscal year.
2. Job Audit Procedure: The job audit procedure will consist of the following steps:
 - a. **Supervisor's Request**
 - i. The employee's supervisor and elected official/department director will make a written request for a job audit to the Human Resource Department. The request will include the position title and the operational and functional reasons for request. Audit requests should only be submitted due to significant changes in responsibilities and duties or nature of the work required for a particular position. Job audits cannot reflect an individual employee's performance or increases in the volume of work for a particular position. The Human Resource Department will reject requests that do not comply with the standards for a job audit.
 - ii. No job audit request may be made for positions where the incumbent has been employed for less than six (6) months.
 - b. **Position Description Questionnaire**
 - i. Human Resource Department staff will provide the supervisor with a Position Description Questionnaire (PDQ) within five (5) working days of the job audit request.
 - ii. The elected official/department director, supervisor and the employee will complete the PDQ and then forward it to the Human Resource Department staff for review prior to the deadline for job audit requests.
 - c. **Job Analysis**
 - i. Upon receipt of the Position Description Questionnaire, Human Resource Department staff will conduct a desk audit/telephone interview or on-site job analysis of the position subject to the audit.
 - d. **Revise and Approve Job Description**
 - i. Job descriptions will be revised based on information obtained from the PDQ and job analysis processes.
 - ii. Revisions to job descriptions may include adding to or subtracting from an employee's duties.
 - iii. The Human Resource Department staff must approve all changes in job descriptions and job titles.
 - e. **Pay Grade Assignment**
 - i. The Human Resource Department staff will recommend a pay grade assignment based on a comparison of wages and duties of similar positions within the County and/or similar agencies within the labor market.

- ii. If the new pay grade assignment is **above** the pay grade formerly assigned to the position, the employee will be assigned to the step in the new pay grade that is nearest to but not less than the employee's wage in the previous position.
- iii. If the new pay grade assignment is **below** the pay grade formerly assigned to the position, the employee will be assigned to the step in the new pay grade that is nearest to but not less than the employee's wage in the previous position. In the event that the employee's former wage exceeds the last step in new pay grade, the employee's wage will remain at the former rate until the last step in the new pay grade exceeds that wage.
- iv. There are no probationary increases as the result of job audits.
- f. The Human Resource Director will make a written recommendation to the CAO for any changes in job title and/or pay grade assignment. Recommendations will be made by May 15 in calendar years with even numbers. Adopted recommendations will become effective with the first pay period in July of even numbered years.

F. Reorganization Proposals

1. Departments may need to undertake a functional analysis of the department or program as the result of changing priorities or funding. The result of the functional analysis may indicate the need to shift duties and responsibilities between positions or the creation of new positions, prompting a reorganization of the department or program.
2. The elected official/department director will work with the Human Resource Department staff to develop a transition plan to implement the reorganization. The transition plan may include competitive open recruitments, promotional ladders, transfers or reduction in force. Pay grade assignment will be governed by the terms and conditions of the plan as adopted by the Board of County Commissioners.
3. Proposals will be submitted to the Chief Administrative Officer for review and final approval.

V. Closing

Provisions of this policy will be followed unless they conflict with negotiated labor contracts which will take precedence to the extent applicable.

Questions concerning this policy should be directed to the Human Resource Department.

VI. References

None

VII. Attachments

None