



# Personnel Management (Part 2)

**Purpose:** Conservation district administrative functions, such as employee supervision, training, performance appraisals, job descriptions, and payroll, are all the responsibility of the district supervisors. Last month we covered employee supervision, personnel policy and leave. This issue focuses on personnel management documentation. We'll also offer other suggestions that district supervisors should consider to ensure effective employee/supervisor working relationships.

**Timesheets:** Employees should keep track of time worked using a time sheet. Time sheets should be signed by the employee and conservation district supervisor. It is a good idea to keep a running balance on vacation leave, sick leave, and compensatory time (if allowed by the conservation district) - both earned and used. A calendar is not a proper substitute for a time sheet.

**Note:** It is not appropriate for agency personnel that are not conservation district supervisors to sign conservation district employee time sheets.

**Overtime:** Conservation districts are required by the Fair Labor Standards Act (FLSA) to compensate its employees overtime pay in the amount of 1.5 times the number of hours worked *over 40 hours in a week*. Because of the strain overtime pay can put on a conservation district budget, some conservation districts have set a policy of "first 40", meaning that when an employee has worked 40 hours in a week, they must take off work for the remainder of the week. If an employee's workload occasionally requires working over 40 hours in a week, prior approval is required.

This allows conservation districts to manage, both workload and budgets.

**Compensatory Time:** The FLSA allows conservation districts to offer employees the option of requesting compensatory time at the rate of 1.5 hours for every hour worked over 40 in a week. To be consistent with the Act, this option can be offered if:

- The conservation district's policy allows it;
- The district employee requests it each time before the overtime is earned; and
- The conservation district does not require the employee to choose compensatory time over overtime pay.

A compensatory time in lieu of over time form can be found on our website. If a conservation district decides to offer this option, make sure it is in the policy. It would be a good idea (for budgetary reasons), to place a cap on the amount of compensatory time that can be earned. Once that cap is reached, then overtime pay must be in cash.

**Position Descriptions:** Each employee should have a current position description. A position description should include:

- The scope of duties to be performed by the district employee;
- Supervision received and exercised;
- And skills needed to do the job.

Position descriptions do not have to list every specific duty, but should cover the breadth of duties expected. If your employee(s) do not have a current position description, take the time and develop/update one for each employee.



## Personnel Management Part 2 (Continued)

**Performance Appraisals:** Ideally, one supervisor should be appointed to serve as the main contact/supervisor of an employee. This supervisor would conduct performance appraisals as well. Appraisals should be based on an employee's position description and used to evaluate job knowledge, skills and abilities, quality of work, productivity, reliability, communication, training needed, and working relationships. Appraisals not only evaluate how the employee is meeting expectations, but are also an excellent form of communication between the supervisors and employees.

**Appraisals should be conducted annually.** Why you ask? Appraisals can open up lines of communication to make sure expectations are being met and to help take care of any issues that may arise in a proactive manner. Remember, the first effort is to help employees do their jobs better.

**Communication:** Conservation district employees are almost always the biggest budgetary investment made by conservation districts. And, as any supervisor will say, conservation district employees are the key to conservation district success. Good communication between employees and supervisors is essential in ensuring district expectations and conservation goals are met. While this issue deals with the nuts and bolts of personnel management, nothing is more important than good communication for paying dividends on your biggest investment.

### **Supervisor Checklist:**

- Personnel policy is updated and current
- Employee (s) position description is current
- Employee (s) are using approved timesheets
- Supervisor approves and signs timesheets
- Supervisors have conducted employee performance appraisal within the last year

### **Don't Forget:**

- Conservation district supervisors are governmental employers
- Conservation district supervisors should not delegate any supervisory responsibility to any other agency
- Ideally, one supervisor should be appointed to serve as the main contact/supervisor of an employee
- It is not appropriate for agency personnel that are not conservation district supervisors to sign conservation district employee time sheets
- A calendar is not a proper substitute for a time sheet
- Be sure to setup a leave account to avoid breaking the budget if/when an employee leaves their position