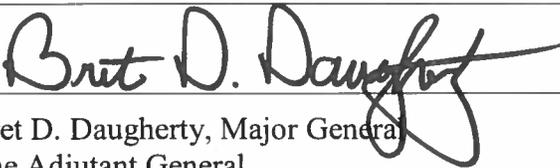




Department Policy No. HR-244-04

Title:	Washington Management Service
Authorizing Source:	WAC 357-58, Washington Management Service
Information Contact:	Human Resource Director Building # (253) 512-7940
Effective Date:	March 15, 2013
Mandatory Review Date:	July 1, 2017
Revised:	July 1, 2013
Approved By:	 Bret D. Daugherty, Major General The Adjutant General Washington Military Department Director

Purpose

Provide a compensation philosophy for the Washington Military Department (WMD) on Washington Management Service (WMS) and provide administrative policies, procedures and guidelines for WMS positions and employees.

Scope

This applies to all WMD employees permanently appointed to positions determined to meet the definition as defined in Washington Administrative Code (WAC) 357-58-035. Inclusion in the WMS shall be in accordance with the WMD's WMS Operating Procedures.

Definitions

Definitions for WMS are provided in WAC 357-58-065.

Policy

A. General responsibilities.

- 1) The Adjutant General (TAG)/WMD Director is responsible for the overall administration of WMS rules, policies and procedures.
- 2) The Division Directors are responsible for good management practices that encourage WMS processes intended to facilitate hiring, developing, and compensating WMS employees within their divisions.

- 3) Managers/supervisors will assist WMS employees in developing the management skills, knowledge and abilities required in performing their assigned duties. This includes encouraging good management practices, facilitating training opportunities, developing related goals/performance measures and providing adequate performance feedback/assessments. This process will include the use of the Performance Development Plan form's expectation and evaluation.

B. WMS Inclusion and Position Evaluation.

The inclusion and evaluation of positions within WMS are determined in accordance with WAC 357-58-032 through 042 and WMD Procedure HR-244-04b, WMS – Inclusion and Evaluation Procedure.

C. Salary Administration.

- 1) The Human Resource Office will maintain the WMD's WMS Salary Administration Plan consistent with the Department of Personnel's guidelines and WMS Band and Salary Structure.
- 2) WMS employees will be compensated at or above the minimum salary authorized for the corresponding WMS Bands. Band placement is determined by the Job Value Assessment Chart (JVAC) value assigned to their position.

D. Relocation compensation.

- 1) Relocation compensation shall be administered in accordance with WAC 357-58-145 through 155 and SAAM Chapter 60.
 - a. Relocation compensation will normally be limited to situations when specialized skills, knowledge and/or abilities are required to meet recruitment, retention and/or operational requirements.
 - b. The relocation shall normally involve a cross-state or out-of-state move.
- 2) Supervisors/Managers shall consult with the Human Resources and Finance Director to determine the amount of relocation pay requested.
 - a. Determination shall be based on operational necessity, SAAM guidance, potential costs associated with recruitment/retention, funding availability within existing resources, and any special circumstances associated with the relocation requirement.
- 3) Relocation pay must be requested in writing with the amount requested, and documentation of operational necessity.
- 4) Relocation requests require the approval of the Human Resources Director (HRD), Finance Director and the TAG.

E. Recruitment and Selection.

- 1) Appointments to and within WMS shall be made in accordance with the provisions of WAC 357-57-185 through 195 and the WMD's WMS Operating Procedures.

- 2) The WMD will document and maintain information regarding the recruitment and selection criteria utilized in filling WMS positions in accordance with retention guidelines.
- 3) Direct appointments (permanent WMS appointments made without formal recruiting) are generally the exception and require TAG approval.

F. Performance Documentation and Evaluations.

- 1) Performance Development Plans for WMS employees will be completed annually between July 1 and August 31.
- 2) The Performance Development Plan form shall be used to evaluate WMS employees during their review period and annually thereafter as noted in F (1). Supervisors shall maintain all performance documentation until the evaluation process is complete. Completed Performance Development Plan forms shall be maintained in employee personnel files.
- 3) Performance documentation outside the Performance Development Plan process (i.e. letters, awards, accomplishments) should be clear, timely, and distributed appropriately.

G. Reviews.

Issues should be resolved at the lowest possible level in a timely manner. The formal review process is outlined in the WMD's WMS Operating Procedures.

H. Disciplinary Action.

As provided in WAC 357-58-050, the disciplinary process shall be administered in accordance with the provisions of WAC 357-40-010 through 050 and the WMD's WMS Operating Procedures.

WMS Operating Procedures

1. **Compensation Administration.** (Reference: WAC 357-58-075 through 085) The WMD's compensation practices will be consistent with WAC 357-58 while providing flexibility and discretion in salary rates, adjustments and other pay practices.
 - A. The WMD's WMS compensation plan is based on a lineal interpolation that sets a salary baseline for assigned JVAC points proportionate to the JVAC and salary range of the corresponding WMS Band.
$$\text{[Baseline} = (\text{JVAC assigned} - \text{JVAC minimum}) \times (\text{Band maximum salary} - \text{Band minimum salary}) / \text{Band maximum JVAC} - \text{Band minimum JVAC}]$$
 The baseline is adjusted by negative ten percent to set the Range of Consideration (ROC) minimum and by thirty percent to set the ROC maximum.
 - B. The ROC establishes a basis for setting the salary rate for all WMS positions based on the point factor evaluation of positions as determined by the Banding Committee.
 - C. Employees are normally paid at a rate with the corresponding ROC based on the:
 - i. Employee's skills, knowledge and abilities;

- ii. Employee's current job performance;
 - iii. Any unique or specialized requirements related to the positions duties/responsibilities;
 - iv. Corresponding salary rates for comparable WMS positions;
 - v. Prevailing market rate;
 - vi. Documented recruitment and/or retention difficulties; and
 - vii. Other factors tied to the WMD's strategic goals and objectives.
- D. All WMS employees will be paid at or above the minimum salary rate for the corresponding WMS Band as established by the Department of Personnel.

2. **Salary Adjustments.** (Reference: WAC 357-58-90 through 155).

- A. **Salary Adjustments with No Change in Evaluation Points.** Salary adjustments initiated by the WMD for positions with no change in evaluation (JVAC) points shall not exceed the maximum or fall below the minimum set by the corresponding WMS Band and will not normally exceed ten percent (10%) in a single fiscal year. Adjustment may be made under the following conditions:
- a) Legislative mandate;
 - b) Documented recruitment and/or retention difficulties;
 - c) Documented WMD and/or state salary alignment issues; and/or
 - d) Progression pay granted in recognition of the employee's demonstrated growth and development as documented on the employee's PDP.
- i. With the exception of legislative adjustments, the TAG will determine whether fiscal resources permit consideration of additional selective salary adjustments based on sustained superior performance, internal/external alignment issues and recruitment/retention difficulties. Across the board or widespread WMS salary adjustments are inappropriate.
 - ii. Requests for salary adjustments shall be submitted to the HRD for review on the Progression Pay Worksheet. The HRD will forward requests with recommendations to TAG for consideration and/or approval annually on October 1st.
 - iii. Progression adjustments (progression pay) are not automatic and shall not exceed the limitations outlined in WAC 357-58-100.
 - a) WMS employees are eligible, following initial transition, hire, transfer, or promotion to WMS positions. Employees are generally expected to complete their review period (if applicable) prior to receiving progression adjustments.
 - b) Progression adjustments are normally made in any increment up to ten percent (10%) a year and should not exceed a total of twenty-five (25%) percent during the tenure of an employee's appointment to a position as long as the position's duties are unchanged or would not evaluate higher if new duties were assigned. Only the HRD may grant requests for exception to the progression increase limit.

- c) Progression adjustments are not automatic and must be based on documented performance measures, demonstrated growth/development, and **sustained superior performance** as evidenced by the Performance Development Plan (PDP) forms.

Sustained Superior Performance is defined as **consistently and independently exceeding** set standards and expectations regarding both program and personnel management responsibilities. Personnel Management responsibilities include maintenance of appropriate staffing levels, compliance with policy and procedures, timely evaluations and expectations for all staff under their supervision, and compliance to staff's mandatory training requirements. Evaluating Managers will be provided with annual status reports for the previous year at the end of June each year. The employee must demonstrate achievement and application of Leadership Competencies as noted in the PDP.

- d) Progression adjustments are requested on the WMD's Progression Pay Request form. A completed PDP should accompany progression adjustment requests. The effective date for progression adjustment is on or after the completion date of the corresponding PDP as specified by the evaluating manager. The Progression Pay Worksheet is submitted with the WMS evaluation form and reviewed by TAG on or after October 1st of every calendar year.
- e) Documentation of progression pay will be maintained in the employee's personnel file.

- B. Salary Adjustments with Changes in Evaluation Points. The adjustments to a position's evaluation (JVAC) points generally represent upward or downward movement within the WMS bands. All salary adjustments tied to changes in evaluation (JVAC) points should take into consideration the elements listed in Section 3 (C) of this policy (employee's knowledge, skills, and abilities; employee's current job performance; unique or specialized requirements related to the position's duties/responsibilities; corresponding salary rates for comparable WMS positions; prevailing market rate; documented recruitment and/or retention difficulties; salaries shall be at or above the minimum authorized for the WMS Band; salaries are normally within the corresponding Range of Consideration (ROC); and/or other factors tied to the WMD's strategic goals and objectives).
 - i. Promotional Increases. Salary adjustments may be made when, an employee accepts a promotion into WMS; a WMS employee promotes to another WMS position with higher evaluation (JVAC) points; or a WMS employee is an incumbent in a position that is assigned higher evaluation (JVAC) points. In conjunction with the elements listed above, adjustments for promotions into or within WMS are generally limited to not more than ten percent (10%) or the lower limit of the ROC. Adjustments greater than ten percent (10%) require detailed written justification and advance TAG approval.
 - ii. Voluntary Downward Movement. WMS employees may voluntarily accept to remain in, or move to, a position with lower evaluation (JVAC) points. This may result in a salary decrease but shall not cause the salary to fall below the

minimum amount for the corresponding WMS Band for the lower rating. A salary recommendation will be made by the Executive Management Team (EMT) member in consultation with the HRD. TAG makes the final salary determination.

- iii. **Disciplinary Demotions for Cause.** The assignment of responsibilities that result in lower evaluation points for the incumbent's current position or movement to a position with lower evaluation (JVAC) points. This action is subject to both WAC 357-40 and the provisions of the Fair Labor Standards Act (FLSA).
 - iv. **Involuntary Downward Movement.** The salaries of WMS employees will be retained following involuntary downward movement due to non-disciplinary reassignment of duties that result in lower evaluation (JVAC) points. The current salaries of affected employees will be retained until such time as they exceed the salary minimum for the corresponding WMS Band or the employee leaves the position.
- C. **Lump Sum Recognition Payment.** TAG may authorize a one-time monetary award in recognition of documented exceptional work experience and performance results. This cash payment shall be included in the ten percent (10%) annual adjustment limit in the fiscal year in which it is paid.
3. **Other Pay Practices** (Reference: WAC 357-58-170).
- A. **Overtime Eligibility Designation.** WMS employees are normally "overtime exempt", unless otherwise designated on the Position Description Form and are exempt from the provisions of the federal Fair Labor Standards Act (FLSA).
 - B. **Additional Pay.** WMS employees, because of their "overtime exempt" designation, will not receive shift differential, call-back, or standby pay.
 - C. **Exchange Time.** Exchange time shall be administered in accordance with WMD Policy HR-223-09, Exchange Time.
 - D. **Overtime pay.** WMS employees will not normally receive overtime pay. However, under exceptional circumstances TAG or designee may authorize overtime compensation. Authorized overtime compensation for WMS employees shall be paid at their regular rate of pay ("straight time") or "time-and-one-half," as determined by TAG.
4. **Recruitment and Selection.** (Reference: WAC 357-58-185 through 190). The WMS recruitment and selection practices will reflect the WMD's philosophy to create a diverse and skilled workforce. The process will be flexible, equitable, and open while promoting responsibility, accountability, and integrity.
- A. **Scope of Recruitment.** The hiring authority (supervisor/manager), in consultation with the Human Resources Office, determines the desired scope of recruitment (including targeted recruitment), the required and/or desired knowledge, skills, and abilities (KSAs) and any unique/specialized recruiting needs.
 - i. Prior to recruiting the hiring authority should review and update the Position Description if there are substantial changes to the duties/responsibilities.

- ii. Recruitment is generally conducted as vacancies occur.
 - B. Selection. The hiring authority, in consultation with the Human Resources Office, will determine the screening and selection criteria (i.e. application reviews, skill tests, interviews, and reference verifications). All reasonable attempts should be made to ensure that screening and selection criteria are free from bias, reflect a commitment to diversity, and are performance/skills based.
 - i. The formal recruitment and selection process is optional when the position is filled with an agency administrative transfer or agency voluntary demotion.
 - C. Records. A comprehensive record of the recruitment process will be maintained in accordance with the States Record Retention Schedule. Documents may include current position descriptions, recruitment announcements, desired KSAs, applications/resumes, screening criteria, names of the staff involved in rating/screening, interview information, reference check documentation, applicant correspondence, and WMS applicant flow data.
 - D. The hiring authority is responsible for ensuring that hiring practices and decisions are non-discriminatory, legal, fair, and resulting in staffing diversity.
 - E. The hiring authority will submit a Personnel Appointment Request (PAR) form with the selection recommendation, hiring justification, desired salary, and recommended review period.
 - F. The advanced approval from TAG utilizing the PAR form is required prior to making a WMS job offer.
5. **Movement within WMS.** (Reference: WAC 357-58-200 through 205). Movement within WMS will be conducted in a manner that is fair, legal, equitable, objective, responsive, and flexible.
- A. There is no required promotional preference for WMS appointments. However, the WMD may determine, on a case by case basis, if limiting the candidate pool to eligible agency or service-wide applicants meets the organization's current needs. The hiring authority, in consultation with the Human Resources Office, will determine the type of recruitment necessary (i.e. open competitive, agency promotional, service-wide promotional).
 - B. Transfers are movement of employees between WMS positions with the same evaluation (JVAC) points.
 - i. Transfers can be made with or between agencies.
 - ii. Transfers can be made with the agreement of the employee or to meet organizational needs as long as it is within a reasonable commute. Reasonable commute will be determined on a case-by-case basis.
 - C. TAG may authorize the transfer of a WMS position at any time.
 - D. If employees do not agree to transfer with the positions, the Layoff provisions of WAC 357-58-438 through 477 shall apply. Additionally, the employees may file an appeal with the Personnel Appeals Board under the provisions of WAC 357-58-505, if they allege unreasonable commute.

6. **Movement between WMS and Washington General Service Positions.** (Reference: WAC 357-58-210 through 230). Movement of employees between WMS and Washington General Service (WGS) will be conducted in a manner that is legal, fair, equitable, objective, responsive and flexible.
 - A. Permanent WMS employees are employees who attained permanent status as a WGS employee prior to entering WMS or employees who entered WMS outside WGS that have completed the required review period.
 - i. WMS employees that have completed six months of their review period are eligible to compete under promotional WGS registers.
 - ii. Permanent WMS employees may promote, transfer (if their salary is within the WGS salary range), or demote (if their salary is more than the WGS salary range) into WGS positions.
 - iii. Permanent WMS employees may accept nonpermanent employment in the WGS as provided in WAC 357-58-225. Upon termination of the nonpermanent appointments, they have the right to resume the same or similar permanent WMS position within their permanent agency, at their former status.
 - B. Permanent WGS employees (having completed their probationary period) are eligible to promote into WMS. Additionally, they can transfer (if their salary is within the WMS salary range), or demote (if their salary is more than the WMS salary range) into WMS positions.
 - C. Appointments between WMS and WGS require authorization by TAG utilizing a PAR form.

7. **Acting Appointments.** (Reference: WAC 357-58-265 through 280). Acting appointments may be made when necessary to meet organizational needs.
 - A. Acting appointments require authorization by TAG, or designee, utilizing a PAR form.
 - B. Prior to the appointment, the employee will be notified in writing of the length, intent, salary, and conditions of the acting appointment as authorized by TAG, or designee.
 - C. Permanent employees have the right to resume their previous or similar position at the conclusion of the acting appointment.
 - D. All acting appointments will be voluntary.

8. **Review Period – Attaining Permanent Status.** (Reference: WAC 357-58-285 through 300). A review period is a period of time designated to ensure WMS employees meet the performance and other requirement of their positions. Review periods are between twelve (12) and eighteen (18) months.
 - A. The length of the review period should be based on the nature of the job and the skills of the appointee. The hiring authority will recommended a review period, with supporting justification, on the PAR form for review and/or approval by TAG.

- B. Review periods will be required for all WMS appointments. TAG may waive this requirement for employees who transfer or voluntarily demote.
 - C. Employees will concurrently serve their review periods when they promote within WMS prior to completion of their current review period.
 - D. Employees appointed from WGS to the same or similar occupational field in WMS, while serving their probationary/trial service periods, will concurrently serve the remainder of their probationary/trial service periods with their WMS review period.
 - E. TAG may require an incumbent to serve an additional review period when they receive a promotional increase in evaluation (JVAC) points. Employees will be notified in writing of this requirement at the time of promotion.
9. **Reversion.** (Reference: WAC 357-58-340 through 375).
- A. Reversion or separation of employee may be processed during the review period with notification of the effective date.
 - i. Reversion. The voluntary or involuntary movement of a WMS employee during the review period. Movement may be to a position held prior to the WMS appointment or to a position for which the employee is qualified that is comparable to the employee's prior position and salary.
 - ii. Separation. This may occur when the reverted employee is appointed from outside state service and has no reversion rights.
 - B. The supervisor should ensure that the employee is aware of the issue(s) leading to the reversion or separation action and consult with both the appropriate EMT member and the Human Resources Office.
 - C. TAG will provide employees with written notification of the effective date of their reversion or separation from the review period.
 - D. Employees may not appeal reversion or separation from the review period.
10. **Return from Exempt Service.** (Reference: WAC 357-58-450). Any employee with permanent status in a WMS position who accepts an appointment to an exempt position has the right to return under the provisions of WAC 357-04-030 to a WMS position. The return will be accomplished as provided in WAC 357-19-195 and 357-19-200.
11. **Training and Development.** (Reference: WAC 357-58-385 through 400). The WMD will provide developmental and training opportunities to WMS employees specific to their position competencies. The training and development needs of WMS employees will be incorporated into the WMD's Human Resources Development Plan. WMS employees, in consultation with their supervisors and the Human Resources Office, are responsible for seeking out and fully participating in opportunities to enhance their knowledge, skills, and abilities.
- A. Tuition Reimbursement. Shall be submitted, reviewed and approved/denied in accordance with the WMD's Human Resources Development Plan.

- B. Educational Leave. Shall be submitted, reviewed and approved/denied in accordance with WMD Procedure HR-218a-10, Leave.
12. **Performance Evaluations.** (Reference: WAC 357-58-415 through 420). WMS employees shall be evaluated, using the standardized state evaluation forms, during their review periods and annually thereafter between July 1st and August 31st.
13. **Disciplinary Action.** (Reference: WAC 357-58-50). The disciplinary process will be administered in accordance with WAC 357-40.
14. **Layoff Procedure.** (Reference: WAC 357-58-460). Layoffs will be conducted in a manner that is fair and equitable and consistent with the philosophy of the WMD's current Layoff Procedure for Washington General Service employees. A layoff can be initiated due to lack of funds, curtailment of work, good faith reorganization for efficiency purposes, or when there are fewer positions than there are employees entitled to such positions.
- A. Layoff Units. The layoff unit for WMS employees is statewide for permanent non-project positions. The layoff unit for permanent project positions is limited to the project boundaries.
 - B. Alternatives to Layoffs. The WMD shall attempt to avoid or minimize layoffs through transfers, voluntary demotions, voluntary reduced work schedules, or voluntary leave without pay. A permanent WMS employee scheduled for layoff has the right to transfer or take a voluntary demotion to a vacancy that is to be filled within the employee's layoff unit, provided the employee has the skills and abilities required for the position as determined by the appointing authority. If more than one qualified employee seeks the same vacancy, retention ratings shall determine the final appointment to the vacancy.
 - C. Layoff Notice. Permanent WMS employees shall receive a 15 day written notice. WMS employees without permanent status shall receive at least one calendar day's written notice of layoff.
 - D. Layoff Options. Options shall be determined in accordance with WAC 357-58-465.
 - E. Selection of Layoff Options. Unless otherwise specified in the written notification letter, employees shall accept or decline the layoff option offer(s) within five (5) calendar days from the receipt of the layoff notification and submit the response in writing to the Human Resources Office. If the employee's response is not received, the Human Resources Office shall automatically regard the employee's decision as a rejection of the offer(s).
 - F. Computing Retention Ratings. Under the direction of the HRD, Human Resources Office staff shall compute the retention rating for affected employees.
 - i. For the purposes of a layoff, an employee's retention rating will be calculated in accordance with WAC 357-58-470 (How does an employer determine an employee's employment retention rating?) and 357-58-475 (Does a veteran receive any preference in layoff?).

- ii. Employees that work less than 32 hours a week on a regular basis will have their retention rating prorated in proportion to the hours actually worked.
- iii. Ties in Retention Ratings. If ties occur, the following criteria shall be applied in the order presented to the affected employees until the ties are broken.
 - a) Current (or last period of) continuous employment with the WMD.
 - b) Current (or last period of) continuous employment within the affected job classification.
 - c) Random drawing (lot).
- G. Salaries for employees who accept positions with lower evaluation points due to a RIF shall be determined by TAG with recommendations upon request from EMT members. General guidelines are as follow:
 - i. Salaries that fall within the new ROC are generally maintained at their current level.
 - ii. Salaries that are above the new ROC are generally reduced to the maximum for the ROC.
 - iii. Salary determination should take into consideration the elements listed in Section 2, Salary Adjustments, of this policy.

15. Reconsideration Procedures. (Reference: WAC 357-58-520). The WMD is committed to resolving issues at the lowest possible level in a timely manner.

- A. WMD employees may request a review of the following WMS actions:
 - i. Salary adjustments (or lack thereof) when the responsibilities of a permanent WMD employee's position have changed. This includes voluntary downward movement within the same position, promotion within the same position and disciplinary demotions within the same position.
 - ii. Decisions regarding inclusion or exclusion of a position in WMS.
- B. The following review process is available to WMS employees.
 - i. EMT Member (Division Director) Review
 - a) Employees must submit a written request for review to their EMT Member (Division Director) or designee within seven (7) calendar days following their notification of the action in dispute. Requests must be signed, dated and include detailed descriptions of the concerns/disagreement with the action/outcome.
 - b) The EMT member (Division Director) shall meet with the employee and provide a written response within fifteen (15) calendar days following the meeting.
 - ii. HRD Review.
 - a) If the EMT Member's (Division Director) response does not resolve the issues under dispute, employees may submit a written request for review by the HRD within seven (7) calendar days following their receipt of the EMT Member's (Division Director) written response. Requests must be signed, dated and include detailed descriptions of the concerns and reasons

for disagreement with the action/outcome and the reasons why the issues are not resolved.

- b) The HRD will review the request and compile adequate information to provide a written response within twenty-one (21) calendar days following the receipt of the request for review.

iii. TAG Review.

- a) If the HRD's response does not resolve the issues under dispute, employees may request a review by TAG or designee. The written request must be received within seven (7) calendar days following receipt of the HRD's response. This request must be signed, dated, state the reasons why the issues are not resolved and include a copy of the original request for review.
 - b) TAG will review the information and provide a written response within thirty (30) calendar days from the date of receipt. TAG's review and subsequent determination is final.
- C. Use of this review process does not preclude the right of employees to appeal cited in WAC 351-58-505.

16. **Record Keeping.** (Reference: WAC 357-58-540) The WMD will maintain official personnel and position files for all WMS employees and positions.

- A. The Human Resources Office will maintain the official employee and position files for the WMS program.
- B. All medical information will be excluded from the personnel files and maintained in separate confidential medical files (Employee Occupational Health Record). The Human Resources Office will also maintain these files.
- C. The Human Resources Office will report statistical information regarding the WMS program, as required, to the Department of Personnel.