



# **LOTT CAREER DEVELOPMENT PROGRAM**

**June 14, 2006**

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# **LOTT CAREER DEVELOPMENT PROGRAM**

## **June 14, 2006**

### **INTRODUCTION**

This document describes the Career Development Program for LOTT Alliance employees. It encompasses the process, guidelines, and forms that will be used for this program. This program is available to any regular employee of the LOTT Alliance (except Apprentices). Task Force members who developed this program are:

- Paula Williamson
- Terri Prather
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- Gabe Brannon
- Donna Bradshaw
- Ken Butti
- Michelle Barnett
- Brock Logan
- Cathy Raymond

LOTT acknowledges that it is much more difficult to recruit fully skilled employees for the most crucial aspects of the operation. LOTT also acknowledges that they have a very talented and loyal staff that have both interests and aspirations to advance their career. The purpose of the task force was to develop a comprehensive program for career development that will accomplish a multi-skilled workforce and give employees the opportunity to advance their skill base and careers.

### **GUIDING PRINCIPLES**

The task force used the following principles as guidelines for developing this program:

1. Any LOTT employee, with the exception of current Apprentices, is eligible to submit proposals and be considered for opportunities.
2. Management must approve all proposals; this leads to a commitment from senior management to accommodate work group needs during any cross training or learning opportunities.
3. The program is available to both union and non-union employees.
4. Employees accessing the Career Development Program may be required to make a service commitment and utilize the skills learned through participation in the program.

5. Career Development is a partnership between LOTT and the employees. Partnership means shared responsibility. Career Development is at least 50% the responsibility of the employee and 50% the responsibility of LOTT.
6. The procedures and processes should be standardized; each opportunity will have performance standards known to the selected employee.

## **PROGRAM DESCRIPTION**

There are five pathways for career development. They are designed to give employees opportunities at several levels of interest and skill. With one exception (One-Time Opportunities), all require the submittal of an Employee Career Development Proposal, a form that is available through Human Resources or on the browser.

One-Time Opportunities: The One-Time Opportunity path is for the employee who wants to take or is asked to take a single class, seminar, or workshop; attend a conference or other short duration program. This is the path that would be used by employees to fulfill any CEU, CLE, or other courses that are required to maintain certifications necessary for their positions. This is the only path that does not require an Employee Career Development Proposal. Approval begins with completion of the Conference/Training Request form. Additionally, if the employee is seeking financial support, the Educational Assistance form must be completed. The One-Time Opportunity path does not result in a pay increase and is not eligible to receive out-of-class pay.

Skill Enhancement: The Skill Enhancement path can be initiated by any employee at any time. This path is designed to allow an employee to enhance their current skills or learn new skills that would take them in a different career direction. Employee Career Development Proposals could take the form of classes, certifications, and/or on-the-job training. This is intended as a comprehensive learning program and does not replace the more straight-forward process, currently in place, for taking a single class, course, seminar, workshop or conference (One-Time Opportunity Path). The Skill Enhancement path does not result in a pay increase and is not eligible to receive out-of-class pay for any on-the-job training.

Multi-Functional Job – Employee Initiated: Each of the Multi-Functional Job paths blend skill sets and/or certifications typically found in two different classifications, such as Maintenance and Operations. Proposals in this path can be initiated by any employee at any time by completing the Employee Career Development Proposal. Management may approve the proposal based on LOTT's need for the proposed skills and the resources available for training. This path is designed to expand the skill level of employees to the degree that they can perform multiple tasks in multiple specialties. Training will be more intense and may require classes, certifications and significant on-the-job training. This path will result in a

reclassification to a specially designed combination job that blends the skills of two distinct classifications. Employees who have Employee Career Development Proposals approved for this path will be placed in the Training Pay Range that will allow pay increases upon successful completion of pre-established milestones.

Multi-Functional Job – Management Initiated: When management identifies a need, they may create a multi-functional job opportunity. Any employee who meets the minimum qualifications may submit an Employee Career Development Proposal. Management may select one or more employees for this opportunity, depending on the resources available and the assessment of proposals based on pre-established criteria. Like the Employee Initiated option above, this path is designed to expand the skill level of employees to the degree that they can perform multiple tasks in multiple specialties. The difference is that management has defined the combination job. Selection by management for this path means an intense training program that may require classes, certifications and significant on-the-job training. This path will result in a reclassification to a specially designed combination job that blends the skills of two distinct classifications. Selected employees will be placed in the Training Pay Range that will allow pay increases upon successful completion of pre-established milestones.

Job Vacancy: The job vacancy path is triggered when there is an actual vacancy or a probable vacancy (e.g. planned retirement). This path is designed to allow employees who may not be qualified for this vacancy to submit Employee Career Development Proposals that, when completed, would qualify this employee to perform the full duties of the vacant position. Employees submitting proposals will compete for this opportunity. If selected, they will be placed in the vacancy using the Training Pay Range that will allow pay increases upon successful completion of pre-established milestones. If the position is not yet vacant, the selected employee will be placed in the Training Pay Range and then in the vacant position when it becomes vacant. If an employee is selected to fill this vacancy through the Career Development Program, the vacant position will not be opened internally or externally for competitive recruitment.

## **ELIGIBILITY**

All employees, except current Apprentices, are eligible to participate in the Career Development Program. Newly hired or promoted employees, who were selected through an open and competitive hiring process, who do not meet the minimum qualifications of the job and who will require significant training or development to meet the minimum qualifications, will be automatically placed in the Career Development Program. An Employee Career Development Proposal will be mutually developed by the employee and the supervisor and the “Vacancy” path process will be followed.

## **COMMITMENT TO SUCCESS**

Management is committed to creating opportunities that allow employees to advance their careers. In order to assure success, Implementation Teams will be a part of each proposal. Each approved proposal will result in an agreement to be signed by the employee and the Implementation Team. This agreement is a commitment on the part of the employee to take the necessary steps to advance their career and commit to serving a designated amount of time in the new role. The Implementation Team is committing to provide the resources and support necessary for success.

Because of the significant commitment of resources by LOTT, employees selected for this program are expected to serve in their new role for a designated period of time at least equal to the time spent in training, not to exceed three years. This period of time will be specified in the Agreement. Additionally, should the employee leave the program or fail to successfully complete the program, LOTT may require repayment of direct expenses (tuition, registration fees, test fees, etc.). Employees who leave for reasons not within their control will not be subject to these consequences.

## **COMPETITIVE PROCESSES**

All Management Initiated paths require a competitive process, as follows:

Multi-Functional Job: Any employee may submit an Employee Career Development Proposal. If more proposals are received than there are opportunities, management will select those who will be in the best position to successfully complete the training, based on pre-established criteria. Management reserves the right to select no one.

Vacancy: Any employee may submit an Employee Career Development Proposal. Management will select the person who will be in the best position to successfully complete the training and ultimately succeed in the resulting position, based on pre-established criteria. Upon successful completion of the training program, the employee will be moved directly into the vacancy as soon as it is available. In the event that the position is not filled internally, management reserves the right to conduct an outside hiring process.

Underfill: If there are no qualified applicants for an actual vacancy – internal or external applicants – management may under-fill the position. This means reducing the minimum qualifications and placing the selected person into the position at a pay rate less than step 1. If this is the choice, the manager must re-open the position, internally only, to determine if there is someone within LOTT who now meets these revised qualifications. The selected employee will be automatically placed in the Career Development Program in order to bring them up to the minimum qualifications of the job.

## HOW TO APPLY

With the exception of the One-Time Opportunity, all employees interested in these career development paths must complete an Employee Career Development Proposal. Those needing assistance may seek this from Human Resources.

Proposals will be accepted four times per year and must be received no later than January 31, April 30, July 31, and October 31 of each calendar year. Proposals will be completely processed within ninety days of the submittal deadline, including completion and signing of the agreement. This timeline may be extended through mutual approval of the participating employee and his/her supervisor.

## CRITERIA FOR PROPOSAL APPROVAL

The criteria that will be used to evaluate proposals are:

- Must meet the needs of the facility or operation. Does it explain how the position will assist the affected group(s) and LOTT? How will the proposal impact the participant's workgroup and any work groups providing on the job training? Is there a clear understanding of the needs of LOTT as it pertains to this position?
- Ultimate goal of the position. Does it have a timeline (to include start and finish dates); explanation of the individual's goal to include a career path that links to the applied position?
- Identified Career Development Path. Does it match one of the identified career paths?
- Program cost. What is the estimated cost for training/education, overtime pay, training pay, apprenticeship, certification, new FTE, etc.? Are these costs already available in the division budget?
- Milestones and Expectations. What are the milestones and the strategy for achieving them? Are there other expectations that the employee has of LOTT? What do you think LOTT can expect from the employee?

Proposals will be reviewed by the employee's supervisor, manager, any on-the-job training supervisor(s), and Human Resources. If any of these individuals does not agree with the proposal, they must complete a "*Dissenting Opinion*" form (Addendum 5), attach it to the proposal, and mark the DO checkbox indicating that they disagree and have provided comments.

The proposal must be approved by the Business Manager, General Counsel, Executive Director, and (if appropriate) the Union Representative.

## **UNION REPRESENTATION**

A represented employee who wishes to enter the Career Development Program must include his/her union representative in the planning stage and in the final approval. Management may not negotiate wages, hours or working conditions directly with the union represented employee or make any arrangements outside of existing negotiated agreements (contract, MOUs) without the involvement of the employee's union representative. The Local 618-LOTT union representative will be the Staff Representative or his/her designee.

## **POSTPONEMENT OR TERMINATION OF PARTICIPATION**

At any time during the program, an employee's participation may be postponed or terminated with or without cause, and without right of appeal. This may be initiated by either the employee or LOTT. The reasons for such postponement or termination will be in writing and given to the employee or the Implementation Team. Postponement or termination without cause may be for, but not limited to, the following reasons:

- Administrative constraints
- Budgetary limitations
- Scheduling conflicts

Employees who do not successfully complete the program will be returned to the position held immediately preceding the effective date of the agreement, abiding by the provisions of the Administrative Guidelines and the labor agreement. Employees who, of their own will, discontinue participation in the program will be subject to the terms and conditions of the Career Development Plan Agreement.

## **PROBATIONARY PERIOD**

Employees who successfully complete the Career Development Program and who are then placed in a new position will be subject to the probationary period as described in either the Administrative Guidelines or the labor agreement.

## **PROGRESS REPORTS**

The Implementation Team is responsible for reviewing the participant employee's progress as defined in the Employee Career Development Proposal. This review shall take place at the end of each milestone, or a minimum of three times during the training period. A Career Development Plan Milestones Progress Report will be completed, signed and added to the employee career development record. The Implementation Team is responsible to determine if the employee has met the requirements of each milestone and will advance through the program.

## **IMPLEMENTATION TEAM**

The Implementation Team (IMT) will be comprised of the participating employee, the employee's supervisor, and any other supervisor or employee who will be training the participating employee. The IMT will be led by the employee's current supervisor. IMT meetings may be facilitated by Human Resources, as needed.

The Implementation Team will be responsible for:

- Meeting with the employee once the Employee Career Development Proposal has been approved.
- Designing the agreement that will be signed by the employee and the IMT.
- Coordinating the training schedule so that the operation and maintenance needs of LOTT are taken care of while the employee is participating in the program.
- Developing progress milestones.
- Agreeing on the financial arrangements, including, but not limited to, tuition costs, overtime costs, compensation, and other financial needs identified in the Proposal.
- Assuring clear lines of communication with all involved persons.
- Monitoring the employee's progression through the plan and making mid-course correction when necessary.
- Conducting the progress reviews at each milestone or at a minimum, three times during the course of the plan.
- Ultimately, determining if the employee has met all milestones and is ready to be placed in the previously agreed upon position.

An employee who is having difficulty with his/her implementation team is encouraged to address the concerns with the immediate supervisor or with the Human Resources Coordinator.

## **COMMUNICATION**

Success of this program is dependent upon the on-going and reliable communication between all involved persons. This communication will enhance the partnership concept of the Career Development Program. At a minimum, communication will occur at the following times:

- Proposal Approval: Employee will be notified upon approval of the Employee Career Development Proposal. The Implementation Team will then meet with the employee to work out the details of the career development plan.
- Proposal Denial: The employee's supervisor and one person from the Senior Management Team will be responsible for meeting with the employee to discuss the reasons for the denial and explore other alternatives if available. The intent of this meeting is not to shut the door,

but to have an open and honest conversation with the employee to determine what avenues might be available for success at a future time. The employee will be provided with copies of the completed *Dissenting Opinion* forms upon which the decision to deny the proposal is based. This form is designed to provide the employee with suggestions for improving or amending the proposal to improve the likelihood of approval.

- Appeals/Dispute Resolution Process: Should an employee disagree with the denial of his/her proposal, he/she may appeal to the Career Development Program Appeals Subcommittee which shall be comprised of a Union Representative (Staff Representative or Shop Steward) if the employee is represented; if non-represented, another member of the original Career Development Task Force; a supervisor; and at least one member of the Senior Management Team.

If, upon review of the information provided in the proposal and dissenting opinion(s), the Appeals Subcommittee agrees with the employee, they may recommend reconsideration of the proposal to the Executive Director. The Executive Director may then choose to uphold the denial or may approve the proposal. This section is not applicable to termination/postponement of an existing plan as described in the section titled “Postponement or Termination of Participation.”

- Progress Reports/Milestone Review: The IMT will meet with the employee at the conclusion of each milestone, or at minimum three times during the course of the training program. The purpose of the meetings will be to review progress, make mid-course corrections, determine the strategy for achieving the next milestone, and addressing any concerns.

**PROCEDURE FOR CREATING A NEW POSITION**

The following table describes the basic procedure for creating a new position and job classification in the Career Development Program. Nothing in this section changes or replaces the authority of the LOTT Board or changes standard procedures.

STEPS	WHO
1. Create a Job Description	Supervisor, Manager, Employee
2. Determine job classification, pay, FLSA status, and union representation	Human Resources, Supervisor
3. Consult with stakeholders regarding the classification description. Approve Job Classification.	Supervisor, Manager, Union, HR Coordinator, Business Manager, Executive Director
4. If a new FTE, Board approval is required.	Executive Director

## COMPENSATION

An employee whose Employee Career Development Proposal for the Career Development Program opportunity has been approved will be compensated through the Training Pay Range. The following guidelines will govern the use of this pay range.

Application: The Training Pay Range applies only to those Career Development opportunities that are in the Multi-functional or Vacancy paths. Employees with approved proposals for the Skill Enhancement path, the One-Time Opportunity path, or who are current Apprentices are not eligible for any increased compensation under the Career Development Program.

Regular Pay Range Established: When an Employee Career Development Proposal is approved, a regular pay range will be assigned based on the classification of the position that the employee is proposing to achieve. The classification and regular pay range will be recommended by Human Resources and approved by the Executive Director. If a new classification is created, the standard procedure for establishing the correct pay range will be followed.

Training Pay Range: When an Employee Career Development Proposal is approved, the employee will be placed in the Training Pay Range at the nearest step that does not result in a pay decrease. Upon the recommendation of Human Resources and at the discretion of the Executive Director, the employee may be placed at a step greater than their current pay based upon the level of knowledge and skill already attained at the time of entry into the Career Development Program.

For a newly hired employee, as defined in the Eligibility section, the entry pay will be placed at the Training Pay Range step that is closest to 80% to 90% of the minimum of the Regular Pay Range.

The top of the Training Pay Range for the appointed employee will be the maximum of the regular pay range as determined in "Regular Pay Range Established" above. Under no circumstance will the assignment of pay in the Training Pay Range be greater than the top step of the regular pay range.

The employee will be moved to the next step in the Training Pay Range upon achievement of the specific milestones mutually established by the Implementation Team and the employee. The Implementation Team is responsible for determining when milestones have been achieved.

Program Completion: Upon successful completion of all milestones, as determined by the Implementation Team, the employee will be placed at the bottom step of the regular pay range. If the employee is already within this range

the employee will be placed at the next higher pay step that results in a pay increase and does not exceed the top step.

Employees who withdraw from the Career Development Program or who are unsuccessful in completing all milestones and are returned to their original position and job classification will have their pay adjusted to include the increases the employee would have received had he/she never been in the Career Development Program.

### **ADMINISTRATIVE CHANGES OR AMENDMENTS**

Amendments and changes to the guidelines may be made by the Executive Director with Union agreement when appropriate.

## Addendum 1

# LOTT CAREER DEVELOPMENT PROGRAM PROCESS FLOW CHART

<b>ONE-TIME OPPORTUNITIES</b>	<b>SKILL ENHANCEMENT</b>	<b>MULTI-FUNCTIONAL JOB EMPLOYEE INITIATED</b>	<b>MULTI-FUNCTIONAL JOB MANAGEMENT INITIATED</b>	<b>VACANCY (CURRENT OR POTENTIAL)</b>
<p>This is an informal process. No Employee Career Development Proposal is necessary. Either the employee or Management may initiate.</p> <p>Form: Training, Conference, Travel Request</p>	<p>Employee initiates with a draft proposal that goes to Human Resources.</p> <p>Form: Employee Career Development Proposal</p>	<p>Employee initiates with a draft proposal that goes to Human Resources.</p> <p>Form: Employee Career Development Proposal</p>	<p>Line Management initiates with a draft proposal that goes to Human Resources.</p>	<p>Vacancy or probable vacancy is identified by management and is coordinated with Human Resources.</p>
<p>Employee must have the approval of the supervisor to address schedule, who will pay, and other operational needs.</p>	<p>Employee reviews with supervisor</p>	<p>Employee and Supervisor design the job and review proposal with a union representative, if appropriate. Human Resources creates job classification.</p>	<p>Line Management designs the job and Human Resources creates the job classification. If appropriate, review with a union representative.</p>	<p>Line Management designs the opportunity and reviews with Senior Management and Executive Director for approval. If needed, and FTE will be created.</p>
<p>Employee completes tuition reimbursement form, if needed. This form is approved by the supervisor and submitted to Human Resources.</p> <p>Form: Request for Educational Assistance</p>	<p>Employee and supervisor design the opportunity and review with a union representative, if appropriate.</p>	<p>Employee finalizes the proposal and submits to supervisor and review with a union representative, if appropriate.</p>	<p>Line Management reviews with Senior Management and Executive Director for approval.</p>	<p>Opportunity is announced and opened for proposals.</p>
	<p>Employee finalizes the proposal and submits to supervisor.</p>	<p>Supervisor reviews proposal with Senior Management and Executive Director for approval.</p>	<p>Opportunity is announced and opened for proposals.</p>	<p>Written proposals are submitted</p> <p>Form: Employee Career Development Proposal</p>
<b>ONE-TIME</b>	<p>Supervisor reviews proposal with Senior Management and Executive Director for approval.</p>	<p>Employee meets with Implementation Team (affected supervisors and employees) to discuss details of the proposal and</p>	<p>Written proposals are submitted.</p> <p>Form: Employee Career Development Proposal</p> <p><b>MULTI-FUNCTIONAL JOB</b></p>	<p>Management Team (Hiring Manager and others as appropriate) review proposals against pre-established criteria.</p>

OPPORTUNITIES	SKILL ENHANCEMENT	MULTI-FUNCTIONAL JOB EMPLOYEE INITIATED	MANAGEMENT INITIATED	VACANCY (CURRENT OR POTENTIAL)
		make plans for implementation. Form: Career Development Plan Approval		
	Employee meets with Implementation Team (affected supervisors and employees) to discuss details of the proposal and make plans for implementation. Form: Career Development Plan Approval	Proposal is accepted as written or modified.	Management Team (Line Managers and selected Senior Managers review proposals against pre-established criteria and makes the selection.	Management Team makes recommendation to Sr. Management.
	Proposal is accepted as written or modified.	Employee and Implementation Team sign agreement. Form: Career Development Plan Approval	Selection is communicated. Implementation Team is formed.	Selection made and communicated. Implementation Team is formed. If no selection is made, Management may recruit externally for this opportunity.
	Employee and Implementation Team sign agreement. Form: Career Development Plan Approval	Any changes in pay and classification are communicated through Human Resources.	Employee(s) meet with Implementation Team to modify/finalize proposal. Form: Career Development Plan Approval	Employee meets with Implementation Team to modify/finalize proposal and discuss the details of the implementation. Form: Career Development Plan Approval
	Implementation Team regularly reviews progress. Form: Career Development Plan Milestones Progress Report	Implementation Team regularly reviews progress. Form: Career Development Plan Milestones Progress Report	Employee and Implementation Team sign agreement. Form: Career Development Plan Approval	Employee and Implementation Team sign agreement. Form: Career Development Plan Approval
			Any changes in pay and classification are communicated through Human Resources.	Implementation Team regularly reviews progress. Form: Career Development Plan Milestones Progress Report.
			Implementation Team regularly reviews progress. Form: Career Development Plan Milestones Progress Report	Any changes in pay and classification will occur when the employee is placed in the vacant position.



## Employee Career Development Proposal

**Directions:** Complete the entire form, print, and sign. Save an electronic copy of your proposal to facilitate any requested modifications. You may attach additional information, such as course or seminar descriptions, if available. Submit to Human Resources for the evaluation and approval process.

### Employee Information

<b>Employee Name:</b>	<b>Current Position:</b>
<b>Today's Date:</b>	<b>Current Position Hire Date:</b>
<b>Employee's Direct Supervisor:</b>	

### Career Development Objective

**Position Information**

Please describe your career objective below and how you propose to accomplish your goal. The position may currently exist within the LOTT Alliance, or you may propose development of a new position.

**Objective: To enhance or develop my skills for**    Select One

**Position Title:**

**Certifications sought or required:**

If this is a new position, please describe the key roles and responsibilities of the proposed position below:

**Section or Work Group:** Select One

**Essential Functions:**

**How will LOTT benefit from creating this position?**

**Career Development Plan**

Identify the training necessary to meet your objective. Provide details, such as date, time, frequency, duration, location, and cost. Attach information, such as course descriptions and brochures, if available.

<b>Training</b>	<b>Dates/ Times</b>	<b>Frequency/ Duration</b>	<b>Location</b>	<b>Course Title or Brief Description</b>	<b>Registration Fee/Tuition</b>
<b>Seminars</b>					
<b>Vocational School</b>					
<b>Community College</b>					
<b>College or University</b>					
<b>On-the-Job Training (OJT)</b>					
<b>Other</b>					

**Total Estimated Cost for Tuition and Registration:**

**Career Development Timeline**

Please provide a timeline for your proposed training. Include key dates, such as start and end dates for college classes. Please note any conflict with your regular work schedule.

**Timeline:**

If coursework or seminars conflict with your regular work schedule, indicate below how you intend to manage the scheduling conflict. Indicate if and how you intend to make up the time for each schedule conflict noted above.

**Work Schedule Conflicts:**

Employee Signature: \_\_\_\_\_

Date: \_\_\_\_\_

## ADDENDUM 3 Agreement Check List

This check list is a companion document to assist the Implementation Team in the writing of the Agreement contained in the Career Development Plan Approval Form. The Employee Career Development Proposal is an attachment to the Agreement. The Agreement does not need to restate items already agreed to in the Proposal.

✓	<b>THE AGREEMENT SHOULD INCLUDE:</b>
	1. Who will pay for tuition, registrations, test fees, books/manuals and other direct expenses?
	2. Will classes be allowed during work hours? If so, how much time will be allowed in a week, a month, per class, etc.?
	3. If the work is bargaining unit work, at what point will the employee be required to join the union, if not already a member?
	4. If the work is non-bargaining unit work, to be performed by a bargaining unit employee, at what point will the employee no longer be represented by the union?
	5. How much service will be required of the employee upon completion of the training program. Use as a guide the amount of time spent in the Career Development Program. For example, if the training program is to be 2 years, then the service time should be 2 years.
	6. Are all special provisions for milestones described? (e.g. at a certain milestone, the employee would report to a different supervisor).
	7. If the employee does not complete the training program or fulfill service commitment for reasons under the control of the employee, how much of the direct costs will the employee be required to repay?
	8. What will the initial and maximum Training Pay assignment be?
	9. What is the definition of success or completion for this specific proposal? (e.g. certification, number of hours on-the-job training, passing grade in specific classes, completion of a job skills demonstration test, etc.)
	10. Are there any special circumstances that would postpone the training program that you have agreed to? (for example, 3 months paternity or maternity leave, military duty, planned extended vacation or medical procedure, etc.)
	11. What will happen upon completion? (e.g. Will the employee be moved directly into a new position? Be reclassified?)



### Career Development Plan Approval Form

**Implementation Team Instructions:** Use this form to describe financial and other agreements not specifically identified in the attached Employee Career Development Proposal. Submit to Human Resources upon completion.

**For example:** Include criteria and/or milestones for step increases and completion; if the employee moves into proposed position upon completion of training plan; Union representation during/after training; any service commitments; penalties for failure to fulfill service commitment.

Employee Name:		Date:	
<b>Agreement:</b>			
HR review:	Training Pay: <input type="checkbox"/> No Change/Current Pay <input type="checkbox"/> Training Pay Adjustment		
Initial Training Pay: Step _____ \$ _____/mon    Maximum: Step _____ \$ _____/mon			
<b>Reviewers</b>			
If you disagree with the proposal, attach completed dissenting opinion form and check the DO box.		Employee	
Supervisor	DO <input type="checkbox"/>	2 <sup>nd</sup> OJT Supervisor	DO <input type="checkbox"/>
OJT Supervisor	DO <input type="checkbox"/>	Manager (Non-supervisory)	DO <input type="checkbox"/>
<b>Approval</b>			
Business Manager	DO <input type="checkbox"/>	General Counsel	DO <input type="checkbox"/>
Union Staff Representative	DO <input type="checkbox"/>	Executive Director	DO <input type="checkbox"/>

Shaded cells represent Implementation Team Members

## EMPLOYEE CAREER DEVELOPMENT PROPOSAL DISSENTING OPINION

<b>Employee Name</b>	<b>Date</b>
<b>Person Writing this Opinion</b>	<b>Title</b>
<b>Signature:</b>	

**I disagree with the proposal as written because:**

(Check box or boxes corresponding to the nature of your disagreement and explain why you disagree. Offer suggestions for how to improve the proposal to gain your agreement.)

***Insufficient LOTT benefit:*** Explain why you believe that LOTT will not adequately benefit; What could/should be changed to benefit LOTT?

***Incomplete proposal:*** Explain what further information is needed in order for you to support the proposal.

***Unrealistic/not feasible:*** Explain why you believe the proposal is unworkable and provide suggestions that would make the proposal feasible.

***Other:***



## Career Development Plan Milestones Progress Report

**Instructions:** During the implementation planning process, identify each Career Development Plan Milestone and document on a separate Progress Report form using Section 1. As each milestone is achieved, use Section 2 of the prepared forms to track the employee's progress. Forward each completed Progress Report to Human Resources for processing and placement in the employee's personnel file.

<b>Section 1: Identify Milestone</b>	
Employee Name:	Milestone Start: Target Dates Completion:
Milestone Description:	
<b>Section 2: Progress Report</b>	
1. Describe the learning objectives for this training period and whether these objectives were met.	
2. How has the employee applied the learning on the job?	
3. What areas require further instruction or training?	
4. What additional support is needed?	
5. What are the learning objectives for the next milestone?	
6. Additional Comments:	
Employee Signature	Date
Supervisor Signature	Date
OJT Supervisor Signature	Date
2 <sup>nd</sup> OJT Supervisor Signature	Date
HR review	Training Pay: <input type="checkbox"/> No Change/Current Pay <input type="checkbox"/> Training Pay Adjustment
Current Pay: Step _____ \$ _____/month    Adjustment: Step _____ \$ _____/month	



**TRAINING/CONFERENCE/TRAVEL REQUEST FORM**

Training       Conference       Other

<b>EMPLOYEE: Please complete this portion and forward to supervisor for approval <u>prior</u> to travel, registration or enrollment.</b>		
Employee Name:		
Title/Purpose: (Attach announcement, meeting/conference agenda, and/or registration)		
Date(s):	Address/Location:	
Event Sponsor:		
Statement of Relevancy to Employee's Job and/or Individual Development Plan:		
Schedule adjustment needed?	Relief coverage needed?	No. of hrs/days:

<b>EMPLOYEE: Please read and sign appropriate line below.</b>	
By my signature below, I agree to complete/attend the training/conference as proposed above and, if applicable, I authorize a payroll deduction to be taken from my regular earnings for reimbursement for the cost of such, should I not successfully complete the training or if my absence from the conference was not excused by the division executive due to business (or emergency) reasons. I also agree to adhere to other requirements of applicable LOTT policies.	
_____ Employee Signature (Conference and Training)	_____ Date
_____ Traveler's Signature (Travel Only)	_____ Date

<i>Estimated</i> Expenses	<i>Estimated</i> Amount
Registration (Includes fees, books, etc.):	\$
Lodging: Hotel: _____ No. of Nights: _____	\$
Meals - Per Diem: Breakfast \$ _____ Lunch \$ _____ Dinner \$ _____	\$
Airfare: Preferred Travel Time: _____ Departure City: _____ Seat: _____	\$
Other: (Ground Transportation, parking, mileage, etc.)	\$
Travel: <input type="checkbox"/> LOTT Vehicle <input type="checkbox"/> Own Vehicle <input type="checkbox"/> Other	TOTAL \$

Exceptions to State guidelines: <input type="checkbox"/> Yes <input type="checkbox"/> No	Travel Advance Needed: <input type="checkbox"/> Yes <input type="checkbox"/> No
<input type="checkbox"/> Non-contract Air Carrier:	Amount Requested: \$
<input type="checkbox"/> Lodging Exceeds Maximum Rate:	Check No.: _____ Amount: \$
<input type="checkbox"/> Lodging Within 50 Miles:	Date: _____ Settlement Date: _____
<input type="checkbox"/> Personal Side Trip:	Employee Signature: _____ (sign upon receipt of funds)
<input type="checkbox"/> Other:	1. Advances shall not be for less than \$20.00 2. Requests should be submitted five (5) working days prior to departure. 3. Settlement shall be made within ten (10) calendar days of your return.

❖ Training ❖ Conference ❖ Travel Form ❖

**SUPERVISOR: Please complete this portion. If approved, forward to the Department Manager.**

For Training/Conference only (please check one):

- No.1 Required by supervisor to alleviate deficiency or plan for new job requirements
- No.2 Enhance skills for current job
- No.3 Personal enhancement/Career development
- No.4 Potential LOTT benefit

- APPROVED FOR TRAINING OR CONFERENCE ONLY**
- APPROVED TRAVEL ONLY**
- DISAPPROVED - EXPLANATION:**

Is this request identified in the written professional development plan?

- Yes
- No

\_\_\_\_\_  
Supervisor Signature

\_\_\_\_\_  
Date

\_\_\_\_\_  
Other Approval Signature

\_\_\_\_\_  
Date

**Accounting:**

Training BARS Code: \_\_\_\_\_  
 Travel BARS Code: \_\_\_\_\_  
 Travel BARS Code: \_\_\_\_\_



## REQUEST FOR EDUCATIONAL ASSISTANCE

Reimbursement for educational assistance is made in accordance with the LOTT Alliance Educational Assistance Policy. This policy allows LOTT to reimburse employees for approved classes, up to an individual maximum each year. Please refer to the Educational Assistance Administrative Guideline 16 for more information.

Please contact Human Resources for the current annual maximum and fund availability.

<b>Name:</b>	<b>Division:</b>
<b>Position:</b>	<b>Section:</b>
<b>Supervisor:</b>	<b>Date of Request:</b>
<b>Date of Hire:</b>	<b>Work Phone:</b>

➤ Please list the classes you are requesting reimbursement for attending:

Course Name	School	Semester/ Quarter Dates	Credits	Cost (Tuition Only)
<b>TOTAL REQUESTED: ▶</b>				

➤ How do the classes listed above relate to your current position or career goals?


**Employee Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Supervisor Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

**Executive Director Signature:** \_\_\_\_\_ **Date:** \_\_\_\_\_

## ADDENDUM 9 2006 Training Pay Range

<b>RANGE</b>	<b>HOURLY</b>	<b>SEMI-MONTHLY</b>	<b>MONTHLY</b>	<b>ANNUAL</b>
<b>T1</b>	16.88	1,462.82	2,925.81	35,110.40
<b>T2</b>	17.21	1,491.42	2,983.01	35,796.80
<b>T3</b>	17.56	1,521.75	3,043.67	36,524.80
<b>T4</b>	17.91	1,552.08	3,104.34	37,252.80
<b>T5</b>	18.27	1,583.28	3,166.74	38,001.60
<b>T6</b>	18.63	1,614.48	3,229.14	38,750.40
<b>T7</b>	19.01	1,647.41	3,295.00	39,540.80
<b>T8</b>	19.39	1,680.34	3,360.87	40,331.20
<b>T9</b>	19.78	1,714.13	3,428.47	41,142.40
<b>T10</b>	20.17	1,747.93	3,496.07	41,953.60
<b>T11</b>	20.58	1,783.46	3,567.13	42,806.40
<b>T12</b>	20.99	1,818.99	3,638.20	43,659.20
<b>T13</b>	21.41	1,855.39	3,711.00	44,532.80
<b>T14</b>	21.83	1,891.79	3,783.79	45,406.40
<b>T15</b>	22.27	1,929.92	3,860.06	46,321.60
<b>T16</b>	22.72	1,968.92	3,938.06	47,257.60
<b>T17</b>	23.17	2,007.91	4,016.06	48,193.60
<b>T18</b>	23.64	2,048.64	4,097.52	49,171.20
<b>T19</b>	24.11	2,089.37	4,178.99	50,148.80
<b>T20</b>	24.59	2,130.97	4,262.18	51,147.20
<b>T21</b>	25.08	2,173.43	4,347.12	52,166.40
<b>T22</b>	25.59	2,217.63	4,435.51	53,227.20
<b>T23</b>	26.10	2,261.83	4,523.91	54,288.00
<b>T24</b>	26.62	2,306.89	4,614.04	55,369.60
<b>T25</b>	27.15	2,352.82	4,705.91	56,472.00
<b>T26</b>	27.70	2,400.48	4,801.24	57,616.00
<b>T27</b>	28.25	2,448.15	4,896.57	58,760.00
<b>T28</b>	28.81	2,496.67	4,993.64	59,924.80
<b>T29</b>	29.39	2,546.94	5,094.17	61,131.20
<b>T30</b>	30.00	2,599.80	5,199.90	62,400.00
<b>T31</b>	30.58	2,650.06	5,300.43	63,606.40
<b>T32</b>	31.19	2,702.93	5,406.16	64,875.20
<b>T33</b>	31.81	2,756.65	5,513.63	66,164.80
<b>T34</b>	32.45	2,812.12	5,624.56	67,496.00
<b>T35</b>	33.10	2,868.45	5,737.22	68,848.00

<b>T36</b>	34.75	3,011.44	6,023.22	72,280.00
<b>T37</b>	35.45	3,072.10	6,144.55	73,736.00
<b>T38</b>	36.16	3,133.63	6,267.61	75,212.80
<b>T39</b>	36.88	3,196.02	6,392.41	76,710.40
<b>T40</b>	37.62	3,260.15	6,520.67	78,249.60
<b>T41</b>	38.37	3,325.14	6,650.67	79,809.60
<b>T42</b>	39.14	3,391.87	6,784.14	81,411.20
<b>T43</b>	39.92	3,459.47	6,919.33	83,033.60
<b>T44</b>	40.72	3,528.80	7,058.00	84,697.60
<b>T45</b>	41.53	3,598.99	7,198.39	86,382.40
<b>T46</b>	42.36	3,670.92	7,342.26	88,108.80
<b>T47</b>	43.21	3,744.58	7,489.59	89,876.80
<b>T48</b>	44.08	3,819.97	7,640.39	91,686.40
<b>T49</b>	44.96	3,896.23	7,792.92	93,516.80
<b>T50</b>	45.86	3,974.23	7,948.91	95,388.80
<b>T51</b>	46.77	4,053.09	8,106.64	97,281.60
<b>T52</b>	47.71	4,134.55	8,269.57	99,236.80
<b>T53</b>	48.67	4,217.74	8,435.97	101,233.60
<b>T54</b>	49.64	4,301.80	8,604.10	103,251.20
<b>T55</b>	50.63	4,387.60	8,775.70	105,310.40

# **ADDENDUM 10**

## **Human Resources Role and Responsibilities**

### **Employee Initiated Skill Enhancement**

- ✓ Intake draft Employee Career Development Proposal forms from employee.
- ✓ Review draft proposal, provide assistance and comments (if any) prior to employee/supervisor review.
- ✓ Receive completed final proposal and signed approval form for placement in personnel file.

### **Employee Initiated Multi-Functional Job**

- ✓ Periodically (predetermined dates) announce request for proposals and due dates.
- ✓ Intake draft Employee Career Development Proposal forms from employee.
- ✓ Review draft proposal, provide assistance and comments (if any) prior to employee/supervisor review.
- ✓ Works with employee and supervisor to establish new position job description and drafts class specification.
- ✓ Forward completed class specification to Union Staff Representative to determine inclusion in the Union.
- ✓ Conducts Classification and Pay review to establish proposed pay range for new classification (requires approval of Manager, Business Manager, and Executive Director, as well as Staff Representative for Union positions).
- ✓ Establish appropriate Training Pay, based on policy, employee's current pay, and pay range of new classification.
- ✓ Initiates approval form, indicating appropriate pay ranges.
- ✓ Receive completed final proposal and signed approval form for placement in personnel file.

### **Management Initiated Multi-Functional Job**

- ✓ Intake request for development of new position form supervisor and/or Manager.
- ✓ Review management's identified needs for new position to develop class specification.
- ✓ Forward completed class specification to Union Staff Representative to determine inclusion in the Bargaining Unit.
- ✓ Conducts Classification and Pay review to establish proposed pay range for new classification (requires approval from Manager, Business Manager, and Executive Director, as well as Staff Representative for Union positions).
- ✓ Create and distribute job/training opportunity to all employees; request proposals from all interested parties.
- ✓ Offer assistance to complete proposals.
- ✓ Intake employees' proposals.
- ✓ Establish criteria for acceptance with affected supervisor and management team.
- ✓ Coordinate selection process.
- ✓ Arrange for communication of decision to employee participants.
- ✓ Establish appropriate Training Pay, based on policy, employee's current pay, and pay range of new classification.
- ✓ Initiates approval form, indicating appropriate pay ranges.
- ✓ Receive completed final proposal and signed approval form for placement in personnel file.

**Current or Potential Vacancy**

- ✓ Confirm existence or likelihood of vacancy in key/technical position.
- ✓ Coordinate approval from Senior Management to approve training opportunity
- ✓ Create and distribute job/training opportunity to all employees; request proposals from all interested parties.
- ✓ Offer assistance to complete proposals.
- ✓ Intake employees' proposals.
- ✓ Establish criteria for acceptance with affected supervisor and management team.
- ✓ Coordinate selection process.
- ✓ Arrange for communication of decision to employee participants.
- ✓ Coordinate Implementation Team to modify and finalize proposal.
- ✓ Establish appropriate Training Pay, based on policy, employee's current pay, and pay range of new classification.
- ✓ Initiates approval form, indicating appropriate pay ranges.
- ✓ Receive completed final proposal and signed approval form for placement in personnel file.

## **Addendum 11 - Program Definitions**

**AFSCME:** American Federation of State County and Municipal Employees; represents work below the level of supervisor performed in Operations, Maintenance, and Process Control.

**Apprentice:** An employee who is currently under contract in one of the LOTT Alliance's state-approved apprenticeship programs.

**Classification:** A broad description of a group of jobs/positions that are similar in level of knowledge and complexity of problems encountered; scope and complexity of interpersonal relations; the level of responsibility and impact of decisions; level and difficulty of physical skill and exertion; and the level of stress and work environment hazard. Classifications provide documentation used for determining the level of pay.

**Competitive Process:** Opening an opportunity or position to multiple applicants and selecting one or more individuals based on pre-established criteria.

**Educational Assistance Program:** The LOTT Alliance's tuition reimbursement program. See Administrative Guideline 16.

**Essential Functions:** A brief description of a position's key roles, responsibilities, and duties.

**Implementation Team:** The participating employee, his/her supervisor, any supervisors sponsoring on-the-job training, and any staff who will be responsible for conducting on-the-job training.

**Job Description:** The duties and responsibilities assigned to a position. It is the collection of these job descriptions that form a classification.

**Milestone:** A predetermined period or event in an individual Career Development Plan which triggers a progress report and, potentially, advancement to the next step in the training pay range.

**Multi-functional Job:** A position which combines the skills, education, and/or certifications traditionally found in two or more separate classifications. An example is a position that blends Operations and Maintenance functions.

**OJT:** On-the-job training.

**Senior Management Team:** Comprised of the Executive Director and each of the Division Managers.

**Termination Without Cause:** When conditions arise that are outside of the employee's control and prevent an employee from continuing in a Career Development Program. Examples include: Serious illness, financial or administrative constraints, departure of trainer, etc.

## **Addendum 11- Page 2**

**Training Pay Range:** This pay range applies, by agreement, to individuals who are participating in the Multi-functional Job and Job Vacancy Career Development Paths.

**Underfill:** Temporary reduction in the minimum qualifications for a position; used to fill a position, place the new incumbent in a training program, and develop skill sets that meet the minimum qualifications of the position.

**Union Representative:** For purposes of signing agreements which impact a Union member's wages, hours, and working conditions, this refers to the WSCCCE Staff Representative.

**WSCCCE:** Washington State Council of County and City Employees.