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OVERVIEW OF POLICY


This Human Resource Policy, was developed to outline the policies and procedures of human resource management of the Ngarchelong State Government (NSG). Each section has an overall objective, followed by a procedure/policy for each element in that section. This policy document is intended as a working and living document for use by the HR office or designated office within the NSG as well as line management. The manual is by no means intended to be restrictive, nor is it intended to be confidential – all staff should have knowledge of this manual, its contents and its whereabouts. A copy should be available at each head of discipline for staff to view. All relevant current legislation has been incorporated into policies, and in the absence of State legislation, the National Government requirements have been used as fundamentals for the policy. Furthermore, in an ever changing environment we will continue to update the policies in line with legislative requirements. Should a specific policy become outdated, the matter should be brought to the attention of the department head.

This policy has been designed in sections, which would normally take you through the normal life cycle of a staff member as follows:
DEFINITIONS

*Department Head*—refers to the overall position that oversees a department within the State Government.

*Discretion* – the freedom to decide what should be done in a particular situation; such decision would benefit the overall interest of the State Government.

*Permanent Employee* - A permanent employee shall be recruited and appointed into a full-time permanent position under the Department. This employment type shall have no predetermined end date of employment.

*Temporary employee*– A temporary employee shall be recruited for a specific purpose, goal, and period. This type of position/employment may have some of the benefits of the permanent employee as specified in their Personnel Action Form or Employment Contract.

*Workers Compensation* – refers to the form of insurance providing wage replacement and medical benefits to employees injured in the course of employment in exchange for mandatory relinquishement of the employee’s right to sue the employer (Government). In this policy, the Workers Compensation

*Major Violations* – violations of any of the items or actions listed under Part “5.2. Type of Violations” of this HR Policy.

*Minor Violation* – infractions at work such as habitual tardiness, failure to observe established SOPs, and other non-major violations.
SECTION 1 – POLICY AND PROCEDURES

1. Human Resource Responsibilities
Like any successful organization, the Ngarchelong State Government values its employees and believes that its employees are its most important assets. It is therefore important to ensure that the department provides support to the management and employees as follows:

- Creating and supporting structure within the organization;
- Facilitating and training/development of staff;
- Providing meaningful information in a timely manner to all relevant parties;
- Enhancing the ability of all staff to achieve the organizations goals and mission.

It is the policy of the State of Ngarchelong and the Ngarchelong State Government to promote, the principle of “staffing from within”. Every attempt will be made to identify and develop the potential of Ngarchelong residents and/or voters, as well as existing employees to enable them to fill vacancies as and when they arise. The latter can however not be done at the cost of the operational requirements of the organization or in a way that may jeopardize the agencies’ commitment to equal opportunity for all Palauan Citizens. All recruitment and selection decisions will, however always be made in a fair and transparent manner, in accordance with job and organizational requirements and in line with all legislative requirements as a minimum. As previously mentioned, in absence of any specific State Legislation, the Republic of Palau Public Service System Act (33 PNC) will be used as a guide.

- To ensure that there is fairness in all staffing decisions.
- To ensure equal employment opportunities.
- To ensure that the department attracts, recruit and retain the right people with the right competencies, at the right time.
- To ensure that recruitment and selection take place against established and defined criteria.
- To ensure that as far as operationally possible all positions first be advertised internally (within State) and subsequently externally should suitably qualified candidates not be found internally.
- To ensure that the correct administrative processes are followed.
- To ensure that all new employee are orientated and familiarized with all relevant department benefits.
- To ensure that all new employees undergo a probationary period in a consistent and fair manner.
- To ensure that the best possible field of candidates is attracted to apply for vacant positions.
- To ensure that recruitment and selection is cost effective.
1.2. Types of Positions and Employment Status

There will be three types of positions and/or employment status within the Ngarchelong State Government:

1. Permanent,
2. Temporary, and,
3. Other such status established by law and/or Ngarchelong State policy.

Renewal of temporary employment shall be dependent on a satisfactory performance throughout the employment period. A performance evaluation shall be conducted at least 1 month before the end of the employment period. In order to extend or move an employee into another term of employment, a Performance Evaluation must be completed. See probationary period section below.

2. Recruitment and Selection

2.1. Filling of Permanent Positions

Whenever a position becomes vacant or a new position is created, the department head or designee shall prepare and submit a Personnel Action Form or PAF along with a job description and any other document that may be deemed necessary to the Office of the Governor (or designee) to be approved and processed accordingly.

2.2. Filling of Temporary Positions

The department head may submit a request using a Personnel Action Form or an Employment Contract along with a job description, a cover letter explaining the request, and any other supporting documents to the Office of the Governor for approval.

2.3. Vacancy Announcements

Upon approval of recruitment to fill a post, the head of the department shall ensure vacancy announcement is publicly posted or published. There shall be a minimum period of ten (10) working days for a vacancy announcement to be publicly posted/published. At a minimum, the announcement shall be posted at the State Office (in the State or in the Koror office), and announced on the ROP public radio station. All announcements shall be made available and accessible as much as possible to the public.

A template for the vacancy announcement can be found in Appendix 1. At a minimum, the following details shall be included in the Announcement:

- Title of Position
- Salary Range
- Department/Unit
- Duty Station
- Minimum Qualifications (Education, Years of Experience, Skills, etc.)
- Main duties and responsibilities
- Closing date for applications
- Full contact details of department head or designee
2.4. Selection
All applicants are required to complete an employment application form. The Governor or designee will do primary screening of applicants, draw up and discuss a short list with the Head of Department. Interviews shall be conducted and final selection of candidates will be carried out by at least two people who are directly involved with working with the position (including but not limited to the Head of Department and Governor or designee) of the relevant department in which the vacancy exists.

2.5. Medical Clearance
All applicants who are selected shall complete a medical clearance screening by a medical clinic and shall provide a medical clearance certificate to the Office of the Governor (or department head). This is mandatory for law enforcement officers.

2.6. Service Anniversary
The Service Anniversary date shall be the effective date of hire for all employees. This service anniversary date shall be used to determine the years of service and for other related purposes.

2.7. Probationary Period
A permanent employee shall serve a probationary period of six (6) months. A temporary employee may be subject to a probationary period of up to three (3) months. This shall be determined based on level and complexity of the temporary employee’s work. The department head shall determine the length of time.

This enables:

- The employee to assess whether he/she enjoys the work environment and opportunities provided by the company;
- The Supervisor / Manager to assess whether the new employee has the ability, initiative and skills required to function productively in his/her newly appointed position.
- Provide the company an opportunity to evaluate the employee’s performance before confirming the appointment

Management should note the following:

- During the probationary period, the employee’s performance should be assessed and the employee should be given reasonable evaluation, instruction, training, guidance and counseling in order to allow the employee to render satisfactory service.
- Probation applies to new employees, and may apply to promotions and transfers.
- The employer must set and communicate the standard (both tasks and behavior) against which the employee is to be measured.
- The employer must give regular feedback. Based on the discrepancy identified appropriate instruction, training, guidance or counseling should take place.
• The decision to terminate the services of a probationer must be preceded by a full consultation with the employee.
• A dismissal can take place at any stage of the probationary period and the level of substantive fairness for probationers should be seen as the same as that for permanent employees.
• A probationer has a legitimate expectation of permanent employment, which will materialize where the period of probation expires without specific and written indications to the contrary; and upon completion of a performance evaluation with a rating of satisfactory or better.
• The management may extend the length of probation for an additional month if they believe employee has the potential and ability to improve their performance.

2.8. Extension of Probation period
The period of probation may only be extended for a reason that relates to the purpose of probation; and only when the manager believes that the employee has the potential, skills, and/or abilities that will benefit the NSG.

The following procedure should be followed when probation is extended:

1. Inform the employee of the reason why it is necessary to extend the probationary period (based on facts). The contents and records kept of the previous months' performance appraisals should form part of these discussions;
2. The expected standards to be re-iterated;
3. Decide on a combined plan for both employer and employee, and specify both responsibilities and duties in order to achieve expected standards;
4. Give the employee a letter advising him/her of the extension of probationary period. The action plan must be attached to this letter, and the employee should sign an acknowledgement of receipt of the letter.

2.8.1. After The Extension of the Probationary Period
The employee should again be evaluated before the month of extension is completed. In addition, the employee should be monitored closely for the next three months following the extension to determine the extent of the problem or improvement. If there is still no improvement, within the three (3) months after employee is appointed as permanent employee, necessary steps should be taken to terminate services.

2.9. Orientation
The Orientation program is a guide to orientate new employees to the organization, and to the job, in order that they settle in and become effective as quickly as possible.

• To ensure that the new employee fit in and feel comfortable over the longer term.
• To that the new employee is introduced to the company culture.
• To ensure that the new employee is shown “The Big Picture”.
• To ensure that all job responsibilities and rewards are explained.
• To ensure that all administrative matters are dealt with.
• To provide reality checks.
• To reduce labor turnover and improve staff retention.

It is imperative that all new permanent employees are subject to the orientation process. All new employees must sign the Orientation Checklists (see Appendix 2).

3. EMPLOYEE BENEFITS

3.1. Objectives of Employee Benefits
NSG objectives with regard to the provision of employee benefits will be:

• To ensure that all employees receive equitable employee benefits, which are labor market related and competitive.
• To treat employees in a consistent and fair manner in respect of benefits.
• To standardize documentation in respect of employee benefits.
• To standardized the conditions of service for all employees employed by the NSG.
• To ensure that the criteria relating to the qualification of the benefits are fair and equitable.
• To ensure that there is no discrimination with regard to the provision of employee benefits.
• To ensure that the company provide benefits consistent with the relevant legislation.

3.2. Leaves of Absences
All forms of leave are a condition of service as determined by NSG, with the exception of minimum statutory requirements as outlined in Ngarchelong State legislation; and in absence of such, Public Service System Act requirements are followed as outlined below.

For ease of reference, this policy has been divided into the following categories:

• Annual Leave
• Sick Leave
• Training and Educational Leave
• Compassionate Leave
• Maternity Leave
• Administrative Leave
• Unpaid Leave
• Personal Leave
• Unauthorized Leave or Absence Without Official Leave (AWOL)

There are specific leaves of absences that are only for permanent employees as follows:
3.2.1. Annual Leave
Annual/vacation leave are meant to give employees a chance to rest and rejuvenate, therefore taking vacation is encouraged by the employer. However, annual leaves shall be requested by employees and approved by supervisors/managers. Employees may earn up to 8 hours per pay period, based on years of service:

- Less than 3 years = earn 4 hours of leave
- 3 – 7 years of service = earn 6 hours of leave
- 8 years or more = 8 hours of leave

Employees may earn up to 240 hours of leave per calendar year. Any excess leave shall be forfeited at the end of each calendar year.

3.2.2. Sick Leave
All employees of the NSG, shall earn sick leave at the rate of four (4) hours per pay period. There shall be no limit to the amount of sick leave which may be accumulated. If employees are sick for more than three days’ duration, they are required to obtain a medical certificate from a qualified medical personnel certifying to the fact of such illness and the treatment being provided. The supervisor may require a certificate for shorter periods when use of such leave is chronic and excessive. The employee’s immediate supervisor is responsible for approving such leave requests.

Sick leave may be used by an employee who is required to treat or care for an immediate family member who is unable to care for themselves. A letter from a medical doctor will be required to certify of this fact.
On termination (including resignations and retirement) sick leave may not be paid out as they have no cash value. Former employees of the Ngarchelong State Government who are rehired within one (1) year after their termination will be credited with the unused sick leave accumulated during their previous employment.

3.2.3. Training and Educational Leave
Permanent Employees of NSG may be granted up to six (6) months of training and educational leave with or without pay to participate in a job-related training and education program. This may be extended at the discretion and approval of the Governor or designee. The training must be related to the line of work that the employee is currently responsible for or a future potential/future position if the employee is on track for a promotion or a change of position as required by the State.

In order to qualify for training and educational leave, employees will be required to sign an agreement not to resign from the Ngarchelong State Government for a period of 1 year or a period equal to the length of the period of study leave, whichever is longer. The NSG may grant employees permission to resign within this period provided employees pay back the NSG for the cost of the training and educational leave. The Governor shall have authority to waive such requirement if justified.

3.2.4. Compassionate Leave
Ngarchelong State Government understand the importance of family and family obligations, and as such included as part of the employment benefit, an additional leave that will be in addition to employees’ regularly earned annual leave. Employees may be granted up to five (5) working days per event. Such leave may be taken in the event of death or life-threatening illness of immediate family. In addition employees may apply for compassionate leave to attend to domestic arrangements. Immediate family is regarded as:

- Spouse
- Own, step or adopted children
- Parents
- Siblings
- Maternal Uncle

3.2.5. Parental Leave
Parental Leave shall conform to the provisions of Ngarchelong State policy or legislation; in absence of such, this provision follows the Public Service System Act regarding maternity leave. Permanent Employees of the NSG may be granted leaves of absence with pay of not more than one (1) month in one (1) calendar year for maternity reasons. When the employee returns to work, employment is guaranteed in a similar position at the same salary level. During the full period of leave, vacation and sick leave shall continue to accumulate.
3.2.6. Administrative Leave or Excused Absence Leave
An absence from duty administratively authorized, without loss of pay and without charge to leave, is considered an excused absence. Such absences are authorized under emergency conditions beyond the control of management (e.g., typhoons), for participation in State civic activities in the interest of the State Government.

The department head is responsible for approving excused absence requests. An employee on administrative leave is presumed to have no legal authority to act in his official capacity unless specifically granted such authority in writing from the Governor.

3.2.7. Unpaid Leave
Employees are provided an opportunity which will enable them to take unpaid leave if and when the occasion arises that such a leave is required.

- Unpaid leave, must where possible be applied for in advance, and a leave form must be completed.
- Unpaid leave is at management’s discretion and the right is reserved to decline this leave in the event that management is not satisfied with the merit of the application.
- An employee will be required to take unpaid leave in the event that both Sick Leave and Annual leave have been exhausted. In this event the employee must be advised in writing that any absence will be treated as unpaid.
- Unpaid leave must be deducted from salaries beginning on the first pay period following the period of absence.
- Unpaid leave may only be taken after all applicable paid leave are exhausted.

3.2.8. Personal Leave
All permanent employees of the NSG are granted one work day leave called Personal Leave that shall not be charged to any other leave. This leave may be taken at any time during the employment period, with the prior approval of the employees’ supervisor.

3.2.9. Unauthorized Leave or Absence Without Official Leave (AWOL)
Unauthorized leave (Absent Without Official Leave [AWOL]) is absence from duty without appropriate authorization. Employees who are absent from duty without prior approval, except in bona fide emergencies, shall be charged AWOL. Employees on AWOL for more than ten (10) consecutive working days shall be automatically resigned as of the last date on which the employee worked. Management shall make every effort to contact the employee before determining resignation of the employee.

3.2.10. Leave Procedure
All employees who require leave shall initiate a request for leave using such forms, documentation, and explanatory material as may be required, such request shall be made sufficiently in advance, so as to enable management to make the necessary staff adjustments for coverage of the employee's assignments during his absence.

Management shall review all requests in the light of department needs, replacement services, and legal and policy requirements. In consideration of the foregoing and any
other pertinent considerations, management may approve, disapprove, or arrange modifications of leave requests.

All employees are required to submit an Application for leave for any period during which an employee is not at work, irrespective of the nature thereof and the level of occupation. Properly completed application forms must, where possible, be submitted as follows:

- Annual Leave, Personal Leave, and Administrative Leave – for leave of 3 days or more, leave requests shall be submitted and approved by management 2 days prior to the leave;
- Education and Training Leave – at least one month before the commencement date of leave;
- Parental Leave – one month before the commencement of leave;
- Sick Leave – on the first day of return from absence. (Verbal notification should be given at least 1 hour before the scheduled shift begins on the first day of absence or as soon as possible if the employee is not capable).
- Authorized Leave Without Pay – where possible in advance, otherwise as soon as the employee returns after such absence.

3.2.11. Reporting of Absence (Unplanned absence)
It is the employee’s responsibility to inform their supervisor verbally (personally or via telephone) of any unplanned leave (including sick leave). Verbal notification should be given one (1) hour prior to the commencement of the employees shift or as soon as possible if the employee is not capable. Short Message Services (text messages) or electronic communication (e-mail) will not be accepted in this regard.

3.3. Compensation and Pay Differentials
Compensation for each employee of the NSG are established based on an established compensation policy. In absence of an established policy, the NRCE shall utilize the ROP National Governments Classification and Compensation system.

Due to the nature of the work at NRCE, specific differentials are established in order to compensate for the work contributed by each employee. The following are established pay differentials that shall be applied to each position as described in their Position Description:

- Overtime Pay
- Holiday Pay
- Hazardous Pay
- Standby Differential
- Night Differential
- Compensated Time Off
3.4. Overtime Pay
All employees of the NSG are eligible to receive overtime pay. Overtime pay equals 1.5 times of employee’s base salary or hourly rate. In order to qualify for overtime pay, the following requirements must be met:

- Employee must have worked more than 40 hours in a given week.
- Holiday, vacation, and sick time are not included in hours used to determine overtime eligibility.
- Overtime work is directed to a specific objective or goal of accomplishment and, it cannot be accomplished during the regular workday, nor postponed to the following day or days.
- All overtime must be approved by the department head in advance (at least 24 hours in advance) and in writing.

3.4.1. Holiday Pay
NSG will observe all National Holidays as well as all Ngarchelong State established Holidays:

- New Year’s Day
- Youth Day
- Senior Citizens Day
- Labor Day
- ROP Independence Day
- Thanksgiving Day
- Family Day
- Christmas Day

In the event that one of these holidays fall on a weekend, the NSG will observe the holiday on the preceding workday or Monday following the actual holiday, depending on the circumstances.

3.4.2. Employees who work on Legal Holiday
Employees who are required to work on a legal holiday which falls during their regularly scheduled shift shall receive the following compensation:

- First 8 hours of work, compensation shall be two (2) times the base salary; and,
- For all the additional hours worked on the same day that exceeds over eight (8) hours of work shall be compensated with regular overtime rate (per Part 3.3.1 Overtime terms).
- Holiday pay shall not apply if employee is being paid Standby Differential for the same day.

3.4.3. Employees who are not required to work on Legal Holiday
Those employees who are not required to work shall be compensated with eight (8) hours.
3.4.4. Hazardous Pay
There are certain employees whose occupation (position) in the Ngarchelong State Government involves unusual and extreme hazardous conditions. Such positions shall be eligible for a hazardous pay. Such hazardous differential pay shall be up to 25% of the employees’ base rate. The percentage shall be determined by the level of hazard the employees position is required to function in at a certain point in time. The hazardous pay shall be applied during the times when the employees are performing the hazardous duties.

As an example – a Ranger may only receive Hazardous Pay while at Sea or on specific hazardous duty on land.

Hazardous work is considered most severe when it is likely that the work may result in serious incapacitation, a long period of compensable lost time, or possible loss of life, when accidents occur frequently in spite of reasonable safety precautions, or when it results in frequent expose to hazardous conditions where failure to exercise extreme care and judgment may result in accidents which could result in total disability or fatality. Employees whose occupation or specific task/duty at a certain time falls in such category may receive 25% differential on their base rate.

Hazardous work that is considered severe, where an employee may face frequent injuries but do not result in serious incapacitation, where it could reasonably lead to possible eye injuries, loss of fingers, or burns, or may result in moderate periods of compensable time. Employees whose occupation falls in such category or specific task/duty at a certain time may receive 15% differential on their base rate.

3.4.5. Night Differential
Employees who shall be required to be on duty or on schedule between the hours of 6 pm and 6 am shall be compensated up to 15% differential on their base rate.

3.4.6. Compensated Time Off
Compensatory time off (CTO) may be earned in lieu of overtime pay for irregular or occasional overtime work. Compensatory time off will be earned and granted on an hour-for-hour basis.

- Department head will have the discretion to determine whether employee shall earn CTO or overtime pay.

An employee may use earned compensatory leave to cover absence from work for any reason. A supervisor may require an employee to use part or all of his/her accrued compensatory leave before using annual or sick leave. With the exception of law enforcement officers, a supervisor may also require a Staff employee who has earned any type of compensatory leave to first use such leave before using accrued leave. The use of time off may be denied at times when your absence would disrupt critical functions of your department.
In addition, the following limitations apply:

- All compensatory time earned by temporary employees in any workweek must be taken during a six-month period following the end of the workweek during which the compensatory time was earned.
- Compensatory time accrued is subject to an accrual limitation of 40 hours.
- Employees cannot accrue compensatory hours in excess of 40 hours in a six-month period.
- Employees shall not accrue annual or sick leave while on compensatory time off.

3.4.7. Recovery in Case of Overpayment

In case of an amount of an error involving overpayment of the correct amount of pay, the employee’s salary shall be immediately adjusted to the correct amount and recovery effected for all such overpayment in excess of the correct amount retroactive to the date on which the overpayment first occurred, or six months, whichever is the lesser. The employee will be consulted in determining a reasonable amount to be recovered from each pay-period.

4. Training and Development

In order to assist employees with improving their effectiveness and morale, as well as decrease job turnover and develop employees, training and development opportunities will be offered. Employees may be offered opportunities to attend and participate in education and training programs that are aimed at developing employees within their line of work. Employees may receive any combination of basic salary, travel expenses when required, and per diem or stipend (when applicable) to attend such training, with the approval of management.

The State Government shall have no responsibility for any costs incurred by an employee who seeks further academic training on his own initiative without the approval of appropriate management.

Training and Development leave are provided in accordance with Part 3.2.3 Training and Educational Leave above. Employees are responsible for submitting and receiving appropriate approvals before attending any training.

5. Discipline, Adverse Action, and Grievance Process

The Ngarchelong State ensures that employees understand the importance of managing their human resources. Managing employees involves being able to properly award, motivate, guide, and if necessary discipline employees. Managers must understand the following:

1. That disciplinary action should be conducted by progressive and constructive measures for the correction of employee misconduct or inappropriate workplace behavior, and in advance to termination.
2. Employees who have completed their probationary period, but who have engaged in misconduct or inappropriate workplace behavior should be given the opportunity to improve before being dismissed.

3. The circumstances surrounding the misconduct or inappropriate workplace behavior will normally suggest what disciplinary action should be taken. Circumstances to be considered include the severity of the misconduct or behavior, the number of times it has occurred, and any previous counseling or disciplinary actions taken.

Supervisors guide to common disciplinary issues can be found in Appendix 5.

5.1. Coverage

This policy shall cover all employees of the Ngarchelong State Government who are not on employment contracts. Those employees who are on contractual agreements shall be at will employees, and may be terminated at any time for any reason (as long as such a reason does not discriminate against an employee in accordance with ROP National and State laws). Probationary employees shall also be treated the same way as contractual employees in terms of termination and may be terminated for non-compliance with NSG policies, poor performance, and other related reasons.

5.2. Types of Violations

Employees of the NSG shall note that discipline action may be taken against an employee for the following reasons:

a) Fraud in securing appointment;
b) Inexcusable neglect of duty;
c) Insubordination;
d) Dishonesty;
e) Drinking or drunkenness on duty;
f) Possession, selling, or use of any illegal drugs in accordance with State and ROP laws;
g) Addiction to the use of narcotics or habit-forming drugs, when they are not medically required to use such, and/or such use is detrimental to an employee’s job performance;
h) Inexcusable absence without leave;
i) Conviction of a felony or conviction of a misdemeanor involving moral turpitude. A plea or verdict of guilty, or a conviction following a plea of nolo contendere, to a charge of a felony or any offense involving moral turpitude is deemed to be a conviction within the meaning of this Part.;
j) Discourteous treatment of the public or other employees;
k) Misuse of government property;
l) Refusal to take and subscribe to an oath or affirmation which is required by law in connection with his employment;
m) Other failure of good behavior either during or outside of duty hours which is of such a nature that it causes discredit to his department or Ngarchelong State Government;

n) Use of official position or governmental property for private gain or profit;

o) Any prohibited activities or actions per Ngarchelong State Government laws, or ROP laws.

5.3. Types of Discipline and Adverse Actions

There are several types of discipline and adverse actions and processes. Possible corrective actions include:

1. **Counseling and/or Verbal Warning** - An oral warning or counseling by the supervisor is normally sufficient for the first occurrence of a minor offense.

2. **Written Warning/Reprimand** - If a repetition of a first offense occurs or if a more serious problem occurs, a written reprimand should be given to the employee.

3. **Suspension** - If repetition of an offense occurs for which a written reprimand has been given, or if misconduct or inappropriate workplace behavior occurs that is serious but for which dismissal is not appropriate, the employee may be suspended. If an employee has been charged with a crime for which there is probable cause for arrest or which raises a reasonable concern or belief by the department head or Governor, that the presence of the employee on the job would or could be harmful to the employee, other employees, or other members of the community, or that the employee would be unable to properly perform the duties of his or her position, the employee may be suspended pending the outcome of the criminal charge. In the event no wrongdoing by the employee is established, the employee may be entitled to back pay.

4. **Demotion and Termination of employment** - An employee may be demoted due to their lack of satisfactory performance or incompetence in their role. An employee may be dismissed due to the frequency or nature of his or her misconduct or inappropriate workplace behavior. Serious misconduct or inappropriate workplace behavior may be cause for termination without prior disciplinary steps having been taken.

Depending on the nature and severity of the issue, corrective action may be applied without prior warnings having been issued to the employee.

Managers may take different approaches of discipline based on the type of infraction and the severity of the issue. Such approaches include:

1. **Progressive approach** – used in cases of minor infractions such as tardiness (being late), and other minor infractions. It allows a chronic violator of very minor violations to be disciplined.
Immediate and severe approach – for major violations by an employee such as serious misconduct or inappropriate workplace behavior may be grounds for immediate adverse action including termination.

5.4. Procedures:

5.4.1. Counseling and/or Verbal Warning
1. The supervisor should speak privately with the employee to correct minor deficiencies in conduct or inappropriate workplace behavior. The conversation should include:
   a) a review of what is expected of the employee and why
   b) an explanation to the employee of how expectations for appropriate conduct or behavior have not been met
   c) an opportunity for the employee to explain his or her conduct or behavior
   d) specific suggestions by the supervisor to the employee about how the employee’s conduct or behavior may be improved.

2. A written record of a counseling or oral warning discussion should be made and retained by the supervisor. At this stage it is not necessary to send a copy to the employee’s official personnel file. See Appendix 3 for Disciplinary Form.

5.4.2. Written Warning/Reprimand
1. A written reprimand should be given to the employee if the seriousness of their misconduct or inappropriate workplace behavior calls for it, or if previous counseling discussions or oral warnings have not produced the desired results.

2. A written reprimand must be addressed to the employee, placed in the employee’s official personnel file.

3. The employee may explain the misconduct or inappropriate workplace behavior in writing and append the explanation to the written reprimand.

5.4.3. Suspension
1. The employee should be suspended if repetition of the misconduct or inappropriate workplace behavior occurs for which a written reprimand has been given, or if a different instance of misconduct or inappropriate workplace behavior occurs that is serious but for which dismissal is not appropriate.

2. Before an employee is suspended, the Governor must give authorization to the department heads request for the action unless the seriousness of the misconduct or behavior calls for immediate action. Disciplinary suspension is without pay.

3. The notice of suspension must be addressed to the employee, placed in the employee’s official personnel file.

4. The employee may explain the misconduct or behavioral problem in writing and append the explanation to the notice of suspension.

5.4.4. Termination/Dismissal
1. An employee who has been given the opportunity to improve deficiencies in conduct or inappropriate workplace behavior in accordance with this policy and whose
misconduct or inappropriate behavior continues will be dismissed. Serious offenses may be cause for immediate dismissal without prior opportunity to improve.

2. Dismissal may be grieved through courts.

3. The notice of dismissal must be addressed to the employee, signed by the department head or designee, and concurred by the Governor or designee and placed in the employee’s official personnel files.

5.5. Termination other than for Cause

5.5.1. Resignations

1. Employees who choose to resign shall submit resignations in writing to their supervisor at least ten (10) working days in advance of the effective date. For more complex and higher levels of supervisory positions, management may require additional notice up to 30 working days in advance. Management shall then process a PAF for termination. If less than the required amount of time is given by the employee, then leave pay out may be forfeited (management discretion).

2. Any employee who is Absent Without leave (AWOL) for more than ten (10) working days shall be considered to have resigned from their position. Leave Pay-out will be forfeited for employees who resign from their position based on this scenario.

3. Withdrawal of resignation may be permitted if the employee provides reasonable justification for the absences in writing prior to the effective date of the resignation, and the Governor or designee agrees to the proposed withdrawal.

5.5.2. Termination for Medical Reasons

Employees may be terminated (or allowed to resign) from their position if they contract a serious, and long-term disease that may endanger the health of others, or becomes mentally incapable of performing duties, or is otherwise unable to physically satisfactorily perform their role due to a disability. This shall happen if:

1. There is no other suitable position available for the employee to be assigned to; and,
2. The employee has recently completed a medical examination that substantiates the above reasons.

5.5.3. Reduction in Work-hours, Work-Force

If it becomes necessary for the NSG to reduce its employees’ working hours, and/or reduce the size of the work-force due to lack of funding, re-organization, and/or for other law abiding reasons, the following procedures shall be followed.

1. Reduction in Work-hours - Employees shall be allowed to voluntarily reduce their work time and/or work schedules. Such employees shall be returned to full-time schedules when budgetary constraints are eliminated. Employees who participate in the reduced work time shall continue to receive the same benefits of employment as they were receiving prior to their participation in the reduced work time.

2. Reduction-in-Force – When such need arises to reduce the work force, or due to re-organization or other reasons; and management is unable to reasonably reduce work
hours, and/or lack of volunteers to reduce work hours, and management has exhausted all possibilities to place employees in other positions/roles, management may apply the RIF.

The order of terminations in RFI shall be determined by the following criteria:

a) Temporary employees performing the same work must be terminated before any employee with a probationary or regular full-time appointment, provided that a probationary or regular employee can perform the temporary employee’s tasks.

b) Reduction in force of full-time permanent employees is based on the following factors:
   a. Which positions are most critical to the department in the delivery of services
   b. Relative skills, knowledge and productivity of employees.
   c. Length of service of employees.
List of APPENDICES

APPENDIX 1 – VACANCY ANNOUNCEMENTS
APPENDIX 2 – ORIENTATION CHECKLIST
APPENDIX 3 – DISCIPLINARY FORM
APPENDIX 4 – SUPERVISORS GUIDE TO COMMON DISCIPLINARY ISSUES
APPENDIX 5 – NORTHERN REEF EMPLOYEE EVALUATION FORM
# State Government

## Position Vacancy Announcement

**Title of Position**

<table>
<thead>
<tr>
<th>Vacancy Number</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Position Number</td>
<td></td>
</tr>
</tbody>
</table>

**Opening and Closing Date for Applications**

<table>
<thead>
<tr>
<th>Duty Station</th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>Salary Range</td>
<td></td>
</tr>
<tr>
<td>Department</td>
<td></td>
</tr>
</tbody>
</table>

---

**Department of Natural Resources and Development**

Enter description of department.

---

**Roles and Responsibilities:**

Enter the duties of this position.

---

**Qualifications:**

**Required or Minimum Qualifications**

- Education
- Years of Experience, Training, etc.
- Skills

**Desired (or Preferred) Experience & Qualifications**

- List any other qualifications that would be “nice to have” but not REQUIRED.

---

**How To Apply:**

Provide instructions on how to apply for this job.

Contact of HR Person or Governor’s Designee:

- Name of Person
- Describe Best Way to Contact Person:
- Phone Number
- Email
- Fax

Contact for Department Head:

- Name of Person
- Describe Best Way to Contact Person:
- Phone Number
- Email
APPENDIX 2 – NEW HIRE ORIENTATION CHECKLIST

Administrative

☐ Provide employee ACH and allotment forms (if needed)
☐ Provide employee a copy of the HR Policy and employee manual; if hard copy is not available, inform employee where they can obtain one (electronically or hard copy).
☐ Explain to employee about payroll and payroll schedule – i.e. to get ACH, where to submit documents to (Ministry of Finance or State office).
☐ Be available to greet the employee on the first day.
☐ Introduce employee to others in the workplace and supervisor (if different from self).
☐ Provide or direct employees on where to obtain tools, equipment, etc.

Schedule, Job Duties, and Expectations

☐ Clarify the first week’s schedule, and confirm required and recommended training.
☐ Provide an overview of the functional area – its purpose, organizational structure, and goals.
☐ Review job description, outline of duties, and expectations.
☐ Describe how employee’s job fits in the department, and how the job and department contribute to the department, State Government, PAN, ROP National Government.
☐ Review hours of work. Explain policies and procedures for overtime, use of vacation and sick time, holidays, etc. Explain any flexible work policies or procedures.
☐ Explain the annual performance review and goal-setting process.
☐ Review the process related to the probationary period.
APPENDIX 3 – DISCIPLINARY FORM

DISCIPLINARY FORM

EMPLOYEE: _______________________________  ID Number: ___________________
DEPARTMENT: _____________________________  POSITION: ___________________
SUPERVISOR: ______________________________

TYPE OF ACTION:

☐ Verbal Warning (Dept. File Only)  ☐ Written Warning Date: __________
☐ Demotion:  From Position: ________________  To Position: ________________  Effective: _______
☐ Suspension:  Begins: ________________            Ends: ______________
☐ Termination: Effective: ______________

Date(s) of Incident: ______________________    Time of Incident: ___________________

Description of the Incident(s) or Behavior(s):
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Reported by: ________________________________

Other Individuals who may have information:
________________________________________________________________________
________________________________________________________________________

Supporting Evidence, if any (please describe; attach copies of any documentation):
________________________________________________________________________
________________________________________________________________________

Employee’s Comments:
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________

Supporting Documentation, if any (please describe; attach copies of any documentation):
________________________________________________________________________
________________________________________________________________________

Corrective Action Plan (What Employee Must Do, and What will Supervisor do to support changes):
________________________________________________________________________
________________________________________________________________________
________________________________________________________________________
APPENDIX 3 – DISCIPLINARY FORM

Next Action Step if Problem Continues:

Follow up

☐ Two weeks  ☐ One month  ☐ Three months  ☐ Six months

I acknowledge receipt of this disciplinary action and that its contents have been discussed with me. I understand that my signature does not necessarily indicate agreement and that refusal to sign will not invalidate the disciplinary action. I understand that this form will be placed in my personnel file. I further have been informed that I may submit a written response to the information in this form, and that my written response will also be kept in my personnel file.

________________________________________  __________________________
Employee Signature                                                      Date

________________________________________  __________________________
Manager/Supervisor Signature                                            Date

Copies of this form and any attachments should be sent to the Employee and kept in the Department.
The originals should be kept with the Official Employee File.
APPENDIX 4 – SUPERVISORS GUIDE TO COMMON DISCIPLINARY ISSUES

Poor Performance
These are the operational questions that managers should ask themselves if corrective action for poor performance is contemplated. Furthermore, managers should take these steps to prevent the need for disciplinary actions.

Where an employee is to be disciplined or discharged for poor performance, managers must ensure that:
1. The employee received adequate training;
2. The employee received adequate supervision and has suitable equipment;
3. The employee’s performance was judged against reasonable job standards;
4. The employee was made aware of these standards;
5. The employee was warned of his or her sub-standard performance before more serious disciplinary action was administered;
6. If management discharges or demotes, the employee was warned specifically that such actions would result unless performance improves; and
7. Other employees with the same or similar work records were treated in the same manner.

Conduct Away From the Job (Off-Duty Conduct)
Below are the types of behaviors or actions that constitute disciplinary action for the conduct of employees who are off-duty or outside their duty stations:
1. The behavior harms the organization's reputation;
2. The behavior renders the employee unable to perform his or her duties or appear at work, in which case the discipline would be based upon inefficiency or excessive absenteeism; or
3. The behavior leads to refusal, reluctance, or inability of other employees to work with the employee. The effect of the employee's outside activity on the employer's organization must be reasonably discernible; mere speculation as to adverse effect upon the organization will not suffice.

Insubordination
1. Insubordination includes:
   a. Refusal of a direct order
   b. Intentional act of disrespect
2. The normal procedure for an employee to follow when he or she questions a supervisor's directive is to carry out the order, then file a grievance.
3. An employee may legitimately refuse to carry out an order if he or she reasonably believes the order would require the employee to engage in illegal or immoral behavior.
4. If an employee contends that the carrying out of an order would be dangerous or unsafe, the supervisor must investigate the allegation. If the supervisor determines that the operation can be conducted safely, the employee must comply with the order.
5. If insubordination arises, you must deal with it immediately:
   a. Repeat the order clearly, using the word "order"
   b. Get another supervisor as a witness
   c. Repeat the order
   d. Warn of the consequences of non-compliance
   e. Send employee home if insubordination continues, and settle the issue through disciplinary process as outlined in the NDRND HR Policy and Procedures Part 5.
APPENDIX 4 – SUPERVISORS GUIDE TO COMMON DISCIPLINARY ISSUES

Attendance and Punctuality
Tips regarding attendance and punctuality of employees are provided below.

1. **Excessive Absences** – managers should take proactive action to discourage excessive absences, but ensuring disciplinary steps outline in Part 5 are followed. However, some employees may require additional “stricter” penalties to feel the seriousness of the infraction. Suspension is usually recommended for continued excessive absences.
   
   Additional Factors that a manager should consider include:
   
   - Intermittent nature of absences as opposed to extended absence (long-term illnesses should be looked at on a case-by-case basis with real consideration being given);
   - Some consideration to seniority in the case of long-service employees; and
   - An opportunity for good attendance to improve an employee’s record.

2. **Failure to Call In** – Managers should take disciplinary action for employees’ failure to call in, even if it is a verbal warning. However, before disciplinary action is taken an investigation must take place in which the employee receives an opportunity to provide his or her explanation as well as any mitigating circumstances.

3. **Misuse of State Provided Time Off** - Should an employee intentionally use inappropriately justified absences (e.g., by claiming jury duty when one was not called, by calling in sick when one is not sick), disciplinary action would be warranted and normally supported.

4. **Tardiness** - One of the most troublesome disciplinary areas for employers is tardiness. It is an infraction perceived as minor in some cases (e.g., payroll clerk) and major in others (e.g., corrections officer). It is often, therefore, inconsistently enforced. As always, clear communication, consistent enforcement, thorough investigation, and penalties consistent with the offense and the past disciplinary record of the employee are critical.

5. **Steps for Handling Attendance and Punctuality Problems**
   
   Maintain an attendance record for each employee and record each occurrence of absence or tardiness.

   Discuss with the employee after each absence or tardiness:
   
   - If good attender, give positive feedback about good attendance and express concern about absence or tardiness;
   - If poor attender, discuss the importance of good attendance and your concern with his or her poor attendance record
   - In either case, find out the reason for the absence or tardiness and make note of it.
APPENDIX 4 – SUPERVISORS GUIDE TO COMMON DISCIPLINARY ISSUES
## Causes for Disciplinary Action and Recommended Consequences

<table>
<thead>
<tr>
<th>PROBLEM</th>
<th>1&lt;sup&gt;ST&lt;/sup&gt; OFFENSE</th>
<th>2&lt;sup&gt;ND&lt;/sup&gt; OFFENSE</th>
<th>3&lt;sup&gt;RD&lt;/sup&gt; OFFENSE</th>
</tr>
</thead>
<tbody>
<tr>
<td>Failure to follow established safety precautions, or failure to use safety equipment</td>
<td>Verbal Warning</td>
<td>Written Reprimand</td>
<td>Suspension/Dismissal*</td>
</tr>
<tr>
<td>Careless, negligent or improper use of NDNRD equipment or property</td>
<td>Written Reprimand</td>
<td>Suspension</td>
<td>Dismissal</td>
</tr>
<tr>
<td>Unauthorized use of property or equipment</td>
<td>Suspension</td>
<td>Dismissal</td>
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</tr>
<tr>
<td>Defacing NDNRD equipment or property</td>
<td>Written Reprimand</td>
<td>Dismissal</td>
<td></td>
</tr>
<tr>
<td>Working on personal jobs during work hours</td>
<td>Written Reprimand</td>
<td>Dismissal</td>
<td></td>
</tr>
<tr>
<td>Failure to obtain or maintain a license or certificate as a condition of employment, or as required by law</td>
<td>Verbal Warning</td>
<td>Written Reprimand</td>
<td>Dismissal</td>
</tr>
<tr>
<td>Failure to maintain satisfactory and harmonious working relations with the public, and other employees.</td>
<td>Verbal Warning</td>
<td>Written Reprimand</td>
<td>Dismissal</td>
</tr>
<tr>
<td>Habitual tardiness or failure to observe assigned work hours</td>
<td>Verbal Warning</td>
<td>Written Reprimand</td>
<td>Dismissal</td>
</tr>
<tr>
<td>Unauthorized Leave</td>
<td>Written reprimand</td>
<td>Suspension</td>
<td>Dismissal</td>
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<tr>
<td>Excessive use/abuse of sick leave</td>
<td>Written reprimand</td>
<td>Suspension</td>
<td>Dismissal</td>
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<tr>
<td>Excessive absenteeism (LWOP &amp; sick leave)</td>
<td>Written reprimand</td>
<td>Suspension</td>
<td>Dismissal</td>
</tr>
<tr>
<td>Leaving work station without authorization</td>
<td>Written reprimand</td>
<td>Suspension</td>
<td>Dismissal</td>
</tr>
<tr>
<td>Abandonment of position</td>
<td>Employees who voluntarily fail to report to work for 10 consecutive workdays and fail to contact appropriate management during the time period will be considered to have voluntarily resigned.</td>
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<tr>
<td>Insubordination or refusal to accept a reasonable and proper assignment from an authorized supervisor</td>
<td>Written reprimand to suspension to dismissal</td>
<td>Dismissal</td>
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<tr>
<td>Falsification of records including employment application</td>
<td>Written reprimand to suspension to dismissal</td>
<td>Suspension to dismissal</td>
<td>Dismissal</td>
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<tr>
<td>Acceptance of gifts in exchange for favors or influence</td>
<td>Suspension to dismissal</td>
<td>Dismissal</td>
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<tr>
<td>PROBLEM</td>
<td>1&lt;sup&gt;ST&lt;/sup&gt; OFFENSE</td>
<td>2&lt;sup&gt;ND&lt;/sup&gt; OFFENSE</td>
<td>3&lt;sup&gt;RD&lt;/sup&gt; OFFENSE</td>
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<tr>
<td>Guilty of gross misconduct or conduct unbecoming a NDNRD employee that substantially affects the employee’s fitness to perform assigned duties</td>
<td>Written reprimand to suspension to dismissal</td>
<td>Dismissal</td>
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<td>Criminal charges such that the employee’s presence on the job could or would be harmful to the employee or others such that the employee’s fitness to perform assigned duties is affected</td>
<td>Suspension</td>
<td>Dismissal</td>
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<td>Conviction of a felony</td>
<td>Dismissal</td>
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<tr>
<td>Conviction of a misdemeanor such that the employee’s presence on the job could or would be harmful to the employee or others such that the employee’s fitness to perform assigned duties is affected</td>
<td>Written reprimand to suspension to dismissal</td>
<td>Dismissal</td>
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<tr>
<td>Refusal to submit to an alcohol or drug test required by law</td>
<td>Suspension to dismissal</td>
<td>Dismissal</td>
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<tr>
<td>Reporting to work under the influence of alcohol and/or illegal drugs</td>
<td>Suspension to dismissal</td>
<td>Dismissal</td>
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<tr>
<td>Drinking alcoholic beverages on the job</td>
<td>Suspension to dismissal</td>
<td>Dismissal</td>
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<tr>
<td>Using or selling illegal drugs on the job</td>
<td>Dismissal</td>
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<tr>
<td>Stealing or misappropriation of NDNRD or State Government assets</td>
<td>Dismissal</td>
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<tr>
<td>Fighting</td>
<td>Suspension to dismissal</td>
<td>Dismissal</td>
<td></td>
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<tr>
<td>PROBLEM</td>
<td>1&lt;sup&gt;ST&lt;/sup&gt; OFFENSE</td>
<td>2&lt;sup&gt;ND&lt;/sup&gt; OFFENSE</td>
<td>3&lt;sup&gt;RD&lt;/sup&gt; OFFENSE</td>
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<tr>
<td>Unauthorized possession of firearms or lethal weapons on the job</td>
<td>Dismissal</td>
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<tr>
<td>Willful acts that would endanger the lives or property of others</td>
<td>Dismissal</td>
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<tr>
<td>Unauthorized sales or solicitation</td>
<td>Suspension</td>
<td>Dismissal</td>
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</tr>
<tr>
<td>Unauthorized distribution of written or printed material of any kind on State Government office premises</td>
<td>Written reprimand</td>
<td>Suspension to Dismissal</td>
<td>Dismissal</td>
</tr>
<tr>
<td>Willful violation of written rules, regulations or policies</td>
<td>Written reprimand to suspension to dismissal</td>
<td>Suspension to dismissal</td>
<td>Dismissal</td>
</tr>
<tr>
<td>Workplace violence or inappropriate aggressive workplace behavior</td>
<td>Written reprimand to suspension to dismissal</td>
<td>Suspension to dismissal</td>
<td>Dismissal</td>
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<tr>
<td>Refusal to cooperate with an official investigation</td>
<td>Written reprimand to suspension to dismissal</td>
<td>Suspension to dismissal</td>
<td>Dismissal</td>
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</tbody>
</table>

*Depending on the Severity of the SOP*
**NGARCHELONG STATE EMPLOYEE PERFORMANCE EVALUATION FORM**

<table>
<thead>
<tr>
<th>Employee Name:</th>
<th>Supervisor Name:</th>
</tr>
</thead>
</table>

**Type of Evaluation:**
- ☑ Annual
- ☐ Quarterly
- ☐ Periodic/Disciplinary Follow up
- ☐ Post-Probation

<table>
<thead>
<tr>
<th>Period FROM:</th>
<th>Period TO:</th>
</tr>
</thead>
</table>

**Instructions:** Fill in the weighting of each Performance Competency according to your projects’ organizational need and importance (must total 100 points). Enter the score which most adequately describes overall performance. Then, multiply the weighting by the ranking and place score in the ‘subtotal’ column. Fill in any comments as necessary. Add the values in the ‘subtotal’ column to determine ‘total score’. Check the summary rating that corresponds to the ‘Total Score’.

**Rating Definitions:**
- **5 - Distinguished**: Sustained exceptional performance. Achievements are clearly the best among peers or have significance to project outcomes.
- **4 - Commendable**: Consistently exceeds established standards. Performance is significantly better than average. Distinctive performance.
- **3 - Competent**: Performance satisfies the requirements of the job. Performance meets standards set for the position on a consistent basis.
- **2 - Marginal**: Performance does not meet an acceptable level in all areas, but employee is steadily improving.
- **1 - Unsatisfactory**: Performance completely fails standards established for the job. Significant performance improvement needed. Performance at this level could lead to corrective action.

<table>
<thead>
<tr>
<th>Weight (Must total 100)</th>
<th>Performance Competencies</th>
<th>Rating</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td></td>
<td>See above for rating definitions. Enter the numerical rating in the appropriate column.</td>
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<td>(5) (4) (3) (2) (1)</td>
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<td>SUB TOTAL (Weighting x Ranking)</td>
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<tr>
<td></td>
<td></td>
<td>Written Comments and Employee Reply:</td>
</tr>
</tbody>
</table>

**Performance Competencies:**
- **Attendance/Work Habits**: Appropriate use of leave, consideration of work load, prompt, appropriate notification of tardiness, maintains required hours, effective use of time.
- **Cooperation**: Ability and willingness to work with associates, superiors and others. Develops cooperation while working toward solutions and goals.
- **Communication**: Ability to communicate effectively orally & in writing. Uses appropriate channels, assumes responsibility for communicating to superiors/coworkers.
- **Dependability/Commitment to Work**: Conscientious, responsible, reliable with respect to work completion. Commits fully to the job. Strong work ethic.
- **Initiative**: Contributes new ideas, able to work independently toward approved goals. Improves working skills and abilities.
- **Learning Ability/Knowledge of Job**: Readily grasps new job requirements. Has a clear understanding of facts or factors pertinent to the job.
- **Quantity of Work**: Demonstrated accomplishment, volume of work. Submits assignments timely. Operates with a clear sense of priorities.
- **Quality of Work**: Thoroughness, accuracy and neatness of work. Committed to continuous improvement efforts. Takes appropriate action to reduce errors.
- **Safety Awareness**: Contributes to and encourages a safe work environment. Follows safety rules, follows good practices, takes proper care of equipment.
- **Other (please specify)**: Specific to each individual project (i.e. Quantity of Work).

**For Supervisors Only: Attendance at training:**
- Has attended supervisory-related training provided by the State or any qualified agencies or individuals

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<tr>
<th>Weight</th>
<th>TOTAL SCORE</th>
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1) What do you consider his/her strong points or things he/she does well at?

2) What are some areas he/she could improve on, and what steps are being taken to strengthen this (or these) areas for opportunity?

SUMMARY RATING - Total Score:
(Note: Employee may be subject to corrective action if rated as "1" or "2" in any of the above competencies, despite the overall summary rating)

- [ ] 420 – 500  Distinguished
- [ ] 339 – 419  Commendable
- [ ] 258 – 338  Competent
- [ ] 178 – 257  Marginal
- [ ] 100 – 177  Unsatisfactory

SIGNATURES:
EMPLOYEE: By signing below, I acknowledge that this evaluation was reviewed with me by my supervisor.

Print Name: ___________________________ Signature: ___________________________ Date: _______________

SUPERVISOR/MANAGER: (Person who completed this evaluation)

Print Name: ___________________________ Signature: ___________________________ Date: _______________