PALMDALE WATER DISTRICT

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Attorneys

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Division 2

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Division 3

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Division 4

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Division 5

September 12, 2013

Agenda for a Meeting
of the Personnel Committee of the Palmdale Water District
Committee Members: Kathy Mac Laren-Chair, Gloria Dizmang
to be held at the District's office at 2029 East Avenue Q, Palmdale

Monday, September 16, 2013

6:30 p.m.

NOTE: To comply with the Americans with Disabilities Act, to participate in any Board meeting please contact Dawn Deans at 661-947-4111 x1003 at least 48 hours prior to a Board meeting to inform us of your needs and to determine if accommodation is feasible.

Agenda item materials, as well as materials related to agenda items submitted after distribution of the agenda packets, are available for public review at the District's office located at 2029 East Avenue Q, Palmdale. Please call Dawn Deans at 661-947-4111 x1003 for public review of materials.

PUBLIC COMMENT GUIDELINES: The prescribed time limit per speaker is three-minutes. Please refrain from public displays or outbursts such as unsolicited applause, comments, or cheering. Any disruptive activities that substantially interfere with the ability of the District to carry out its meeting will not be permitted and offenders will be requested to leave the meeting.

Each item on the agenda shall be deemed to include any appropriate motion, resolution, or ordinance to take action on any item.

1) Roll call.

2) Adoption of agenda.

3) Public comments.

4) Action Items: (The public shall have an opportunity to comment on any action item as each item is considered by the Committee prior to action being taken.)

4.1) Consideration and possible action on approval of minutes of meeting held August 7, 2013.

4.2) Discussion and possible action on removing freeze on merit and bonus incentives and review of performance evaluation process. (General Manager LaMoreaux)

4.3) Discussion and review of the District's Grievance Policy. (Committee Member Dizmang/General Manager LaMoreaux)

5) Project Updates:

5.1) Status on Organizational Assessment. (General Manager LaMoreaux)

6) Information items.

7) Board members' requests for future agenda items.

8) Adjournment.

DENNIS D. LaMOREAUX,
General Manager

DDL/dd

AGENDA ITEM NO. 4.2

PALMDALE WATER DISTRICT
BOARD MEMORANDUM

DATE: September 12, 2013 **September 16, 2013**

TO: PERSONNEL COMMITTEE **Committee Meeting**

FROM: Mr. Dennis D. LaMoreaux, General Manager

RE: ***AGENDA ITEM NO. 4.2– DISCUSSION AND POSSIBLE ACTION ON REMOVING FREEZE ON MERIT AND BONUS INCENTIVES AND REVIEW OF PERFORMANCE EVALUATION PROCESS.***

Attached is a copy of the District's Compensation Plan policy from the Palmdale Water District Employee Handbook, a Performance Evaluation Rating Form, a Performance Evaluation Training Guide for Employees, and a PowerPoint presentation on Performance Evaluation Training. These items will be reviewed in detail at the meeting.

Supporting Documents:

- Compensation Plan policy
- Performance Evaluation Rating Form
- Performance Evaluation Training Guide for Employees
- PowerPoint presentation on Performance Evaluation Training

Q. Compensation Plan

The foundation for the District's compensation is based on the following key principles:

- **Pay for Performance**—You earn your compensation. Superior performance equals superior compensation. If you create results, you will be rewarded.

- **Providing Opportunity**—Career opportunities are available, further education is encouraged, and compensation levels are competitive.

- **Employees Have a Significant Stake in the District**—You have the biggest stake in the District. It is through collective performance that results are created. (i.e., management is looking for image, leadership, behavior, morale, overall performance).

The District provides equitable compensation for each employee based on the individual's position and performance.

1. Salaries

For new hires, factors considered in establishing the base salary are education, previous work experience, position, grade level and other relevant factors.

For existing employees, adjustments to your base salary generally occur as a result of a performance appraisal, a promotion, or a significant increase or decrease in job responsibilities as well as business circumstances and other relevant factors.

2. Compensation Review and Merit Increase

Performance reviews occur at three months, six months and annually. Your manager will evaluate the performance based on the outcome of the performance appraisal, the position of the salary within the range, and job responsibilities.

Merit increases, if any, are given based on performance and in accord with current business circumstances of the District. All of these factors determine salary changes within the pay range which consists of five incremental steps. **There are no automatic pay increases.** It is the District's objective to adjust a salary level that best represents performance level and responsibilities in accord with current business circumstances.

Note: Any employee on written warning may be ineligible for merit pay increases, incentive/bonus program, promotion, and flex time.

3. Promotional Increase/Demotion

A promotion occurs when an employee accepts a position that is in a higher level grade. A salary increase is generally given to recognize increased job responsibilities.

A demotion occurs when an employee accepts or is transferred to a job at a lower level.

4. Pay Increases

Minimum and maximum salary ranges have been established for each position. These ranges are reviewed using the ACWA survey and may be upgraded annually for inflation. A cost of living increase is considered by the Board of Directors on an annual basis.

After full-time employees reach the maximum pay scale for their specific job classifications and have stayed at that level for at least one year, they are eligible for bonus pay as recommended by their supervisor/manager and approved by the General Manager. Such bonuses are paid in recognition of their achievements and as an incentive for exceptional performance. Decisions as to whether to award a bonus and the amount of such bonus rest entirely with the General Manager. Each employee who satisfies the criteria for merit and incentive bonus will receive their bonus with the first payroll that includes July 1st. The amounts awarded will be determined by approval of the General Manager.

a. Bonus Pay

A bonus pay structure provides an incentive for employees on their top step, or for those that have frozen wage levels, to continue to perform above or beyond expectations. The new structure would apply to employees that have been at the uppermost step of the range at least one year, and to those employees with frozen wage levels. Employees are eligible for a bonus if an overall rating of "Excellent" (4 out of 5) or "Outstanding" (5 out of 5) ranking on the annual review. A bonus recommendation requires approval of the Supervisor, Department Head, and General Manager. The bonus recommendation could range up to 2.5% of the position's annual salary based on the highest step. The bonus will be paid in a lump sum on the next regularly scheduled pay check.

5. STANDBY

Employees may be required to be "on standby" at certain times. Your supervisor will inform you if your position requires any "standby" duties and will devise a schedule showing the dates and times you will be "on standby".

Evaluation Summary

Employee Name	Position	Direct Manager
Department	Division	ClassSpecification
Performance Evaluation	Type	Due Date

Rating summary by _____

Competency Section (Section Weight: 100)

5 - Outstanding	4 - Excellent	3 - Satisfactory	2 - Development/Improvement Needed	1 - Unsatisfactory
Performance is exceptional, routinely exceeding job performance standards. Requires minimal supervision.	Performance often exceeds job performance standards. Requires occasional supervision.	Meets performance standards of the job. Requires a normally expected level of supervision.	Areas for improvement are identified and under development. Requires supervisory guidance.	Results are generally unacceptable and require immediate improvement. requires supervisory intervention with improvement plan.

Name	Description
Attendance	Dependable; on time and at work daily
Analytical/Problem Solving	Ability to analyze and solve problems
Coaching/Mentoring	Skilled in coaching and mentoring individuals
Computer Skills (Basic)	Associated Skills and Knowledge: Applies basic skills in operating and applying the MS Office Suite including Word, EXCEL and PowerPoint Make professional appearing documents and presentations Knows how and when to apply spreadsheets Uses email effectively to communicate in a professional manner
Customer Service	Demonstrates concern and ability to meet internal / external customer needs in a manner that provides satisfaction for the customer.
Job Knowledge and Skills	DEFINITION: What one must know and be able to do in order to successfully perform the work SUBCATEGORIES:•Skills and Knowledge - Possesses sufficient skill and knowledge to perform all parts of the job effectively, efficiently, safely and independently•Tools - Knows the techniques, processes, procedures, equipment and materials required for the job•Progressive - Makes active efforts to stay up-to-date in areas of expertise and emerging technologies
Leadership	Ability to motivate and lead individuals/groups
Management/Supervision	Experience in managing and supervising others
Safety	Experience in health and safety procedures
Quality of work	Ability to meet or exceed expectations. Employee gets it right the first time and avoids errors. Work is consistently at a high level.

Name	Comment	Category	Weight	5	4	3	2	1	Weighted Score
Attendance		ATT001.	10.00						
Analytical/Problem Solving		ANA001.	10.00						
Coaching/Mentoring		COA001.	10.00						
Computer Skills (Basic)		.	10.00						
Customer Service		Customer Service.	10.00						
Job Knowledge and Skills		.	10.00						
Leadership		LDR001.	10.00						
Management/Supervision		MGT001.	10.00						
Safety		.	10.00						

Name	Comment	Category	Weight	5	4	3	2	1	Weighted Score
Quality of work		.	10.00						

Merit and Signature Block (Section Weight: 0)

Name	Description
Signature Block	Signature Block for Manager/Supervisor and Employee
Merit Recommendation	Manager enters merit recommendation

Name	Comment	Category	Weight	Weighted Score
Signature Block		.	50.00	
Merit Recommendation		.	50.00	

Overall

360 Ratings

Competency Section (Section Weight: 100)

5 - Outstanding	4 - Excellent	3 - Satisfactory	2 - Development/Improvement Needed	1 - Unsatisfactory
Performance is exceptional, routinely exceeding job performance standards. Requires minimal supervision.	Performance often exceeds job performance standards. Requires occasional supervision.	Meets performance standards of the job. Requires a normally expected level of supervision.	Areas for improvement are identified and under development. Requires supervisory guidance.	Results are generally unacceptable and require immediate improvement. requires supervisory intervention with improvement plan.

Name
Attendance
Analytical/Problem Solving
Coaching/Mentoring
Computer Skills (Basic)
Customer Service
Job Knowledge and Skills
Leadership
Management/Supervision
Safety
Quality of work

Merit and Signature Block (Section Weight: 0)

Name
Signature Block
Merit Recommendation

Approvals

Name	Subject	Status	Status Date	Comment	Signature
	Approve PWD Manager and Supervisor Annual Evaluation				
HR	Approve PWD Manager and Supervisor Annual Evaluation				Not Required

Notes & Attachments

No notes have been added to this performance evaluation

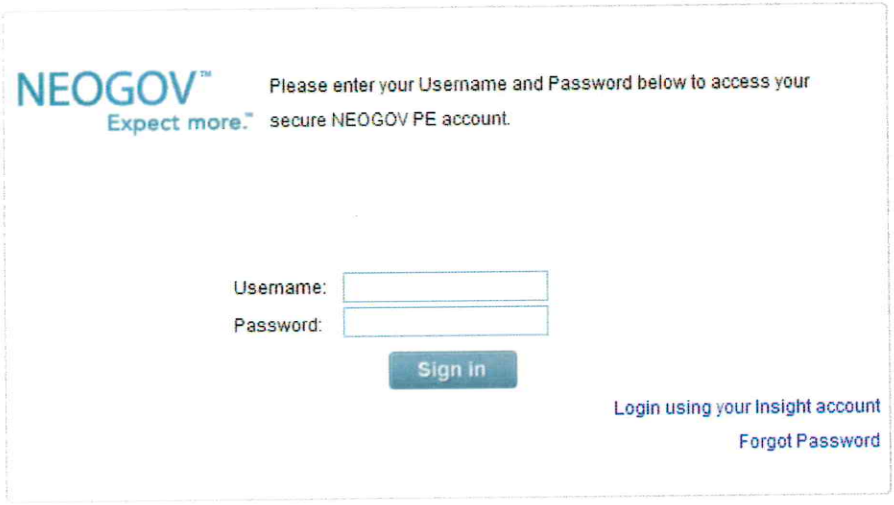
Palmdale Water District

Performance Evaluation Training Guide for Employees

Revision Date: Friday, April 29, 2011

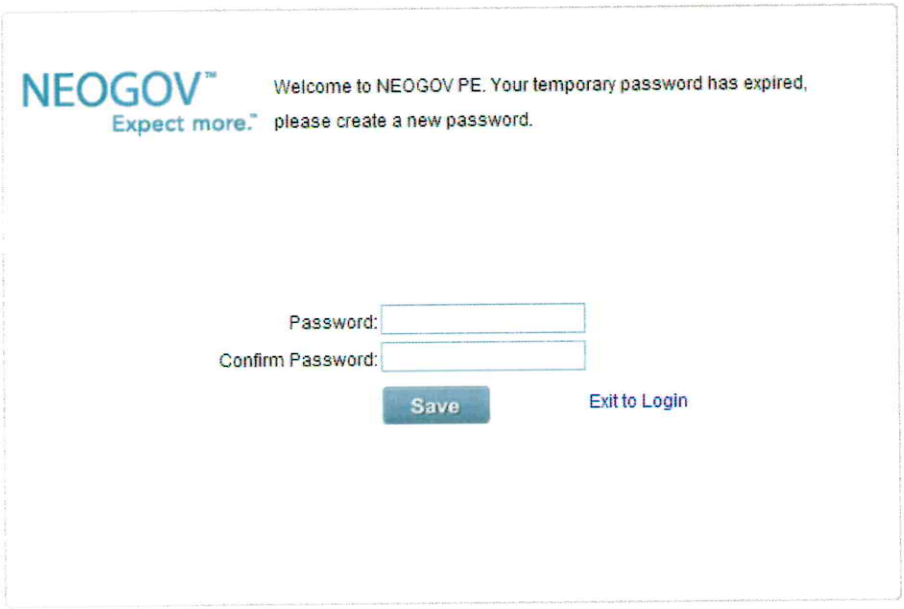
Step 1: Log in

- Go to https://secure.neogov.com/PERFORMANCE/Login.aspx
- Login
  - Username: email address (i.e. wwater@palmdalewater.org)
  - Password: enter the password you received in the email



Step 2: Update Your Password

Remember good password policy; 8 characters, UPPER and lowercase, letters and numbers; + 1 spe(ial ch@r@cter

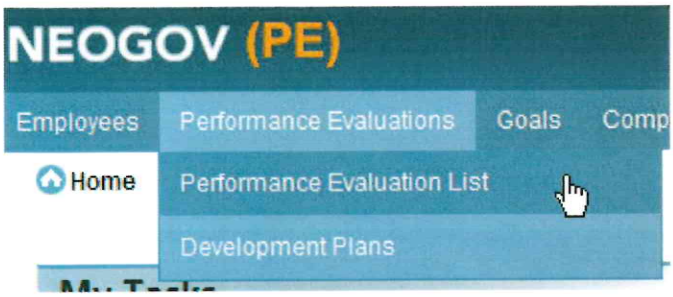


Revision Date: Friday, April 29, 2011

Step 3: Review the Homepage

- My Tasks – Area to view tasks assigned to you
- My Goals – Area to view goals assigned to you (to be launched at a later date)

Step 4: Scroll over the Performance Evaluations menu item and click on 'Performance Evaluation List.'



The next pages are screen shots of the Performance Evaluation sections related to every employee and will help guide you through the process.

They include:

Performance Evaluation Detail – This section contains specifics that pertain to the performance evaluation such as employee name, evaluation period, type of evaluation, due date, etc.

Please make sure your employee number and name are correct. The "Printer Version" button will allow you to print the evaluation.

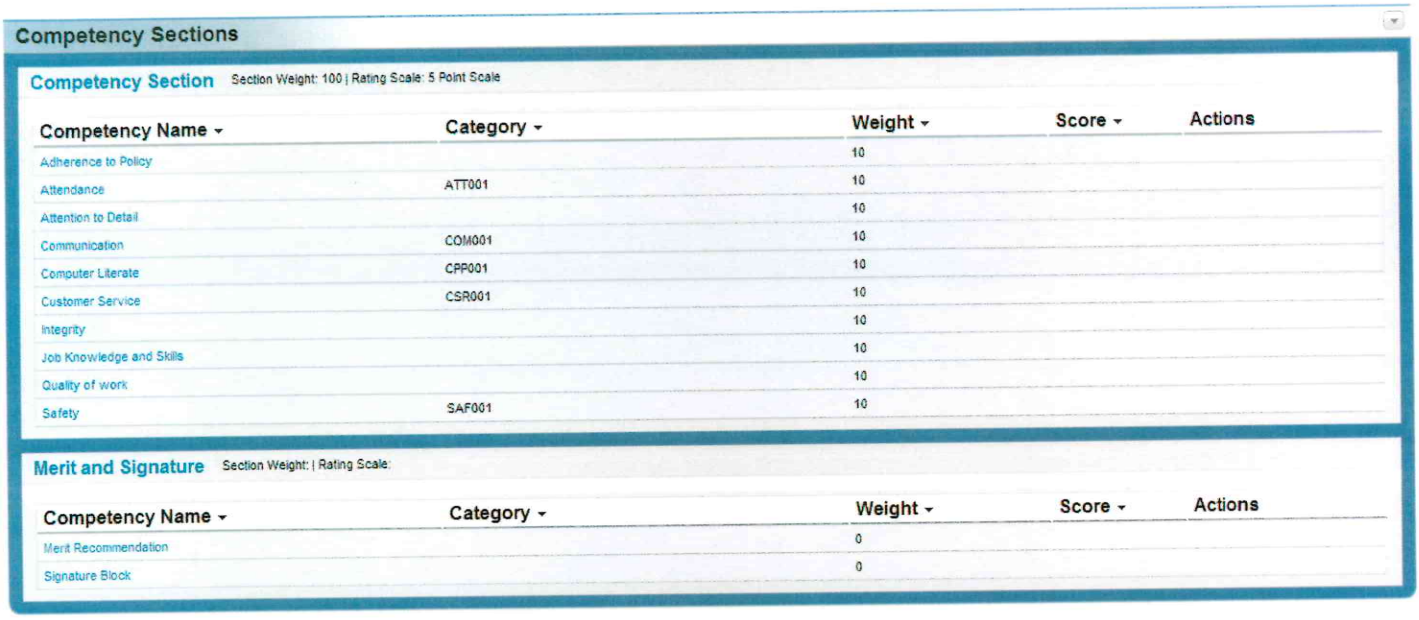


Revision Date: Friday, April 29, 2011

Goal Section – List of goals assigned to you as an employee by your supervisor/manager. – These will be launched in the future.

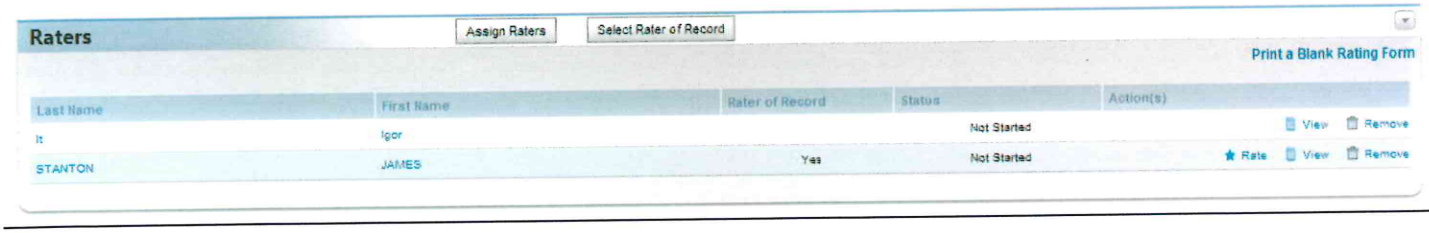


Competency Section – List of Competencies you will be rated on as part of the performance review process. These are the competencies you will be rating yourself on and are the same ones used by your supervisor or manager to rate you.



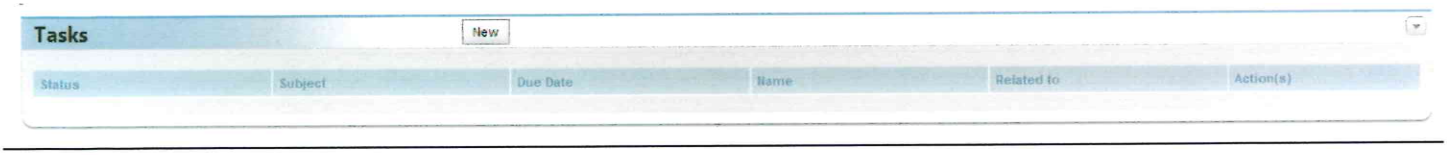
The merit and signature block competencies are what your supervisor or manager will use if they recommend you for a merit increase or bonus. **This is where you will enter your comments if you do not agree with the rating received from your supervisor.**

Raters – List of raters associated with that particular evaluation. This section will include you as a rater and your supervisor or manager.



Revision Date: Friday, April 29, 2011

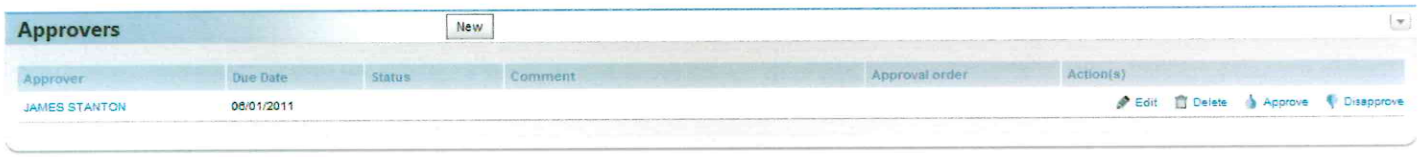
Tasks - Section where supervisor/manager can assign tasks related to the performance evaluation. Will be helpful in scheduling goal setting meetings, mid-year reviews, monitoring performance improvement plans, etc.

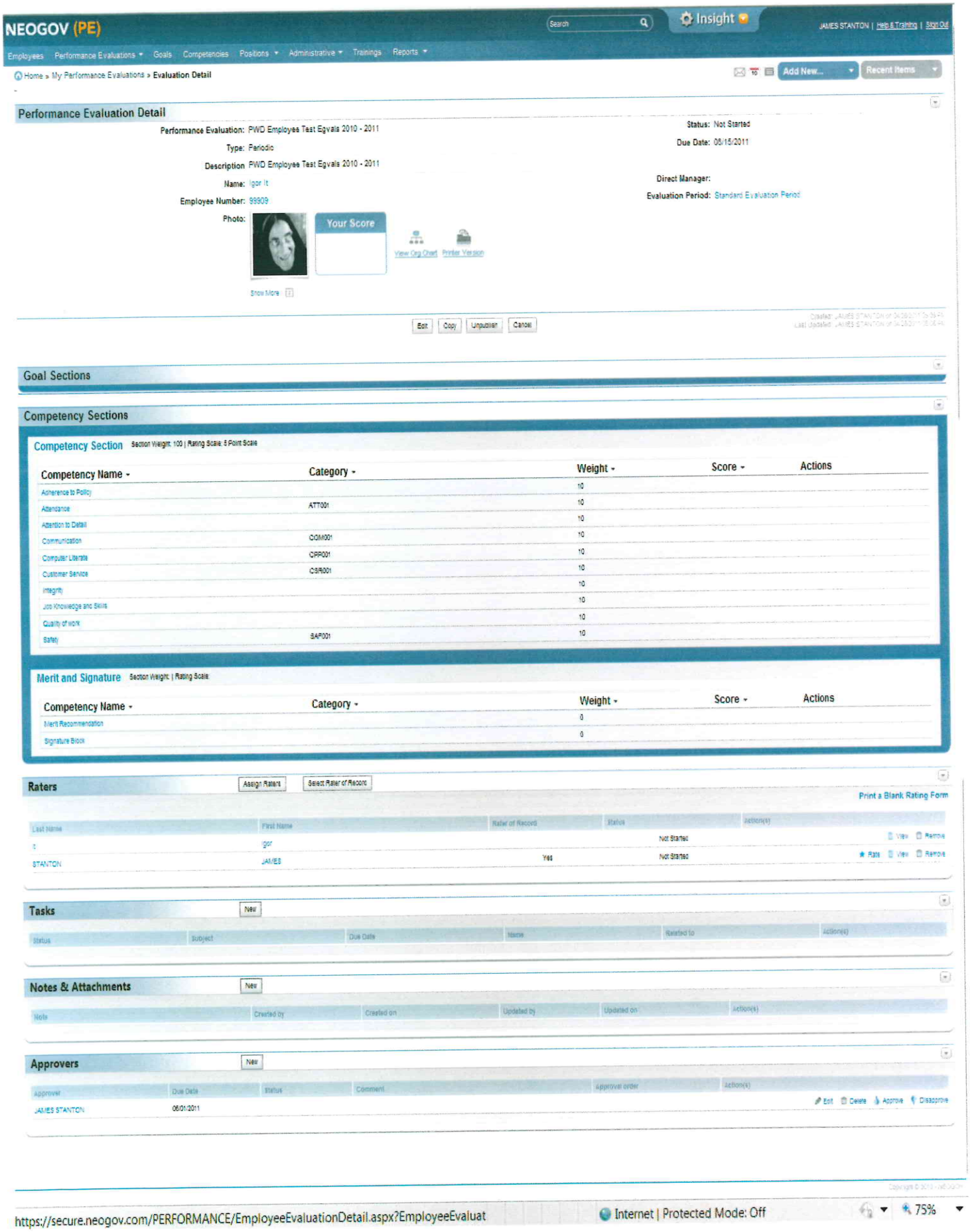


Notes & Attachments – General notes field, where employee, supervisor or manager can include notes or attachments to be included with annual performance review. For example, attach certificate of accomplishment as proof of completion for a goal.



Approvers – Will be used by upper-level managers to review and approve individual employee performance evaluations.

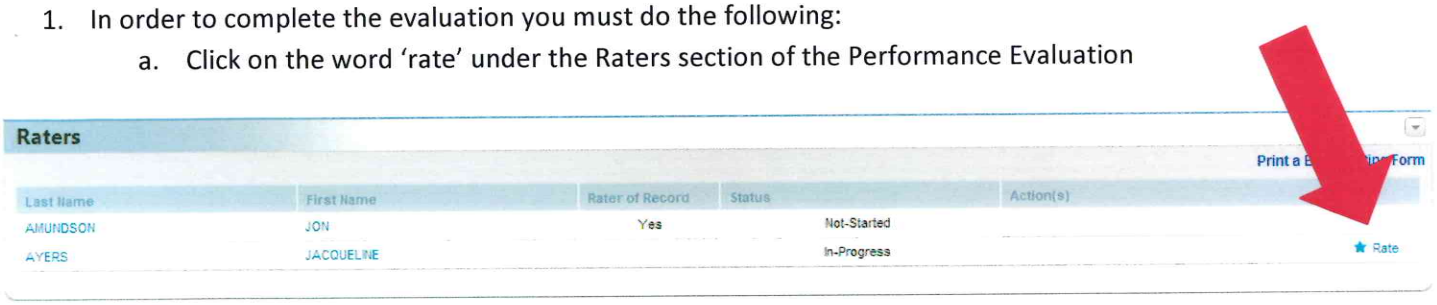




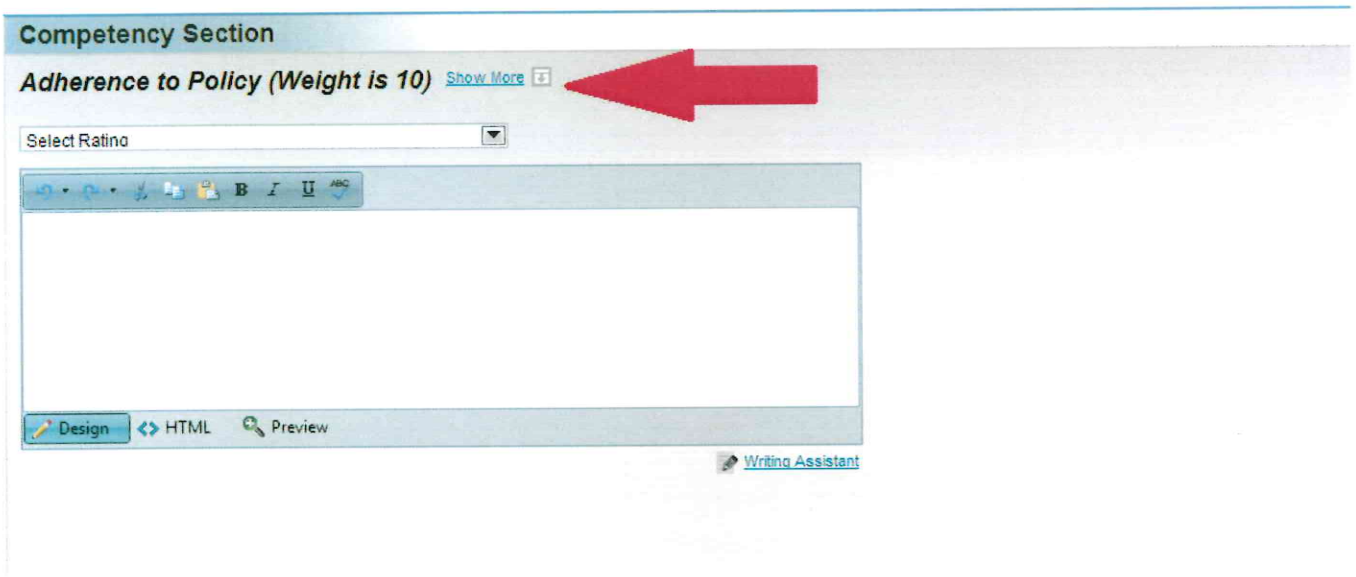
Revision Date: Friday, April 29, 2011

Step 4: Rating

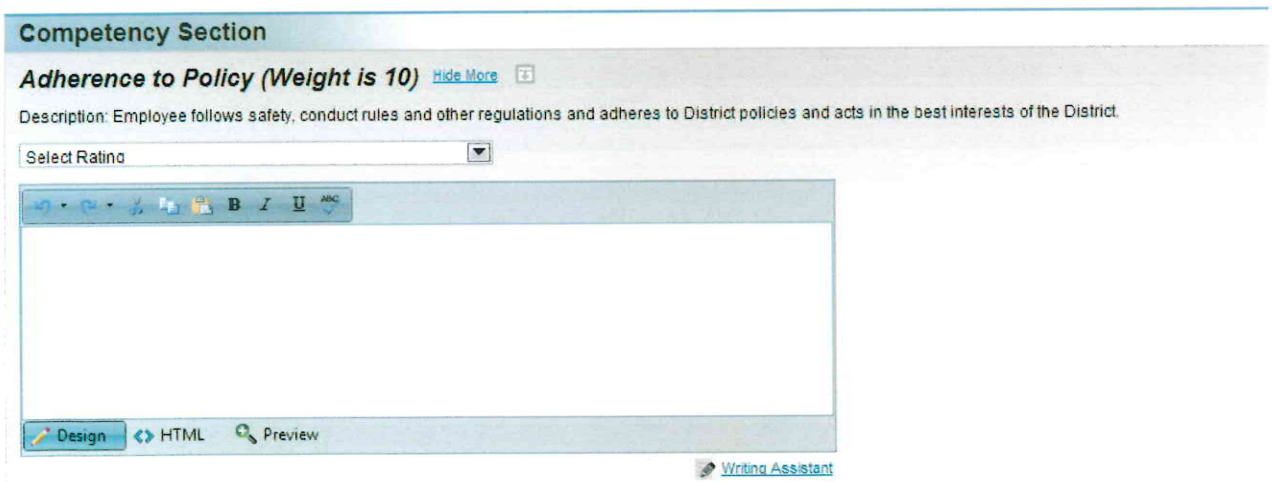
1. In order to complete the evaluation you must do the following:
    a. Click on the word 'rate' under the Raters section of the Performance Evaluation



    b. Under each goal and competency, you will see a text box, where you rate the competency and add comments.



    c. Click on Show More to see a description of the Competency.

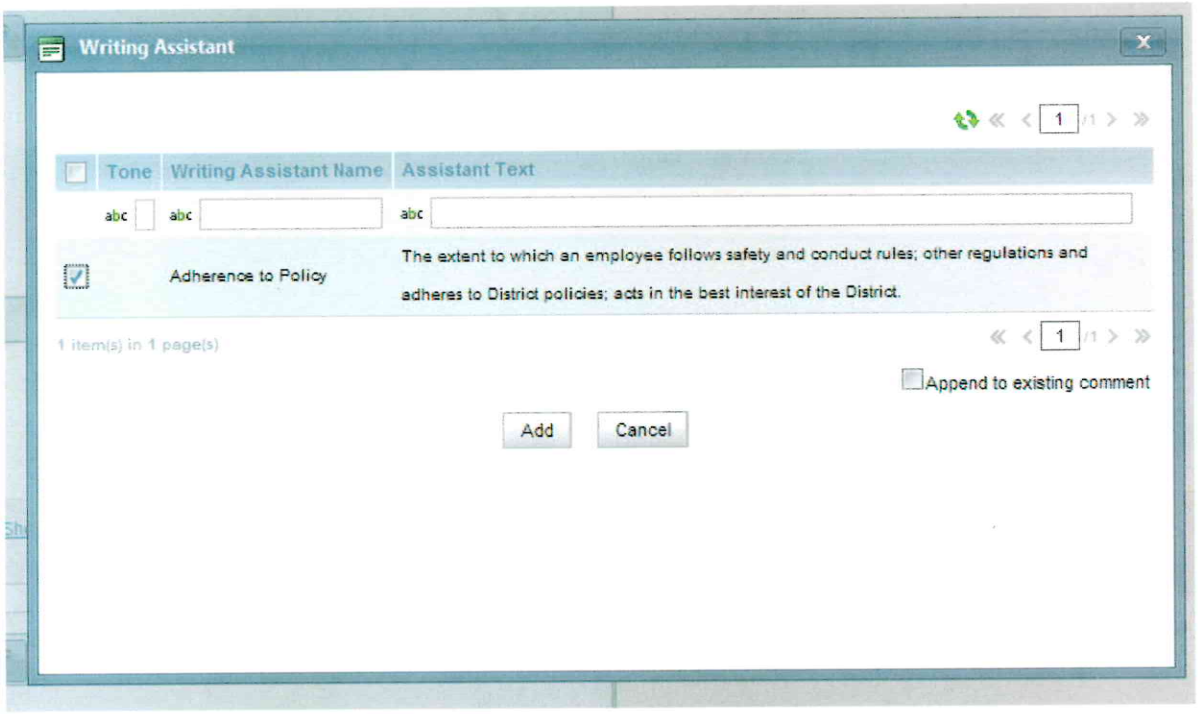


Revision Date: Friday, April 29, 2011

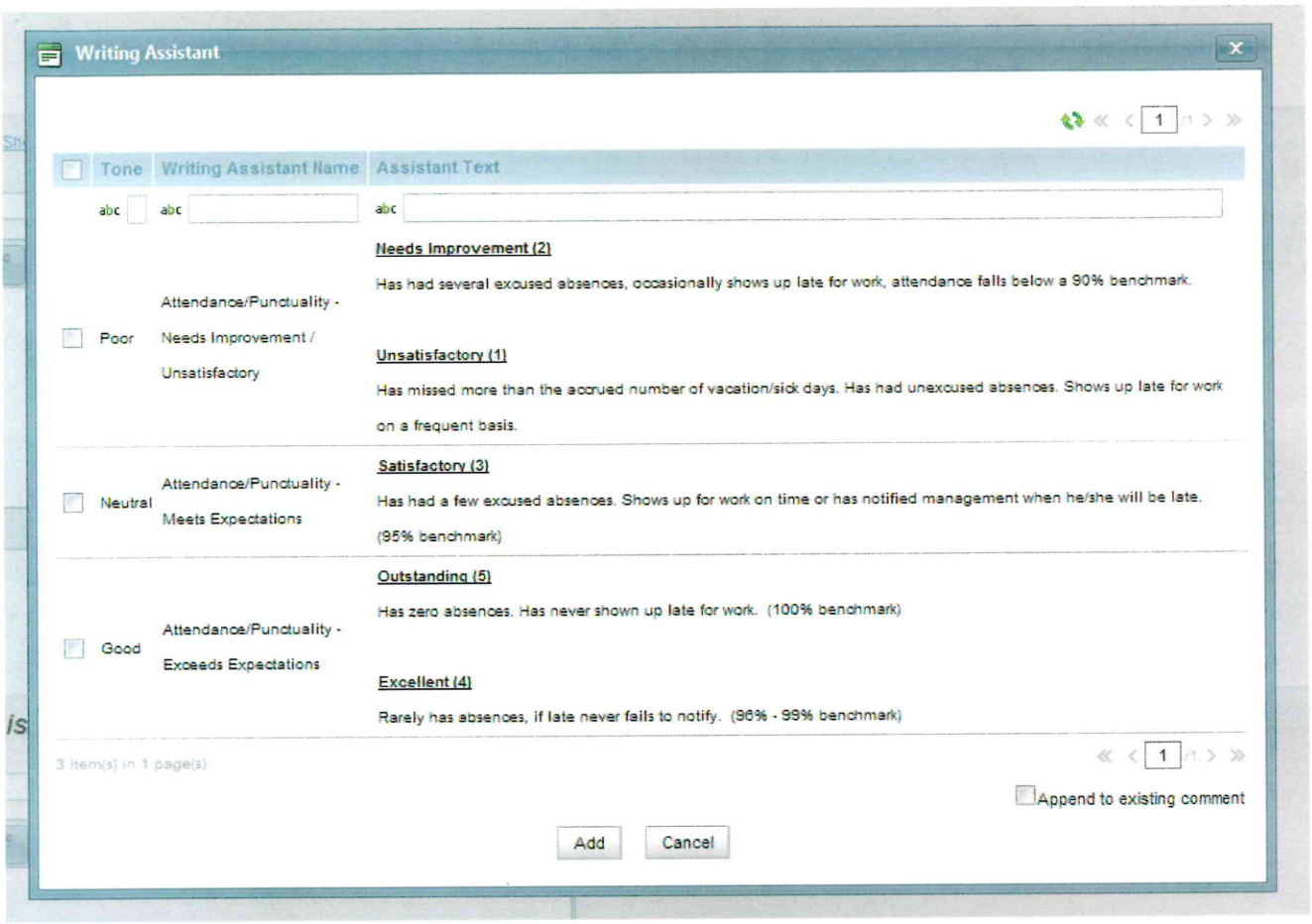
d. We use a 5 level rating scale. Each rating level is weighted 1 through 5:

1. Unsatisfactory: Results are generally unacceptable and require immediate improvement, requires supervisory intervention with improvement plan.
2. Development / Improvement Needed: Areas for improvement are identified and under development. Requires supervisory guidance.
3. Satisfactory: Meets performance standards of the job. Requires a normally expected level of supervision.
4. Excellent: Performance often exceeds job performance standards. Requires occasional supervision. Excellent ratings must be justified with sufficient comment information.
5. Outstanding: Performance is exceptional, routinely exceeding job performance standards. Requires minimal supervision. Outstanding ratings must be justified with sufficient comment information.

e. Most competencies have Writing Assistants attached to help guide you through the evaluation. Click on the Writing Assistant link to view the assistant linked to the competency. Click on the box to select it and then click Add to add it the text to the competency.

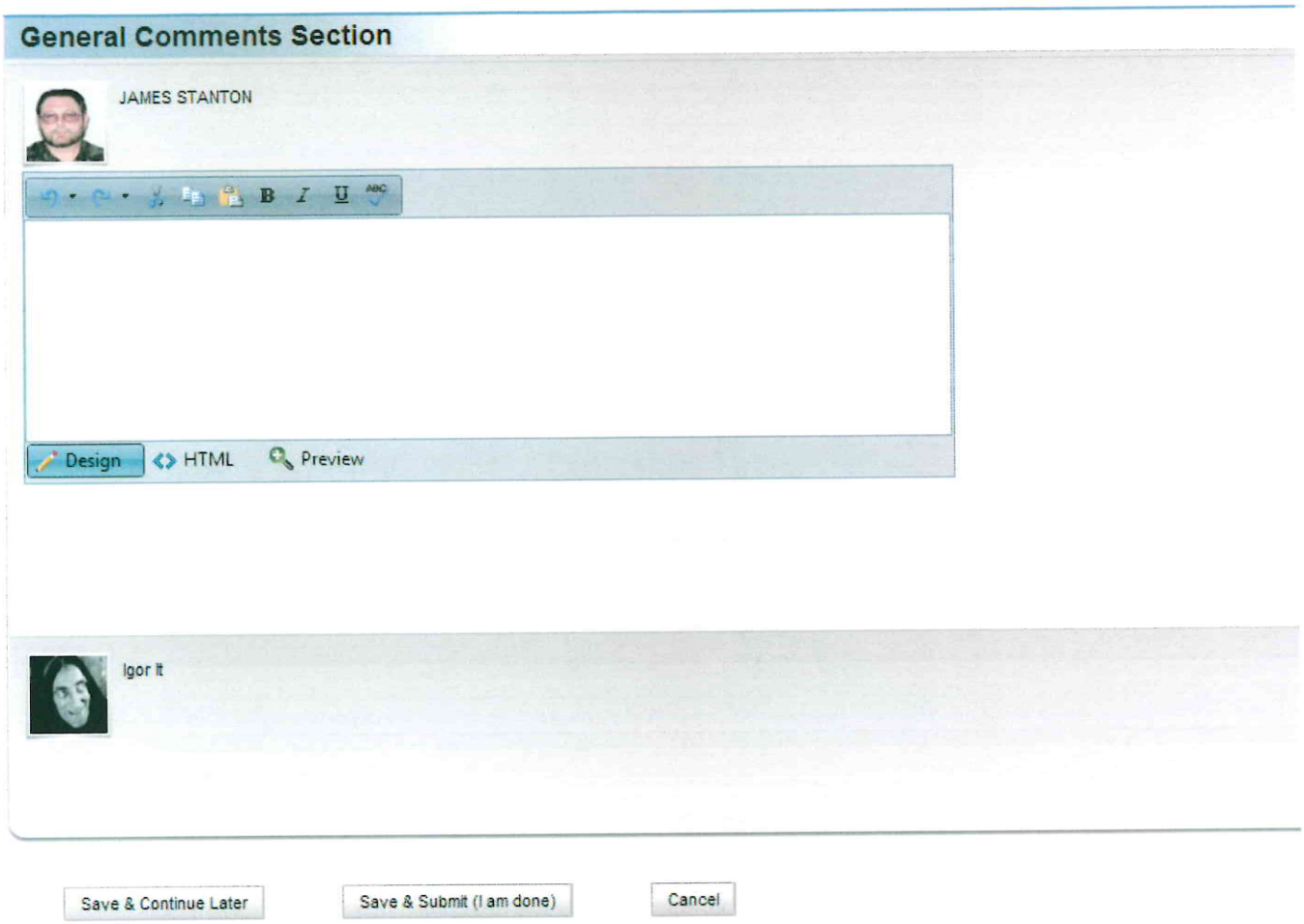


f. Some competencies have several writing assistants assigned to them. You can select multiple assistants or none at all. It's your choice.



g. You will do this for each competency, and later each goal.

h. You click "Save and Continue Later" if you need to take a break, collect your thoughts, are interrupted or want to review the evaluation before submitting.



i. When you are done you will click 'Save & Submit (I am done)' Once you do this you will ***NOT*** be able to go back in and modify the evaluation without HR assistance.

Tips:

- ✓ You will get timed out if you are signed-in, but inactive for 10+ minutes, remember to click on "Save and Continue Later" until your are ready to submit the finalized evaluation.
- ✓ You can cut and paste from most of the Office applications.
- ✓ Contact Jeannie Burns with any questions.

Performance Evaluation Training

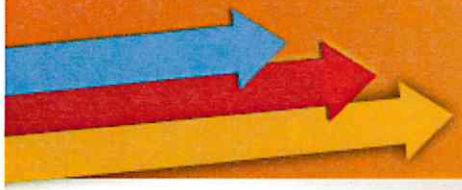
Performance Management

Performance Appraisal



Training Content

- Define performance appraisal
- Performance management
- Initial exchange of expectations
- Ongoing performance feedback
- Performance appraisals
- NeoGov Performance Evaluation System



RATING

Performance Appraisal

What is a performance appraisal?



RATING

Performance Management

What is performance management?



RATING

Performance Management includes:

- Initial exchange of expectations
- Ongoing performance feedback
- Semi-annual reviews
- Performance appraisals



RATING

Initial exchange of expectations

- Between a new/current employee and supervisor

- Discussion on initial performance expectations, objectives and interpersonal relationship expectations



RATING

Initial exchange of expectations

Components

- Expected results/outcomes
- Quality/quantity standards
- Performance expectations
- Personal/professional growth
- Importance of employee



RATING

Ongoing performance feedback

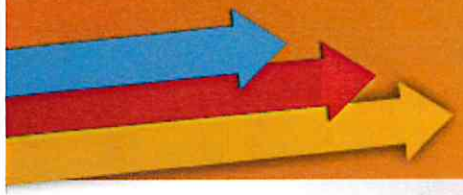
- Clear picture of current reality
- Give and take exchange



RATING

Ongoing performance feedback

- Development of employees:
  - Attendance, performance, behavior
- Supervisors/Managers should:
  - Provide specific, observed behavior
  - Focus on present examples
  - Remain calm and non judgmental
  - Constructive = Private
  - Address observable behavior



RATING

Ongoing performance feedback

- Most valuable opportunities = Successes
- Increase likelihood of repeated behavior
- Document ongoing feedback
- Provide feedback in the moment
- Timeliness will increase effectiveness



RATING

Annual/Probationary review

Components:

- Review expectations of job/associate
- Review additional feedback
- Discuss specific areas of performance
- Develop action plans
- Provide role expectation changes



RATING

Performance appraisals

- Annual, formal and documented event

- **Should not be any surprises**

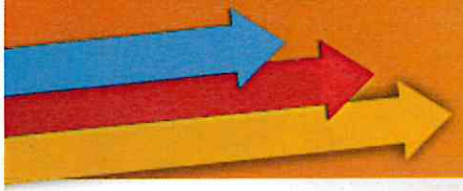


RATING

Performance appraisals

Components:

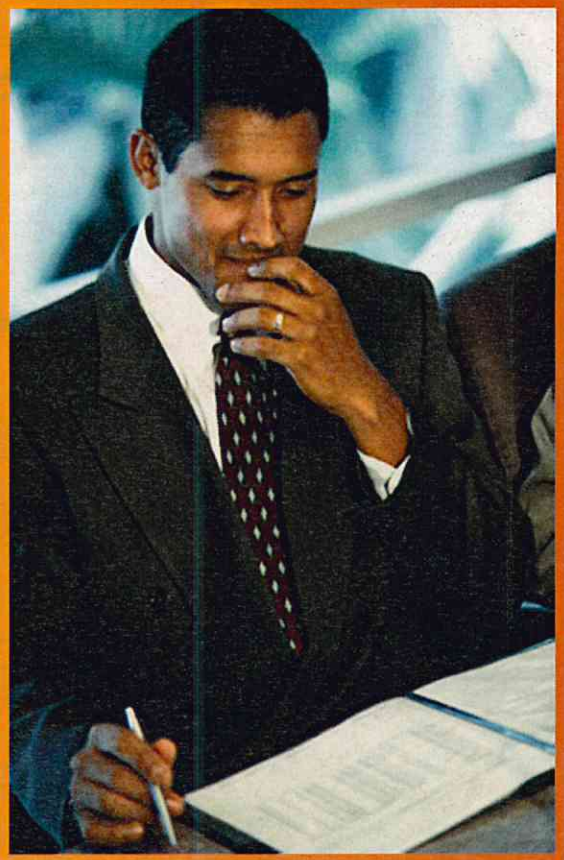
- What work results achieved
- How the results were achieved
- What was not achieved
- Goal setting



RATING

Performance appraisal tips

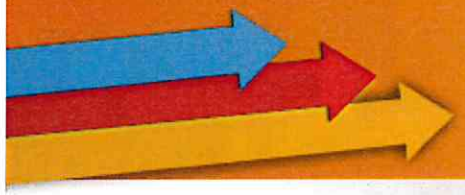
- Plan ahead
- Solicit feedback
- Do not overtake the conversation
- Gain agreement
- Legal document



RATING

Performance appraisal biases

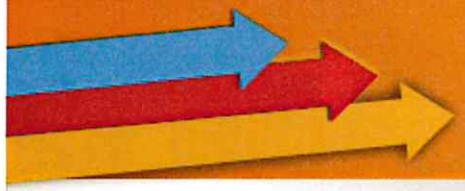
- Halo effect
- Leniency error
- Central tendency
- Recency error
- Rate to justify pay



RATING

Performance appraisal summary

- Informal
  - Ongoing performance feedback
- Formal
  - Initial exchange of expectations
  - Semi annual reviews
  - Performance appraisals



RATING

BEFORE "2011"

- Performance Reviews conducted between April 1st and June 30th
- Prepared Manually
- Some reviews processed late
- Manually and electronically rated
- Manually approved

"2011 and Intro to NeoGov"

(PE) PERFORMANCE EVALUATION

NEOGOV is the market and technology leader in on-demand workforce management for the public sector.

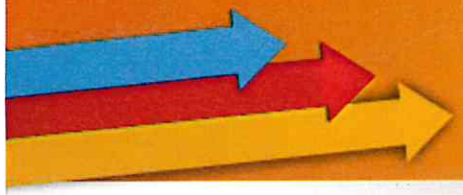
NEOGOV products automate the entire hiring and performance evaluation process online.



RATING

(PE) Performance Evaluations

- The Performance Evaluations (PE) product will enable the District to achieve the following objectives:
- Define performance standards
- Provide measurable KPIs/Goals
- Motivate and retain high performing employees
- Identify and communicate organizational expectations



RATING

Performance Evaluation Training

Online Performance Evaluations using NEOGOV



NEOGOV PE Training Content

1. What do I need?
2. How do I Log In?
3. Review Home Page
4. Performance Evaluation
5. Enter Ratings
6. Writing Assistant
7. Save & Continue Later
8. Save & Submit
9. Tips

RATING

What do I need?

1. Internet Access

2. Palmdale Water District Email Address

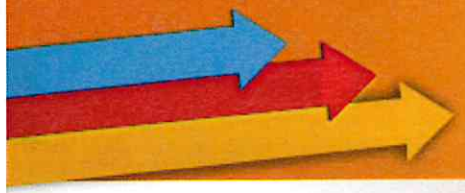
3. NEOGOV password

RATING

NEOGOV™

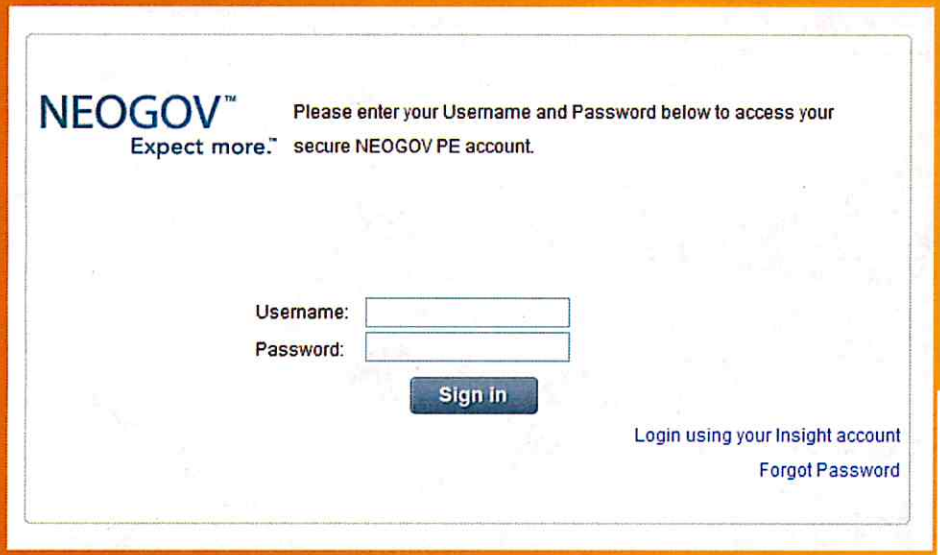
Log In

- Go to https://secure.neogov.com/PERFORMANCE/Login.aspx to log in.
- Your username is your email address: fi+lastname@palmdalewater.org
- Use the temporary password from the verification email (you will be forced to change it)



RATING

Log In



Email Address
Password



Remember good password policy; 8 characters, UPPER and lowercase, letters and numbers; + 1 spe(ial ch@r@cter

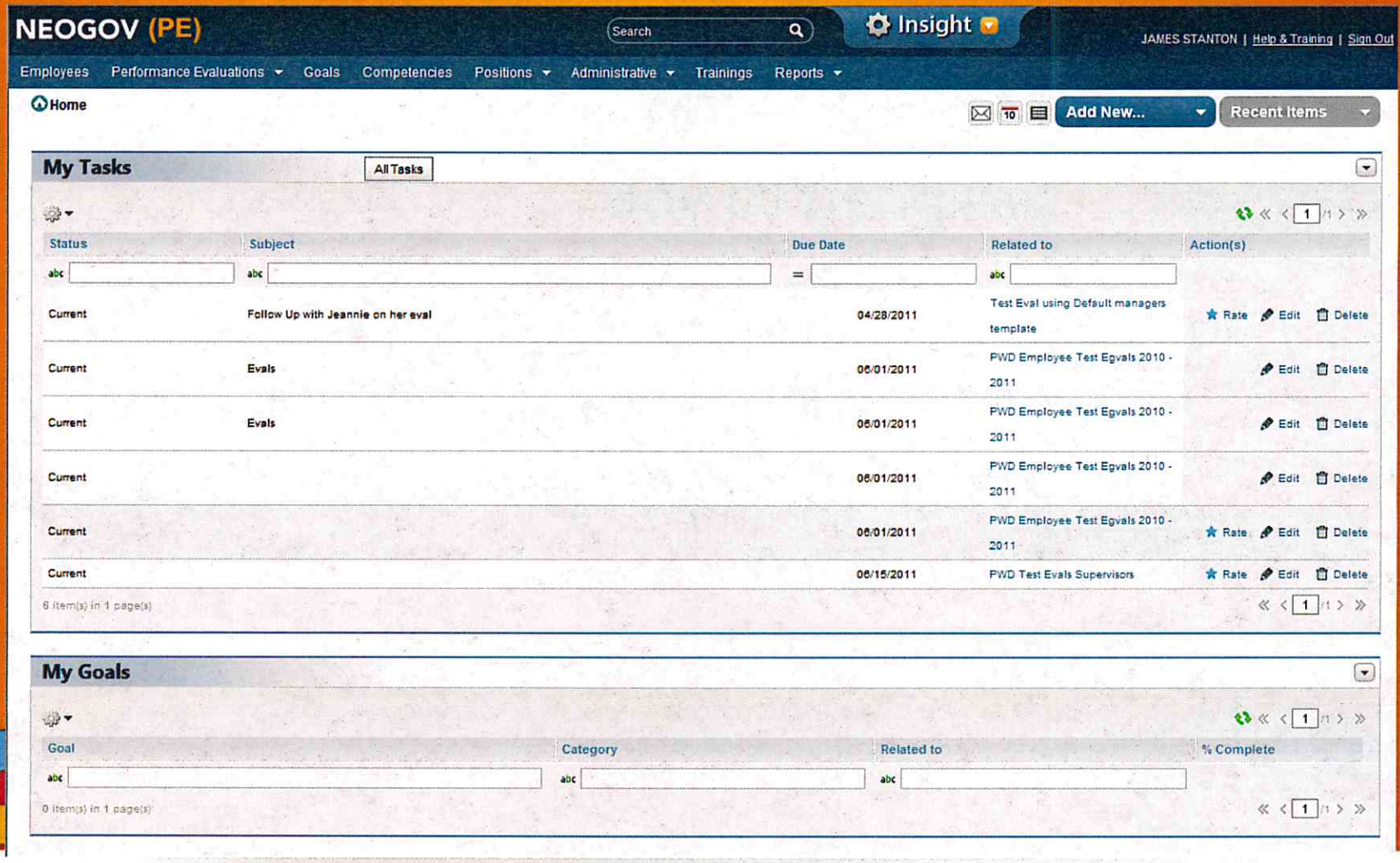
RATING

Home Page

- My Tasks – Area to view tasks assigned to you

- My Goals – Area to view goals assigned to you (to be launched at a later date)

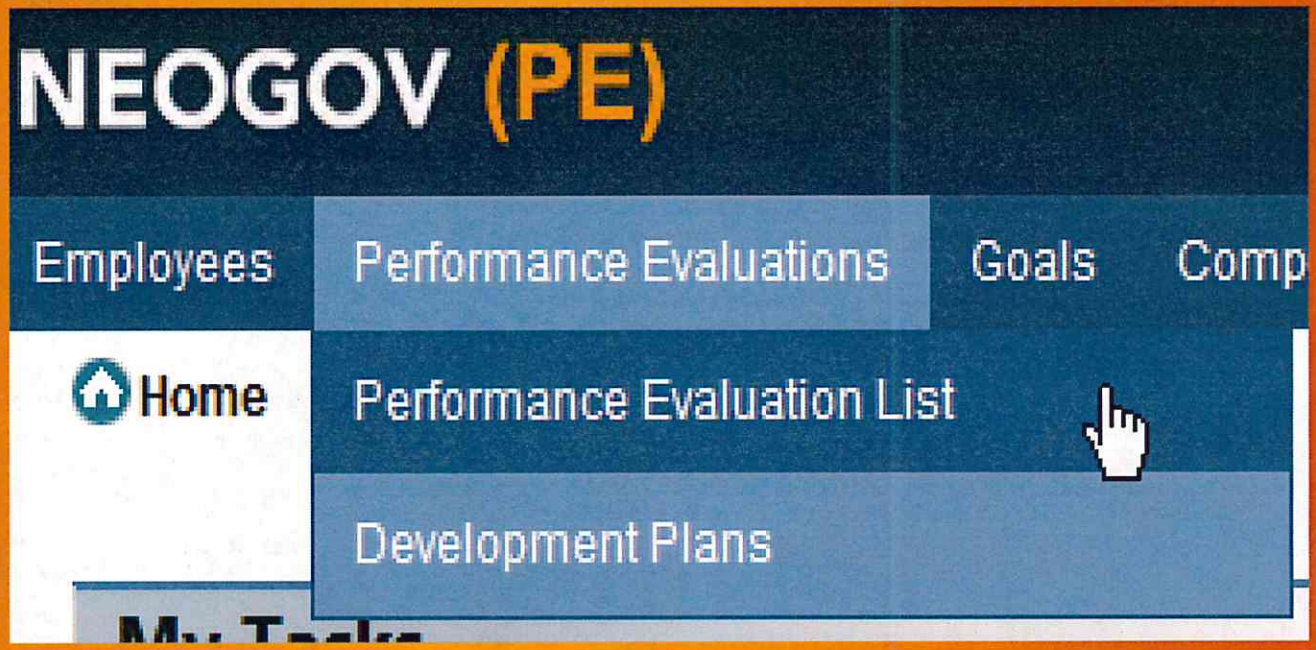
Home Page



RATING

Performance Evaluation

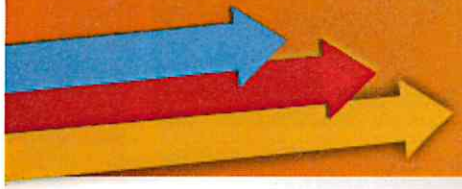
- Scroll over the Performance Evaluations menu item and click on "Performance Evaluation List."



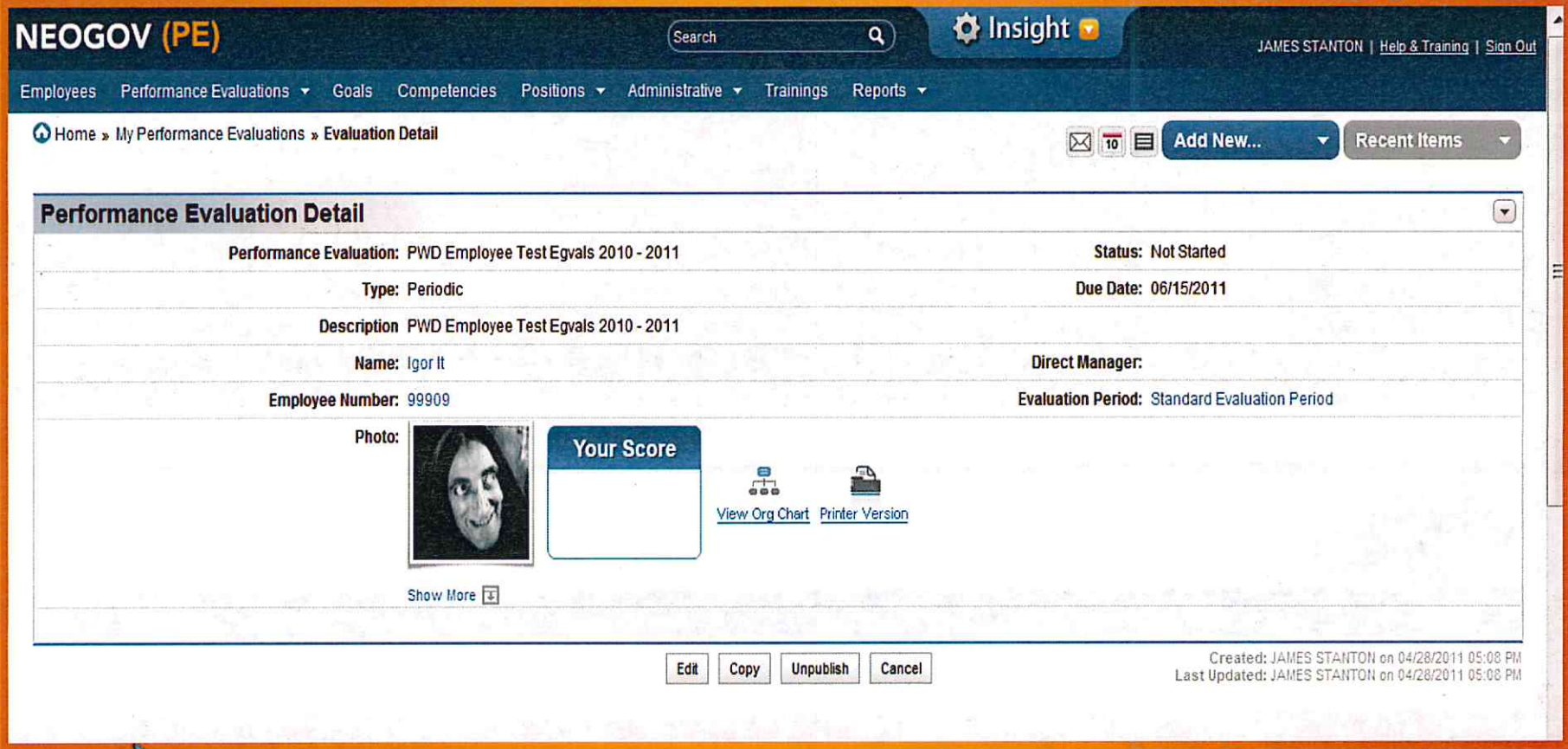
RATING

PE - Detail

- This section contains specifics that pertain to the performance evaluation such as employee name, evaluation period, type of evaluation, due date, etc.
- Please make sure your employee number and name are correct. The "Printer Version" button will allow you to print the evaluation.



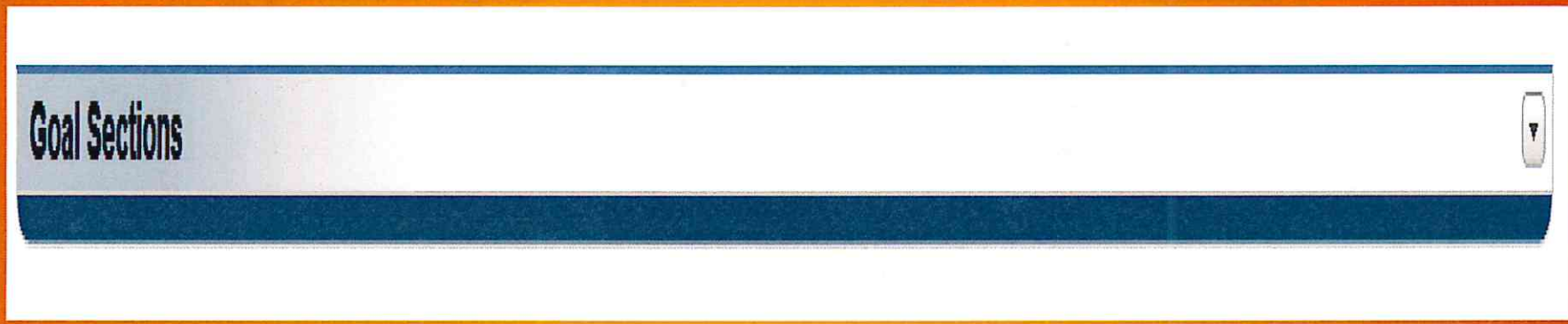
PE - Detail



RATING

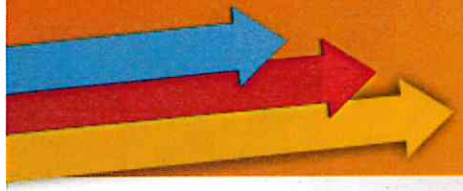
PE - Goals

- List of goals assigned to you as an employee by your supervisor or manager.
- Goals will be launched in the future.



PE - Competency

- List of Competencies you will be rated on as part of the performance review process.
- These are the competencies you will be rating yourself on and are the same ones used by your supervisor or manager to rate you.



RATING

PE - Competency

Competency Sections

Competency Section

Section Weight: 100 | Rating Scale: 5 Point Scale

Competency Name	Category	Weight	Score	Actions
Adherence to Policy		10		
Attendance	ATT001	10		
Attention to Detail		10		
Communication	COM001	10		
Computer Literate	CPP001	10		
Customer Service	CSR001	10		
Integrity		10		
Job Knowledge and Skills		10		
Quality of work		10		
Safety	SAF001	10		

Merit and Signature

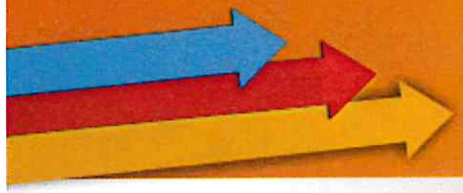
Section Weight: | Rating Scale:

Competency Name	Category	Weight	Score	Actions
Merit Recommendation		0		
Signature Block		0		

RATING

PE - Competency

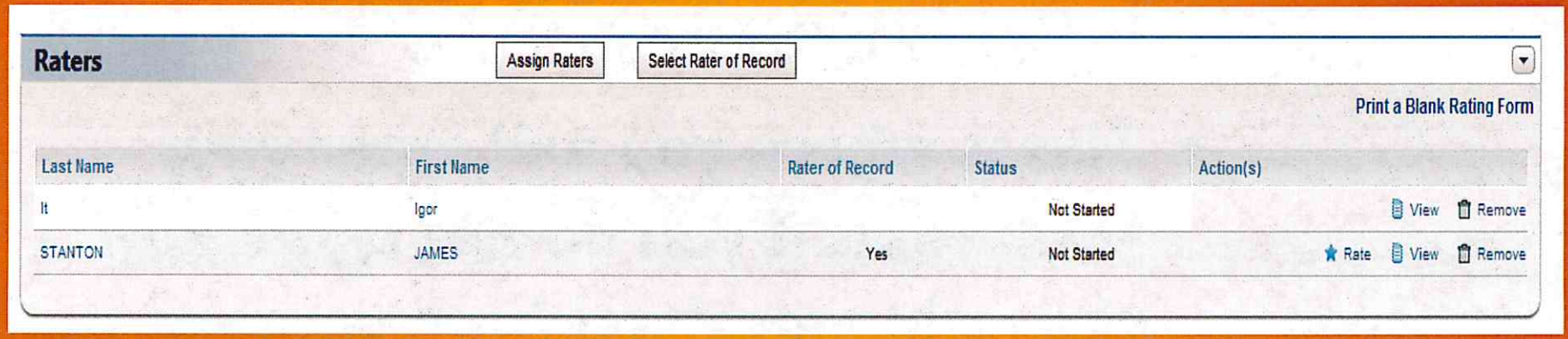
- The merit and signature block competencies are what your supervisor or manager will use if they recommend you for a merit increase or bonus.
- **This is where you will enter your comments if you do not agree with the rating received from your supervisor.**



RATING

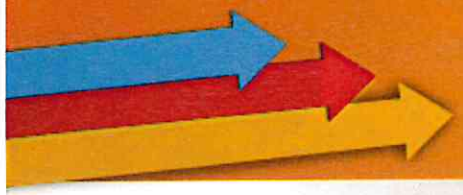
Raters

- List of raters associated with that particular evaluation. This section will include you as a rater and your supervisor or manager.

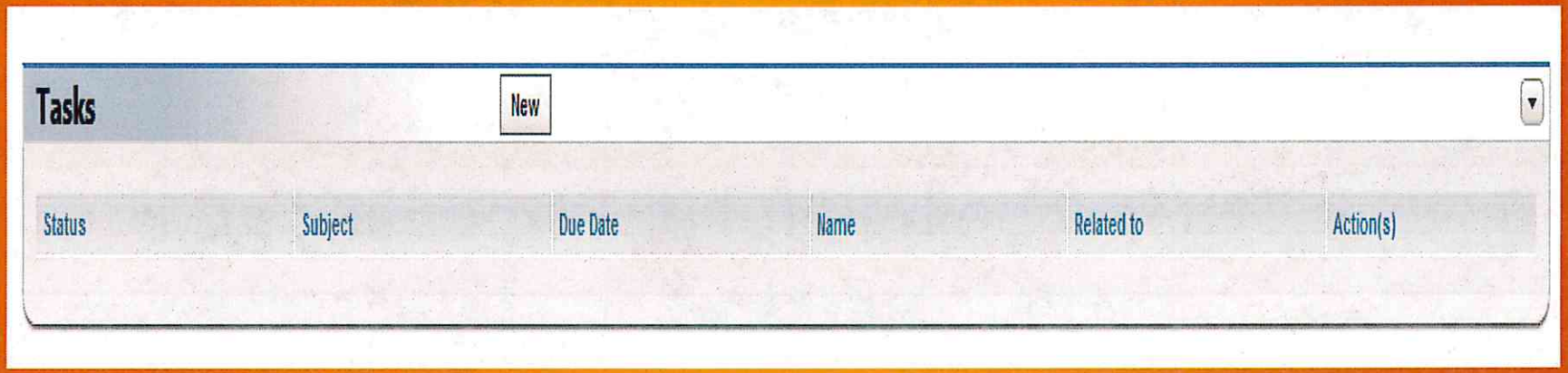


PE - Tasks

- Section where supervisor/manager can assign tasks related to the performance evaluation.
- Will be helpful in scheduling goal setting meetings, mid-year reviews, monitoring performance improvement plans, etc.



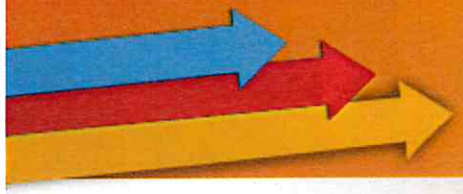
PE - Tasks



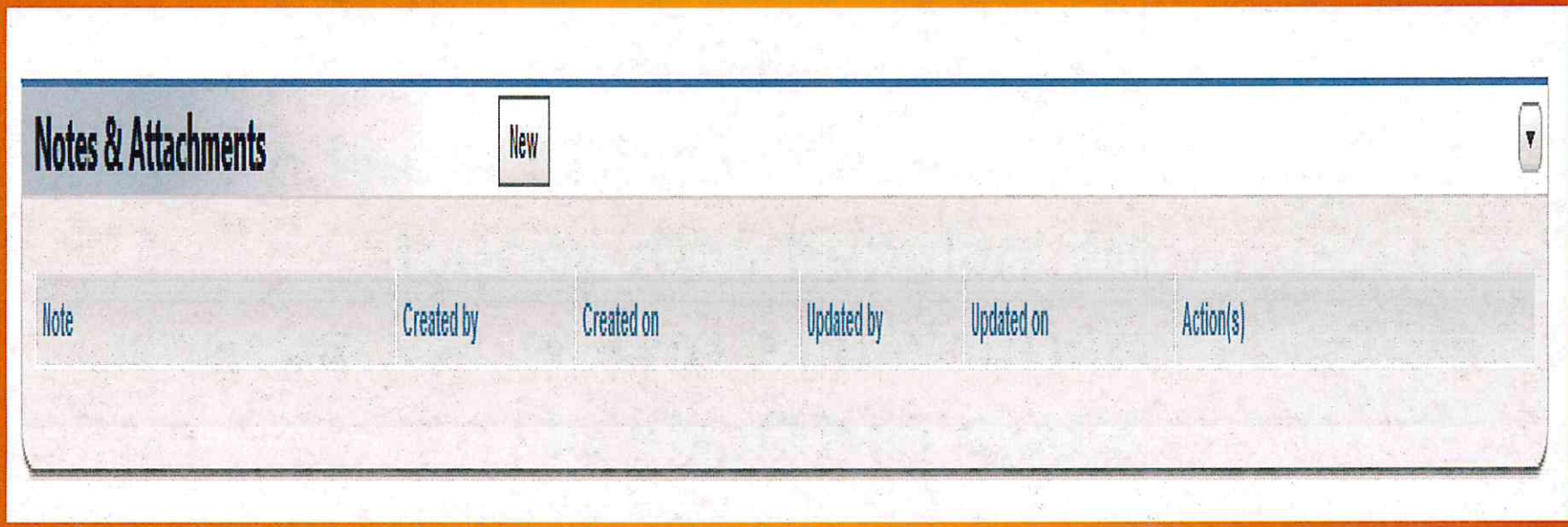
RATING

PE – Notes & Attachments

- General notes field, where employee, supervisor or manager can include notes or attachments to be included with annual performance review. For example, attach certificate of accomplishment as proof of completion for a goal.



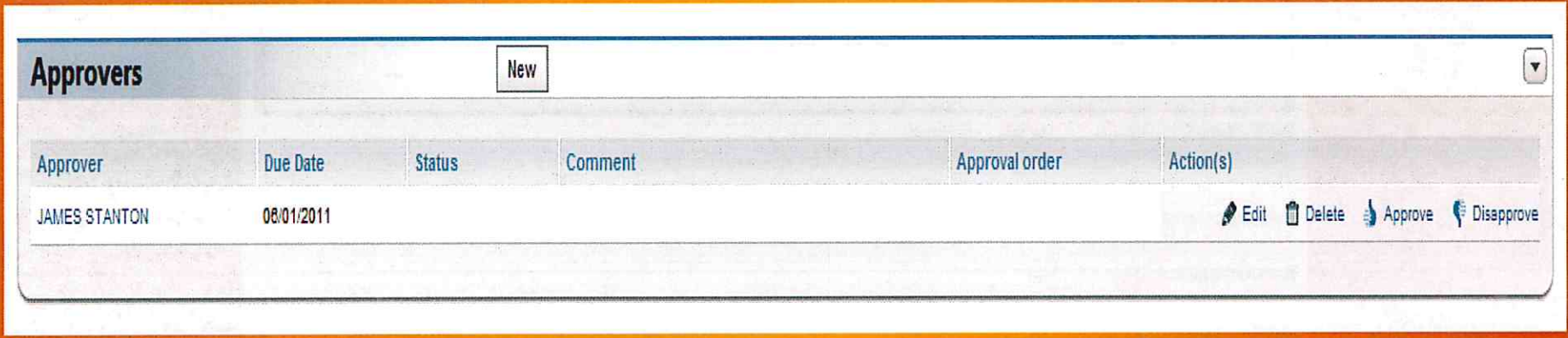
PE – Notes & Attachments



RATING

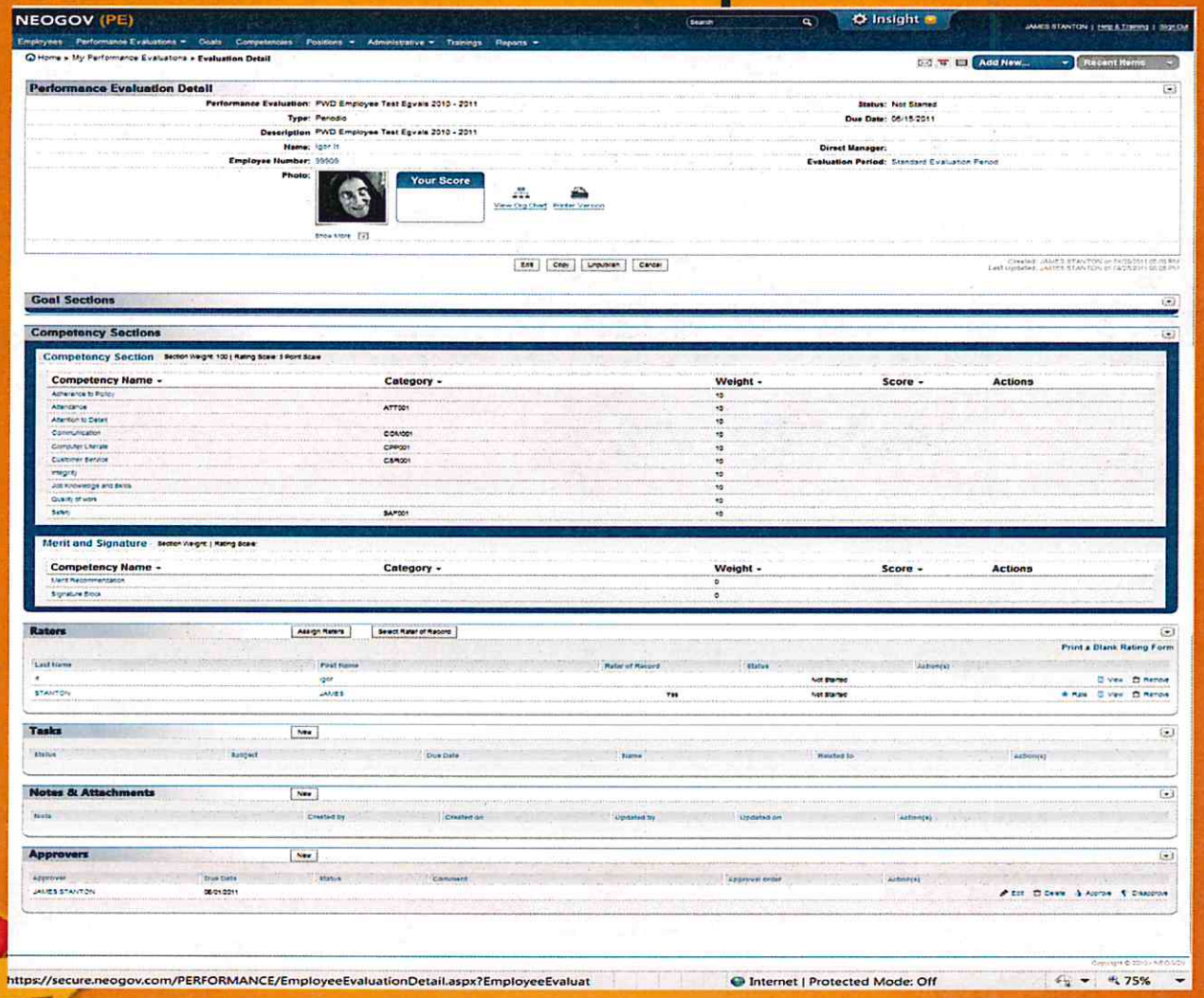
PE - Approvers

- Will be used by upper-level managers to review and approve individual employee performance evaluations.



RATING

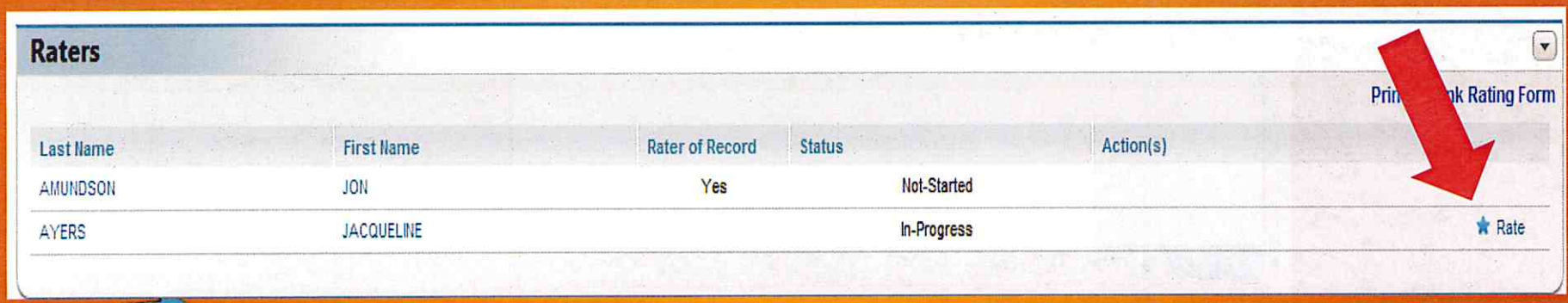
PE - Sample



RATING

Rating

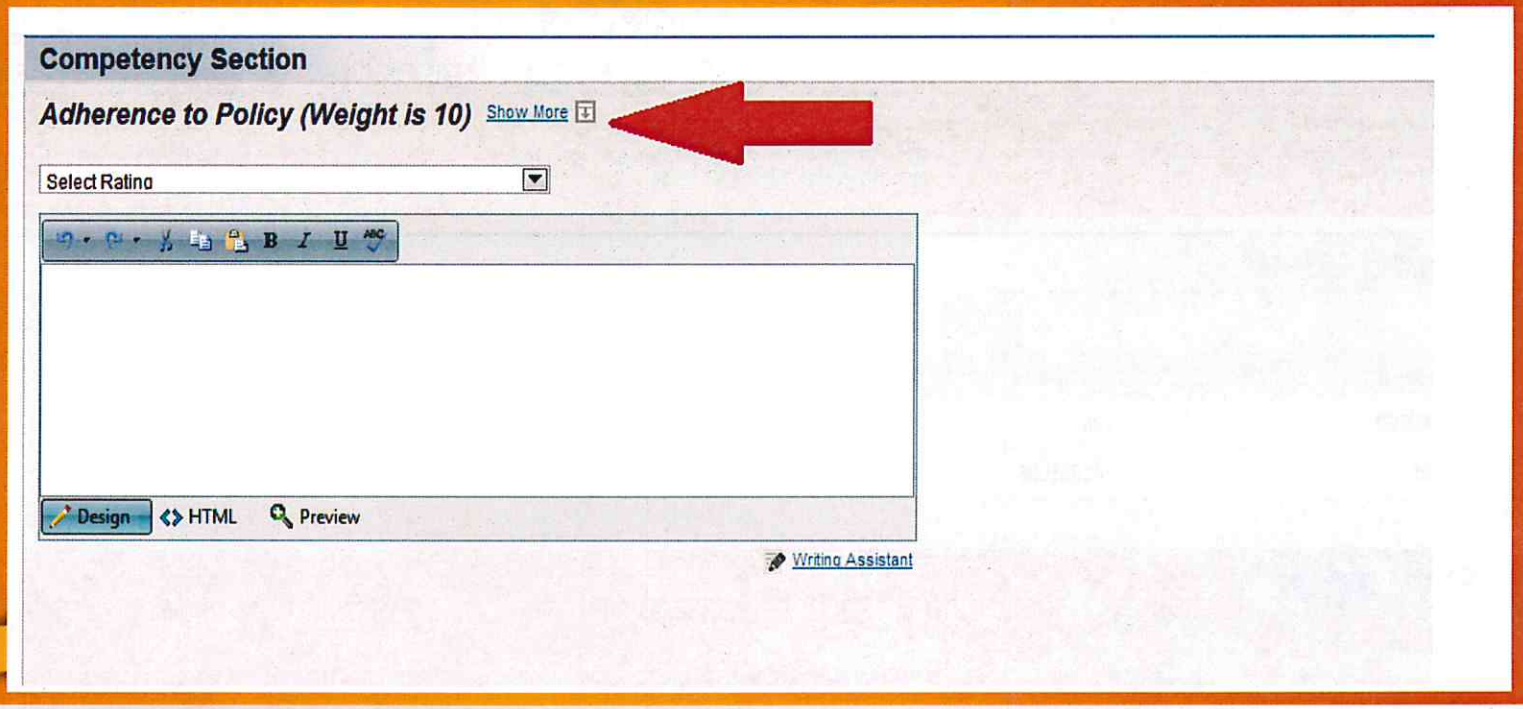
- In order to complete the evaluation you must do the following:
  - Click on the word ‘rate’ under the Raters section of the Performance Evaluation



RATING

Rating

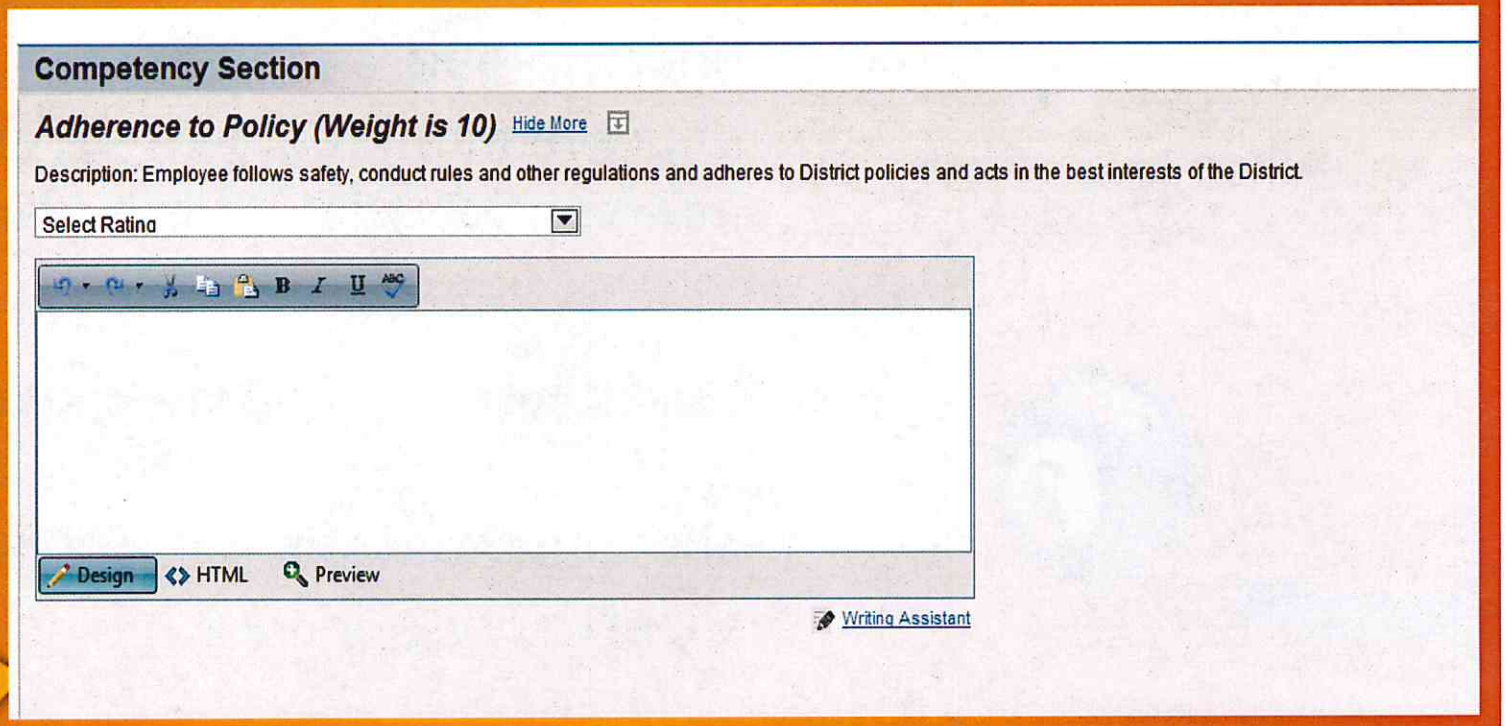
- Under each goal and competency, you will see a text box, where you rate the competency and add comments.



RATING

Rating

- Click on Show More to see a description of the Competency.



RATING

Rating

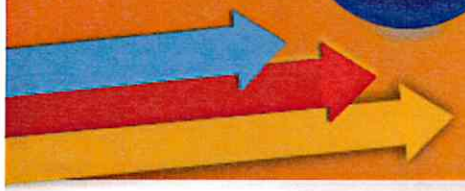
– We use a 5 level rating scale. Each rating level is weighted 1 through 5:



1. Unsatisfactory: Results are generally unacceptable and require immediate improvement, requires supervisory intervention with improvement plan.



2. Development / Improvement Needed: Areas for improvement are identified and under development. Requires supervisory guidance.



RATING

Rating



3. Satisfactory: Meets performance standards of the job. Requires a normally expected level of supervision.



4. Excellent: Performance often exceeds job performance standards. Requires occasional supervision. Excellent ratings must be justified with sufficient comment information.

RATING

Rating

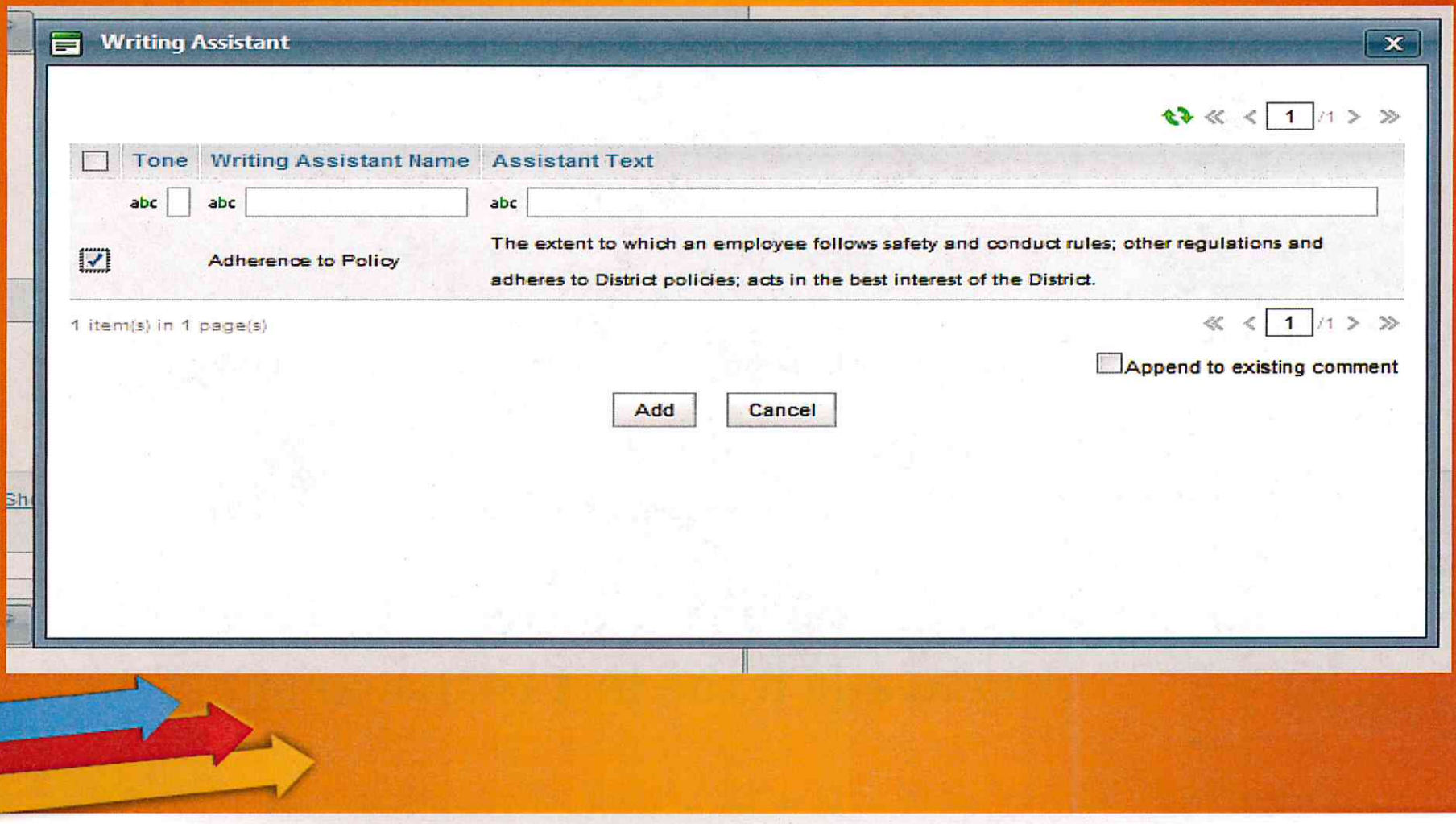
5. Outstanding: Performance is exceptional, routinely exceeding job performance standards. Requires minimal supervision. Outstanding ratings must be justified with sufficient comment information.



Writing Assistants

- Most competencies have Writing Assistants attached to help guide you through the evaluation.
- Click on the Writing Assistant link to view the assistant linked to the competency.
- Click on the box to select it and then click Add to add it the text to the competency.

Writing Assistants



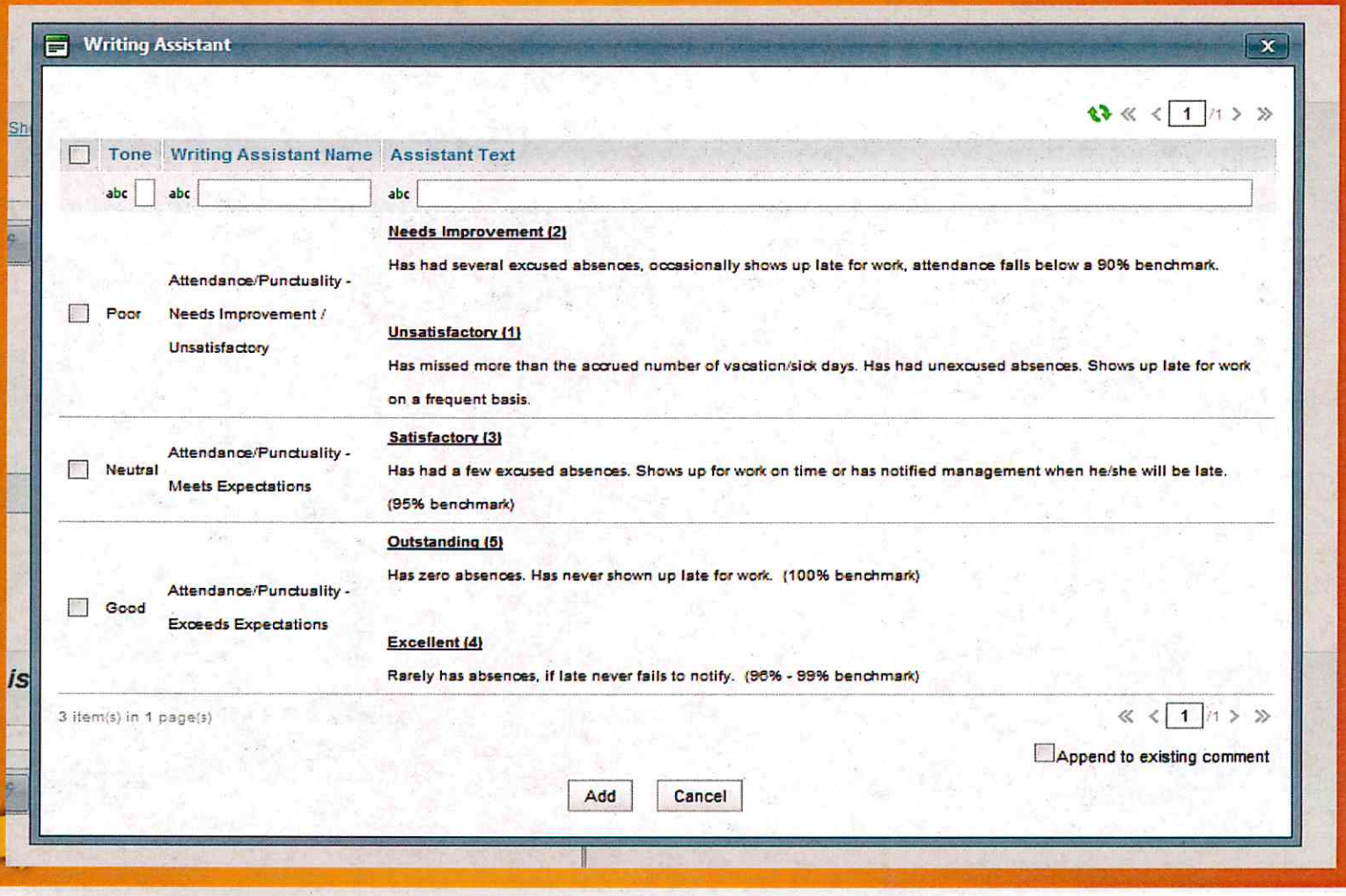
RATING

Writing Assistants

- Some competencies have several writing assistants assigned to them. You can select multiple assistants or none at all. It's your choice.

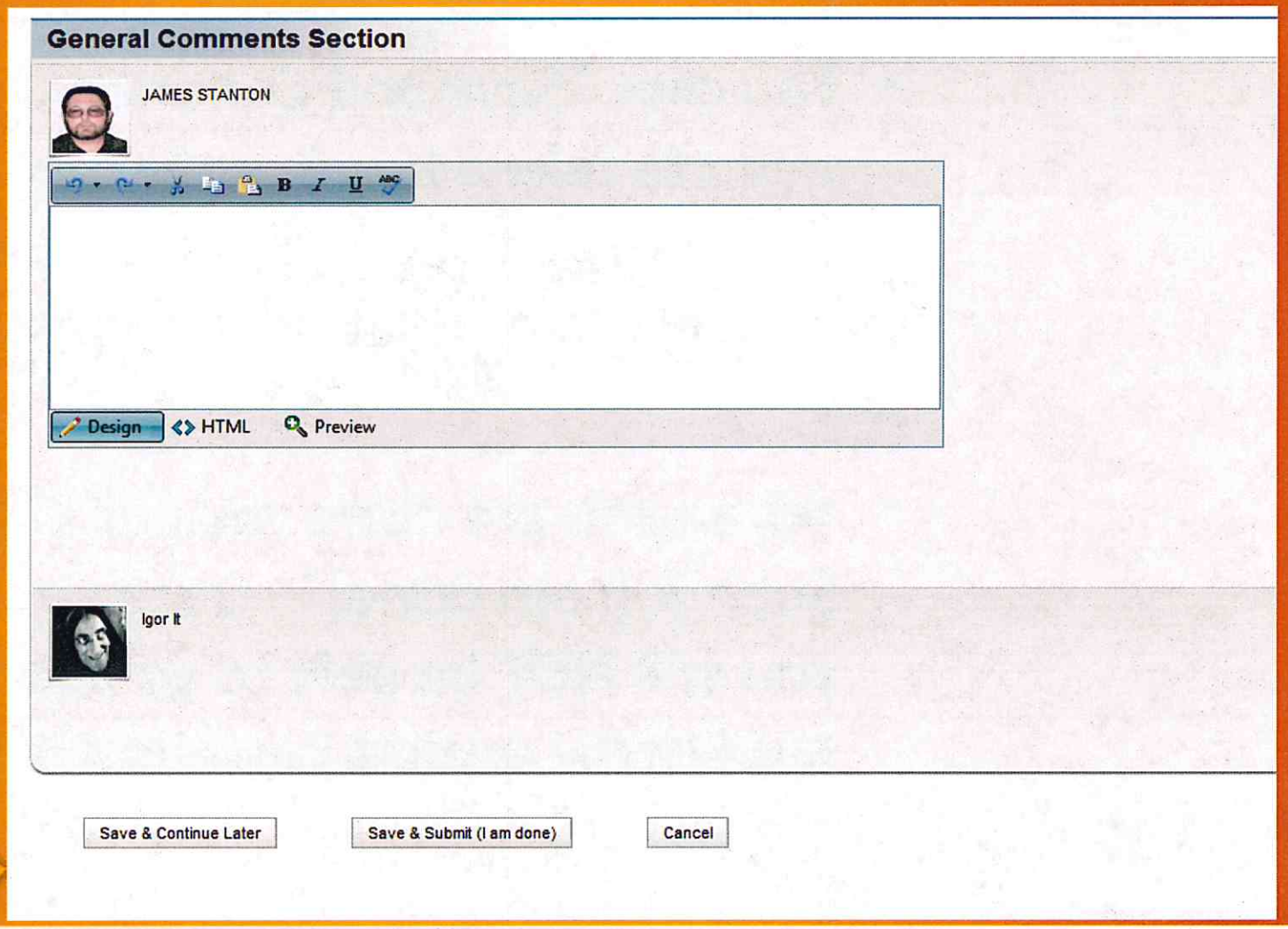


Writing Assistants



RATING

Save or Submit???



RATING

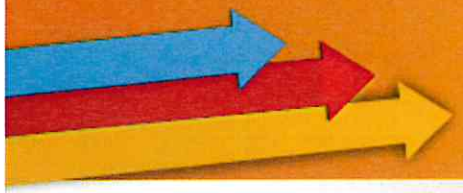
Save or Submit???

- You click "Save and Continue Later" if you need to take a break, collect your thoughts, are interrupted or want to review the evaluation before submitting.

- When you are done you will click "Save & Submit (I am done)". Once you do this you will ***NOT*** be able to go back in and modify the evaluation without HR assistance.

Tips

- ✓ You will get timed out if you are signed-in, but inactive for 10+ minutes, remember to click on "Save and Continue Later" until you are ready to submit the finalized evaluation.
- ✓ You can cut and paste from most of the Office applications.
- ✓ Contact Jeannie Burns or Jim Stanton with any questions.



RATING

- DRAFT -

E. Employee Grievances or Concerns

The District encourages those of you who may be experiencing work performance problems, employee-supervisory concerns, peer disturbances or other concerns to bring them to the attention of your supervisor, manager and/or to the Human Resources Manager.

The District defines a grievance as an expressed dissatisfaction by employees pertaining to conditions of their employment. Complaints may include such things as discipline, transfer, job posting, harassment, unfair assignment, overtime, vacation or holiday time, a personal request that has been denied, etc.

~~Step 1: Discuss your complaint with your immediate supervisor as soon as possible. If you are not satisfied with the response in five calendar days, take your complaint to Step 2.~~

~~Step 2: Submit your complaint in writing to the department manager within five days after completion of Step 1. If the complaint is not mutually resolved, go to Step 3.~~

Step ~~3~~1: Submit your written complaint to Human Resources within five business days. Human Resources will schedule a meeting with the supervisor and department manager. The facts of the complaint will be examined thoroughly and confidentially. The employee will be informed of the decision within ten business days after that meeting.

Step 42: If the employee disagrees with the decision made at Step 3, an appeal to the General Manager can be filed within five ~~working~~ business days after the employee receives the decision referenced in Step 3. When the employee makes a formal appeal, the Human Resources Manager will talk with the employee about the areas of concern, documenting the discussion in an appeal statement that can be viewed by the employee and signed. Human Resources and the General Manager will have 15 business days in which to review the matter, make a final determination concerning the appeal, and communicate the decision to the employee. Subject to Step 5, the decision rendered by the Human Resources Manager and General Manager shall be considered final.

Step ~~5~~ 3 (For Cause Terminations Only): If an employee who has been terminated for cause disagrees with the decision made at Step 4, a final appeal to the Board can be filed within five ~~working~~ business days after such employee receives the decision referenced in Step 4; provided, however, if such employee resigns from his or her employment with the District prior to filing his or her appeal to the Board, such resignation shall constitute the employee's waiver of his or her right to file any appeal to the Board under this Step 5. Such written appeal shall request the Board to (x) review whether the procedural requirements of this Section V(E) have been followed and/or (y) to review the basis or grounds for the determination made by Human Resources and the General Manager referenced in Step 4. The Board will have 30 business days in which to review the

matter, make a final determination concerning the appeal, and communicate the decision to the employee. The decision rendered by the Board shall be considered final.
Nothing in this Section E shall in any way abrogate or alter a District employee's status as an "at will" employee of the District, who is subject to dismissal from employment at any time for any reason, or for no reason.