

MEMORANDUM

TO: Board of Trustees

FROM: Ray Tulloch, Treasurer

SUBJECT: Review and discuss possible revisions to District Policy and Procedure 142 RESOLUTION No. 1898 – Personnel Management

STRATEGIC

PLAN REFERENCE(S): Transparency and Fiscal responsibility

DATE: August 28, 2024

I. RECOMMENDATION

- 1.1 That the Board make a motion to accept the proposed changes to District Policy and Procedure 142 RESOLUTION No. 1898 – Personnel Management.
- 1.2 That the Board shall make the necessary changes to Board Resolution 1480/Policy and Procedure Resolution No. 105 as Adopted January 25, 2023, to enable this change

II. BACKGROUND

As per Board Policy 1480, the Board has delegated all hiring authority, including appointments to the Senior Management Team, to the General Manager. This delegation of authority was adopted by a previous Board on *November 29, 1984*, almost 39 years ago.

Much has changed in the District, the Community and the wider macro-economic environment over this period. The scale, complexity, operating costs and budgets of the District have grown exponentially and demands on services have increased. In order to serve the community cost-effectively and to properly maintain and manage IVGID assets it is important to have a high performing management team and, to the extent possible, that the District objectively recruits the best candidates to fulfil the Districts' functions.

Trustees are elected by and answerable to the Community for performance and delivery of services. However, under the current Policy 1898, they have no input to staff selection other than the General Manager. The General Manager has sole authority to make these critical senior management appointments.

Trustees carry the ultimate legal and fiduciary responsibility and accountability for the actions of the District. Trustees, as elected representatives, are also directly responsible for the overall performance of the District. As such, it is important that the Board should be able to review and approve senior management appointments.

The changes proposed are to enable the Board to have input to selection of senior management appointments proposed by the General Manager. It is important to note that this proposal does NOT change the role of the General Manager or the Board in management of staff. It will however improve overall governance and provide reassurance to the community that appointments at this level are being made in an objective, competitive and transparent manner.

III. FINANCIAL IMPACT AND BUDGET

There is no direct financial impact from this proposal.

IV. ALTERNATIVES

That the District continues with resolution 1898 in its current form.

V. BUSINESS IMPACT

This item is not a "rule" within the meaning of Nevada Revised Statutes, Chapter 237, and does not require a Business Impact Statement.

VI. ATTACHMENTS

1. Policy and Procedure 142; Resolution 1898 Adopted January 25, 2023
2. Appendix A - Proposed mark-ups and changes to Policy and Procedure 142; Resolution 1898
3. Policy & Procedure 142; Resolution 1898 - Final Draft for Adoption



POLICY AND PROCEDURE RESOLUTION NUMBER 142

RESOLUTION 1898

PERSONNEL MANAGEMENT

I. PURPOSE

The Incline Village General Improvement District (IVGID) is committed to maintaining a dedicated and motivated work force, while developing its Staff's technical and professional standards to meeting changing demands for services within the community. This policy statement establishes a framework which the Board of Trustees and the General Manager will use in addressing personnel matters within IVGID.

II. ROLES

The District operates under a Board-Manager form of government which places the Board of Trustees in the role of establishing overall IVGID policy direction. IVGID Staff is appointed to administer and execute day-to-day operations. The General Manager is responsible for supervising these operations and providing general administrative direction.

With regard to IVGID personnel, it is the Board's responsibility to establish overall policies governing IVGID's approach to personnel matters. The General Manager's role is to apply these policies into the day-to-day practice of hiring, firing, motivating, promoting, demoting, compensating, and training individual employees.

III. GENERAL OBJECTIVES

The Board hereby establishes the following general personnel objectives for IVGID.

- A. **Employee Development.** IVGID will motivate and train existing employees to become more productive and proficient in their current jobs. Where appropriate, IVGID will encourage employees to develop new skills which might lead to job advancement. Where appropriate, IVGID will cross-train employees to cover temporary vacancies on related jobs.
- B. **Attrition Management.** IVGID will evaluate alternatives to filling positions which become vacant, as a means to reduce costs. These alternatives may include changes in work routines, job descriptions, work hours, or scope of services. They may include combining positions or reassigning work or personnel from one department to another.
- C. **Recruitment.** When vacancies must be filled from outside the ranks of the existing work force, IVGID will recruit and hire the most qualified candidates for the job, based strictly upon merit. Merit selection implies that anyone may apply, and that candidates are evaluated fairly by the appointing authority, based upon job-related



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criteria established in advance. In general, local recruitment is sufficient for clerical positions, semiskilled laborer positions, lower level technical positions, and all part-time or temporary positions. A larger recruitment area may be required for more highly skilled positions. Where local and non-local candidate are being considered which have equal or nearly equivalent qualifications, the local candidate will be preferred.

- D. Performance Standards and Evaluations. IVGID will establish clear standards for employee performance, and encourage employees to maintain these standards through ongoing communication with supervisors, performance evaluations, and where necessary, disciplinary procedures, demotion or termination.
- E. Retention. IVGID values the retention of loyal and hard-working employees which have provided many years of strong work performance.
- F. Management. IVGID will develop senior department heads as a management team which can work with the General Manager in addressing overall IVGID operational and business needs and assist the Board of Trustees in policy development.
- G. Policies. IVGID will develop a uniform set of policies to direct the administration of the District's personnel matters.
- H. Planning. IVGID will develop a strategic approach to personnel administration which will diagnose long-term problems, anticipate future needs, and develop a stable framework for addressing these problems and needs in an orderly fashion.
- I. Unions. IVGID will maintain a cooperative relationship with collective bargaining units and their representatives, which establishes a clear understanding of the proper roles for both unions and management.

IV. PROCEDURES

The General Manager is accountable to the Board of Trustees for the fair and efficient execution of these policies, as well as the overall performance of IVGID. In order to maintain this accountability, the General Manager, in consultation with the Director of Human Resources, must be given the authority to administer personnel matters without direct Trustee intervention or influence.

The following procedures shall govern the personnel practices of IVGID:



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- A. The General Manager shall maintain direct, day-to-day supervision over all District employees, with the exception of the General Counsel. Supervision includes the power to hire, fire, motivate, discipline, evaluate, promote, demote, transfer, and train employees, subject to established personnel policies, union contracts, Board policy, and generally accepted personnel practices.
- B. The General Manager will keep the Trustees informed about the status of all major personnel actions relating to senior management positions. Senior management appointments and terminations shall be discussed with the Trustees in advance. Information on personnel actions relating to non-department head positions will be provided on an as-requested basis.
- C. Trustees are encouraged to express their opinion and/or concerns on any personnel matter to the General Manager or the Director of Human Resources in private. Trustees, individually or as a body, will refrain from directly intervening in or publicly influencing any personnel matter within the jurisdiction of the General Manager.
- D. Trustees will exercise their authority to direct Staff, collectively, through the General Manager, at Board meetings. Individual Trustees shall refrain from directing or attempting to directly supervise Staff. This policy statement is not intended to prevent individual Trustees from occasionally making suggestions to supervisor Staff, when such suggestions do not imply supervisory direction.
- E. All union matters, other than overall negotiation strategy, will be handled by the General Manager. The Board will maintain responsibility for establishing overall negotiation strategy and approving final union contracts.
- F. The Board of Trustees shall oversee and manage the work of the General Counsel. The General Counsel shall report to the Board.
- G. The General Manager shall recommend, and the Board of Trustees shall consider and establish, salary ranges for all non-contract, full-time permanent employment classifications. Salary ranges shall be based upon objective criteria not specific to individual employees, relating to union contracts, market conditions, cost of living, budgetary considerations, legal considerations, and job descriptions.
- H. The General Manager, in conjunction with the Director of Human Resources, shall set a specific salary for each employee within the salary range established by the



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Board of Trustees. Specific salaries shall be based upon employee-specific information, including qualifications, experience, longevity, and performance evaluations.

- I. The Board of Trustees shall exercise its exclusive power to create full-time permanent employment positions, considering the recommendations, if any, of the General Manager. The General Manager shall establish, and as deemed necessary, amend detailed job descriptions for positions of employment. The General Manager may create temporary, seasonal and part-time positions of employment, and the wages and terms of employment thereof, subject to general personnel policies, budgetary considerations, Board policies, and union contracts.
- J. The General Manager should advise and discuss with the Board of Trustees but shall have the authority to establish and revise chains of command, reporting relationships among personnel, organization charts, and other structural matters pertaining to the organization of the District, provided that the Board of Trustees shall exercise the exclusive power to create or abolish operating departments of the District. The Board's power shall be exercised by resolution. Where such actions pertain to full-time permanent personnel, the General Manager shall notify the Board of Trustees of the actions in advance, and the Board may, by majority vote, override such proposals.
- K. The General Manager may eliminate positions, combine positions, lay off personnel, or reduce work hours, as deemed necessary to maintain a balanced budget, improve efficiency, or accomplish other administrative objectives, subject to general personnel policies, union contracts, legal considerations, or Board policy. Again, where such actions pertain to full-time permanent personnel, the General Manager shall notify the Board of Trustees of the actions in advance, and the Board may, by majority vote, override such proposals.



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With regard to IVGID personnel, it is the Board's responsibility to establish overall policies governing IVGID's approach to personnel matters. The General Manager's role is to apply these policies into the day-to-day practice of hiring, firing, motivating, promoting, demoting, compensating, and training individual employees.

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- B. ~~The General Manager will keep the Trustees informed about the status of all major personnel actions relating to positions that report directly to the General Manager, senior management positions. Any newly created position reporting directly to the General Manager will require to be approved by~~need to first be created by the Board of Trustees, ~~along with~~with approval of the job description by the Board of Trustees, prior to recruiting for the position. Newly created and/or open positions ~~on thereporting to the General Managers direct staff~~ shall be externally advertised in addition to being posted as an internal opportunity, provided the General Manager determines the position needs to be filled. A Trustee will be ~~appointed~~selected to participate in the interview~~ing~~ process for such positions. ~~Senior management appointments and terminations shall be discussed with each of the Trustees in advance.~~The General Manager shall notify the Board of Trustees of all ~~changes to~~proposals to hire ~~his direct staff that directly report to the General Manager proposed~~ Senior Mmanagement appointments in advance, and the Board may, by majority vote, override such proposals. For purposes of this paragraph, “senior management” positions shall be the General Manager of Golf, Director of Public Works, Director of Finance, Diamond Peak Ski Resort General Manager, Director of Administrative Services, Director of Human Resources, and Director of Information Technology.
- ~~B-C.~~ Information on personnel actions relat~~ed~~ing to ~~non-department head positions~~IVGID staff, other than those reporting to the General Manager, will be provided on an as-requested basis.
- ~~C-D.~~ Trustees are encouraged to express their opinion and/or concerns on any personnel matter to the General Manager or the Director of Human Resources in private. Trustees, individually or as a body, will refrain from directly intervening in or publicly influencing any personnel matter within the jurisdiction of the General Manager.
- ~~D-E.~~ Trustees will exercise their authority to direct Staff, collectively, through the General Manager, at Board meetings. Individual Trustees ~~have no authority to direct and/or shall refrain from directing or attempting to directly~~ supervise members of IVGID sStaff, including the General Manager. This policy statement



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is not intended to prevent individual Trustees from ~~occasionally~~ making suggestions to ~~the General Managersupervisor Staff,~~ when ~~Ssuch~~ suggestions do not imply supervisory direction. Should the General Manager support a suggestion, it is implemented solely at his/her discretion.

~~E.F.~~ All union matters, other than overall negotiation strategy, will be handled by the General Manager. The Board will maintain responsibility for establishing overall negotiation strategy and approving final union contracts.

~~E.G.~~ The Board of Trustees shall oversee and manage the work of the General Counsel. The General Counsel shall report to the Board.

~~G.H.~~ The General Manager shall recommend, and the Board of Trustees shall consider and establish, salary ranges for all non-contract, full-time permanent employment classifications. Salary ranges shall be based upon objective criteria not specific to individual employees, relating to union contracts, market conditions, cost of living, budgetary considerations, legal considerations, and job descriptions.

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- J.K. The General Manager should advise and discuss with the Board of Trustees but shall have the authority to establish and revise chains of command, reporting relationships among personnel, organization charts, and other structural matters pertaining to the organization of the District, provided that the Board of Trustees shall exercise the exclusive power to create ~~or abolish District departments or abolish operating departments positions that report to the General Manager of the District.~~ The Board's power shall be exercised by resolution. Where such actions pertain to full-time permanent personnel, the General Manager shall notify the Board of Trustees of the actions in advance, and the Board may, by majority vote, override such proposals.
- K.L. The General Manager may eliminate positions, combine positions, lay off personnel, or reduce work hours, as deemed necessary to maintain a balanced budget, improve efficiency, or accomplish other administrative objectives, subject to general personnel policies, union contracts, legal considerations, or Board policy. Again, where such actions pertain to full-time permanent personnel, the General Manager shall notify the Board of Trustees of the actions in advance, and the Board may, by majority vote, override such proposals.



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- J. The Board of Trustees shall exercise its exclusive power to create full-time permanent employment positions, considering the recommendations, if any, of the General Manager. The General Manager shall establish, and as deemed necessary, amend detailed job descriptions for positions of employment. The General Manager may create temporary, seasonal and part-time positions of employment, and the wages and terms of employment thereof, subject to general personnel policies, budgetary considerations, Board policies, and union contracts.
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