



# SANTA ROSA JUNIOR COLLEGE

## MANAGEMENT TEAM HANDBOOK

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## INTRODUCTION

### A. OVERVIEW

The Management Team includes employees who have primary responsibility for the implementation of policy that has been adopted by the Governing Board, as well as ensuring that the operations of the College are in compliance with legal requirements and regulations of the Board of Governors of the California Community Colleges.

This handbook is an integrated personnel system covering appointment, evaluation, promotion, compensation, benefits, employment status, education and development, leaves, personnel rights, and conditions of employment and is designed to cover all District administrators (educational and classified), managers, supervisors, and confidential employees.

The various sections and provisions of the Government Code, Education Code, California Administrative Code, Title 5, and District Board Policies, Administrative Procedures, or administrator contracts that are applicable to District management employees, shall remain in effect. Nothing in this Handbook is intended to limit the responsibility and authority of the Board of Trustees or the Superintendent/President.

In education, success is measured by student success. If an organization is to be effective and benefit all concerned, the following Management Team attributes must be present:

- Managing through service and leading by example
- Mutual trust at all levels - respect the worth and expertise of others
- Open Communication - deal respectfully and directly with people, issues, and situations
- Teamwork – practiced both vertically and horizontally
- An Attitude of Service - encourage and involve everyone
- Inspiration - an optimistic and positive demeanor
- Community Orientation - becoming involved in the needs of the community
- Creative, Innovative Environment - plan, organize, and implement programs
- An emphasis on both individual and team development
- Appropriate Recognition – demonstrate appreciation and recognized effort
- Accountability - cost effectiveness, achievements, responsibility, and evaluation
- Competency – management must possess social and technical skills required by position

## B. MANAGEMENT TEAM FUNCTIONS

The Management Team functions include the following:

- Developing and implementing plans, policies, and programs; establishing and monitoring progress toward program goals and objectives; evaluating accomplishments; and making necessary adjustments in plans, priorities, and objectives to meet specific needs or changing conditions.
- Defining duties and positions; establishing organizational structures; and determining long-range staffing requirements (specialties, number of people, career paths, turnover, etc.) to meet program demands.
- Developing, justifying, and administering program budgets and authorizing program expenditures and services.
- Determining methods, techniques, systems, and materials required to meet program goals.
- Assessing and recommending internal change based on the impact of substantive changes in funding, laws, policies, and program dynamics.
- Representing the College and its programs and services to the public, media, other educational institutions, and professional associations.
- Selecting, training, and evaluating staff and faculty; assigning and directing their work; providing leadership and stimulation for staff growth and development; and applying principles of equal opportunity in all personnel activities.

## C. RESPONSIBILITIES OF INDIVIDUAL MANAGEMENT TEAM MEMBERS

In addition to the functions listed in the previous section, management as individuals have the following responsibilities:

- Interdependence of Operation – Management Team members endeavor to operate as a team, recognizing that any action by one Management Team member has an impact on others.
- Authority – Management Team members are authorized to make judgments and decisions that commit the College to various courses of action within the scope of their position descriptions.
- Commitment to Learning – Management Team members are responsible for creating and supporting a welcoming and supportive environment dedicated to learning and open to those who want to learn.
- Diversity, Equity, Inclusion, Antiracism and Justice – Management Team members value and support a diverse workforce with intentional efforts to bring a holistic understanding and validation of those with diverse backgrounds to all areas of the College with a goal of creating a more just and equitable institution.
- Team Management – Management Team members are an integral part of the total College operation who participate in and contribute to the broad educational and support processes.

Management Team members must work together in the planning stages of college-wide programs for effective implementation, solution of issues, and the attainment of high quality in all services delivered.

- Collaboration and Participatory Management – Management Team members are responsible for fostering and maintaining a supportive environment characterized by trust and respect for the dignity and creative potential of the individual. As such, Management Team members are responsible for utilizing the governance processes to involve all constituent groups in goal setting, problem solving, and decision reaching so that all will develop attitudes of partnership and shared responsibility.
- Cost Effectiveness – Management Team members are responsible for integrating and coordinating all programs and services used that respond to program users and broad management needs of the College within a fiscally responsive environment.
- Ethical Behavior - Management Team members have the responsibility to adhere to the highest standards of conduct, serving in a manner to merit the trust and confidence of all constituent groups, and to work in the spirit of harmony and consideration of individual differences with other managers, staff, faculty and students.
- Planning and Awareness – Management Team members are responsible for anticipating and responding to needs and issues, many of which are not covered by existing policy or administrative procedures, and which require the development of new programs, techniques, or other innovative methods.
- Competence – Management Team members are expected to possess the knowledge, skills, and abilities in their field of expertise to understand and to implement the principles and concepts underlying the program, to administer it effectively, to communicate its value to others, and to encourage colleagues to provide necessary courses of action for program support.
- Collaboration and Networking – Management Team members develop procedures and/or recommendations through collaboration and networking with all constituent groups to reach consensus that underscores the interest(s) of the District.

## ETHICAL STANDARDS

Sonoma County Junior College District (SCJCD) Management Team members shall adhere to the highest ethical standards.

Management Team members accept the following responsibilities and commitments:

- Strive for excellence and uphold the Vision, Mission Statement and Values of the Sonoma County Junior College District.
- Be honest and accountable in all actions and statements.
- Demonstrate personal and professional integrity in all matters.
- Be fair, consistent, equitable and just in treatment of all.

- Comply with all District policies and honor agreements and preserve confidentiality.
- Address issues and individuals without prejudice or bias.
- Avoid conflict of interest, or the appearance of it.
- Protect District resources from misappropriation.
- Maintain a welcoming and inclusive working and learning environment free from bias and harassment.
- Serve within applicable laws, codes, regulations, and District policies and procedures.
- Maintain currency and competence through personal professional development.
- Ensure equal access to educational opportunities, programs and services for all students.
- Respect the personal integrity and professionalism of administrators, faculty, staff and students, and avoid making disparaging remarks about colleagues that would tend to discredit them. Whenever possible, support the Management Team and other colleagues by adding clarity to conversations where others are being discredited.
- Provide leadership in assigned duties.

### MANAGEMENT LIAISON GROUP

The purpose of the Management Team Liaison Group (Liaison Group) is to provide representatives of designated groups of the Management Team the opportunity to discuss, research, develop and reach consensus on issues of mutual interest to the Management Team members and the District with recommendations being made to the Superintendent/President.

Members of the Liaison Group shall be elected for a two-year term. One member shall be elected by each of the following Management Team classification groups:

1. Educational Administrators in Academic Affairs, (excluding the Vice Presidents and Superintendent/President)
2. Educational Administrators in Student Services and Other Areas, (excluding the Vice Presidents and Superintendent/President)
3. Classified Administrators and Supervisors, Range 22 through 38
4. Classified Administrators and Supervisors, Range 1 through 21
5. Classified Confidential Employees
6. A Management Team member from Human Resources, as ex-officio

The election of the Liaison Group members shall occur by June 30 each year. To ensure consistency within the Liaison Group, representatives from groups 1, 3, and 5 shall be elected in odd years, and representatives from groups 2 and 4 shall be elected in even years. Liaison Group members may be re-elected to multiple terms if no other Management Team representatives express interest in participating.

The Liaison Group will self-select a chairperson annually.

The functions of the Liaison Group include, but are not limited to, the following:

- Coordinating the activities and content of Management Team meetings with the Superintendent/President or designee,
- Providing a means for recommending economic and welfare concerns of the Management Team, including compensation and benefits,
- Surveying and communicating with the Management Team on working conditions, topics of interest for professional development opportunities and other areas, and
- Reviewing the Management Team Guidelines and recommending modification(s) to the Superintendent/President on a biennial basis for adoption by the board.

### ANNUAL DAYS OF SERVICE

Service Days are defined as those days when a Management Team member is required to work. The Annual Days of Service for a 12-month Management Team member is the typical number of workdays (260) that occur during the District's fiscal year (July 1 through June 30) reduced by the number of District holidays. For example, 260 workdays minus 14 District paid holidays is 246 workdays.

A Management Team member is expected to work on all Service Days unless they have been granted an authorized temporary leave of absence, paid and/or non-paid, is sick, is on vacation, or utilizing paid time off or other approved leave.

Participation in the annual graduation ceremony is required of all Educational Administrators. All other Management Team members are encouraged to participate.

### COMPENSATION

The District is committed to fair and competitive compensation for the members of the Management Team to encourage creative, productive, and effective work.

#### A. SALARY

The Management Team Salary Schedule includes the pay level designation (Range) for each Management Team position. Each step on the salary schedule shall be no less than five percent (5%) greater than the previous step. The Superintendent/President's salary shall be set and adjusted by the Board of Trustees independently from the Management Team Salary Schedule.

The Superintendent/President and/or designee will meet each year with the Management Team Liaison Group to discuss compensation and benefit matters. These discussions will take into consideration local conditions, such as salary increases for other District employee groups, and the District's financial condition.

## 1. SALARY PAYMENTS

All regular Management Team members shall receive paid compensation by the last working day of the month.

## 2. SALARY SCHEDULE PLACEMENT AND PROCEDURES

- a. Initial placement of Management Team members on the salary schedule will be from Step A to Step C of the appropriate range. Higher placement may be approved by the Superintendent/President.
- b. Exceptions
  - 1) A Management Team member receiving a promotion shall be moved to the appropriate range and step of the new class to ensure not less than a five percent (5%) salary increase because of that promotion, except that the member may be placed on the last step of the appropriate range if that is the maximum allowable for that class.
  - 2) When a Management Team member moves from a higher range to a lower range on the same schedule, placement will be on the same or similar salary step of their current placement on the lower range.
  - 3) Employment on the SCJCD Management Team may, at Board discretion, be counted year for year toward placement on the Faculty Salary Schedule for those administrators reassigned or exercising eligible faculty retreat rights. Procedures for salary placement on the Faculty Salary Schedule will be followed according to Article 27 of the AFA/District Contract.
  - 4) Confidential Classified Employee salary placements should be a minimum of a five percent (5%) increase over comparable Classified bargaining unit positions.
  - 5) A Confidential Classified Employee who returns to a position in the Classified employees bargaining unit in which they previously provided the District regular service may, upon the mutual agreement between the bargaining unit's exclusive bargaining agent and District, be Y-rated for salary purposes only, at their Confidential monthly rate of pay until such time as the pay rate of the Confidential position is equal to or lower than the appropriate grade and step on the Classified Salary Schedule for the Classified position. Time spent as a Confidential Classified Employee shall count towards all eligible step placement, movement and/or longevity salary increments on the Classified Employees' Salary Schedule.

## 3. COMPENSATION FOR WORKING OUT OF CLASSIFICATION

Compensation for working out of classification is a temporary solution to the staffing needs of the District.

Management Team members may be required to perform higher level duties outside of their regular job description for a period of greater than ten (10) working days provided that their salary is adjusted upward for the entire period in which they are required to work out of classification, with consideration given to the level of the duties required to be performed outside of their regular duties.



Compensation for working out of classification will be at an increased rate between 5-10% on the Management Team member's base salary with the actual percentage increase to be determined by the Management Team Member's supervisor.

#### 4. DOCTORAL DEGREE STIPEND

Management Team members who possess an earned doctorate (Ph.D. and/or Ed.D.) from an institution of higher education that is accredited by one of the six (6) regional accrediting associations; or a J.D. (accredited by the California Bar Association), shall receive a doctoral stipend at a rate of 2% of base salary.

#### 5. SALARY SCHEDULE PLACEMENT FOR ACTING/INTERIM MANAGEMENT TEAM POSITIONS

Salary placement for individuals who have been appointed by the Board to an "Interim" or Acting Management Team position shall be determined based on the following: Either (a) a 5% promotion adjustment to their current base salary; or (b) placement based on previous related experience, for a maximum initial placement at Step C of the Management Team Salary Schedule, whichever is greater. If subsequently selected for the same Management Team position as a permanent position, individuals who previously served in the assignment on an interim or acting basis will be given credit for one year for each year of interim or acting service for placement on the Management Salary Schedule.

#### 6. SALARY SCHEDULE PLACEMENT FOR PROMOTIONS BY REORGANIZATION

Salary placement for individuals who have been appointed by the Board to a higher-level position through a reorganization shall be moved to the appropriate range and step of the new position to ensure not less than a five percent (5%) salary increase as a result of that promotion, except that the member may be placed on the last step of the appropriate range if that is the maximum allowable for that position.

#### 7. STEP MOVEMENT

Management Team members who are employed and render paid service prior to April 1 shall have July 1 of that same year as their Anniversary Date. Step advancement on the current salary schedule will be based on this Anniversary Date (July 1) and each July 1 thereafter until the top step on the salary schedule is achieved.

Management Team members who are employed and render paid service on or after April 1 shall have July 1 of the subsequent year as their Anniversary Date. Step advancement on the current salary schedule will commence on the subsequent year Anniversary Date (July 1) and each July 1 thereafter until they reach the top step on the salary schedule is achieved, unless otherwise approved by the Board of Trustees.

For a Management Team member who receives an annual evaluation with an overall rating of unsatisfactory, the appropriate Vice President may recommend to the Superintendent/President the withholding of the next annual step advance, provided the overall Unsatisfactory Evaluation has been completed by the original due date for such evaluation and the Management Team member has been notified in writing on or before March 15 that they will not receive the step advance as expected on the forthcoming July 1.

## B. MILEAGE/TRAVEL

Management Team members who use their personal vehicle in the course of conducting official District business within the District shall be reimbursed at the current established District mileage rate, unless they are otherwise already being compensated for use of their personal vehicle or receiving a travel stipend, in which case no reimbursement shall be made.

Management Team members who use their personal vehicle in the course of conducting official District business outside the District shall prepare and submit for approval the District's Travel Request Form and be reimbursed at the current established District rates and in the same manner as all other employees traveling on District related business.

## C. HOURLY INSTRUCTION/ALLIED FACULTY ASSIGNMENTS

No Management Team member may receive extra compensation from the District for an hourly assignment as an instructional or allied faculty member without the prior written approval of their supervisor and Vice President Academic Affairs/Assistant Superintendent as the Superintendent/President's designee. This approval must be received each semester for which the Management Team member requests to work an hourly assignment.

With the prior approval of the appropriate component administrator, if such assignment falls within Management Team member's regular working hours during the District and/or program's core hours of operation, they will adjust their work hours accordingly for the duration of the hourly assignment. The member will be expected and accountable to fulfill all their regular job duties and responsibilities as a condition of accepting an hourly assignment. The additional pay shall be in accordance with the appropriate Faculty Salary Schedule. Management Team members who are approved to accept an hourly assignment must complete a Classified/Management Preauthorization for Instructional Assignments form prior to starting the assignment.

Confidential employees, who have been approved to teach must reduce their hours by submitting a Classified/Management Preauthorization for Instructional Assignments form. The total number of hours for their regular job, plus the hourly assignment may not exceed 40 hours per week.

## D. ADMINISTRATIVE ASSIGNMENT TO A FACULTY POSITION

When an Educational Administrator assignment terminates, or expires, the Educational Administrator may be eligible to request assignment to a faculty position following Board Policy 4.3.2c and Administrative Procedure 4.3.2cP and the AFA/District Contract. Salary placement procedures for Educational Administrators who are reassigned or exercising eligible faculty retreat rights shall comply with all applicable provisions of the California Education Code, statutes, and collective bargaining provisions.

## E. OVERTIME COMPENSATION

Management Team members designated as Classified Confidential employees are non-exempt employees for the purposes of eligibility for overtime compensation. Work assigned to and performed by Classified Confidential employees more than eight (8) hours per day or over 40 hours per week or any work performed on a sixth and/or seventh consecutive day, regardless of the total hours worked on the previous five (5) consecutive days, shall be granted one and one-half (1½) hours of compensatory time for every hour worked in excess

of the above daily or weekly hours limitation.

Approval must be obtained by the appropriate supervisor for all compensatory time arrangements prior to the performance of overtime duties. Paid compensation may be provided if there is prior written approval by the immediate supervisor and the Superintendent/President or designee. Notwithstanding this provision, the employee's normal work schedule may be changed to more than eight (8) hours per day, but no more than 40 hours in a week period, such as with the 4/10 Schedule during the summer months, and overtime will not be applicable unless work in excess of 40 hours in a one-week period is performed.

#### F. MAINTENANCE AND ESTABLISHING NEW FACULTY SERVICE AREAS (FSA's)

To provide an opportunity for all Educational Administrators to remain current in their academic fields and/or to establish an additional Faculty Service Area (FSA), administrators are encouraged to work with appropriate departments in order to be afforded the opportunity, once every three (3) years or more often, if called for in the rules governing establishing and maintaining a FSA, to teach or provide other academic service in a discipline in which they meet the minimum qualification standards.

Such service will usually be outside of the normal working hours and will be paid for at the applicable regular faculty hourly rate. If the assignment occurs during normal working hours and with the approval of their appropriate cabinet administrator, the administrator will adjust their normal work hours accordingly for the duration of the extra assignment.

A timely written request from the Educational Administrator shall be received by the appropriate Vice President and Department Chair(s) at least one semester prior to the semester the administrator is requesting an assignment. In consultation with the administrator, the appropriate Vice President will recommend the final assignment for approval by the Superintendent/President.

#### G. FRINGE BENEFITS

Fringe benefits shall be provided for all Management Team members at a level comparable to SCJCD bargaining units. Fringe benefit offerings will be approved by the Board of Trustees.

#### H. RETIREMENT MEDICAL AND DENTAL BENEFITS

For Management Team members hired after 10/01/13, an Early Retirement Option (ERO) is offered at age 62 years with 17 years of service. For those hired prior to 10/01/13, the ERO shall be applicable to all Management Team members who are at least age 55 and have a minimum of 15 years of full-time employment with the Sonoma County Junior College District.

The Management Team member granted the Early Retirement provisions will be granted the same medical/dental benefit package that is received by currently employed full-time management employees employed at that time by the District. These benefits will cease on the first day of the month in which the retiree reaches the age of Medicare eligibility. A Management Team member granted the ERO will also be eligible for the retiree health benefit stipend upon reaching the age of 65. Management Team members who are over the

age of 65 upon retirement and who do not qualify for ERO are eligible for the retiree health benefit stipend.

A member of the Management Team who retires and does not qualify for the ERO may remain in the District's medical and dental insurance plans by paying all the premium costs.

#### I. LONGEVITY SALARY INCREMENTS

Management Team members will receive a 5% longevity salary increment at the completion of ten years of continuous, full-time service with the District; 10.25% at the completion of fifteen years of full-time service; and 15.7625% at the completion of twenty years of full-time service, applied the month following the 10, 15 or 20 years of service increment.

Management Team members who have been promoted from Classified service with a longevity increment as part of their base salary, will receive either a stipend of their Classified longevity rate, or a longevity increase based on the longevity increments stated above, whichever is at a higher rate. If the longevity stipend is higher than the longevity increment at the time of the promotion, the longevity amount will be tracked to ensure that if the longevity increment eventually exceeds the stipend, the Management Team member's longevity increment will be applied in lieu of the stipend to maintain the higher rate.

#### J. CLASSIFIED SUPERVISORS (NON-EXEMPT)

Police Sergeants are non-exempt employees for the purpose of eligibility for overtime compensation. All District Police are eligible for the professional incentives as defined by the SEIU Local 1021 Contract Article 24.18.

## VACATION

#### A. NUMBER OF DAYS

1. Educational Administrators, Classified Administrators, Classified Supervisors and Non-Exempt Classified Supervisors will receive 22 vacation days annually, exclusive of legal holidays. These will be prorated for Management Team members working fewer than 12 months and/or eight hours per day/five days per week.
2. Classified Confidential Employees will receive 18 vacation days annually with additional vacation days based on longevity as follows: 19 days after 9 years of service, 20 days after 10 years of service and 22 days after 11 years of service.
3. Management Team members are expected to utilize earned vacation no later than the fiscal year following the year in which such vacation is earned.
4. Vacation accruals are limited to a maximum of 352.08 hours for Management Team members.
5. If a Management Team member accrues the maximum number of vacation days, they shall not earn any more vacation days until the accrued total is less than the maximum accumulation days.

6. If a Management Team member is not permitted by the District to take any part of their vacation which causes them to exceed the maximum accumulation, the Management Team member may request cash payment for earned vacation days in excess of the maximum accumulation in writing.
7. Management Team members who resign, retire, have positions eliminated, or are reassigned to a faculty position shall receive payment for their unused accrued vacation time up to the maximum permitted accrual days. If transferred or reassigned to a classified position, vacation accrual shall transfer to the new position.
8. Classified Confidential employees who transfer to a position in the classified employees' collective bargaining unit shall not receive a cash payment for unused accrued vacation days but will have such days transfer with their new position.

#### B. USE OF VACATION

Management Team members are expected to utilize accrued vacation in a timely manner that coordinates their needs with the needs of the District. In the rare instance when it is deemed that the needs of the District cannot be met by other administrators, the District needs shall prevail.

Management Team members shall notify their immediate supervisor, unless otherwise provided for in an educational administrators' employment contract, of their vacation plans in advance and take their vacations at such times as may be mutually agreeable.

#### C. INTERRUPTION OF VACATION

Management Team members may interrupt or terminate their vacation by notifying their supervisor immediately that the interruption or termination is necessary in order to take a bereavement, jury duty or sick leave (if hospitalization is involved) without a return to active service. The manager is required to submit adequate and satisfactory documentation supporting their actions. Such changes must have the approval of the appropriate component administrator and the Superintendent/President and management team member vacation deduction shall be only for actual vacation time taken.

### LEAVES OF ABSENCE

#### A. NOTICE OF ABSENCE

All Management Team members shall complete a Notice of Absence for any type of absence from duty on the first day of return to work. Management Team members who are exempt from overtime pay consideration under State and Federal law who are absent for less than a day shall report such absences but shall not have absences of less than a day deducted from their accrued sick and vacation leave balances. Management Team members who are not exempt from overtime pay (Confidential employees and Police Sergeants) will have absences for less than a day deducted from their accrued leave balances. Absences that are for less than one day require the prior approval of the immediate supervisor unless the absence was unpredictable.

## B. LEAVES OF ABSENCE

The Board of Trustees shall offer eligible Management Team members the following leaves of absence. Educational Administrators shall follow the leave provisions in the AFA/District collective bargaining agreement and Classified Administrators, Classified Supervisors, and Confidential employees shall follow the leave provisions in the SEIU/District Local 1021 collective bargaining agreement:

- Adoption Leave
- Bereavement Leave
- Child-Rearing Leave
- Education Leave
- Family Medical Leave
- Industrial Accident or Illness Leave
- Jury Duty Leave
- Long Term Disability Leave
- Maternity Leave
- Military Leave
- Parental Leave
- Personal Necessity Leave
- Sick Leave
- Supplemental Sick Leave
- Other Mandatory State and/or Federal Leaves

## C. OTHER LEAVES

### 1. UNPAID LEAVE

A Management Team member may, at the sole discretion of the District, be granted an unpaid leave of absence for purposes that are approved by the District for a period not to exceed one year. The Management Team member will have the option of continuing any or all eligible District granted health benefits, subject to the prior approval of the carrier, at their sole expense.

### 2. PROFESSIONAL GROWTH AND DEVELOPMENT LEAVE

Only Management Team members who are Educational Administrators or Classified Administrators may apply to the Board of Trustees for a leave which will not exceed two (2) months, at no loss of pay or health and welfare benefits. The activities to be undertaken must be related to the professional growth and development of the administrator and should enhance the individual's service to the District. Administrators granted such leave shall agree to return to the District for twice the time of the duration of the leave. An administrator who does not return after the leave must repay all District funds received during the leave.

No fewer than three (3) months, preferably at least six (6) months prior to the start of the proposed leave, the administrator shall file a letter of intent with their immediate supervisor. This letter shall contain a written proposal regarding the activities to be undertaken and any other relevant information and or any other information reasonably required by the Superintendent/President.

The District reserves the right to grant special leaves to administrators that respond to unusual opportunities or circumstances that may arise.

The exact length of the leave shall be agreed upon by the administrator and their immediate supervisor and appropriate cabinet administrator and recommended by the Superintendent/President for approval to the Board of Trustees. In considering the leave request, the Superintendent/President and Board of Trustees shall consider both the administrator's professional development needs and opportunities and the reasonable maintenance of the operational needs of the District.

### 3. LEAVES OF ABSENCE – CLASSIFIED CONFIDENTIAL EMPLOYEES

Management Team members who are Classified Confidential Employees shall be granted, when eligible, by the Board of Trustees the same leaves of absences as provided for in the regular Classified employees' collective bargaining agreement.

## PERFORMANCE EVALUATION

The purpose of the Management Team Performance Evaluation Program is to recognize exemplary work and to identify opportunities for development. The evaluation is based on goals affirmed by the Board of Trustees and objectives developed by the individual and their supervisor, the individual's job description, and feedback from Survey Group evaluators.

### Evaluation Procedures

In consultation with the Management Liaison Group, the Superintendent/President shall adopt evaluation procedures for Management Team employees. The procedures shall include reasonable, but specific guidelines, and include the standards which are expected to be met in the performance of duties in carrying out responsibilities. The evaluation process will consist of supervisor evaluation, a self-evaluation and a peer survey (every third evaluation cycle). Performance factors to be assessed in the evaluation process will include various leadership and interpersonal factors. The Supervisor will include a rating for each factor, ranging from exceeding expectations to unsatisfactory performance. Supporting observations and examples shall be included by the Supervisor in addition to the rating of each performance factor.

Members of the Management Team will be evaluated annually after the probationary period has been completed. The evaluation period will follow the fiscal year, with evaluations due by June 30<sup>th</sup> for each Management Team member. The District retains the right to conduct out-of-cycle evaluations at any time.

Supervisors will regard evaluations as an ongoing process and offer timely feedback throughout the evaluation period and recommend specific areas for development. Supervisors are responsible for using the information in the evaluation to identify and recommend specific areas for professional development. The accomplished objectives will be reviewed, and areas identified for further development. Objectives will be discussed and agreed upon as part of the evaluation process.

### Goals and Objectives

Members of the Management Team will develop goals and objectives in consultation with their supervisor at the beginning of their assignment and then annually thereafter. These goals and objectives shall align with the Strategic Plan and other District goals as may be adopted by the

Board of Trustees and the Superintendent/President. The objectives developed by each Management Team member will integrate the unit needs with the needs of the District. The agreed objectives will ensure that the Management Team member will be prepared to be successful in their areas of responsibility while achieving the goals adopted by the Board of Trustees. Ongoing monitoring of the objectives will ensure that the Management Team member and supervisor will periodically review the progress, related budget constraints, and any additional short-term objectives that must be accomplished.

### Self-evaluation Process

A self-evaluation shall be a component of the evaluation process every year for the Management Team member to reflect on the progress made towards goals and objectives from the previous evaluation. The supervisor will include the self-evaluation in their consideration of the management team member's total performance.

### Peer Survey Process

A Peer Survey process shall be a component of the evaluation for every third evaluation cycle completed with input from peers and direct reports together with goals and objectives. The peers and direct reports should include faculty and/or classified professionals, management colleagues, and other individuals who can provide meaningful feedback as applicable to the management assignment. A minimum of ten (10) individuals will be included in the survey group which shall include all who report directly to the Management Team member. The Management Team member's supervisor shall select a minimum of half of the individuals to be included in the survey group with input from the Management Team member to provide feedback no later than April 30. The Management Team member's supervisor shall summarize the survey results to be reviewed with the Management Team member, and include the summary with the evaluation.

### Supervisor Evaluation of Management Team Member

The Management Team member will submit their Self-Evaluation to their supervisor no later than April 30. The supervisor will complete the Management Team Member Performance Appraisal – Supervisor Summary Form. The supervisor and the Management Team member will agree upon a mutually convenient time to review the evaluation and set goals and objectives for the following evaluation period. This evaluation meeting should be held within an agreed upon time period of the Supervisor receiving the Self-Evaluation. The evaluation will be provided to the Management Team member by the Supervisor a minimum of two (2) days in advance of the evaluation meeting.

The original and signed evaluation forms must be forwarded to Human Resources to be placed in the Management Team member's personnel file. The evaluation will be confidential with access limited to those people who normally have access to the individual's confidential record.

### Performance Improvement Plan

If a Management Team member receives an overall performance evaluation appraisal of needs improvement or unsatisfactory performance, a Performance Improvement Plan must be created. This improvement plan will address the areas where the management team member did not meet the standard or needed improvement on the previous evaluation. The improvement plan will contain specific recommendations for improvement with specific observable outcomes to meet expectations and provisions for assisting the management team member in implementing any recommendations made. These specific recommendations will be created by the evaluator in consultation with the Management Team Member and Human Resources. If all criteria for the improvement plan are met within six (6) months, no further action is needed and the



Management Team member should move to the regular annual evaluation process for the next evaluation period.

### Probationary Evaluations

Classified Management Team Members, including Confidential Classified employees shall satisfactorily serve a Six (6) Month probationary period prior to being granted permanent status. Probationary evaluations shall be completed at the end of that six (6) months period. Probationary employees shall be subject to dismissal without cause, upon the recommendation of the immediate supervisor, appropriate component administrator, and approval of the Superintendent/President. The Management Team member shall be entitled to a conference with the Vice President of Human Resources or designee, at the employee's request.

## PROFESSIONAL DEVELOPMENT

The Board of Trustees recognizes that the professional development for Management Team must be a continuous, systematic effort to provide Management Team employees with opportunities to improve their diversity, equity, and inclusion skills, knowledge, and other relevant abilities through a variety of internal and external education and training programs.

The Superintendent/President will work with the Management Team Liaison Group to develop and implement Management Team professional development opportunities and establish a Management Team recognition program.

## EMPLOYMENT CLASSIFICATIONS

The Board of Trustees establishes general classifications for Management Team positions which are defined in the following section. All classifications and job descriptions are available online on the Human Resources webpage.

Any person holding the position of Vice President may be designated by the Superintendent/President to serve as Superintendent/President in the absence of the Superintendent/President or during the incapacity of the Superintendent/President.

The Superintendent/President shall be responsible for recommending the creation of any positions in the general classes listed below, and for seeing that a job description is developed and presented to the Board of Trustees for approval.

Executive and administrative levels focus more on strategic planning, establishing and measuring goals and objectives, formulating policy, and developing and administering budgets. At the supervisory level, supervisors focus more on assigning and directing the work of assigned staff.

For purposes of this section, the following definitions apply:

- "Administrator" means any person employed by the governing board of a community college district in a supervisory or management position as defined in Article 5 (commencing with Section 3540) of Chapter 10.7 of Division 4 of Title 1 of the Government Code.
- "Classified Administrator" means an administrator who is not employed as an educational administrator.

- "Classified Confidential" means an employee who is not in a bargaining unit and is required to provide management with information with respect to employer-employee relations or whose duties normally require access to confidential information that is used to contribute significantly to the development of management bargaining proposals.
- "Classified Supervisor – Exempt" means a supervisory employee, regardless of job description, having authority in the interest of the employer to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, or discipline other employees, or the responsibility to assign work to and direct them, or to adjust their grievances, or effectively recommend that action, if, in connection with the foregoing functions, the exercise of that authority is not of a merely routine or clerical nature, but requires the use of independent judgment.
- "Classified Supervisor – Non-Exempt" means a supervisory employee, regardless of job description, having authority in the interest of the employer to hire, transfer, suspend, lay off, recall, promote, discharge, assign, reward, or discipline other employees, or the responsibility to assign work to and direct them, or to adjust their grievances, or effectively recommend that action, if, in connection with the foregoing functions, the exercise of that authority is not of a merely routine or clerical nature, but requires the use of independent judgment, who is eligible for overtime pay, shift differential, and other salary enhancements, to which other non-exempt employees are entitled.
- "Educational Administrator" means an administrator who is employed on a contract basis in a position designated by the governing board of the district as having direct responsibility for supervising the operation of or formulating policy regarding the instructional or student services program of the college or district and/or supervise or evaluate faculty. Educational administrators include, but are not limited to, vice presidents, and other supervisory or management employees designated by the governing board as educational administrators.
- "Foundation Positions" The SRJC Foundation is a 501(c)(3) nonprofit organization, that focuses on the critically important task of raising funds to support students and educational programs at Santa Rosa Junior College. Management Team positions that are employed by the Foundation are not District positions.

### POSITION REVIEW AND REORGANIZATION

A classification review of a position may be requested when the normal requirements of a position are significantly changed. A "significant change" is defined to mean a change such that the existing job description is no longer representative of one or more of the following areas:

- Knowledge
- Abilities/Experience
- Skills
- Scope/Scale/Complexity of duties

Changes to a Management Team job description recommended by the immediate supervisor and the appropriate cabinet administrator that do not change the primary purpose for the position approved by the Board of Trustees may be made subject to the approval of the Superintendent/President.

## A. VACANCIES

When a position becomes vacant, it will be reviewed by the immediate supervisor and the appropriate cabinet administrator for appropriate job description revisions, if any.

## B. AS PART OF AN EVALUATION PROCESS

Requests from Management Team members for a position review and/or job description update may be submitted, in writing, to the immediate supervisor at the time of the biennial evaluation conference with the supervisor. Upon review by the immediate supervisor and the appropriate cabinet administrator, it may be forwarded to the Superintendent/President for further consideration.

## C. SPECIAL REQUESTS SUBMITTED BETWEEN EVALUATIONS

Events such as significant change of technology or Board approved re-organization, are examples of events that may trigger a review of a position's classification.

The determination of whether or not a change is significant enough to warrant a review resides with the appropriate Vice President.

## D. POSITION REVIEW BY THE SUPERINTENDENT/PRESIDENT AND/OR BOARD OF TRUSTEES

The Superintendent/President and the Board of Trustees may conduct classification reviews and/or make decisions regarding the reorganization of the Management Team structure as needed.

## CONFLICT RESOLUTION PROCESS

This section addresses the conflict resolution process between a Management Team member, their immediate Supervisor, or other Management Team members.

Management Team members are responsible for addressing conflict or behavioral concerns as early as practicable and for taking appropriate action

When a Management Team member has a concern about allegations of inappropriate or offensive conduct of another employee at the workplace, the following steps shall be followed in a timely manner,

1. Any claims of alleged unlawful discrimination or harassment based on a protected category shall be processed pursuant to District policy and applicable local, state and federal laws.
2. Management Team members with concerns are encouraged to resolve the concern directly with the other Management Team member(s) involved. In so doing, the Management Team member with the concern should describe the behavior of concern and their expectation for future workplace behavior. If the Management Team member elects to not confront the other Management Team member(s) or is unable to resolve

the issue directly with the other Management Team member(s) involved, they should report the concern to their immediate supervisor or area administrator. The supervisor will make reasonable efforts to resolve the issue in a timely manner.

3. If the supervisor is unable to resolve the issue in a satisfactory manner, they should seek assistance in the resolution from the component administrator and/or the appropriate component Vice President and/or the Vice President of Human Resources.
4. Any agreements reached as a result of the conflict resolution shall be appropriately documented, up to, and including, entering the documentation in a Management Team member's personnel file in Human Resources.
5. Offensive or inappropriate behavior not resolved using this process shall also be documented and placed in the Management Team member's personnel file. In accordance with existing policies and procedures, such documentation may result in disciplinary action up to, and including, termination.

If the issue remains unresolved, a meeting with the Superintendent/President may be requested. The Superintendent/President will meet with the Management Team member and the component Vice President and/or component administrator, in a timely manner.

This conflict resolution process may not be used for the purpose of appealing the findings and conclusions of the Management Team member's annual evaluation or any progressive disciplinary action taken by the District against the Management Team member.

## GOVERNMENT AND EDUCATION CODE REFERENCES

The following Government Codes, Education Codes, Labor Codes and SCJCD Board Policies and Procedures were referenced in the development of this handbook.

ED CODE SECTION: 53402, 72400 - 72411.5, 88027 - 88030, 88040

GOVERNMENT CODE SECTION: 3540.1 (g) and (m)

LABOR CODE SECTION: 500 – 515

FEDERAL FAIR LABOR STANDARDS ACT

BOARD POLICY 2.7/P

BOARD POLICY 4.14AP

BOARD POLICY 4.17 – FACULTY AND EDUCATIONAL ADMINISTRATOR SENIORITY  
PLACEMENT

BOARD POLICY 4.19/P – DISCIPLINARY PROCEDURES FOR CLASSIFIED MANAGERS  
AND CONFIDENTIAL EMPLOYEES

BOARD POLICY/PROCEDURE 4.3.2C/P – ADMINISTRATIVE ASSIGNMENT TO A FACULTY  
POSITION

BOARD POLICY 4.3.7 – PROBATION PERIODS

BOARD POLICY/PROCEDURE 4.5.1/P – SALARY PLACEMENT GUIDELINES CLASSIFIED  
AND MANAGEMENT