

## **EXCERPT FROM THE *CSU EXTENSION HANDBOOK***

### **HUMAN RESOURCES**

Extension human resource guidelines incorporate a number of processes and procedures to form a CSUE personnel system. This personnel system refers primarily (unless otherwise noted) to professional field staff based in counties or areas. It may in part also pertain to non-tenure track specialists based in departments. It does not include departmentally based tenure-track specialists.

These guidelines cover:

- Recruitment, selection and appointment process.
- Salary system.
- Educational requirements for employment.
- Transfer guidelines.
- Staff development.
- Guidelines for continued employment.
- Benefits.
- Leave policies.

### **PERSONNEL GUIDELINES AND PROCEDURES**

Three basic principals form the foundation of CSUE personnel guidelines and procedures. They are:

- Personnel guidelines and procedures will be administered fairly, consistently and equitably.
- The Director of Extension is the only person in the organization authorized to recommend staff appointments and salary adjustments to the provost/president and the Board of Governors of the Colorado State University System, and
- The Director has the authority to make exceptions in special circumstances.

### **Guidelines for Hiring CSUE Staff**

All professional staff of CSUE (except campus departmentally-based specialists), regardless of funding, will be hired through the CSUE personnel system. Staff hired for a specific county with full county funding will be covered by a Supplemental Memorandum of Understanding between CSUE and the county. If a fully county-funded staff person is not hired through the CSUE personnel system, the individual must be assigned an alternate title such as "Program Assistant" or "Coordinator." The titles of "Extension Agent" and "Extension Associate" are reserved for personnel hired through the CSUE personnel system.

## **Personnel Recruitment, Selection and Appointment**

It is the objective of CSUE to hire the most qualified individuals at a competitive and equitable cost. Pro-active recruiting is emphasized to increase the diversity and quality of the employment pools. The Extension hiring process is designed to:

1. Recruit, select and appoint the most qualified individual available for a given position at a competitive cost.
2. Recruit, select and appoint personnel in a fair and consistent manner, and in accordance with equal employment and affirmative action guidelines of USDA and the university.
3. Provide an objective and defensible process for final decisions.
4. Provide for documentation of decisions in line with equal employment and affirmative action guidelines of USDA and the university.

The recruitment, selection and appointment process includes:

1. Acknowledgement of a vacancy. A vacancy as a result of an incumbent resignation or retirement is not recognized until a letter of resignation has been received by the Director's office.
2. Review of the vacant position. The review will include the need for the vacant position as well as a consideration of overall needs within the Extension system. There is no guarantee that a vacant position will be replaced if the need is greater for a different position.
3. Development of vacancy announcement. Vacancy announcements are developed with the involvement of the appropriate regional director(s), Assistant Director - Operations, county/area director, local advisory committees and county commissioners. The final draft of the vacancy announcement is approved by the Director before being published.
4. Vacancy announcement printing and distribution.
  - a. The final draft of the vacancy announcement is sent to the Office of Equal Opportunity and Diversity (OEOD) for final approval.
  - b. Once the approval of OEOD is received, vacancies are advertised externally in accordance with university policy. In most cases, application deadline dates are determined to be four to six weeks following the date of announcement in accordance with equal employment guidelines for the university.
  - c. CSUE vacancy announcement mailing lists include interested individuals in applicant pools (registry cards); EEO mailing list; all state Extension directors and/or personnel directors; all state 4-H leaders; and other state leaders as appropriate (family and consumer science, agriculture and natural resources, etc.); all colleges and universities within the state; all Colorado county Extension offices, state Extension staff; department heads, the CSU and CSUE Web sites, and the National Extension Job Bank Web site ([jobs.joe.org](http://jobs.joe.org)).

5. Processing inquiries and applications.

- a. All inquiries are answered in an appropriate manner and logged into a personnel database.
- b. The current applicant pool (registry cards) on file (6 month renewal) is reviewed as vacancies occur and persons meeting position qualifications are provided with the vacancy announcement.
- c. Those inquiring receive information on the application procedure. All procedures are also available on the CSUE Web site.
- d. Application materials are filed and made ready for the selection process and the search committee as soon as possible.

6. Selection and review of applications received.

The review process will involve the state screening and interview committee which may consist of the appropriate regional director, county/area director, peer agents, and specialists. The regional director will chair this process in coordination with the Assistant Director - Operations, and maintain communication with Board of County Commissioners and local advisory committee.

- a. The state screening occurs as completed applications are received. Each member of the state screening and interview committee individually scores the qualified applications using a score sheet developed from the qualifications listed in the vacancy announcement. Scores are then tabulated, reviewed and discussed by the committee with the appropriate follow-up for final selection of candidates (including review of references).
- b. The search committee chair and Assistant Director - Operations will arrange for the final candidates to be interviewed on campus following approval by Office of Equal Opportunity and Diversity (OEOD).
- c. The county/area interview and selection committee will consist of county commissioner(s) (or designated representatives), advisory committee members (or their designated representatives), the county/area director (or extension agent from another county, if needed). Local county/area staff, volunteers and clientele may be involved in the interview process, but will serve in an ex-officio capacity in the selection decision. The regional director will serve as the link between the university and the county or area.
- d. The regional director will send a summary of the review process and recommendations to the Assistant Director - Operations and the Director. Final selection of the preferred candidate is made by the Director.
- e. All applicants will be notified by the search committee chair in a timely manner regarding final decisions.

7. Final documentation and appointment process.

- a. The regional director will work with the Assistant Director - Operations to determine salary and obtain final approval from the Director of Extension to offer the position.
- b. Proposed salary is based on organizational salary analysis charts, salary determination formula, and the market for the required skills.
- c. The final negotiations, including offering the position, are dependent upon approval of the recruitment and selection process by the OEOD. Any decisions and/or specific offers are made contingent on approval of the Board of Governors of the Colorado State University System.
- d. The regional director initiates the appointment process by sending the Assistant Director - Operations a completed Personnel Notice Form and final written documentation. This documentation is then sent to OEOD.
- e. The Director issues a formal letter of appointment to the successful applicant. The letter also advises the new employee to schedule the required meetings on campus with CSUE Fiscal, technology, and human resources staff.

8. Acceptance of Appointment

Under most circumstances, the new employee will come to the campus prior to the employment date to finalize his/her appointment. He/she will meet with the Extension Fiscal Office staff, Technology staff and the Human Resources office to sign necessary documentation, receive appropriate materials, etc.

The new employee's unit administrator/supervisor will provide a welcome to the new employee to include:

- a. An introduction to the board(s) of county commissioners and county manager(s).
- b. An introduction to advisory committee members.
- c. A tour of the county or area.
- d. A discussion of county/area guidelines.
- e. A review of "A Guide to Success for Colorado State University Cooperative Extension Faculty."
- f. Special introduction to staff in the county/area Extension offices(s) and selected county departments.
- g. Other items as needed.

This is the beginning of the orientation process for the new employee. Orientation will continue throughout the year, and be the primary responsibility of the unit administrator/supervisor. A formal New Staff Orientation will be held on campus periodically during the year and coordinated by the Extension Human Resources Office.

## **Salary System**

The CSUE salary system covers all professional Extension Agent personnel within the university payroll system. The salary bases are adjusted annually, usually on April 1.

The system, in conjunction with the performance appraisal system, program planning system and job description, is designed to provide the organization with appropriate and understandable:

- Guidelines for salary administration
- Advancement opportunities for current employees
- Guidelines to each individual for professional development/growth

The salary system provides for the salary base at employment. Starting salary above the base depends on credit for relevant experience, any maximum salary established for the position, and market factors. Salary after employment is determined primarily by recognition of merit.

Payment of any base salary adjustment identified in these personnel guidelines is dependent upon funds being budgeted and available for the purpose, and upon approval of payment by the Board of Governor of the Colorado State University System.

## **Additional Salary Determination Guidelines**

- There is a base salary differential of \$3,000 between a bachelor's degree and a master's degree. When a current employee completes a master's degree, a base salary adjustment of \$3,000 will be made to the next regularly scheduled salary adjustment date (July 1). Additional consideration for more advanced degrees (i.e. Ph.D., E.Ed, etc.) will be made based on the requirements of the position.
- Salary of an individual designated as "acting" or "interim" with additional administrative responsibilities will be adjusted according to the base salary differential for such administrative responsibilities. When designation is rescinded the salary will be adjusted down.
- Off-cycle salary increase requests will only be made for new positions and interim positions which have been approved by the OEOD. All other salary adjustments will be handled as part of the July 1 salary administration exercise. Extension has been granted an exception for fully county-funded Extension agents who receive pay adjustments on January 1, per county procedures, in lieu of a July increase.

## **Extension Titles**

The titles of county and area Extension Personnel, are: Regional Extension Director, County Extension Director, Area Extension Director, Extension Agent (program responsibility), Area Extension Agent (program responsibility) and Extension Associate.

All field unit positions will have the title of: Extension Agent or Regional or Area Extension Agent. An individual may use their program responsibility in a parenthetical title. Example: Extension Agent (Agronomy). An extension agent with the administrative duties should list their program responsibility and administrative responsibility. Example: Extension Agent (Family and Consumer Science) and (County/Area Director). Program responsibility should receive major focus with director title used when appropriate.

### **Educational Requirements for Employment**

The master's degree is the Extension Agent organizational standard for CSUE. Persons hired at a bachelor's level will be encouraged to develop a professional development program and begin a master's degree. The selected master's degree program should be relevant to Extension work.

#### Policy for current Extension agents to pursue a MS degree:

The standard expectation for all CSU Extension agents is to have a Master's degree. Agents hired before this policy was implemented (10/07) are strongly encouraged to attain this degree by 2015. CSU provides employees with up to 6 "free" credits/year on credit-bearing courses. Arrangements for time out of the county office should be made with the employee's direct supervisor and the regional director. With evidence of good performance, the individual may take 1 or 2 courses per semester. Graduate Study Leave is also available. If an employee combines Graduate Study Leave with their annual leave, a full semester is available to take classes full time (at half pay).

#### Policy for new hires:

The minimum requirement to attain the title of Extension Agent is a Master's degree. This requirement holds regardless of whether the agent is hired through CSU or the county. In exceptional conditions, and with approval from the Extension Director, positions may be advertised as bachelor's degree required, master's degree desired. In this situation, the new hire will be given a temporary title and must acquire a master's degree within five years from time of hire. Failure to do so will result in termination.

Unit administrators will work closely with county commissioners to encourage support of the master's degree requirement.

When the normal search process does not result in an acceptable candidate possessing a master's degree, an administrative review (with appropriate local input) will be made to determine if the position will be re-advertised as masters required or bachelor's required-masters preferred. When an Extension professional position is determined to be less complex, a program associate (Bachelor's required) may be hired. See the chart below differentiating between an agent and a program associate.

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**AGENT – PROGRAM ASSOCIATE DIFFERENTIATION**

**MARCH 2009**

<b>Identifying Characteristic</b>	<b>Extension Agent</b>	<b>Extension Program Associate</b>
Hiring Procedure	CSUE hiring process	
Degree	<ul style="list-style-type: none"> <li>• Master’s Degree required.</li> <li>• If advertised twice with no success, Bachelor’s Degree may be required with clear expectation of completing the Master’s Degree within five years.</li> </ul>	Bachelor’s Degree required.
Supervisor/Degree of Independence	Reports to county/area/ regional director.	<ul style="list-style-type: none"> <li>• Reports to subject matter specialist (agent) in the county, or to County Director.</li> <li>• Works under the direction and supervision of the agent or County Director.</li> </ul>
Program Responsibilities	<ul style="list-style-type: none"> <li>• Provides leadership, along with local input, in the development and execution of a county Extension program.</li> <li>• Develops program/curriculum and evaluation processes and instruments in collaboration with Extension Specialists.</li> <li>• Delivers programs and interprets and reports evaluations/research results, in collaboration</li> </ul>	<ul style="list-style-type: none"> <li>• Assists agents, regional specialists and/or county/area directors to coordinate activities and functions of a designated educational program.</li> <li>• Delivers and implements program/ curriculum and evaluation/research tools.</li> <li>• Delivers programs already created/ developed by experts</li> <li>• Reports evaluation results to work team or to agent in charge.</li> </ul>

	<p>with Extension Specialists.</p> <ul style="list-style-type: none"> <li>• Writes for publication in a variety of formats, which may include refereed journal articles and poster sessions at national meetings.</li> <li>• Develops financial resources through grant writing.</li> <li>• Contributes to cost recovery and user fee initiatives.</li> <li>• Provides leadership for program area in local county, multi-county, region and/or state.</li> <li>• Develops and manages volunteer programs.</li> <li>• Completes 50 hours (minimum/FTE) of professional development/year.</li> <li>• Aligns program delivery, curriculum, evaluation, and reporting with statewide goals.</li> </ul>	<ul style="list-style-type: none"> <li>• No expectation of scholarship or of writing for publication.</li> <li>• No expectation of financial resource development through, grant writing.</li> <li>• At the discretion of the supervisor, may contribute to cost recovery and user fee initiatives.</li> <li>• Leads in local program area.</li> <li>• Manages volunteer programs.</li> <li>• At the discretion of the supervisor, participates in professional development.</li> <li>• Aligns program delivery, curriculum, evaluation, and reporting with statewide goals.</li> </ul>
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**Career Moves within CSU Extension**

CSUE encourages staff members to apply for vacant positions that meet their career development objectives.

Internal Application Eligibility – An employee must have been in his/her current position two years or more in order to be eligible to apply for a different CSUE position. Exceptions to this guideline must be approved by the Director. An employee with less than two years experience in his/her current position may request a waiver of this guideline by written request to the Director.

Internal Application – In general, all positions are advertised externally. However, internal applicants are encouraged to apply. When a vacancy occurs, the notification will be placed in *Personnel Notes*. An announcement of a vacancy should be considered as an invitation to inquire about or apply for that position. Current employees are also encouraged to nominate individuals who they feel meet the position requirements of a vacancy by contacting the Assistant Director - Operations. Positions announced internally are by exception. Specific

details about a vacancy are available from the Assistant Director - Operations. Application materials are required by the deadline date indicated in the announcement to be considered for the vacancy.

Salary Adjustment – When a current employee is identified as the top applicant for a vacant position and elects to make a geographical change, they will receive a base salary adjustment if warranted by the job responsibilities. A moving allowance is provided in addition to this salary adjustment. This policy is intended to provide encouragement for agents to make career moves and take on more challenging assignments.

Involuntary Transfers/Termination – When a position is terminated for funding reasons or for other organizational needs, the professional employee(s) involved is encouraged to apply for another suitable position within the organization.

### **Resignations/Transfers**

Extension personnel should give as much advance notice as possible prior to resignation/retirement, preferably not less than 30 days. **The employee should submit a letter of resignation to the Director**, with copies to their immediate supervisor, and other parties as applicable; i.e., regional director/department head, and Board of County Commissioners. The letter should include the date of the last day of employment.

For the benefit of the successor, resigning/retiring employees should leave a written statement giving the status of the programs under the employee's direction (assignments not yet completed, future plans, activities in progress, etc.), lists of key people and addresses, organizations and current officers.

### **AFFILIATE FACULTY**

Extension agents and regional specialists may be eligible for appointment as affiliate faculty in a CSU department. Agents and regional specialists who would like an affiliate appointment in a campus department should send their request to the Extension Director. The Director will contact the department head (with cc to Dean) requesting the consideration. The regional specialist may be requested to do a presentation to the faculty in their preferred department. The department as a whole votes on accepting the person as an affiliate faculty member.