

CHAPTER 3

RECRUITMENT AND EMPLOYMENT

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Introduction

Recruitment is the active search for the best qualified applicants to fill specific jobs. Employment as used in this material deals with a variety of subjects involved in establishing a new employee in a position. Some of the issues may seem unrelated, but collectively they are basic to most personnel systems.

Recruitment efforts should be preceded by a thorough analysis to determine appropriate qualifications for all positions. Both recruitment and job qualifications are discussed in chapter 4 as "Qualification Standards."

Once the decision has been made to hire a particular type of employee and the qualifications have been set, the next step is to identify recruitment sources that will supply the best candidates. A vigorous recruitment effort should be undertaken, even to fill one position, in order to locate the best possible candidates.

Recruitment Methods

The following methods can be used by districts to recruit employees depending on local situations and needs. What might work well for one position recruitment might be very undesirable for another. The following list, therefore, is in alphabetical order to avoid any notion of ranking.

1. Agencies - Local, State and Federal

The Division of Conservation, Kansas Department of Agriculture, and the USDA Natural Resources Conservation Service, as well as other agencies, often receive resumes from individuals seeking employment in the conservation field. An inquiry with the area and state offices may produce some likely candidates for your vacancy. A conservation district that has recently filled a position may have interviewed many, very qualified candidates. A check with them could also prove valuable.

2. Associations, Professional and Trade

The public library has a directory, "National Trade and Professional Associations in the United States," which supplies pertinent data regarding over 8,000 professional and trade associations in the United States and Canada. You may order this publication on the internet.

3. Colleagues

Persons who work for other employers but in the same field as the vacancy can suggest sources as well as specific names. They can also share recruitment experiences for similar positions.

4. Conventions

Gatherings of persons with the backgrounds you are seeking can be an excellent source. Some conventions/conferences welcome recruitment while others do not. A small suite in the convention hotel can be a comfortable and private interview room.

5. Current Employees

Current employees tend to be excellent sources for locating qualified applicants.

6. District Land users

Potential candidates within your district can often be identified by land users in your district.

7. Educational Placement Office

These can be at four-year as well as two-year schools. Their service is free and many have active alumni placement offices for experienced persons. The Recruitment and Applicant Services Unit has a directory of most college placement offices.

8. Kansas Works

KANSASWORKS is a web-based job-matching and labor market information system. It provides job seekers, employers, and training providers with easy-to-use tools that support a wide range of activities. As a service of the public workforce system, **KANSASWORKS** is completely free for you to use.

9. Mailing Lists

This is greatly overlooked, but usually an extremely effective resource. Why place an ad in the print or electronic media when you can send a letter or brochure to every person in the field? Not all licensing bodies and professional associations will supply mailing lists, but most will. They may also break them down into selected groupings, such as state, occupational specialty, zip code, etc.

10. News Releases

A free source of publicity to all or selected newspaper, radio and television stations. Since the media is not required to print or announce the release, you do not know what coverage will result. This source is especially productive in situations where many vacancies exist, such as when a new department is created.

11. Newspaper

This is a popular and effective means of recruitment. It is highly recommended to run a classified ad for recruitment purposes.

12. Outplacement

This term relates to private and public employers who are assisting permanently laid off employees in seeking new employment. The best ways to determine which employers are providing outplacement services are newspaper announcements and other media or by contacting local Job Service offices.

13. Posters

A professionally developed poster in public places is an inexpensive method of alerting potential applicants to vacancies.

14. Radio

This source is best used in connection with other types of recruitment such as newspaper ads or open houses. The reason is that much radio advertising is done during "drive time" when persons are going to or coming from work and don't have a ready means of writing down information about the vacancy. To increase the effectiveness of the broadcast, say "Look for our ad in the Sunday paper."

15. Schools with Appropriate Majors

Writing directly to the vocational schools, colleges, or universities that have appropriate majors can be an effective method of entry-level recruitment. Usually, these vacancies will be announced in classes and posted on the schools' bulletin boards.

16. State District Employee Associations

Many district employee associations have a network established for those seeking work and jobs available.

17. Transfers

The possibility of transfers should also be explored. People working for a district or for other units of government may be looking for a career change. A letter to them summarizing your agency, the position, and location can be a very cost-effective technique.

18. Veterans Recruitment Sources

KansasWorks provides job placement services for Veterans. A listing of Veterans recruitment sources is available at https://www.kansasworks.com/job_seeker#resources.

19. Volunteer Activities

Volunteering time to speak at post-secondary institutions or community organizations can reap future rewards, by creating interest in people towards working in your department.

20. Internet Job Search Websites

Internet based websites are available to assist both employers and employees find jobs. The websites can be free or for a fee, depending on the services used.

Special Recruitment Situations

Non-citizens. According to a U.S. Supreme Court ruling, local governments cannot discriminate against non-citizens in employment. Non-citizens should be screened and evaluated only on their qualifications. Non job-related factors, such as citizenship, should not be used to evaluate candidates.

Veterans. Preferential treatment of veterans in the selection process is a long-established policy of the U.S. government. State laws governing such preference do not affect districts. Any policy established by a district regarding veteran's preference should not violate the principle of getting the best possible candidate for the job.

Handicapped Persons. Experience has shown that handicapped employees have better than average safety and attendance records and are extremely productive. In some instances, a doctor's review of the position description and their certification may be necessary to determine if the employment is in the best interest of the applicant's physical well-being. Handicapped applicants should be judged only on job-related factors.

Mentally Restored Persons. A mentally restored person has experienced some mental or emotional difficulty, has received professional treatment either in or outside of an institution, and has been judged by competent medical authority as ready for return to normal activities including employment. A history of mental illness does not disqualify a person for employment if recovery has taken place and the person can perform the duties of the position. Mentally restored applicants should be considered the same as others who have recovered from a major illness.

Mentally Retarded Persons. Mental retardation is a chronic and life-long condition. In most cases it is an improvable handicap involving a limited but existing ability to learn, be educated and be trained for productive employment. Most mentally retarded persons are capable of productive employment and often make especially good employees in routine, repetitive positions. Their work safety rate is above average.

Minorities. Equal employment opportunity laws protect the employment rights of all minorities - Blacks, Hispanics, Orientals, Native Americans and other ethnic or national groups, as well as religious minorities. The ban on sex discrimination protects women from unfair employment. Every possible effort should be made to ensure equality.

Employment Applications

Application forms are important because they provide a permanent record, information about the applicant, and a screening device. In addition to an applicant's name, address, zip code, phone number, and social security number, the following information is generally obtained.

1. education and training
2. work experience
3. military service
4. convictions of crimes

Don't try to include everything on an application form. Request only the information that is job related and

useful. Federal and many state and local laws prohibit requests for information that may result in discrimination. Be careful to avoid such requests. A sample application form for employment is included in this chapter (Exhibit 3.2). Be sure to check with applicant's references and past employers.

Interviewing Applicants

A personal, face-to-face interview is an important part of recruitment. It provides time to exchange information, and assess communication skills.

The interviewer should get as much information from the applicant as possible that will affect the decision to hire the applicant. In turn, the interviewer should provide the necessary information about the job and the district that will enable the applicant to make decisions. **BE HONEST.** Accurately represent the duties, the pay, the advancement possibilities, etc., of the position.

Conducting the Interview

The interviewer is in control of the interview and in a position to ensure its success. Tips include:

1. Encourage the applicant to talk. Ask a good lead-off question such as "Tell me about your last job."
2. Avoid asking questions that can be answered "yes" or "no." Any "Tell me" question will help ensure the applicant talks. Don't be reluctant to request clarification of information that they provide you, if it relates to the position responsibilities.
3. Avoid controversy. Never interrupt an applicant. Avoid putting the applicant on the defensive by arguing or displaying authority, but do not avoid difficult questions.
4. Avoid leading questions, such as, "Doesn't your present job call for considerable planning?" Instead, ask "What planning responsibilities do you have in your present job?"
5. Make mental and written notes on key items. Review your reactions with other interviewers after each interview. Both district supervisors and the individuals interviewed may ask follow up questions after the interview. An interview evaluation form is included in this chapter as Exhibit 3.6. Be prepared to follow up on specific areas.
6. It is recommended that only viable applicants for the job be interviewed. If, however, it becomes apparent during the interview that the applicant is not suitable for the job, tell the person as diplomatically as possible. Be honest and don't lead the person on.
7. Give the applicant an opportunity to ask questions about district employment.
8. Be objective in your evaluation.

Application forms and interview questions should not violate the Civil Rights Act. Exhibit 3.4 covers those questions that may be asked and those that, if asked, might be considered a violation.

Employers have the right and obligation to know about the employee's education, skills, work experience and abilities. District supervisors should not take hiring lightly. It is much easier to hire than terminate an

employee; in addition to the potential loss of time, training, and morale that accompany a poor hiring decision.

Types of Employment

The following definitions or classifications may be useful to districts in setting policy. They may be modified to fit a particular district's needs.

PERMANENT FULL-TIME EMPLOYEE:

An employee who has been hired to fill a continuing position requiring a minimum of 40 hours per week of work and who has successfully completed a probationary period. The employee is entitled to all fringe benefits.

PERMANENT PART-TIME EMPLOYEE:

An employee who has been hired to fill a continuing position requiring less than 40 hours of work per week on a regular and recurring schedule and who successfully completed a probationary period. The employee may be entitled to all fringe benefits on a pro-rated basis.

TEMPORARY/SEASONAL EMPLOYEE:

An employee who has been hired to fill a position of limited duration, usually serves no probationary period, is paid an hourly wage for the hours actually worked and usually receives no fringe benefits.

INDEPENDENT CONTRACTOR:

An individual hired, usually through a legal and binding agreement, to perform detailed, specific services. The individual is generally paid either on commission or per service provided; available to the general public to perform services', and is responsible for supplying his/her own work facilities, tools and materials. The IRS has a 20 question guide that is designed to help employees assess whether a worker is indeed an independent contractor or an employee. An employer does not generally have to withhold any taxes on payments to independent contractors or include them under the Worker's Compensation Insurance policy.

Recruitment and Placement Assistance

Following is a listing of groups which districts may contact for assistance with locating qualified applicants. Addresses and phone numbers for some of these groups are listed in Exhibit 3.3 of this chapter.

VOLUNTEERS

Districts may consider volunteers to enhance district programs. They may be recruited by the same resources as paid employees. Be sure to develop position descriptions, discuss specific duties/responsibilities, go over applicable district and office policies and provide training.

STATE PROGRAMS

The State Departments of, Labor, Administration, and Commerce have information regarding recruitment of applicants, and state employment programs that could be helpful to districts.

INSTITUTIONS OF HIGHER EDUCATION

Almost everyone is familiar with major colleges and universities and their curriculums, but fewer people are familiar with the community colleges and vocational schools, despite the recent increase in the number of these institutions. Many of these schools produce candidates and interns that are exceptionally well qualified for a variety of district jobs. Districts should determine where these schools are and what they have to offer.

PUBLIC EMPLOYMENT PROGRAMS

All districts, especially those with limited funds, may find it useful to take advantage of public employment programs. These programs operate in almost all parts of the country and can often supply much needed personnel at little or no cost to the district. Though assistance is provided "free," each district should thoroughly understand any responsibilities it might have for the employees regarding worker's compensation, unemployment insurance, retirement systems, etc. The following summary discusses some public employment programs.

KANSAS WORKS

Kansas Works posts jobs, finds talent, and promotes companies. Their purpose is to attract employees by posting detailed information about open positions, use the resume search to connect with qualified candidates, and create a detailed profile to attract future employees with companies. The service is free.

FEDERAL WORK STUDY PROGRAMS (CWSP)

The U.S. Department of Education grants monies to eligible colleges to provide part-time and vacation employment to students who need financial assistance. The college financial aid office determines eligibility and money available to each student under the program. The student, with the help of the financial aid office, then seeks employment with eligible employers (government agencies or non-profit organizations). During the school term, the student averages 20 hours a week in working hours. This may sometimes be increased with the consent of the college. Districts desiring to utilize the college work-study program should contact the college Financial Aid Officer. A written agreement must be made between the district and the college.

VOCATIONAL REHABILITATION

Administered by the Department for Children and Families the program is designed to help Kansas citizens with disabilities meet their employment goals. Clients receive training and screening before placing them in a work-training situation. They also provide training to supervisors and counsel and work closely with clients who are on work-training jobs. Contact the Kansas Department for Children and Families, listed in Exhibit 3.3, for specific information about the program.

Equal Employment Opportunity¹

In passing the Civil Rights Act of 1964, Congress established as a compelling national priority that discrimination in employment be eliminated. As a public employer, districts are responsible for ensuring that discrimination on the basis of race, color, national origin, age, religion or sex does not occur in any aspect of employment, including advertising, recruitment, referrals, testing, hiring, assignment, transfer, promotion,

training, apprenticeship, disciplinary action, layoff and recall, termination, compensation, benefits and all other terms, conditions, and privileges of employment. Following are some facts regarding discrimination laws in the U.S.

PREGNANCY

The Pregnancy Discrimination Act is an amendment to Title VII of the Civil Rights Act of 1964. Discrimination on the basis of pregnancy, childbirth or related medical conditions constitutes un-lawful sex discrimination under Title VII. Women affected by pregnancy or related conditions must be treated in the same manner as other applicants or employees with similar abilities or limitations.

RELIGIOUS

Title VII of the Civil Rights Act of 1964 prohibits employers from discriminating against individuals because of their religion in hiring, firing, and other terms and conditions of employment. The act also requires employers to reasonably accommodate the religious practices of an employee or prospective employee, unless to do so would create an undue hardship upon the employer (see also 29 CFR 1605).

Flexible scheduling, voluntary substitutions or swaps, job reassignment and lateral transfers are examples of accommodating an employee's religious beliefs.

¹1990, DECEMBER. U.S. EQUAL EMPLOYMENT OPPORTUNITY COUNCIL FACT SHEETS. FORM #S EE0C-FS/E-1, E-2, E-3, E-4, E-5.

HARASSMENT

Sexual harassment is a form of sex discrimination that violates Title VII of the Civil Rights Act of 1964. Unwelcomed sexual advances, requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when submission to or rejection of this conduct explicitly or implicitly affects an individual's employment, unreasonably interferes with an individual's work performance or creates an intimidating, hostile or offensive work environment.

DISABILITIES

Title I of the Americans with Disabilities Act of 1990, which took effect July 26, 1992, prohibits private employers, state and local governments, employment agencies and labor unions from discriminating against qualified individuals with disabilities in job applications procedures, hiring, firing, advancement, compensation, job training, and other terms, conditions and privileges of employment. An individual with a disability:

1. Has a physical or mental impairment which substantially limits one or more major life activities
2. Has a record of such an impairment
3. Is regarded as having such an impairment, or limitation

NATIONAL ORIGIN

Title VII of the Civil Rights Act of 1964 protects individuals against employment discrimination on the basis of national origin as well as race, color, religion, and sex. It is unlawful to discriminate against any employee or applicant because of the individual's national origin. No one can be denied equal employment opportunity because of birthplace, ancestry, culture, or linguistic characteristics common to a specific ethnic group. Equal employment opportunity cannot be denied because of marriage or association with persons of a national origin group; membership or association with specific ethnic promotion groups; attendance or participation in schools, churches, temples or mosques generally associated with a national origin group; or a surname associated with a national origin group.

A handbook for state, county, and municipal governments regarding their responsibilities in the area of equal employment opportunity is available from (by writing) the U.S. Equal Employment Opportunity Commission, 131 M Street NE Washington, DC 20507, 1-800-669-4000, www.eeoc.gov.

Employment of Relatives

Hiring practices are defective if people in authority hire or influence others to hire members of their family (nepotism). A district should avoid even the appearance of favoritism associated with employing immediate family members of district supervisors, district employees, or agency personnel having close working relationships with districts.

District policies on nepotism can include:

1. Employees should not supervise other members of their family.
2. Those who make or influence selections should not hire their relatives.
3. When relatives of a district supervisor are employed in a conventional manner, selection should be deferred to another supervisor or committee.

These recommendations are not for the purpose of depriving any citizen of an equal chance for a district job. They are made solely to eliminate the appearance of preferential treatment.

The definition of members of the immediate family should be determined by each district and included in the policy statement. Normally aunts, uncles, nephews or nieces by marriage, and cousins are not regarded as members of the family when establishing rules against nepotism. **District supervisors should avoid conduct that would appear to create a conflict of interest situation.**

Political Participation (Hatch Act)

Federal law prohibits certain partisan political activity by an officer or employee of a state or local agency under some circumstances. The Office of Special Counsel (OSC) has jurisdiction over the act. For questions, visit their website at www.osc.gov.

Don't rely on the advice of friends, fellow workers, or others who may not have special knowledge of the law. Informational brochures concerning political activities of state and local agency employees are available from the OSC.

The following summary of the Hatch Act provisions was supplied by the Office of Special Counsel.

POLITICAL DO'S AND DON'TS FOR STATE AND LOCAL EMPLOYEES

An individual principally employed by a state or local executive agency in connection with a program financed in whole or in part by federal loans or grants.

- **May** be a candidate for public office in a nonpartisan election
- **May** campaign for and hold elective office in political clubs and organizations
- **May** actively campaign for candidates for public office in partisan and nonpartisan elections
- **May** contribute money to political organizations or attend political fund-raising functions
- **May** participate in any activity not specifically prohibited by law or regulation
- **May not** be a candidate for public office in a partisan election
- **May not** use official authority or influence for the purpose of interfering with or affecting the results of an election or a nomination for office
- **May not** directly or indirectly coerce contributions from subordinates in support of a political party or candidate

An election is partisan if the candidate for an elective public office is running as a representative of a political party whose presidential candidate received electoral votes at the preceding presidential election.

CAUTION: An employee's conduct is also subject to the laws of the state and the regulations of the employing agency. Prohibitions of the Hatch Act are not affected by state or local laws.

Verifying Employment Eligibility

The federal Immigration Reform and Control Act (IRCA) became effective July 1, 1987. The act requires all employers to verify that employees hired after May 31, 1987 are authorized to work in the United States.

³1991, JULY. U.S. OFFICE OF SPECIAL COUNSEL. "POLITICAL ACTIVITY AND THE STATE & LOCAL EMPLOYEE." U.S. GOVERNMENT PRINTING OFFICE; 1991 0-297-503 QL 3.

The district must complete Form I-9 (Employment Eligibility Verification), for all persons hired after May 31, 1987. Form I-9 must be completed by the employee within three business days of the date of hire.

The law requires employers to do the following : (1) have employees fill out their part of Form I-9 when they start work; (2) check documents establishing employees identity and eligibility to work; (3) properly complete Form I-9; (4) retain Form I-9 for at least three years (if the person is employed for more than three years, retain the Form until one year after the person terminates employment); (5) present the Form for inspection to an INS or Department of Labor (DOL) officer upon request. You will be given at least three days' advance notice of the inspection.

Districts do not need to complete the form for: (1) persons hired before November 7, 1986; (2) persons hired after November 6, 1986 who left your employment before June 1, 1987; (3) persons who provide labor to you who are employed by a contractor providing contract services (e.g. employee leasing); (4) persons who are independent contractors.

Instructions for completing Form I-9 and the form can be found at <https://www.uscis.gov/i-9>.

A prospective employee will be required to pass all applicable background checks requested by the Natural Resources Conservation Service. A prospective employee must also possess and maintain a valid Kansas motor vehicle operator's license within 60 days of the initial hire date.

Probationary Period

No interview process or testing procedure can accurately determine without question if a person is suited to a particular job. This is best accomplished by a training period of employment. The length of this training period varies considerably among employers but should not be less than 90 days.

During this period, the employee should be carefully observed in actual work situations. At intervals throughout the probationary period the supervisor should discuss job performance with the employee. It should be made clear to the employee that the probationary period is a test period and that the evaluation of the employee's performance will determine whether the district wishes to retain the employee. Employers are encouraged to conduct an evaluation 30 days before the end of the probation period.

In some jurisdictions policies are established that restrict the use of various types of leave until the end of the probationary period. Some benefits, such as life insurance, health insurance and pension plans do not take effect until after probationary period. Any policy developed regarding benefits during the probationary period should be thoroughly discussed with the employee.

Forms

A variety of sample forms used in employment are included in this chapter as pages 3:10 to 3:12. They can be adopted as they are or modified to fit the needs of a particular district.

PLEASE NOTE: Exhibits 3.11 - 3.15 are sample forms only! Under the American's with Disabilities Act of 1990, medical questions may only be asked as a second stage to the hiring process, after the initial interview. Please call the number on page 3:13 if further questions arise regarding equal employment opportunities.

Exhibit 3.1 Checklist for Hiring Employees

EVALUATE NEEDS OF THE DISTRICT

COMPLETED

1. Develop and/or revise the position description _____
2. Establish minimum qualifications _____
3. Develop salary, budget and expenses to support the position _____

POSITION ANNOUNCEMENTS

1. Prepare position announcement
a. Set appointment deadline
b. Contact Division of Conservation as needed _____
2. Advertise vacant position
a. Use lists of colleges, schools, and Vo-Techs, etc.
b. Use the list of state job services
c. Put advertisements in the newspaper and on the radio
d. Direct mailings to individuals who have resumes on file
e. Universities, colleges, vocational schools, community colleges
f. Professional organizations _____

PRE-INTERVIEW

1. Select an interview committee _____
2. Review the needs of the district _____
3. Review position description _____
4. Screen applications to select finalists based on minimum qualifications _____
5. Check with references and past employers _____
6. Schedule final oral interviews with selected finalists (45 minutes) _____
7. Send out "Confirmation to Interview" letters _____
8. Send out denial letters to non-finalists _____
9. Prepare interview questions and score-sheet _____
10. Develop interview format _____
11. Interview, including follow up and/or second interview _____
12. Mail responses to applicants _____

Exhibit 3.2 Sample Employment Application

NAME (last, first, middle)		SOCIAL SECURITY NUMBER _____ - _____ - _____		DATE OF APPLICATION _____ - _____ - _____	
ADDRESS (street, city, state, Zip Code)				TELEPHONE (_____) _____ - _____	
U.S. CITIZEN YES NO	TYPE OF VISA (If not a U.S. citizen)	POSITION DESIRED:	SALARY DESIRED:	DATE AVAILABLE FOR WORK _____ - _____ - _____	
HAVE YOU BEEN PREVIOUSLY EMPLOYED BY THE DISTRICT? _____ YES _____ NO IF YES, WHEN?			LIST ANY RELATIVES NOW OFFICIALLY ASSOCIATED WITH THE DISTRICT		
INDICATE AREAS YOU ARE WILLING TO WORK FULL-TIME ___ PART-TIME ___ TEMPORARY ___ SUMMER ___			INDICATE THE FOLLOWING (in words/min.): TYPING SPEED _____ KEYBOARD SPEED _____		
EDUCATION AND TRAINING: (include high school, GED, trade and vocational schools, undergraduate and graduate degrees)					
NAME OF SCHOOL	ADDRESS, CITY, STATE	COURSE OF STUDY	DATES ATTENDED OR DATE DEGREE WAS RECEIVED	DEGREE, OR CREDITS COMPLETED	
LIST SPECIAL SKILLS, QUALIFICATIONS OR ACCOMPLISHMENTS RELATED TO POSITION YOU ARE APPLYING FOR					
LIST ANY PROFESSIONAL SOCIETY MEMBERSHIPS					
LIST CURRENT PROFESSIONAL OR VOCATIONAL LICENSES AND CERTIFICATES					
DO YOU HAVE A VALID STATE DRIVER'S LICENSE? _____ YES _____ NO	IF YES, HAS YOUR LICENSE EVER BEEN SUSPENDED OR REVOKED? _____ YES _____ NO	IF YES, PLEASE EXPLAIN:			
HAVE YOU EVER BEEN CONVICTED OF A CRIMINAL OFFENSE? _____ YES _____ NO ARE YOU CURRENTLY OUT ON BAIL OR ON YOUR OWN RECOGNIZANCE PENDING TRIAL? _____ YES _____ NO HAVE YOU EVER BEEN CONVICTED OF DRIVING UNDER THE INFLUENCE OF ALCOHOL OR DRUGS? _____ YES _____ NO (If your answer is yes to any of these questions please explain on a separate sheet of paper reporting all cases and dates except minor traffic violations, sealed or juvenile convictions.)					
LIST THREE (3) PEOPLE FOR REFERENCES WHO ARE NOT RELATED TO YOU AND WHO WILL NOT BE RECORDED AS SUPERVISORS UNDER THE WORK EXPERIENCE SECTIONS					
FULL NAME AND TITLE		TELEPHONE (include Area Code)	ADDRESS (street, city, state, Zip Code)		

Exhibit 3.2 Sample Employment Application (continued)

Employment History: (list below your work experience beginning with your present or most recent job)			
Name of Employer		Telephone	Job Title
Address (street, city, state, Zip Code)		Supervisor's Name, Title & Telephone Number	May we contact this supervisor? (Please circle one) Yes No
Describe Work Performed			
Date Started	Date Ended	Wage Rate	Reason for Leaving
Name of Employer		Telephone	Job Title
Address (street, city, state, Zip Code)		Supervisor's Name, Title & Telephone Number	May we contact this supervisor? (Please circle one) Yes No
Describe Work Performed			
Date Started	Date Ended	Wage Rate	Reason for Leaving
Name of Employer		Telephone	Job Title
Address (street, city, state, Zip Code)		Supervisor's Name, Title & Telephone Number	May we contact this supervisor? (Please circle one) Yes No
Describe Work Performed			
Date Started	Date Ended	Wage Rate	Reason for Leaving
Name of Employer		Telephone	Job Title
Address (street, city, state, Zip Code)		Supervisor's Name, Title & Telephone Number	May we contact this supervisor? (Please circle one) Yes No
Describe Work Performed			
Date Started	Date Ended	Wage Rate	Reason for Leaving
<p>I certify that the above information is correct and complete to the best of my knowledge and belief. I make this statement with the knowledge that any false or misleading statement or omission of material fact MAY BE SUFFICIENT CAUSE FOR DISMISSAL. I authorize the district to verify any of the information I have submitted in this application.</p> <p><i>Signature</i> _____ <i>Date</i> _____</p>			

Exhibit 3.3 Recruitment and Placement Assistance

NATIONAL

THE NATIONAL CAUCUS AND CENTER ON BLACK AGING, INC.

ATTN: PERSONNEL
1220 L Street, NW, Suite 800
Washington, DC 20005
P (202) 637-8400
F (202)-341-0895
www.ncba-aging.org

NATIONAL URBAN LEAGUE

Urban Senior Jobs Program
80 Pine Street, 9th Floor
New York, NY 10005
(212) 558-5300
www.nul.org/program/urban-seniors-jobs-program

NATIONAL COUNSEL ON THE AGING

ATTN: PERSONNEL DIRECTOR
251 18th Street South, Suite 500
Arlington, VA 22202
www.ncoa.org

NATIONAL HISPANIC COUNCIL OF AGING

2201 12th Street NW, Suite 101
Washington, DC 20009
P (202) 347-9733
F (202) 347-9735
www.nhcoa.org

STATE

KANSAS DEPARTMENT FOR CHILDREN AND FAMILIES

Office of the Secretary
555 S. Kansas Ave.
Topeka, KS 66603
P (785) 296-3271
www.dcf.ks.org

SENIOR EMPLOYMENT SERVICES

KANSAS DEPARTMENT OF COMMERCE

www.kansascommerce.gov/program/workforce-services/state-of-kansas-senior-employment-services

EMPLOYMENT PREPARATION SERVICES

Kansas Works Program, www.KANSASWORKS.com
CONTACT LOCAL SRS OFFICE

WORKFORCE INNOVATION AND OPPORTUNITY ACT (WIOA)

KANSAS DEPARTMENT OF COMMERCE

Workforce Service Centers link: <https://www.kansasworks.com/contact>

Exhibit 3.4 Guidance for Interview Questions

TOPIC	O.K. TO ASK	QUESTIONABLE
Name	Ask applicant for other names under which employed or educated (for reference checking purposes only)	Ask applicant for maiden name, previous names of relatives, etc.
Arrests	Ask if applicant has been convicted of a crime, and if so, for details - Indicate that this is not an automatic bar to employment	Ask if applicant has ever been arrested
Address	Ask applicant for address. Tell applicant of district continuing residency requirements, if any	Limit geographical area in accepting applications
Birth Place/Ancestry	Questions regarding this topic are unnecessary	Ask applicant for birthplace of self or relatives Ask applicant to disclose ancestry or relatives Ask applicant to disclose ancestry or national origin
Age	Ask applicant age if for bona fide occupational qualification or minimum age laws	Ask applicant age
Religion	Tell applicant the workweek requirements to deter any conflict	Ask applicant for any information regarding religion (creed, holidays, preference)
Race/Color	Tell applicant a photograph may be required after hiring	Ask applicant for photograph before hiring Ask applicant for eye or hair color
Citizenship	Ask if applicant is a U.S. citizen or intends to become one	Ask applicant if self or relatives are naturalized or native born citizens or request citizenship dates
Education/Experience	Ask applicant about education and work experience	Ask applicant in what country attended school
Relatives	Ask for names and addresses of persons to be notified in "an emergency"	Ask a male applicant the maiden name of wife or mother

Exhibit 3.4 Guidance for Interview Questions (continued)

TOPIC	O.K. TO ASK	QUESTIONABLE
Military	Ask applicant about military experience in the U.S. Armed Forces or State Militia	Ask applicant about foreign military experience Ask applicant to produce military discharge papers before hiring.
Memberships	Ask applicant about memberships in organizations which do not disclose race, religion, or national origin Ask if applicant belongs to a specific organization - (which advocates the violent overthrow of the U.S. government)	Ask applicant about memberships in organizations which would indicate religion, race or national origin
Child Care		Ask applicant about child care arrangements
Marital		Ask applicant about marital status, spouse's name or occupation, prior married name, Mr., Mrs., etc.
Saturday/Sunday Work	Tell applicant that job may involve work on these days and that a reasonable effort will be made to accommodate personal needs	
Height/Weight	Ask applicant for height and weight only if bona fide occupational qualification.	
Salary	Ask applicant for salary desired, or salary history	Ask applicant for lowest salary acceptable
Credit		Ask applicant for credit information (charge accounts, home ownership)

Exhibit 3.5 Example Interview Questions

Listed below are 26 sample interview questions. You need not use all of these questions in the interview. Rather, you should pick the questions that are most appropriate to the position being filled. Each candidate for a particular position should be asked the same questions.

1. What knowledge do you possess of conservation districts and their objectives?
2. What is your perception of the various duties and responsibilities required of this position?
3. Briefly tell us of your previous professional or personal experiences you feel qualify you for this position.
4. How much contact have you had with the public in your current and previous jobs? Do you enjoy working with the public? How about children?
5. What experience do you have writing or drafting correspondence?
6. Describe any experience you may have in bookkeeping or computing payroll.
7. Tell us about any public speaking experiences you may have had.
8. What supervisory experience do you possess?
9. Would you describe yourself as a "team player"? Explain.
10. How often and to what extent are you currently utilizing a typewriter, calculator, copier and personal computer? What software programs are you familiar with?
11. How would you describe your attendance at your present and past jobs?
12. What job have you enjoyed the most, least? Explain.
13. What strengths would you bring with you to this position?
14. What weaknesses do you have that might affect your job performance?
15. What kind of things are important to you in a job and why?
16. Tell us about any activities or accomplishments at your current or previous jobs that you are particularly proud of.
17. Let's say that you have several things needing to be done, how would you go about prioritizing them?
18. Would you consider yourself a self-motivated person? Why?
19. Have you encountered difficult people in previous work experience? If so, describe the situation and how you dealt with them. Looking back, would you handle the situation differently? If so, how?
20. This position requires occasional attendance at night meetings or overnight functions. Would this cause you any problems?
21. What was the reason for leaving or looking to leave past and present jobs?
22. Why do you want this job?
23. Is there anything else you would like to tell us about yourself?
24. If you were selected to fill this position, when could you report for work?
25. Do you have any other questions about this job, benefits or about conservation districts?
26. Are you still interested in this job?

Other questions can be developed relating to the specific job to be performed. These might include more specific questions about technical experience, clerical qualifications or management skills. Questions should be designed to encourage the applicant to talk. "Tell me" questions work well for this.

Make mental and written notes throughout the interview. Review your reactions with other interviewers after each interview. Both district supervisors and the individual interviewed should follow up if questions develop after the interview.

Exhibit 3.7 Sample Response Letter

November 1, 2021

Dear _____:

Thank you for indicating your interest in the position of District Secretary with the Happy County Conservation District.

I have enclosed our job announcement, which gives a description of the position and outline of the qualifications we are seeking. If you are interested, we would be pleased to receive your resume. Resumes must be submitted, no later than 5 p.m., November 10.

Please call me at 913-555-1234 if you have questions or desire further information.

Sincerely,

Earnest R. Wiseman, Chairman
Happy County Conservation District

Enclosure

Exhibit 3.8 Sample Confirmation of Acceptance Letter

November 30, 2021

Dear _____:

I am pleased that you have accepted the position of District Secretary with the Happy County Conservation District.

Your appointment is effective December 12, 2016 at a rate of \$_____ per hour. Your position will serve a probationary period of _____ months. Upon satisfactory performance, the probationary period will end on _____.

Ima Good, the District Manager, will complete the necessary documents for your appointment and will discuss with you benefits available and any concerns you may have regarding your employment with the district.

We look forward to having you as part of our staff.

Sincerely,

Earnest R. Wiseman, Chairman
Happy County Conservation District

Exhibit 3.9 Sample Rejection Letter

November 30, 2021

Dear _____:

On behalf of the interview team, I thank you for taking time to interview for the District Secretary's position with the Happy County Conservation District. While your qualifications and experience were judged favorably relative to the requirements of the position, the interview team has, nevertheless, recommended the appointment of another applicant who we believe will best meet the needs of this position.

This has been a very difficult decision with so many well-qualified applicants from which to choose. We hope you will not be discouraged from considering other district job opportunities.

Your interest in employment with the conservation district is appreciated. We will keep your application on file in the event of a similar opening.

Sincerely,

Ernest R. Wiseman, Chairman
Happy County Conservation District

Exhibit 3.10 New Employee Checklist

New Employee Checklist

(Updated 3-6-20)

Employee Name: _____

Date of Employment: _____

This checklist is designed to assist the conservation district board and the new employee in completing required documents and other activities that may need to take place within the first month of employment.

- 1. Conservation district designee notifies the Division of Conservation office of new hire, preferably within seven days after hiring new employee.
- 2. Employee signs and has notarized the Employee's Oath before entering duties of employment.
(**Instructions and oath:** Kansas Conservation District Handbook, District Operations, or oath may be printed through the Cost-Share & Information Management System (CSIMS).)
- 3. Employee and conservation district designee complete Form I-9, Employment Eligibility Verification, required within first three days of employment.
(**Instructions and form:** www.uscis.gov/files/form/i-9.pdf.)
- 4. A copy of the conservation district personnel policy and Local Operational Agreement is provided to new employee, normally on or before first day of employment.
(**Information and personnel policy example:** Kansas Conservation District Handbook, Personnel Management Responsibilities.)
- 5. Complete conservation district employment contract, normally on or before first day of employment.
(**Information and example:** Kansas Conservation District Handbook, Recruitment and Employment.)
- 6. Employee completes any conservation district required emergency information and medical forms, normally on or before first day of employment.
(**Example:** Kansas Conservation District Handbook, Recruitment and Employment.)
- 7. If applicable, new employee signs the conservation district's overtime/compensatory time policy agreement, normally on or before first day of employment.
- 8. Request arrangements for computer access and e-mail setup from NRCS district conservationist, normally on or before first day of employment.
- 9. New employee (or other district employee with assigned duty) completes the Employee Information Form in CSIMS, preferably within the first week of employment.
(**If no access to CSIMS, contact the Division of Conservation**)
- 10. Employee completes federal Form W-4, Employee's Withholding Allowance Certificate, normally within the first week of employment.
(**Instructions and form:** www.irs.ustreas.gov/pub/irs-pdf/fw4.pdf.)
- 11. Employee completes Kansas Form K-4, Employee Withholding Allowance Certificate, normally within the first week of employment.
(**Instructions and form:** <http://www.ksrevenue.org/pdf/k-4.pdf>.)

- 12. Report new hire to the Kansas Department of Labor, required within 20 days.
(**Instructions:** www.dol.ks.gov/ui/html/newhires_BUS.html.)
- 13. Contact worker's compensation insurance carrier to inform of new employee, normally within the first week of employment.
- 14. If applicable, make sure this job position is covered by the conservation district surety bond, normally on or before first day of employment.
(**Surety bond information:** [Kansas Conservation District Handbook, Financial Management.](#))
- 15. For Conservation Districts who participate in the Kansas Public Employees Retirement System (KPERs), conservation district designee calls KPERs (toll-free 1.888.275.5737) to report a new employee (those whose employment requires at least 1,000 hours of work per year) and completes KPERs-1, Report of Member Status, to enroll as a new member (www.kpers.org/forms/k1.pdf). If new employee is appointed as the district's designated KPERs agent, complete KPERs-2, Designation of Agent form (www.kpers.org/forms/k2.pdf).
- 16. If applicable, enroll new employee in health, retirement and/or life insurance plans(s).
- 17. Conservation district board or designee discusses with new employee the performance expectations and how and when the employee will be evaluated, normally within the first week of employment.
(**Information and example performance appraisals:** [Kansas Conservation District Handbook, Position Descriptions and Performance Appraisals.](#))
- 18. If applicable, employee signs bank signature card(s) following conservation district board approval for new employee to sign checks.
- 19. If applicable, employee contacts DOC to request CSIMS username setup following conservation district board authorizing the new employee to process and electronically submit state cost-share forms to DOC. (See CSIMS User's Guide for instructions on Setting Password for New User.)
- 20. If applicable, conservation district board appoints the new employee to be the freedom of information officer and/or custodian of the district's records in accordance with the Kansas Open Records Act (KORA).
(**KORA information:** <http://www.ksag.org/files/koraoutline2009.PDF>)
- 21. Conservation district board or designee coordinates orientation and training arrangements for the new employee.
(**Information:** [Kansas Conservation District Handbook, Employee Training.](#))
- 22. Employee acknowledges NRCS USDA Section 1619 Compliance and complies with the provisions within.
(**Information:** https://www.nrcs.usda.gov/Internet/FSE_DOCUMENTS/nrcs141p2_002666.pdf)

Exhibit 3.11 Emergency Information Sheet

Name: _____ Social Security Number ____ - ____ - _____

Home Address: _____ Phone () _____

Mailing Address: _____ City _____ State _____ Zip _____

In case of emergency, please notify either:

1. Name: _____ Relationship: _____
Home Phone () _____ Business Phone () _____

2. Name: _____ Relationship: _____
Home Phone () _____ Business Phone () _____

Sitter or Day Care: _____ Phone () _____

Personal Physician: _____ Phone () _____

Insurance Company (medical): _____
Phone () _____ Policy Number _____

Emergency Medical Information: (please include all allergies and medication)

Employee Signature: _____

Date: _____

Exhibit 3.12 *Sample Medical Examination

MEDICAL EXAMINATION

Part A. To be completed by applicant or employee (type or print in ink)

1. NAME (last, first, middle)	2. SOCIAL SECURITY NUMBER ____ - ____ - ____	3. GENDER M F	4. DATE OF BIRTH ____ - ____ - ____ mo day yr
5. DO YOU HAVE ANY MEDICAL DISORDERS OR PHYSICAL IMPAIRMENTS WHICH WOULD INTERFERE IN ANY WAY WITH THE FULL PERFORMANCE OF DUTIES SHOWN BELOW? (Please consider: Anaphylactic shock history __, past experience with aspirin __, and history of past diseases __.) YES NO (If YES, explain fully to the examining physician)		6. I CERTIFY THAT ALL THE INFORMATION GIVEN BY ME IN CONNECTION WITH THIS EXAMINATION IS CORRECT TO THE BEST OF MY KNOWLEDGE AND BELIEF. _____ (signature of applicant)	

Part B. To be completed by employer before examination

1. PURPOSE OF EXAM: PREAPPOINTMENT ____ OTHER ____	2. POSITION TITLE:	
3. BRIEF DESCRIPTION OF WHAT POSITION REQUIRES EMPLOYEE TO DO:		
4. CIRCLE THE NUMBER PRECEDING EACH FUNCTIONAL REQUIREMENT AND EACH ENVIRONMENTAL FACTOR ESSENTIAL TO THE DUTIES OF THIS POSITION. LIST ANY ADDITIONAL ESSENTIAL FACTORS IN THE BLANK SPACES.		
	A. FUNCTIONAL REQUIREMENTS	
1. Heavy lifting, 45 pounds and over 2. Moderate lifting, 15-44 pounds 3. Light lifting, under 15 pounds 4. Heavy carrying, 45 pounds and over 5. Moderate carrying, 15-44 pounds 6. Light carrying, under 15 pounds 7. Straight pulling (hours) 8. Pulling hand over hand (hours) 9. Pushing (hours) 10. Reaching above shoulder 11. Use of fingers 12. Both hands required 13. Walking (hours)	14. Standing (hours) 15. Crawling (hours) 16. Kneeling (hours) 17. Repeated bending (hours) 18. Climbing, legs only (hours) 19. Climbing, use of legs and arms 20. Both legs required 21. Operation of crane, truck, tractor, or motor vehicle 22. Ability for rapid mental and muscular coordination simultaneously 23. Near vision correctable at 13" to 16" to Jaeger 1 to 4	24. Far vision correctable in one eye to 20/20 and to 20/40 in the other 25. Far vision correctable in one eye to 20/50 and to 20/100 in the other 26. Specific visual requirement (specify) 27. Both eyes required 28. Depth perception 29. Ability to distinguish basic colors 30. Ability to distinguish shades of colors 31. Hearing (aid permitted) 32. Hearing without aid 33. Specific hearing requirements (specify) 34. Other (specify)
	B. ENVIRONMENTAL FACTORS	
1. Outside 2. Outside and inside 3. Excessive heat 4. Excessive humidity 6. Excessive dampness or chilling 7. Dry atmospheric conditions 8. Excessive noise, intermittent	9. Constant noise 10. Dust 11. Fumes, smoke or gases 12. Grease and oils 13. Slippery or uneven walking surfaces 14. Working around machinery with moving parts	15. Working around moving objects or vehicles 16. Explosives 17. Working closely with others 18. Working alone 19. Protracted or irregular hours of work 20. Other (specify)

Part C. To be completed by examining physician

1. EXAMINING PHYSICIAN'S NAME (type or print)	2. ADDRESS (including ZIP Code)
3. SIGNATURE OF EXAMINING PHYSICIAN _____ (Signature) _____ (date)	
IMPORTANT: After signing, return the entire form intact in the envelope which the person you examined gave you.	

* This form should be used when the physical requirements of the position require a licensed physician's evaluation of the candidate's ability to perform the job.

Exhibit 3.13 Example Physician’s Statement Prenatal Condition

PATIENT'S NAME: _____

PRESENT POSITION: _____

HOME ADDRESS: _____ **PHONE** _____

A. District Policy:

This employee has been requested to obtain a statement from her physician regarding her prenatal condition. As the employer, we are interested and concerned about her health. Also, we need to be aware whether her continued employment in the position indicated will in any way be injurious to the employee's health.

Will you please provide us a statement regarding the approximate delivery date, the advisability of the employee to continue working, as well as any other comments that you believe are pertinent to the employee's health situation. Your evaluation comments will be treated in confidence.

B. Physician's Statement: _____ **Date:** _____

1. Approximate Delivery Date is:

2. Comments:

3. It will not be injurious to my patient's health to continue her employment in her present position.

(Physician's Signature)

C. Employer - Employee Agreement

After reviewing your Physician's Statement and in accordance with District Policy, you may continue in your present assignment. If you experience any personal problems related to your pregnancy and such problems interfere with your general job performance, the district reserves the right to establish a specific separation date.

Employee Signature

Date

District Chair Signature

Exhibit 3.14 *Sample Statement of Physical Ability for Light Duty Work

**STATEMENT OF PHYSICAL ABILITY FOR LIGHT DUTY WORK
INSTRUCTIONS TO APPLICANT**

Please read instructions for each section carefully before answering the questions. Type or print answers in ink. If additional details are required, use Section D. After completing this statement, be sure to sign and date it in Section E. Your replies will be evaluated in terms of the particular position for which you are applying. (AT THE DISCRETION OF THE DISTRICT, A MEDICAL EXAMINATION MAY BE REQUIRED.)

IDENTIFICATION OF APPLICANT

NAME (<i>last, first, middle</i>)	DATE OF BIRTH ____ - ____ - ____ mo day yr	SOCIAL SECURITY NUMBER ____ - ____ - ____
ADDRESS (<i>number, street, city, state and Zip Code</i>)		TITLE OF POSITION APPLIED FOR

SECTION A - PHYSICAL LIMITATIONS

Answer each item by circling YES or NO for each question. If you answer YES to any item, give additional details in Section D.

<p>1. Do you have any difficulty:</p> <p>a. reading small newspaper print (glasses permitted)? YES NO</p> <p>b. reading ordinary newspaper headlines with glasses? YES NO</p> <p>c. seeing distant objects with either eye (glasses permitted)? YES NO</p> <p>2. Do you have difficulty distinguishing basic colors (red, green, blue)? YES NO</p> <p>3. Do you have difficulty distinguishing shades of colors? YES NO</p> <p>4. Do you have any hearing problem, including hearing telephone conversations (hearing aid permitted)? YES NO</p> <p>5. Do you wear a hearing aid? YES NO</p> <p>6. Do you have any speech impairment which hinders:</p> <p>a. person-to-person conversation? YES NO</p> <p>b. telephone conversation? YES NO</p> <p>c. talking to groups of people? YES NO</p> <p>7. Do you have an amputation or abnormality of a leg, foot, arm, hand and/or finger? YES NO</p> <p>8. Do you have difficulty using arms, hands, or fingers for reaching in any direction, grasping, handling, or fingering? YES NO</p> <p>9. Do you have any disease or disability which would make your employment in light duty work a hazard to yourself or others? YES NO</p>

SECTION B - PHYSICAL ENDURANCE FACTORS

<p>During the workday are you physically able to perform the activities listed below? If you answer NO to any item, give additional details in Section D. YES NO</p> <p>2. Standing for long periods of time? YES NO</p> <p>3. Some walking on flat surfaces, slight inclines, and occasionally climbing stairs? YES NO</p> <p>4. Frequent walking and/or climbing of stairs or steep inclines? YES NO</p> <p>5. Occasional pushing and pulling motions as needed? (For example, opening and closing doors, drawers, etc.) YES NO</p> <p>6. Frequent pushing and pulling motions? (For example, frequent opening and closing file drawers) YES NO</p> <p>7. Occasional bending, stooping, and crouching? (For example, reaching the bottom shelf of a supply cabinet) YES NO</p> <p>8. Frequent bending, stooping and crouching? (For example, frequently opening and closing lower file drawers) YES NO</p> <p>9. Occasionally lifting objects weighing up to 10-12 lbs. and frequently carrying lightweight items? (For example, ledgers, docket, or light weight equipment) YES NO</p> <p>10. Occasionally lifting objects weighing up to 20 - 25 lbs. and frequently carrying objects weighing up to 10 - 12 lbs? YES NO</p>

(continued on reverse side)

* (This form should be used where the maximum physical requirements do not exceed those identified on this form and which can be evaluated by less than a licensed physician.)

Exhibit 3.15 Sample Employment Contract

CONSERVATION DISTRICT EMPLOYMENT CONTRACT

This employment contract, made on this _____ day of _____, 20____ by, and between, the _____ County Conservation District, herein referred to as the Employer, and _____, herein referred to as the Employee, sets forth certain employment conditions and agreements as follows:

SECTION I - IDENTIFICATION OF EMPLOYEE

- A. Name (*last, first, middle*) _____ Phone _____
- B. Address (*number, street, city, state and Zip Code*) _____
- C. Social Security Number _____ - _____ - _____

SECTION II - EMPLOYMENT SPECIFICATIONS

- A. The Employee's headquarters will be located at: _____
- B. The Employee will perform the services of: _____ District Clerk _____ District Manager
(Check one) _____ District Secretary Other _____
- C. Employee status: (*Check one*) _____ Probation
_____ Permanent Full-Time _____ Temporary Full-Time
_____ Permanent Part-Time _____ Temporary Part-Time
- D. The Employee's immediate supervisor is: _____
- E. Rate of pay is \$ _____ per _____ while employed. The Employee shall work _____ hours per week. Payday is _____.
- F. Workweek begins _____; workweek ends _____ (workweek is a regular recurring period of 168 hours in the form of seven consecutive 24 hour periods).
Normal working hours are _____ to _____ Monday Tuesday Wednesday Thursday Friday (circle).
Breaks _____, Lunch _____.
- G. FLSA Status: (*Check one*) _____ Exempt _____ Non-Exempt
- H. Performance Appraisal will be _____ and conducted by _____
- I. All work-related travel by private vehicle shall be pre-approved by the conservation district board, and will be reimbursed at the current IRS maximum mileage rate.

SECTION III. - BENEFITS

Check all items that apply and fill in the correct amounts.

- A. Health and Life Insurance
 - _____ No money will be paid to the Employee for the purchase of health or life insurance nor will the Employer purchase health or life insurance for the Employee.
 - _____ The Employee is to be paid \$ _____ per month for use in securing *health* insurance. This amount will be added to the wages/salary.
 - _____ The Employee is to be paid \$ _____ per month for use in securing *life* insurance. This amount will be added to the wages/salary.
 - _____ The Employer will provide \$ _____ per month toward the purchase of health insurance to be deposited in a separate account for automatic withdraw by the insurance company.

