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Subject: Chapter 2 BUSINESS--VP FOR BUSINESS  
Section 1.02 PERSONNEL PHILOSOPHY STATEMENT

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I. PURPOSE

These statements deal with both personnel management philosophy and functions of the Salt Lake Community College. Their purpose is (1) to provide a foundation for personnel policy development, (2) to provide supervisors and employees a standard of expectations, and (3) to help the departments and the College meet their goals.

These statements are a collection of "attitude" and "value" statements of the College that apply to all paid employees and department personnel functions. The term "employees" includes all categories of paid employees including instructional, non-instructional, and student employees as applicable. Where the term "supervisor" is used in the statements it refers to those persons in instructional, non-instructional, and student employment, as applicable. The term "department" refers to any College organization or work unit with employees. Each statement is to stand alone, to be used independently, as well as together to form the total personnel philosophy of the Salt Lake Community College.

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## II. POLICY

### Philosophy Overview Statement Summary

The Personnel Services Office of the Salt Lake Community College serves the College by providing counsel and assistance in personnel matters. However, each supervisor is responsible for effective personnel management.

Employees are an asset and an investment to help achieve organizational goals. They should receive greater consideration than physical assets, particularly when programs are introduced or altered. Effective personnel management at every level depends largely upon recognizing and enhancing the personal worth and dignity of each employee. This concept of employee value underlies all personnel management.

Supervisors should develop a highly competent work force, offer equal opportunity, and ensure that each employee abides by the policies and regulations of the College. A more highly competent work force should be the result.

Employee performance should always be at a high level and compensation should ideally be based on performance. As the competence of the work force increases, the supervisor's responsibility for higher performance increases also. Each employee is responsible for his/her performance and each supervisor is responsible for employee performance in his/her organization. Supervisors and employees are to establish written measurable performance objectives jointly, in writing, and are to review progress together in periodic performance appraisals. Employees who are exempt from the overtime policy are expected to perform their responsibilities regardless of the hours required.

Employee training and growth is considered necessary to meet future human resource needs and to help develop individual employee capabilities. Therefore, career employment opportunity is important to each employee and to the College. The responsibility for education, employee training and growth lies first with the individual, and then with the supervisor, with appropriate assistance from the Personnel Services Office. As employees become qualified, they may be considered for promotion. However, some vacancies will be filled from outside when required innovative or special skills are needed.

- A. Employees are an Investment. Employees at Salt Lake Community College are an investment, not an expense. They should receive greater consideration than physical assets, particularly when introducing or altering programs. Supervisors should justify the investment in personnel by the results produced and should use the work force to (1) minimize capital and equipment expenses, and (2) improve the quality and timeliness of services.

Recognizing and enhancing the personal worth and dignity of each employee is essential. This will stimulate employees to improve their productivity and help meet department goals

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and objectives. The development and utilization of employee potential is paramount in meeting the expanding instructional needs of the citizens of the State of Utah.

- B. Employee Performance. Supervisors at Salt Lake Community College are to set high employee performance standards and to maintain a high standard of excellence in each department. Measurable objectives are to be agreed upon by supervisor and employee. These objectives are to be reviewed and updated during periodic performance appraisals. Performance appraisals should be thorough and performance should be rewarded equitably. As a minimum, supervisors are to use the performance appraisal program outlined by the College.

Improved performance should be rewarded by promotion, increased compensation, praise, etc. Substandard performers must improve their performance or be demoted, transferred, or terminated according to appropriate personnel policies. Substandard performers will be given the opportunity and necessary help by the immediate supervisor to meet minimum standards of performance as outlined in appropriate personnel policies.

Employees who are exempt from the College's overtime policy are expected to perform their responsibilities regardless of hours required. Employees who are subject to the overtime policy are restricted to a 40-hour work week except when a supervisor has approved overtime in advance as stated in the appropriate personnel policy.

- C. Personnel Policy Formation and Interpretation. Personnel policy and procedure formation at Salt Lake Community College is a joint responsibility of vice presidents and their supervisors, employee representatives, designated committees, or councils, and the Personnel Services Office. The Personnel Services Office is responsible for interpretation of personnel policies and procedures affecting the College. These policies are required to achieve higher employee performance, to comply with the growing body of labor laws, and to ensure that proven personnel practices are followed.

The designated committees and councils, the President, and the Institutional Council review and/or approve the policies before they are made effective.

The policies are positive and are broad enough to permit all departments to fulfill their stewardship while maintaining fairness and consistency among departments.

- D. Employee Training and Growth. Employee training and growth at Salt Lake Community College is intended to meet the College's commitment to individual employee growth and development and is to help the departments meet future human resource needs. This may enhance employee morale and productivity, develop talent for internal promotions, give employees the opportunity to develop, and help departments meet their objectives.

In all training and growth programs, employees prepare their individual plan and have it approved by the supervisor. The employee must make the effort, both on and off the job, to grow and develop, and is responsible for the results produced by his/her plan. The

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Personnel Services Office provides assistance and resources to help meet both department and employee needs where possible.

The College will provide skills development and self-improvement courses for non-supervisory employees to help them in their present duties. With approval from their supervisor, supervisory development programs funded by the College may be taken to help qualify for promotion. Self-improvement, supervisory, and management development courses will be offered to supervisors to help them become more effective in their present duties and to help them qualify for promotion. Department supervisors are responsible for approving technical development programs unique to their department. Supervisors will approve all training activities within approved budget guidelines and with an approved training plan for the employee.

- E. Human Resource Planning. Human resource planning at Salt Lake Community College consists of identifying the staffing requirements to meet College objectives. This is essential for effective human resource management.

Human resource planning is necessary to provide talent required for (1) replacement of employees lost because of attrition, (2) replacement of retirees, and (3) staffing changes caused by new, expanded, or altered programs or assignments. Most important, human resource planning helps departments achieve their objectives by ensuring that qualified personnel are available when needed.

Human resource planning includes (1) Human Resource Needs Identification (determining the number of personnel and the skills required to meet organization needs and to create a skills inventory), (2) Organizational Development (assessing each organization and determining whether the human resources are being used effectively and ensuring that organizational structures are appropriate to their functions), (3) Job Title Administration, and (4) Employee Performance Appraisal.

Department supervisors are accountable to identify and manage human resources to achieve their approved objectives. Department human resource planning and human resource management include (1) identifying departmental human resource needs, (2) planning and providing replacements for employees lost through planned and unplanned attrition and through retirement, (3) developing current employees to fill future needs, (4) maintaining appropriate organizations, (5) coordinating job titles with the Personnel Services Office, and (6) administering an employee performance appraisal program.

The Personnel Services Office will assist the departments in human resource planning and human resource management in the following ways: (1) Take the initiative in providing a common employee performance appraisal program, ensuring that job descriptions coincide with employee tasks and responsibilities, ensuring that department job title recommendations are appropriate, and advising departments to comply with state and federal labor laws and regulations. (2) Assist, upon request, in ensuring that personnel policies and procedures are administered properly, organization structures are appropriate,

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staffing levels are appropriate, replacement planning is effective, employees are prepared for promotion through training programs, and employees are identified for potential promotion.

- F. Pay and Benefits. The Salt Lake Community College can better attract and retain motivated and productive employees by providing fair pay and benefits and a compatible work environment in which performance is measured and excellence is rewarded.

Employees have been attracted to College employment to help it meet its mission and goals, to work in a positive College environment, and to enjoy the other benefits that College employment provides.

It is the objective of the College to provide pay and benefits comparable to similar colleges as permitted by available resources.

The Personnel Services Office assists department supervisors in following established policy and procedures and assists in administering pay and benefits through all departments and throughout all employees.

- G. Equal Employment Opportunity. The Salt Lake Community College supports the concept of equal employment opportunity as well as labor laws and employment programs that support this concept. An integral program is affirmative action. The Personnel Services Office assists supervisors in complying with applicable State and Federal labor laws.

All applicants and employees will be treated fairly with regard to recruiting, hiring, pay, benefits, and promotion.

Traditionally the best qualified applicants have been hired and promoted. However, Federal Affirmative Action guidelines/interpretations now provide for hiring from a top group of applicants. Therefore, supervisors are encouraged to hire and promote applicant(s) from among the qualified finalists. The selection supervisor shall keep in mind the Colleges goals to correct under utilization of minorities and/or women in the College work force. The purpose is to help departments and the College meet their Affirmative Action goals.

- H. Internal Promotion. Departments of Salt Lake Community College will list all vacant, regular positions with the Personnel Services Office. The Personnel Services Office will post these positions on selected bulletin boards for five working days except where a promotion within the department fills the open position. The Personnel Services Office will review candidates for internal promotion for eligibility and acceptable skill qualifications. Department supervisors will make the final selection after the Personnel Services Office certifies the candidates' qualifications.

In filling open positions, the best qualified candidates will be considered first from the employing department, second from other College departments and last from outside

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candidates. This procedure will encourage employee growth and career development, and will help meet present and future staffing needs.

Supervisory and technical applicants outside the College work force may be recruited when needed innovative or skill requirements are not available in a current employee. The employing department will determine whether a current College employee is qualified after the Personnel Services Office has helped identify potential candidates and reviewed them with the employing department. This approach will provide for internal promotion, but also bring new ideas and skills from outside.

- I. Employment Advertising. Employment advertising will be used to recruit applicants from outside Salt Lake Community College when no qualified or appropriate employees are available. The Personnel Services Office, will coordinate all advertising after consultation with the hiring department, which may be directed to (1) college and university placement offices and departments, (2) selected newspapers, (3) selected trade journals, (4) state employment services, and (5) selected organizations that are effective in identifying minority, female, and other protected categories of applicants.
- J. Recruiting, Hiring, and Termination. Salt Lake Community College employee recruiting will be directed toward finding the best applicant where no present employees are qualified or appropriate. Applicants must meet applicable immigration standards. The Personnel Services Office will assist the departments in complying with State and Federal Equal Employment Opportunity laws and College Personnel Policies and Procedures. There will be equal opportunity for all candidates. The Personnel Services Office will coordinate all advertising with the employing department.

Departments will list all vacant, regular openings with the Personnel Services Office. The Personnel Services Office will coordinate all recruiting to fill these openings. The employing department and the Personnel Services Office will jointly develop a recruiting plan for each teaching, technical, professional, and administrative position. The employing department is expected to help with recruiting, particularly higher level technical, professional, or administrative positions and take the initiative in all faculty recruiting. The department supervisor and the Personnel Services Office will cooperate in locating applicants and the two will inform each other about all applicants and recruiting activity.

The Personnel Services Office may make reference checks. However, where teaching, technical, and supervisory skills are involved, the department supervisor should complete these checks. The two are to inform each other on all reference checking.

The employing department is responsible for final applicant selection. The Personnel Services Office will confirm all salary and wage levels according to approved policies and procedures and coordinate all job offers with department supervisors. Letters of appointment will be issued by the appropriate College officer. All rejection letters will be issued by the Personnel Services Office.

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Upon termination, exit interviews may be conducted by the Personnel Services Office or a department supervisor. This will include verification of the date and reason for termination by the employee. Appropriate exit interview information will be shared by the two offices. All "terminations for cause" will be reviewed first with the Personnel Services Office for compliance with College policy and appropriate labor laws. This review will be done by the supervisor before discussion with the employee.

- K. Position Titles. The Personnel Services Office of the Salt Lake Community College will help determine position titles in consultation with departments on the basis of established guidelines and with final approval of the Job Title and Classification Committee. Department preferences will be selected when possible. Position titles should describe the position as accurately as possible. Supervisory and management titles should reflect the level of the position in the department structure.
- L. Retirement. Employees of Salt Lake Community College may retire as early as age 57 if the retirement is qualified under one of the retirement programs. The College encourages retirement at the normal retirement age which is 68, or earlier.

The Personnel Services Office will provide retirement counseling and administer the retirement benefit program.

The law forbids discrimination between the ages of 40 to 70 but permits discharge of an employee for cause or incompetency. Each supervisor should use the performance appraisal program and consider involuntary termination when discharge becomes necessary. Each supervisor is responsible to identify employees whose competence begins to deteriorate and is to provide positive assistance to help the employee meet an acceptable performance standard before involuntary termination is required.

- M. Employment Laws and Regulations. The Salt Lake Community College will obey Federal and State employment laws and regulations.

The Personnel Services Office in consultation with legal counsel, as necessary, will interpret labor laws and regulations, provide counsel, and coordinate all legal opinions relative to personnel matters.

Each supervisor should ensure that his/her department complies with applicable labor laws, College Personnel Policies, and should seek counsel from the Personnel Services Office when necessary. The Personnel Services Office will review the compliance of departments' labor law compliance. The Personnel Services Office prepares policies and procedures to facilitate legal compliance.

- N. Safety and Health. Safety is an individual employee responsibility. However, each department of Salt Lake Community College at Salt Lake is to provide a safe working environment that is free from hazards that could cause injury or illness.