Department of
Administrative Services

Managers Guide

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OVERVIEW

This Managers' Guide is a reference document for Connecticut state managers to assist them in understanding the most common statutory, regulatory, and policy considerations affecting them and their work. The Guide provides a general overview of relevant terms, policies, and information and the subjects in this Guide are arranged alphabetically by major heading.

DISCLAIMER: This Guide was prepared for informational purposes only. It is not an employment contract, nor is it an extension of benefits or legal protections beyond those already provided in statute, regulation, or policy. This Guide, and its contents, cannot be used as a justification for entitlement to, or denial of, benefits. DAS may change, add to or delete any of the provisions in this Guide at any time. In any case where there is a conflict between the contents of this Guide and the document that established the information (statutes, regulations, collective bargaining agreement or other documentation) the original document is considered the authoritative reference.

ATTENDANCE AND LEAVE

Civil Leave

If you receive a subpoena, or other order of the Court, that requires you to appear during working hours, you will receive time off with pay and without loss of earned leave time unless you are a plaintiff or defendant in the court action. If you are required to appear in court as part of your work assignment or your official function, the time spent is considered time worked.

Compensatory Time

Agency heads may grant compensatory time to managers but only under certain conditions, including:

- *The agency head has given written authorization in advance for the extra work and*
- *The extra work is significant in terms of total hours and duration. An example of significant extra time would include many extra hours worked during an emergency such as an ice storm, and does not include the extra hour or so a manager might work in a day.*

Hours worked and compensatory time are recorded and maintained in the appropriate time records. Compensatory time earned during the twelve months of the calendar year must be used by the end of the succeeding calendar year and cannot be carried forward. Additional conditions relating to compensatory time and how it is awarded to managers are outlined in Management Personnel Policies established by the Commissioner of Administrative Services.

Donation of Leave Time

Managers can donate vacation and personal leave accruals to other managers or confidential employees in any state agency who are absent due to long-term illness or injury (see *Sick leave, Exhaustion of*). Ill or injured managers must be employed by the State for a minimum of six months, must have attained permanent status, and must have exhausted all paid leave time (e.g., sick, vacation and personal leave) and otherwise be on leave without pay status to be considered for this program. Donations are made in units of whole days. Requests to donate leave go to the agency head of the employee making the donation for review and to DAS for approval. Included with the request is a list of the employees willing to donate leave, their classification and agency, and the number of days of personal leave or days of vacation each employee is donating. The name and classification of the person needing the donated leave is also included, along with the following information about the employee: his/her length of service, sick leave record for the current and previous year and a current medical certificate stating the nature of illness/injury and prognosis.

If the request to donate leave is approved by DAS, donated days are transferred to the sick leave account of the absent employee on the date when all accrued leave time is exhausted. Matters relating to donated leave time for managers are subject to

Management Personnel Policies established by the Commissioner of Administrative Services.

Educational Leave
An educational leave of absence with full, part or no pay may be granted to enable managers to increase proficiency on the job. The agency head reviews and awards each request on its merit.

Family and Medical Leave
Federal FMLA (Family and Medical Leave Act) and C.G.S. 5-248a, legislation passed at both the federal and state levels, provides eligible employees with job-protected leave for certain family and medical reasons. The federal Family and Medical Leave Act (FMLA) was enacted by Congress in 1993. Connecticut's statute governing family and medical leaves for public sector employees (C.G.S. 5-248a or "state family/medical leave") was enacted in 1988.

To be eligible for federal FMLA, employees must have at least 12 months of total service (in the aggregate) and must have worked at least 1,250 hours in the 12 months immediately preceding the commencement of leave. Overtime hours and military leave count toward the 1,250-hour requirement.

To qualify for state family/medical leave, employees must work for the state as a permanent employee as defined in C.G.S. 5-196 (18).

A state employee may be eligible for:

- *Federal FMLA only,*
- *C.G.S. 5-248a only,*
- *Both federal FMLA and C.G.S. 5-248a, or*
- *Neither*

(Note: State employees are not covered by C.G.S. 31-51kk to 31-55qq, inclusive, which provide family and medical leave entitlements to employees in the private sector).

The reasons for leave under either the state family/medical leave or federal FMLA or a combination of the acts are as follows:

- *Birth of a child (both federal and state)*
- *Adoption of a child by employee (both federal and state)*
- *Placement of a foster child with employee (federal only)*
- *"Serious illness" (state) OR "serious health condition" (federal) of a child*, spouse**, or parent*
- *"Serious illness" (state) OR "serious health condition" (federal) of the employee*
- *For an employee to serve as an organ or bone marrow donor (state only)*
- *Military family caregiver leave for current servicemembers (state and federal)*

- *Military family caregiver leave for veterans (federal only)*
- *Qualified exigency leave (federal only)*

*The term "child" includes a biological, adopted or foster child, stepchild or child of a person standing "loco parentis" (under age 18 years or 18 or older and incapable of self-care because of a mental or physical disability). It also includes a child of whom a person has legal guardianship or custody. For purposes of caring for a son or daughter under state and/or federal military caregiver leave, there is no age restriction.

** In Connecticut, the term "spouse" includes same-sex marriages under the state family/medical leave and federal FMLA.

Under federal FMLA, eligible employees are entitled to 12 weeks of leave (unpaid or paid with earned accruals) in a 12-month period. Under state family/medical leave, employees are entitled to a maximum of 24 weeks of unpaid leave within a two-year period. Where possible, leave time granted under the state's family/medical leave law will run concurrently with the federal FMLA entitlement. Federal FMLA (but not state family/medical leave) may run concurrently with a Workers' Compensation absence.

Employees are required to submit a medical certificate to substantiate leave taken for a serious health condition/illness. Employees must use the following forms:

- *Form P-33A-Employee: when leave is for the employee's own illness*
- *Form P-33B-Caregiver: when the employee requests leave to care for a child, spouse or parent with a serious health condition/serious illness*

For military family leave, employees must use the following forms:

- DOL-WH384: Certification of Qualifying Exigency for Military Family
- Leave
- DOL-WH385: Certification for Serious Injury or Illness of Current
- Servicemember for Military Family Leave
- DOL-WH385-V: Certification of Serious Injury or Illness of a Veteran for Military Caregiver Leave

Employees who request family/medical leave are required to sign a statement confirming their intent to return to work immediately following the leave. The employing agency may require that an employee report periodically on his/her health status. The state will continue the employee's health insurance coverage while the employee is on federal FMLA and/or state family/medical leave. The employee must continue to pay any share of the group health plan premiums that he/she had paid prior to taking leave. At the conclusion of family/medical leave, employees are entitled with limited exceptions to return to the same position or an equivalent position with equivalent pay, benefits and working conditions.

If you have additional questions, contact your agency Human Resources Office. The following supplemental information is available on the DAS website: “Understanding Family and Medical Leave (A Primer for Connecticut State Employees)” and the Statewide Family and Medical Leave Policy.

Family Violence Leave

Employees who are victims of family violence are able to take up to 12 days per calendar year of paid or unpaid leave in which the leave is reasonably necessary to seek medical care or counseling for physical or psychological injury or disability; obtain services from a victim services organization; relocate due to the family violence, or participate in any civil or criminal proceeding related to or resulting from such family violence. Additionally, such employees may not be terminated or penalized at work as a result of their status as victims or because they attend or participate in civil court proceedings related to his/her case. See General Letter No. 34 for more detail.

Holidays

State employees are granted 12 paid holidays each year:

- *New Year’s Day*
- *Independence Day*
- *Martin Luther King Jr. Day*
- *Labor Day*
- *Lincoln’s Birthday*
- *Columbus Day*
- *Washington’s Birthday*
- *Good Friday*
- *Thanksgiving Day*
- *Memorial Day*
- *Christmas Day*
- *Veterans Day*

The Department of Administrative Services issues an annual Official Memorandum that outlines the days for the coming year on which holidays will be recognized by the state. In general, if a holiday falls on a Saturday, it is observed on the preceding Friday. If a holiday falls on a Sunday, it is observed on the following Monday. Washington’s Birthday, Memorial Day, Martin Luther King Jr. Day, Labor Day and Columbus Day are all celebrated on Mondays. Consult individual collective bargaining contracts to determine provisions concerning holiday compensation and/or compensatory time off for work performed on a holiday. Employees not covered by collective bargaining units receive holiday benefits in accordance with C.G.S. 5-254. The current memo and archived memos are available on the DAS website.

Jury Duty

Managers receive time off to serve during any period of jury duty. Regular salary is continued during jury service. Payment for jury service received from the court system,

except for travel allowances, must be returned to the state. Contact your Director if you are summoned for jury duty.

Leave Accruals
Most managers are assigned to a 40-hour five-day workweek. Leave benefits accrue on the basis of an eight-hour day. More detail concerning leave accruals is provided under Sick Leave and Vacation Leave sections of this guide.

Leaves of Absence Without Pay
Leaves of absence without pay may be granted to allow time off for good reason. If you find it necessary to request a leave of absence without pay, submit a request to your supervisor with as much advance notice as possible. State the reason the leave is necessary and the expected date of the leave. Generally, the state continues the health insurance payment for permanent employees when the approved leave of absence is due to illness or pregnancy. Otherwise, speak to your payroll office regarding how insurance coverage can be continued, how premium payments are made, who is covered, the duration of the coverage, and the amount of the premiums that must be paid. Leaves of absence are subject to post audit by DAS.

Medical Certificates
Medical certificates, signed by a licensed physician or other practitioner whose healing method is recognized by the state, are required:

- *When the manager is absent for more than five consecutive workdays*
- *To support a request for use of any sick leave accrual during a vacation*
- *To support frequent or habitual illness of any duration. The agency must notify the manager that a medical certificate will be required in the future*
- *When evidence indicates reasonable cause for requiring a certificate*

Medical certification requirements for collective bargaining employees are outlined in specific bargaining unit contracts that are available from your agency Human Resources Office or on the Office of Policy and Management (OPM) website (Office of Labor Relations page). Medical certificates are among the “HR Forms” found on the DAS website.

Military Leave with Pay
Military leave with pay for required military training is available to members of the National Guard or Reserve components of the Armed Forces. Appropriate military orders must be submitted to your agency Human Resources office to document the required military leave. Permanent state employees are eligible for paid leave, up to three weeks per calendar year, for annual field training. Any employee ordered to active duty as a result of an unscheduled emergency (natural disaster or civil disorder) is entitled to military leave with pay for up to 30 days in a calendar year. See C.G.S. 27-33a. Also, see USERRA.

Pursuant to C.G.S. 5-259d, employees who are called to active duty for any military operation, war or national emergency may be eligible to receive partial pay for the duration of such call-up to active service. Such employees may also be eligible to accrue vacation and sick leave and may be eligible for benefit continuation during the period of time they are serving in the military.

Overtime Pay
Managers are ineligible for overtime pay in accordance with the Federal Fair Labor Standards Act (FLSA). See "Compensatory Time."

Pay Differentials
A select number of managers may be entitled to specific pay differentials for certain job classes.

Personal Leave
Full-time permanent managers receive three personal leave (PL) days that are awarded on January 1 of each year. PL days cannot be carried over into the next calendar year. PL time can be expended in increments of no less than 15 minutes. Probationary managers are credited with PL time after completion of their working test period. Provisional employees do not receive PL time until permanent appointment. Permanent part-time employees receive pro-rated PL based on the ratio of their work schedule to 40 hours, as averaged over the preceding two months. The granting of PL and eligibility to use PL for collective bargaining employees is outlined in specific bargaining unit contracts available from your agency Human Resources Office or through the OPM website (Office of Labor Relations page).

Pro-rated Leave for Part-time Employees
Some managers and confidential employees assigned to the MP, MD management pay schedules work a part-time schedule. For these permanent part-time employees, leave accruals are computed based on the ratio of their work schedule to 40 hours as averaged over the preceding two months.

Sick Leave
Managers accrue sick leave at the rate of 1¼ day for each completed calendar month of service.

Sick leave is used when a manager is ill and cannot or should not be at work. Sick leave is also used to cover other defined circumstances when the manager must be away from work (see below).

Sick leave does not accrue for any month in which an employee is on a leave of absence without pay for an aggregate of more than five days.

There is no limit on the total number of sick leave days that can be accrued to a manager's leave balances. Building a reserve of sick days is highly recommended

because it reduces the likelihood that an employee will experience an interruption of pay resulting from an extended time away from work due to prolonged illness or non work-related injury.

Managers receive payment for one-quarter of the unused sick leave they have accrued at retirement up to a maximum of 60 days. The beneficiary of a manager's estate receives payment for unused sick leave, up to a maximum of 60 days if the manager has ten years of service and dies prior to retirement.

Sick leave accruals may also be used for these reasons:

- *Medical appointment – for medical, dental or eye examination or treatment when arrangements cannot be made outside of working hours*
- *Family death – in the event of the death of a member of your immediate family (spouse, child, father, mother, sister, brother or any relative living in your home). A maximum of five working days per calendar year for each family death is allowed*
- *Family illness – in the event of critical illness or severe injury in the immediate family, creating an emergency that requires the employee's help. Up to five days per calendar year may be used for this purpose*
- *Funeral – for time necessary to go to, attend, and return from funerals for people not in your immediate family. Up to total three days per calendar year may be used for funeral leave. In some instances, due to distance, more than one day may be approved for a single funeral*
- *Parental – up to three days may be deducted from sick leave by mothers or fathers in connection with the birth, adoption, or custodial care of a child, or for the prenatal or postnatal care of a spouse*

Each of these types of leave is recorded using a specific code but the time is charged against sick leave balances, provided that the leave is approved and the employee has sufficient accruals. If an employee is approved to take time for these purposes but does not have enough sick leave accruals to cover the absences then the employee's absence must be recorded using other accrued leave or leave without pay attendance codes. See "Sick Leave, Exhaustion of."

Sick leave accrual for collective bargaining employees is outlined in specific bargaining unit contracts.

Sick (Illness) While on Vacation

Managers who become sick while on vacation may have that time charged against accrued sick leave rather than vacation leave provided that the employee files an approved medical certificate with the agency justifying the change from vacation leave to sick leave. Rules regarding the usage of sick leave while on vacation by collective

bargaining employees are outlined in specific bargaining unit contracts and vary considerably from contract to contract.

Sick Leave, Exhaustion of

When a manager has exhausted all of his or her sick leave and is facing an extended illness or recovery, there are some options available to help keep the manager on the payroll for defined periods of time. Options are as follows:

Donated Leave:

Managerial and confidential employees can donate vacation and personal leave accruals to eligible managerial and confidential employees who are absent as a result of long term illness or injury.

Criteria to receive donated leave:

- Absent employee must have a minimum of 6 months of state service and have attained permanent status.
- Absent employee must have exhausted all of his/her accrued leave & otherwise be on a leave of absence.

Vacation and/or personal leave donated to the manager are converted to sick leave. This time may be used until exhausted and cannot be returned to donating managers.

Manager's Sick Leave Bank (MSLB):

This is a fund established through contributions of hours from both the State and managers (who choose to participate). The purpose of the MSLB is to provide sick leave benefits to managers who have exhausted vacation time (in excess of 60 days), sick leave, personal leave and compensatory time due to serious illness/injury. The benefit period shall not exceed more than 200 half days in any one fiscal year.

Criteria to receive MSLB:

- Manager must have been employed by the State for two (2) or more years.
- The manager must have exhausted all sick leave, personal leave and compensatory time.
- The manager must have exhausted vacation leave in excess of 60 days.
- The manager must have been off the payroll for 15 days after exhaustion of sick, personal and compensatory time.
- The manager's illness or injury is not covered by Workers' Compensation or such compensation benefit has been exhausted.
- The manager has not been disciplined for sick leave abuse during the 2 year period preceding application for the benefit (the committee may waive this requirement).
- The manager has an acceptable medical certificate on file covering his/her absence.
- The manager has elected to participate in the MSLB within the appropriate timeframe.

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Advance of Sick Leave:
Advance of sick leave grants sick leave accruals in advance of actual earning them to an employee who is absent due to extended illness or injury. If the employee meets the following criteria, s/he may be granted one day at full pay for each completed year of full-time service up to a maximum of 30 days full pay. This advance time must be repaid to the state. Repayment is made after the employee has first accrued five days of sick leave following return to duty. At that point, sick leave is repaid as it accrues.
Criteria to receive advance of sick leave:

- The manager must have been employed by the State for five (5) or more years.
- The manager must have exhausted all accruals.
- A medical certificate on the prescribed form including the nature of illness, prognosis and probable date the employee will return to work must be on file.

Extended Sick Leave:
Upon exhaustion of advanced sick leave, an employee may be granted with half pay for thirty days upon the appointing authority's approval. Repayment is made after the employee has first accrued five days of sick leave following return to duty. At that point, sick leave is repaid as it accrues.

Criteria to receive extended sick leave:

- The manager must have been employed by the State for twenty (20) or more years.
- The manager must have exhausted sick leave and advance of sick leave benefits.

Special Leave from the Classified Service
An employee who is in the classified service with at least five (5) years of state service and who is appointed to a position in the unclassified service may be granted a leave of absence without pay from classified service by the Commissioner of the Department of Administrative Services for such length of time as s/he shall hold such appointive position, except that no such leave of absence shall exceed two (2) consecutive years unless such classified employee requests and is granted a renewal of such leave of absence by the Commissioner. Eligible employees must complete the form CT-HR-28 Request to Hold Classified Position in accordance with C.G.S. §5-248(f).

USERRA
The Uniformed Services Employment and Reemployment Rights Act of 1994 (USERRA), enacted October 13, 1994 (38 U.S.C. §§4301-33), significantly strengthened and expanded the employment and reemployment rights of all uniformed service members.

Reemployment rights, protection against discrimination and retaliation, and certain health care insurance continuation rights extend to covered individuals who must leave their position of employment because of "service in the uniformed services." "Service in the uniformed services" means the performance of duty on a voluntary or involuntary basis in a uniformed service, including:

- *Active duty*
- *Active duty for training*
- *Initial active duty for training*
- *Inactive duty training*
- *Full-time National Guard duty*
- *Absence from work for an examination to determine a person's fitness for any of the above types of duty*
- *Funeral honors duty performed by National Guard or reserve members*
- *Duty performed by intermittent employees of the National Disaster Medical System (NDMS), which is part of the Department of Homeland Security – Emergency Preparedness and Response Directorate (FEMA), when activated for a public health emergency, and approved training to prepare for such service (added by Pub. L. 107-188, June 2002) See Title 42, U.S. Code, section 300hh-11(e)*

The "uniformed services" consist of the following:

- *Army, Navy, Marine Corps, Air Force, or Coast Guard*
- *Army Reserve, Naval Reserve, Marine Corps Reserve, Air Force Reserve, or Coast Guard Reserve*
- *Army National Guard or Air National Guard*
- *Commissioned Corps of the Public Health Service*
- *Any other category of persons designated by the President in time of war or emergency*

Similar employment protections apply to members of the state armed forces who take time from their employment to perform ordered military duty. State law also provides certain benefits to employees who are serving in the armed forces. See *Military Leave With Pay*.

Vacation Leave

Managers who have attained permanent status are eligible for paid vacation leave.

Vacation leave is to be requested and authorized by the manager's supervisor with as much advance notice as is possible. Vacation leave can be expended in increments of no less than 15 minutes.

Permanent part-time managers receive pro-rated vacation leave based on the ratio of their work schedule to 40 hours.

Managers accrue vacation leave based on the number of years they have of state service (state service includes war service):

State Service	Vacation Leave
0-10 years	15 days
11 years	16 days
12 years	17 days
13 years	18 days
14 years	19 days
15+years	20 days

Vacation leave for collective bargaining employees is outlined in specific bargaining unit contracts.

Vacation Leave Accrual
Vacation leave for managers is accrued at the rate of 1¼ day (10 hours) per month based on a 40-hour workweek. If a manager is on leave of absence without pay for an aggregate of more than five working days in a month, vacation leave will not accrue for that month. A manager may accrue up 120 days of vacation. Once a manager reaches this 120-day amount, no additional days can be accumulated and vacation accruals are "lost."

After 10 years of creditable service, vacation leave beyond 15 days is granted as bonus day(s) each January 1 for the coming year.

Managers receive pay for accumulated vacation leave when they retire or resign. The beneficiary of a manager's estate receives payment for unused vacation leave, up to a maximum of 120 days if the manager dies prior to retirement. Vacation leave accrual for collective bargaining employees is outlined in specific bargaining unit contracts.

Advance Vacation Pay
Managers and confidential employees may receive advance vacation pay, submitting a written request to his/her Payroll Office at least three weeks before the intended vacation. The vacation pay must be for a period of one pay week or longer.

Work Hours
As a general rule, managers in state service work the number of hours necessary to get the job done. The standard work hours for managers are 40 hours over five days per week.

COLLECTIVE BARGAINING

As a manager, you may be responsible for supervising employees. Most state employees are unionized. Therefore, every manager should have a basic understanding of the collective bargaining system and the current collective bargaining agreements for their employees. The Office of Labor Relations (OLR) within the Office of Policy and Management (OPM) provides labor relations and collective bargaining services on behalf of the state employer. The OPM website contains all of the current collective bargaining unit contracts that have been negotiated through OLR.

Administrative Leave

Regulation 5-240-5a (f) allows for an employee to be put on leave of absence with pay for up to 15 days to permit the investigation of alleged serious misconduct. Regulation 5-240-5a (g) allows for an employee to be put on leave of absence with pay for 30 days (plus extensions under certain circumstances) pending disposition of criminal charges. Please note these are the general rules; some contracts address this subject specifically and may contain information in addition to the regulations. In all cases of administrative leave, the agency must notify the employee in writing of the reason for the leave, the effective date of the leave, and the leave duration. The employee should also be advised s/he must be available to report to work immediately, if appropriate, depending on circumstances following the investigation. In cases involving pending criminal charges which could lead to dismissal upon conviction, the employee may request a voluntary leave of absence without pay. Approval of such leave is within the discretion of the agency. For more information on administrative leaves and leaves of absence without pay pending criminal charges, please contact your agency Human Resources Office.

Employee Discipline – Bargaining Unit Employees

Types of discipline and standards for disciplinary action are generally governed by contract and case law. Most bargaining unit contracts state that permanent employees can be disciplined only for “just cause.” Please work very closely with your agency Human Resources/Labor Relations Office in dealing with any potential disciplinary actions.

Grievances

Each contract outlines the grievance process for that particular bargaining unit. The union is responsible for providing employees with grievance forms and for processing grievances. There are three types of grievances: contract interpretation, disciplinary action appeals and reclassification grievances. Each process involves a multi-step system that is determined by the contract and by the type of grievance. In all circumstances, the actions required at each step are governed by strict time frames. If an employee forwards a grievance package directly to his or her manager, the manager must contact the Human Resources Office immediately to ensure correct handling.

The initial steps in the grievance process are informal to encourage quick resolution. If an issue cannot be resolved at the earlier stages of the grievance procedure, more formal proceedings are conducted until the grievance reaches the highest level of the process, usually arbitration. After the initial internal stage, the next step in the process usually involves a conference at the OLR. The step following an OLR conference is typically arbitration. Arbitration hearings may be held in a variety of locations including the Office of Labor Relations, the Department of Labor, a union's main office, or other locations.

Investigations

An investigation (or fact finding) should precede all recommendations for discipline for both permanent and probationary employees. The goal of an investigation is to ensure the identification and objective review of all significant facts. Contact your agency Human Resources Office to determine if your agency has specific protocols or procedures for conducting investigations. An agency's affirmative action unit investigates and manages the resolution of discrimination complaints.

Probationary Employees

In general, most temporary employees and employees who are still in an initial working test period do not have the right to grieve/arbitrate disciplinary action. If a probationary employee violates a rule or does not meet acceptable performance levels after being given the opportunity to correct deficiencies, that employee may be separated from state service; i.e., dropped during the working test period. Probationary employees are not entitled to full pre-termination meetings (notice and opportunity to be heard prior to termination). They are entitled to a meeting in order to give their side of the story. (This is referred to as a "Sperl Conference"). Post-termination meetings are sufficient here. For more information on probationary employees, contact your agency Human Resources Office.

SCOPE

SCOPE is the acronym for State Coalition On Pay Equity. Following the statutory pay equity (comparable worth) studies that originally began in 1982, the State of Connecticut and a coalition of state employee unions negotiated what is termed the SCOPE agreement to determine how the job studies needed to determine the pay groups for state bargaining unit job classifications are handled. Under the original agreement, DAS brought bargaining unit jobs for which there had been a significant change in job duties and/or purpose to be re-evaluated before the Master Evaluation Committee (MEC) using the state Objective Job Evaluation (OJE) system. Per the 2011 SEBAC Agreement, bargaining unit classes will continue to be studied for significant change on five-year cycles, using the OJE system.

SEBAC

SEBAC is the acronym for the State Employee Bargaining Agent Coalition, a coalition of unions that represent state employees that negotiates with the state on matters of common concern, including healthcare and retirement. There are different SEBAC

agreements that resulted from negotiations between the State of Connecticut and a coalition of state employee bargaining units. One of the features of SEBAC agreements centered on the rights of employees who are laid off from state service to be rehired to positions for which they qualify. Some SEBAC agreement provisions have been extended to managers via items.

Unions/Bargaining Units

There are several unions that represent state employees. Unions represent groups of employees that are organized into bargaining units (related classifications grouped together for collective bargaining purposes). A union may represent more than one bargaining unit. Periodically, unions and representatives of the state (usually managers and/or executives) negotiate collective bargaining agreements (contracts). These contracts address salary, benefits, hours of work and the terms and conditions of employment. If you supervise bargaining unit employees, you should thoroughly familiarize yourself with the contracts of those employees and consult with your Agency Human Resources Office if you have questions. Contract language describes the understanding between the parties concerning their respective rights and obligations. However, contract provisions may also be subject to interpretation and may be subject to the grievance and arbitration process.

COMPENSATION

C.G.S. 5-196(7) defines “compensation” as the salary, wages, benefits and other forms of valuable consideration earned by, and provided to, an employee in remuneration for services rendered.

Bargaining Unit Pay Plans

Bargaining unit pay plans, unlike the managerial/confidential “range plans” include clearly defined step increases called, “annual increments” or “steps.” Employees who have received service ratings of satisfactory or above by their supervisors (subject to approval of the appointing authority or his/her designee) are eligible for a step or annual increment unless collective bargaining or arbitration resulted in increments not being awarded for a given year (sometimes referred to as a “hard zero” year). Annual increments are usually paid in January up to, but not exceeding, the maximum step of the range. Each step plan has a finite number of steps and the number of steps varies by pay plan. The OPM Office of Labor Relations negotiates the timing and amount of salary increases as well as the salary plans that are in effect for each contract period. Current and archived salary plans are available on the DAS website. NOTE: Bargaining units may also pay annual increments in July. In no case is any employee eligible to receive more than one annual increase in the same year.

Compensation for Bargaining Unit Employees

Compensation for bargaining unit employees is prescribed by agreement and specific to the various collective bargaining units. Compensation that is negotiated with bargaining

units includes general wage increases, annual increments, longevity, and other forms of compensation, such as shift and weekend differentials, on-call/stand by pay, overtime, uniform allowances, bonuses, stipends and allowances. The salaries of bargaining unit employees are tied to the job classifications to which their positions are allocated.

With rare exceptions, original hires into bargaining unit classes must begin at the first step of their pay grade in their pay plan and managers do not have the authority to negotiate starting salaries of these employees.

General Wage Increases for Managers

The effective date of general wage increases is typically near the beginning of a fiscal year, which is July 1st. Two things happen if a general wage increase is approved for managers and confidential employees assigned to a managerial (MP or MD) pay plan: 1) the minimum and maximum salaries for each managerial pay grade are increased by the percentage of the general wage increase and 2) the base salary of individual managers and confidential employees is increased by the same percentage as the general wage increase. Notices and explanations of general wage increases for managers and confidential employees are issued as E-items to agency Human Resources administrators following approval of the Commissioner of DAS and the Secretary of OPM.

How a Salary is Derived and Salary Levels Assigned

The Commissioner of Administrative Services is responsible for the system that is used to associate job value to pay level. Every job classification published by DAS includes the pay plan and pay level for persons who are employed in that job classification. The system for making this association is called “OJE” for Objective Job Evaluation. OJE is a point factor system that evaluates jobs based on compensable dimensions that are outlined in the state statutes. The state statutes covering OJE have been amended by the SCOPE agreement (see above). Included among the provisions of the SCOPE agreement is that DAS must reevaluate certain bargaining unit jobs using the OJE system every five years on a rotating cycle by bargaining unit; these re-evaluations are referred to as “SCOPE studies.”

In order to conduct the OJE SCOPE studies, DAS generally surveys incumbents in job classes to determine if there has been a significant change in job duties or the purpose of the job. Managers and supervisors are part of this process, as they must evaluate the veracity and completeness of statements made by job incumbents who report to them. This is a very important step.

Incentive Plans for Managers

C.G.S. 5-210 provides that the Commissioner of Administrative Services may establish one or more incentive plans for employees whose positions are designated managerial or confidential and is assigned to the managerial pay plan. The Incentive Plan is the means by which managers and confidential employees can receive increases in pay above and beyond any amount received from general wage increases. The current

plan is the Performance Assessment and Recognition System or PARS. For more information refer to the section titled Performance Assessment and Recognition System (PARS) System.

Manager Pay Plans (and Range Plans for Other Non-represented Employees)
Salaries for managers are generally reflected in the MP pay plan, although some managers may be assigned to the MD pay plan. These pay plans and the pay plans of other non-represented employees (i.e., EX, CA, CR, SE, DM, CJ) establish ranges of compensation based on salary level. They do not have incremental steps built into each range. Rather, the minimum and maximum rates for a given salary grade are published. Employees are generally hired at the minimum of their pay scale. Movement through the salary range is primarily based on job performance and budget considerations with increases coming from cost of living adjustments (COLAs) and merit pay increases. When changes are made to a range pay plan, a notice is sent to agency Human Resources administrators and a new pay schedule is published. Active and archived pay plans for managers and other employees are available on the DAS website.

OJE
OJE is the acronym for Objective Job Evaluation. The state uses OJE studies of job classifications and the work that is being performed by persons in those job classifications to establish a point value that is sometimes called “OJE Points.” The job components to be studied using OJE are set in statute.

The OJE point value informs the pay range or grade to be used to compensate people within each job classification using the pay plan appropriate for each job classification. The “point to pay grade” relationship for bargaining unit job classes is negotiated with each bargaining unit.

Pay Plans
A pay plan is a schedule of pay ranges. Every job classification is assigned a salary/pay plan and salary group. This information is published for every job classification; every job classification in the classified service is published by and searchable through the DAS website.

Pension/Retirement
State employees become members of the State Employee Retirement System if they meet the eligibility requirements outlined in C.G.S. 5-160 as amended by the State Pension Agreement. The pension/retirement system is administered through the Office of the State Comptroller Retirement Services Division. An annual personal statement of benefits is mailed to all employees. All annual statements and memoranda on the subject are posted via the Office of the State Comptroller website. The date an employee is hired determines the specific pension plan in which s/he may participate. Your agency Human Resources Administrator has detailed information about the pension/retirement plan for which an employee is eligible.

Performance Assessment and Recognition System (PARS)
The Performance Assessment and Recognition System (PARS) is a program developed by DAS to support additional incentive compensation for managerial and confidential employees who work in agencies that use a prescribed PARS plan. Basic features of the program include developing results-oriented, measurable performance objectives and goals for each manager and confidential employee, regular communication between such employees and their supervisors on meeting goals, performance assessment, and differential annual salary increases based on performance reviews. If funds are available and authorized by the Governor and OPM for managerial pay increases, managerial and confidential employees receive an annual increase if they meet performance expectations in their annual PARS review. Managers and confidentials may also be eligible for a Performance Recognition Award and an additional incentive payment if they "exceed expectations" on their annual PARS evaluation. If a manager is at the maximum of his/her pay range and works in an agency that uses PARS, any pay increases they receive through the PARS program must be paid as a lump sum, since managers may not receive a salary above the maximum of their salary range. Managers who work in agencies that do NOT use PARS will receive no additional pay or lump sum if they are already at the maximum of their pay range.

The most recent handbook outlining the PARS system was published by DAS in November 1994 and is available on the DAS website. Among other things, this handbook outlines the PARS process, explains how to develop realistic, measurable goals and objectives and conduct progress reviews, and explains performance evaluation measures and resulting compensation benefits.

Performance Profile
Some agencies are using a Performance Profile program that is a variant of PARS. Guidelines for this program are available at the DAS website.

Promotions/Upward Reclassifications
Managerial employees receive at least a 5% pay increase upon promotion or reclassification to another management position if that new position is compensated at a rate higher than the current job and provided the 5% pay increase does not bring the manager's salary above the maximum position rate for the new job code. Increases of more than 5% are allowed if a greater increase is necessary to ensure that the manager will be paid at least the minimum amount associated with their new job code.

Seniority
Seniority for state managers is defined as total length of state service, including military service.

Temporary Service in a Higher Class (TSHC) for Bargaining Unit Employees
Bargaining unit employees can be assigned to perform duties that would qualify as temporary service in a higher class (TSHC). Any individual serving in a TSHC capacity

would be covered by the applicable collective bargaining agreement of the employee's permanent position. Bargaining unit employees may not be assigned to serve temporary service in a higher class in a manager or confidential job code.

Temporary Service in a Higher Class (TSHC) for Managers

Managerial employees may be appointed by their agency head to temporarily fill a higher position if the agency expects that the position will be vacant for at least 30 days, or if the incumbent will be absent for 30 days or more. Managers and confidential employees may not be assigned to serve temporary service in a higher class in a bargaining unit job code.

EMPLOYEES' REVIEW BOARD (ERB)

The mission of the ERB is to hear and decide specific personnel appeals of state managers and confidential employees, i.e., employees that are ineligible for collective bargaining. Individual and group appeals may be filed if such employee receives an unsatisfactory performance evaluation or is demoted, suspended or dismissed, or is aggrieved as a result of alleged discrimination, or unsafe or unhealthy working conditions or violations involving the interpretation and application of a specific state personnel statute, regulation, or rule. The ERB will not, however, hear a claim of discrimination that are or have been the subject of a complaint filed by the employee or employees with the Commission on Human Rights and Opportunities or the Equal Employment Opportunity Commission. Similarly, the ERB will not hear a claim of unsafe or unhealthy working conditions that are or have been the subject of a complaint filed by the employee or employee filed with the state or federal Occupational Safety and Health Administration.

C.G.S. 5-202(a) states that a manager may appeal to the ERB if he or she receives an "unsatisfactory performance evaluation" on their PARS. Section 5-202(a), however, does not provide appeal rights to PARS performance evaluation ratings of "needs improvement".

C.G.S. 5-202 describes the procedures for making an appeal to the ERB. The appeal form, developed by the Secretary of the Office of Policy and Management and the ERB, can be found on the DAS website – HR Forms.

The appeal is first presented to the employee's supervisor or department chief or other employee as designated by the employee's appointing authority, then the employee's appointing authority or designee, and finally the Secretary of OPM or their designee. Such an appeal shall be submitted to the ERB no later than 30 days after the final level of these reviews if there has been no relief for their review and determination. Relief can be granted at any preliminary review level.

HIRING

The appointment and promotion of state employees in the classified service is based on the merit principles in the State Personnel Act (Chapter 67 of the Connecticut General Statutes). The system strives to place the best-qualified people in state service and to ensure that they are fairly treated in the appointment and promotion process. The merit system is not subject to collective bargaining. However, state law provides for employees who attained permanent status, reemployment rights to such classes. In addition, agreements with the State Employees Bargaining Agent Coalition (SEBAC) allows certain laid-off state employees rights to available job openings for which they qualify before persons who would be original hires from employment lists.

Classified versus Unclassified Employees

State employees can be assigned to either the "classified" or "unclassified" service. A classified employee is an employee who receives compensation from the state and who occupies an office or position that is not identified as exempt from the classified service as defined in C.G.S. 5-198. Most positions in the executive branch of state government are classified. Most classified positions are competitive and may require an examination. The type of examination depends on the job classification.

Competitive Positions

Examined - Many jobs in state service require an examination to measure qualifications and to place applicants on an employment list for hiring based on final earned ratings. Depending on the type of job, the examination may be written, multiple choice or essay, experience and training, oral, practical, or some combination of these or other types of tests. Exams can be open to the public, open to state employees only, or open to employees of a specific agency only. State employees are given time off from work to take examinations or to go to state job interviews that occur during working hours provided the employee notifies his or her supervisor and receives preapproval.

- ***Experience and Training Examinations***

These exams request applicants to write out information about their work experience and educational training as it relates to the job they are seeking. The examination announcement contains the instructions for applicants to follow when completing this type of exam.

Non-Examined – Job classes requiring a professional license, certification or educational degree for appointment. (See General Letter 222)

Waiving of Examination

- Positions in a professional or managerial job classification that is utilized by a single state agency, the number of positions in the class is limited in number, and the class has few vacancies.
- Position is in a managerial class and the qualifications for the specific position are so specialized or unique that an examination for a general job classification

would not result in a list of candidates possessing such qualifications and not be cost-effective. (See General Letter 222)

Job Classifications
The state must systematically describe and group jobs to ensure consistent and fair treatment when assigning, compensating and promoting employees. A job classification is the description of a group of jobs in state service that have similar duties, responsibilities and required qualifications. Among other things, the job classification lists the minimum qualifications needed to be considered qualified for admission into an examination or to be hired into a position within the specific job classification. Job classifications are developed by DAS, and can be found and are searchable on the DAS website.

Job Code
The job code is the term of reference for job classification in Core-CT, which is the PeopleSoft Enterprise Resources Planning (ERP) system used for human resources management for the State of Connecticut. The relevant job code is listed on each job classification.

Oral Examinations
These consist of structured sets of job-related questions or practical work problems administered by a panel of job experts. They are formally scored to result in a final earned rating to competitively rank job candidates.

CT-HR-12
The job application form that DAS requires job applicants to complete for most job openings is referred to as the CT-HR-12 (formerly PLD-1) form. The CT-HR-12 is available online through the DAS website. Many state entities also use the CT-HR-12 for job openings that are not managed by or handled through DAS.

Supplemental Examination Materials
Experience and training examinations often ask applicants to complete a supplemental questionnaire. This questionnaire asks the applicant to detail in writing components of their background that indicate specific qualifications needed in the job they are applying for. Responses are read and rated by job experts or others highly familiar with the target job.

Written Examinations
These exams consist of multiple choice and/or essay questions that cover the knowledge, skills and abilities required for the job.

INSURANCE

There are many types of insurance available to state employees and to their qualified family members. There are no distinctions made between managers and employees

subject to collective bargaining in the types of insurance available. Some types of insurance are only available while employed with the state and others are transportable if you should leave state service. Some require selection during a specific window of time and others will be offered to you over the course of your career. The Office of the State Comptroller (OSC) posts a wealth of information about state insurance programs on its website and OSC makes fliers, brochures and other information available to employees through the agency human resource administrators.

MANAGEMENT

Confidential Employees

Confidential employees handle sensitive information for the state about the collective bargaining process. Confidential employees are not covered under bargaining unit contracts. If you are a confidential employee covered by the MP Pay plan, much of the information in this guide will be pertinent to you. If you are paid according to a bargaining unit pay scale, the information in this guide may not be pertinent. Contact your human resources officer for more information concerning your rights and benefits.

Who Is Considered A Manager?

By state statute, a managerial employee is an employee who is excluded from the Collective Bargaining Act as defined by C.G.S. 5-270 (g). A manager is an employee who is in a position in which the principal functions are characterized by at least two of the following (except in Higher Education, where one of the functions must be from “d”):

(a) Directs a subunit or facility of a major division of an agency or is assigned to an agency head’s staff;
(b) Develops, implements and evaluates goals and objectives consistent with agency mission and policy;
(c) Participates in the formulation of agency policy; or
(d) Plays a major role in the administration of collective bargaining agreements or major personnel decisions, or both, including staffing, hiring, firing, evaluation, promotion and training of employees.

Many classifications were designated as managerial at the time of the original bargaining unit allocations or by later agreement with the appropriate union. DAS is responsible for evaluating whether or not jobs are actually “management” according to the applicable statute.

MANAGEMENT ADVISORY COUNCIL (MAC)

MAC was established in 1983 to provide a forum for communication among managers, appointed and elected officials to improve the managerial effectiveness and productivity of state executive branch agencies. The Council considers issues and makes recommendations to the administration for the improvement of state government operations and for the involvement of managers. Recommendations cover several

areas including: methods and procedures, availability of management resources, professional/management skills development, improved communication, compensation and performance evaluations, working conditions, the formulation of department-based managerial groups, etc. The Council consists of one representative and one alternate, elected for two–year terms from each state department (except Higher Education). The Office of the State Comptroller, the Office of the Secretary of the State, the Office of the Attorney General and Office of the State Treasurer also elect a representative and an alternate. Council officers include a Chairperson, Vice-Chairperson, Secretary and Treasurer. The Council sponsors an annual Managers' Day that includes the presentation of awards for distinguished managerial service.

PAYROLL DEDUCTIONS

Normally, your Human Resources Office will explain all of the programs and services you can participate in through direct payroll deduction and the deductions that will routinely be made from your pay. Contact your Human Resources Office for information about the specific forms that must be completed to authorize certain deductions and about the time it will take for the deductions to actually start. Some examples of programs and services that eligible state employees may participate in through payroll deduction include:

Charitable giving through the Annual State Employee's Campaign
Deferred Compensation Program Savings
Dependent Care Assistance
Employee credit union loan payments and account deposits
Medical Flexible Spending Account
Qualified Transportation Account
Insurance premiums

PERSONAL LIABILITY FOR MANAGERS

Conflict of Interest

Often in a lawsuit, both the state and an individual manager(s) are named as defendants. There may be times when a conflict arises between the interests of the individual manager(s) and the state as an entity. Lawyers for the state have a duty to defend the entity as opposed to the individual manager where a potential or actual conflict exists. Therefore, if you are sued and such a conflict exists, you have the option of retaining separate counsel. Refer any questions about managerial liability to your agency Human Resources Office, or the Office of the Attorney General, depending on your agency's procedure. Additional information regarding the Office of the Attorney General can be found online via their website.

Finding of Liability
Personal liability may result when a manager's actions are proven to have been wanton, reckless or malicious or constitute an act of sexual harassment. Personal liability may also result from actions that are retaliatory or discriminatory.

In addition, several courts have found individual liability in employment- related litigation such as the Federal Family and Medical Leave Act, Employee Retirement Income Security Act of 1974 (ERISA) (for plan fiduciaries) and Occupation Safety Health Administration (OSHA) (liability imposed on managers exercising the requisite degree of control so as to be defined "employer").

Indemnification
In general, state managers are not personally liable for actions taken in the normal administration of their duties (C.G.S. 4-165). In most cases, the state will indemnify managers from financial loss and expense arising out of any claim, demand, suit or judgment provided that the Office of the Attorney General (the state's legal representative) finds that the manager was acting in the discharge of his/her duties, or within the scope of his/her employment. To determine whether an activity falls within a manager's normal duties, questions of the following nature should be asked: was the manager acting with malice, was the action taken within the scope of a normal and foreseeable duty, was the manager acting for personal gain? Contact your agency Human Resources office if you have any questions about personal indemnification.

Legal Representation
If a legal representative of the Office of the Attorney General has determined that the action was within the scope of the manager's employment, that office would customarily provide legal representation. However, it is within the sole discretion of the Attorney General to provide the representation. If the Office of the Attorney General makes an adverse decision concerning representation, notice must be sent to the affected manager. Monetary reimbursement may be provided for legal fees and expenses if the Office of the Attorney General has refused to provide representation but the employee is found to have acted in the normal discharge of his duties or in the scope of his employment.

SEPARATION

Layoff and Reemployment
A layoff is defined as the involuntary, non-disciplinary separation of any employee from state service because of lack of work or other economic necessity. C.G.S. 5-241 outlines information on layoff procedures. If a manager in a classified position is laid off, he or she is eligible to be placed on certain reemployment lists giving the manager consideration for job vacancies that occur in specific job classifications/job codes. DAS coordinates and manages these lists. DAS is the definitive authority regarding what specific reemployment rights an employee may have, in which job classifications the employee may have rights and when these rights are exhausted.

Managers preparing to hire a new employee—even to a position that is typically an original hire from outside of state service—must be aware that there could be state employees who have reemployment rights for that position ahead of persons who applied for and examined for the job.

Mandatory Retirement
There is no mandatory retirement at age 70 of any employee except for firefighters, law enforcement officers and tenured faculty.

Personal Service Agreements (PSA)
Current state employees may enter into personal service agreements with state agencies only in very limited circumstances and only after receiving prior written approval from DAS. Retired state employees are prohibited from entering into personal service agreements with state agencies.

Resignation
Managers are required to provide from two to four weeks (depending on the job classification) written notice of resignation to their appointing authority.

Retirement
Managers eligible to retire should provide at least three months' notice of intent to retire in order to insure timely receipt of retirement benefits. C.G.S. 5-152 outlines the retirement provisions for state employees.

The Retirement Services Division of the Office of the State Comptroller manages the program and annually distributes packages to each employee. For more information contact your agency Human Resources Office.

Temporary Worker Retiree
Retired state workers may return to work in state government with certain restrictions. Retired state workers are rehired into the job classification entitled "Temporary Worker Retiree." The total length of employment cannot exceed 120 working days in any one calendar year. Approval for establishing a worker retiree position follows the same procedure as any other classified and compensated position in state service. Pay is normally restricted to the level associated with the work being performed but to be no more than the salary paid when the employee left state service. DAS and OPM closely evaluate the need for and duties of each Temporary Worker Retiree request.

Withdrawal of Resignation
A request to withdraw a resignation that was accepted in good standing may be submitted to DAS within one year after the date of resignation. The former employee is then eligible for reinstatement without examination to classified job classes in which he or she had previously attained permanent status for two years from the date of resignation; however, the former agency is not required to accept the employee back.

An individual who withdraws or rescinds his or her resignation and wishes to return to state service must meet the current minimum qualifications required of the classification at the time of his/her reinstatement. The request to Rescind Resignation Request Form may be found on the DAS Website – HR Forms.

TRAINING

DAS Learning Center

The Department of Administrative Services schedules and conducts a number of training sessions through the DAS Learning Center. Some training is mandatory for new employees. Contact your Human Resources office and administrator for specific information.

In-Service Training Catalog

The Community-Technical Colleges, in partnership with DAS, manage the In-Service Training Program. In-Service courses provide targeted skill enhancement for all levels of employees. Current course catalogs are available twice a year through the Internet with links from the DAS website. For additional information, contact Pam Coleman, Workforce Training Coordinator (860) 244-7602, pcoleman@commnet.edu.

Mandatory Training

All state managers are legally required by statute or executive order to complete training on the following topic areas: Anti-Harassment; Violence in the Workplace Prevention and Diversity. Ethics training is also required if an employee is involved in contractor selection, evaluation and supervision. Refer to the DAS Learning Center for dates on which these courses are offered. Your agency may be supplying training in these areas, as well.

Many agencies have other areas of mandatory training for their employees because of the clients they serve or the particular hazards their employees may face. Additionally, some agencies – by policy or through administrative directive – may require that managers and others attend training in other topics.

New Manager Orientation Program

Refer to the DAS website for this program, which is specially designed to help get new state managers in the executive branch of government oriented to duties, rights and responsibilities working for the State of Connecticut.

Tuition Reimbursement

Most union contracts have provisions and a set amount of money for their members to seek reimbursement for tuition paid for certain types of training and education. Agency tuition reimbursement officers are available to answer questions concerning this program. DAS Statewide Tuition Reimbursement Coordinators review applications for tuition reimbursement when requested by agency tuition reimbursement officers. Program information is also available via the DAS and OSC Websites.

WORKERS' COMPENSATION

Workers' Compensation is a state-mandated program designed to provide benefits to Connecticut workers and their families in the event of occupational injury and/or illness. The central Workers' Compensation program is administered through the Department of Administrative Services. Managers should be familiar with the procedures for how, when and to whom to report injuries in order to ensure that accidents are accurately and comprehensively reported and investigated, coverage determination can be made promptly and Workers' Compensation benefits and services for eligible employees will be made available to them quickly. Additional information can be found on the DAS website.

Eligibility

All full-time and part-time state employees may be eligible for Workers' Compensation benefits in the event of accident or injury in the performance of their on-the-job duties.

Employee Report of Injury

When an employee reports an injury, the manager should make sure that the employee receives necessary medical attention as soon as possible. Contact your agency Human Resources Office for information on how an injury must be reported, where an injury must be reported, and the paperwork that must be completed.

Work-Related Accident or Injury

Any occupational injury or illness directly resulting from the performance of an employee's work-related duties are generally considered compensable. A non-work related condition that is aggravated by a work-related accident or injury may also be compensable.

WORKING TEST PERIOD

C.G.S. 5-230 and 5-230-1 of the Regulations of Connecticut State Agencies ("Personnel Regulations") provides information about working test periods. Generally, the standard working test period for state employees is six months. Bargaining unit contracts contain additional information on working test periods. Managers and supervisors should consult with the Human Resources office for interpretation of contract language.

Provisional Service Credit to the Working Test Period

Time served as a provisional employee is credited toward the working test period of managers and confidential employees in the MP pay plan. Credit for this service is received if the appointing authority agrees that the employee's service is satisfactory. The credit is applied when the employee is subsequently (permanently) appointed to the position from the certified list.

Working Test Period Extension

Working test periods for managers and confidential employees in the MP pay plan may be extended in several instances. Agency heads may extend an employee's working test period. Extensions requested should not exceed six months. Contact your Human Resources Office for more information concerning extensions of the working test period.