



## Board of Directors

# Human Resources Committee Meeting

Click to view online: <https://youtube.com/live/4brgrl18NLo?feature=share>

**June 18, 2026**

**9:30 a.m.**

### COMMITTEE MEMBERS:

James H. Johnson Jr., Ph.D., P.E., *Chair, HR Committee*

Odessa L. Phillip, P.E.

Brendon Baatz

Shelley L. Heller

Charles C. Glass, Ph.D., P.E.

### Agenda

Call to Order	James Johnson
Approval of Minutes – December 2, 2025	James Johnson
Classification & Compensation Study	Evergreen Solutions, LLC
Performance Based Compensation <ul style="list-style-type: none"><li>• Salary Card Adjustment</li></ul>	Hament Patel
Resolution 26-06-1R - Retiree Medical Reimbursement Plan	Hament Patel
Career Lader – Stationary Engineer	Tim Ford
Policy update: Fleet 1.02 Accident Review Board (updates and replaces HR 3.03 Vehicle Equipment & Accident Policy aka Accident Review Board)	Jeff Tosi
Policies for review and approval: <ul style="list-style-type: none"><li>• HR 1.17 Personnel Files</li><li>• HR 2.03 Lateral Transfers</li><li>• HR 3.11 Family &amp; Medical Leave</li><li>• HR 3.14 Leave Without Pay</li><li>• HR 6.02 Performance Improvement Plan (PIP)</li></ul>	Felicia Gross

- HR10.05 Salary Structure
- HR 10.15 Acting Capacity
- HR 1.04 Job Vacancy Posting – Repeal
- HR 1.05 Processing New Employees – Repeal
- HR 3.08 Use of Compensatory Leave – Repeal (replaced with 10.04 Overtime/ Compensatory Time Accrual and Use 4/24/25)

Old/New Business

James Johnson

Closed session

- Approval of Minutes – December 2, 2025
- Deputy Director Salary recommendation
- Executive Director Performance Evaluation
- Executive Director salary recommendation

James Johnson  
Charles Glass  
James Johnson

Administrative Function:

- Board Member Financial Disclosure review



Wes Moore GOVERNOR  
Aruna Miller LT. GOVERNOR  
Charles Glass, Ph.D., P.E. EXECUTIVE DIRECTOR

**To:** Board of Directors

**From:** Charles Glass, Ph.D., P.E

**Date:** June 18, 2026

**Re:** Employee Performance Based Compensation for FY 2027

Maryland Environmental Service’s employees have done excellent work in operating all facilities efficiently to serve our clients and the citizens of Maryland. In appreciation for the dedication and hard work of the employees, taking into consideration the rising costs of living, and to provide wages comparable to entities similar to MES, I recommend the following salary increase for MES employees.

I recommend that MES employees receive performance-based compensation increases as outlined in the table below for FY 2027 based on the performance review for the period of April 1, 2025, to March 31, 2026, or applicable probationary period performance review. Employees who have not completed their probationary period as of March 31, 2026, will not be eligible for the salary increase.

These salary increases will be effective with the pay period beginning July 08, 2026.

Score	Percentage of Increase
2.99 and under	No PBC
3.0 - 3.49	3%
3.5 – 3.99	4%
4.0 – 5.0	5%

This salary increase will not be applicable to the Executive Director, Deputy Director, the attorneys of the Office of the Attorney General, and the employees of Chesapeake Bay Trust.

The salary card will be updated to reflect the maximum percentages approved by the Board for performance-based compensation.

Thank you.

**BOARD OF DIRECTORS  
MARYLAND ENVIRONMENTAL SERVICE  
RESOLUTION  
26-06-1R**

**A RESOLUTION**

**AMENDING THE MARYLAND ENVIRONMENTAL SERVICE RETIREE MEDICAL REIMBURSEMENT PLAN.**

**RECITALS**

**WHEREAS**, pursuant to §3-103.1(b) of the Natural Resources Article of the Annotated Code of Maryland, the Maryland Environmental Service (“MES”) is directed and authorized to determine and establish compensation and benefits for its employees; and

**WHEREAS**, on June 25, 1998, the Board of Directors of MES (“Board”) approved the development and adoption of the “Maryland Environmental Service Retiree Medical Reimbursement Plans” (“Reimbursement Plans”) to provide reimbursement of medical care for eligible retirees of MES and their surviving spouses; and

**WHEREAS**, in 2006 the Board amended the Reimbursement Plans to provide for a single Reimbursement Plan (the “Current Plan”) and made other changes (Resolution 06-06-1R); and

**WHEREAS**, in 2014 the Board amended the Current Plan modifying the eligibility requirements for benefits under the Current Plan (Resolution 14-07-1R); and

**WHEREAS**, in 2019 the Board amended the Current Plan increasing the Benefits Payable for new retirees (Resolution 19-02-1R); and

**WHEREAS**, the Board desires to amend the Current Plan to modify the benefits available to eligible individuals and to make other changes.

**NOW, THEREFORE, BE IT RESOLVED BY THE BOARD OF DIRECTORS OF THE MARYLAND ENVIRONMENTAL SERVICE THAT:**

1. The Board hereby confirms the adoption of the original Reimbursement Plans on June 25, 1998, the subsequent amendment adopting the Current Plan in 2006, and

**Resolution No. 26-06-1R**  
**Amendment to Retiree Medical Expense Reimbursement Plan**  
**Page 2**

the amendments to the Current Plan in 2014 and 2019.

2. The Board hereby confirms all actions taken by MES in implementing the Reimbursement Plans and the Current Plan.
3. The Current Plan is hereby amended to incorporate the changes shown on Exhibit A to this Resolution entitled "Maryland Environmental Service Retiree Medical Expense Reimbursement Plan, Revised June 25, 2026."
4. All other provisions of the Current Plan shall remain the same.
5. This Resolution shall be effective on June 30, 2026.

**ADOPTED, this 25<sup>th</sup> day of June 2026.**

**SEAL**

**MARYLAND ENVIRONMENTAL SERVICE**

**BY:** \_\_\_\_\_  
**SHELLEY HELLER, CHAIR**

**BY:** \_\_\_\_\_  
**SEAN L. COLEMAN, SECRETARY**

# Option A

## **EXHIBIT A**

### **MARYLAND ENVIRONMENTAL SERVICE**

#### **RETIREE MEDICAL EXPENSE REIMBURSEMENT PLAN**

**Revised June 25, 2026**

**Effective June 30, 2026**

## ARTICLE VI

### Benefits

6.1 Benefits Payable – The Agency shall pay to each Participant the Maximum Medical Reimbursement Amount for which each Participant is eligible.

- a) The following Maximum Medical Reimbursement Amounts will be effective for employees who retire after January 1, 2026:
  - i. The Maximum Medical Reimbursement Amount for a Participant who retires from the Agency with at least 15 years of Service but less than 20 years of Service shall be \$4,500;
  - ii. The Maximum Medical Reimbursement Amount for a Participant who retires from the Agency with 20 or more years of Service but less than 25 years of Service shall be \$5,000;
  - iii. The Maximum Medical Reimbursement Amount for a Participant who retires from the Agency with 25 or more years of Service but less than 30 years of Service shall be \$5,500;
  - iv. The Maximum Medical Reimbursement Amount for a Participant who retires from the Agency with 30 or more years of Service shall be \$6,000.
- b) The Maximum Medical Reimbursement Amount for participants who retired prior to June 30, 2026, will continue to be set at the limits established by their date of retirement and years of service at time of their retirement.;

6.2 Medical Care – For purposes of the Plan the term “medical care” shall have the same meaning set forth in Section 213 (d)(1)(A) and (B) of the Internal Revenue Code.

6.3 Limitation on Benefits – No Participant may receive more than the Maximum Medical Reimbursement Amount in any Plan Year.

6.4 Funding of Benefits – The benefits provided under the Plan shall be funded solely through contributions by the Agency.

6.5 Unused Benefits – In no event shall a Participant or former Participant be entitled to receive unused benefits if the Participant did not incur eligible expenses, and submit the expenses for reimbursement as required under Section 8.2. Unused Benefits of a Plan Year are forfeited by the Participant if the Participant does not

# Option B

## **EXHIBIT A**

### **MARYLAND ENVIRONMENTAL SERVICE**

#### **RETIREE MEDICAL EXPENSE REIMBURSEMENT PLAN**

**Revised June 25, 2026**

**Effective June 30, 2026**

## ARTICLE VI

### Benefits

6.1 Benefits Payable – The Agency shall pay to each Participant the Maximum Medical Reimbursement Amount for which each Participant is eligible.

- a) The following Maximum Medical Reimbursement Amounts will be effective for employees who retire after January 1, 2026:
  - i. The Maximum Medical Reimbursement Amount for a Participant who retires from the Agency with at least 15 years of Service but less than 20 years of Service shall be \$4,500;
  - ii. The Maximum Medical Reimbursement Amount for a Participant who retires from the Agency with 20 or more years of Service but less than 25 years of Service shall be \$5,000;
  - iii. The Maximum Medical Reimbursement Amount for a Participant who retires from the Agency with 25 or more years of Service but less than 30 years of Service shall be \$5,500;
  - iv. The Maximum Medical Reimbursement Amount for a Participant who retires from the Agency with 30 or more years of Service shall be \$6,000.
- b) The Maximum Medical Reimbursement Amount for participants who retired prior to June 30, 2026, will be increased to the amounts specified in part (a) above.

6.2 Medical Care – For purposes of the Plan the term “medical care” shall have the same meaning set forth in Section 213 (d)(1)(A) and (B) of the Internal Revenue Code.

6.3 Limitation on Benefits – No Participant may receive more than the Maximum Medical Reimbursement Amount in any Plan Year.

6.4 Funding of Benefits – The benefits provided under the Plan shall be funded solely through contributions by the Agency.

6.5 Unused Benefits – In no event shall a Participant or former Participant be entitled to receive unused benefits if the Participant did not incur eligible expenses, and submit the expenses for reimbursement as required under Section 8.2. Unused Benefits of a Plan Year are forfeited by the Participant if the Participant does not

# Maryland Environmental Service Stationary Engineer Career Ladder

*This career ladder is divided into two separate tracks with one for employees working at cogeneration facilities (such as ECI), and a separate track for employees assigned to steam plants (that do not generate electricity).*

## ***I. Cogeneration Facility Stationary Engineer Career Ladder is as follows:***

### **Utility Operator**

**MES Grade:** 4

**Education:** High School or Equivalent

**Experience/Milestone Skills:** Minimum of one (1) year experience in an industrial, construction, or manufacturing environment is acceptable. A High School Vocational Certificate may be substituted for one (1) year of experience.

**Training for Advancement:** N/A

**Certification for Advancement:** N/A

### **Utility Operator (*Phase I Module Completion*)**

**MES Grade:** 4

**Education:** High School or Equivalent

**Experience/Milestone Skills:** Minimum of six (6) months' experience as a Cogeneration Facility Operator.

**Training for Advancement:** Must satisfactorily complete Module I of the Boiler Operator Training Program (BOTP).

**Certification for Advancement:** N/A

**Advancement Increase:** 8%

### **Utility Operator (*Module II Completion*)**

**MES Grade:** 4

**Education:** High School or Equivalent

**Experience/Milestone Skills:** Minimum of twelve (12) months' experience as a Cogeneration Facility Utility Operator and successful completion of Module I of the BOTP.

**Training for Advancement:** Must satisfactorily complete Module II of the BOTP. Must also complete all On-the-Job Training (OJT) elements of the BOTP, including a) General Facility Duties, b) Equipment and Control Systems, and c) Preventative Maintenance.

**Certification for Advancement:** N/A

**Advancement Increase:** 8%

### **Utility Operator (*Grade 3 Stationary Engineers License*)**

**MES Grade:** 4

**Education:** High School or Equivalent

**Experience/Milestone Skills:** Completion of Modules I and II of the BOTP.

**Training for Advancement:** May complete continuing education courses on low pressure and high-pressure boilers. Continuing Education Units (CEUs) obtained through the successful completion of these courses may be used as a substitute for experience requirements as allowed under DLLR's regulations. Other training or experience may be submitted to the Maryland Board of Stationary Engineers for consideration and approval.

**Certification for Advancement:** Grade 3 Stationary Engineers License

**Advancement Increase:** 4%

# Maryland Environmental Service Stationary Engineer Career Ladder

## **Utility Operator (*Grade 2 Stationary Engineers License*)**

**MES Grade:** 4

**Education:** High School or Equivalent

**Milestone Skills/Achievements:** Licensed Grade 3 Stationary Engineer with at least one (1) year experience as a Cogeneration Facility Utility Operator. Completion of both BOTP Modules I and II.

**Training for Advancement:** N/A

**Certification for Advancement:** Grade 2 Stationary Engineers License

**Increase:** 4%

## **Boiler Operator (*Grade 1 Stationary Engineers License*)**

**MES Grade:** 6

**Education:** High School or Equivalent

**Milestone Skills/Achievements:** Licensed Grade 2 Stationary Engineer with at least two (2) years' experience as a Cogeneration Facility Utility Operator. Completion of both BOTP Modules I and II.

**Training for Advancement:** N/A

**Certification for Advancement:** Obtain Grade 1 Stationary Engineers License

**Increase:** 10%

## **Boiler Operator (*Qualified for Shift Engineer Duties*)**

**MES Grade:** 6

**Education:** High School or Equivalent

**Milestone Skills/Achievements:** Licensed Grade 1 Stationary Engineer with at least three (3) years' experience at the ECI Cogeneration Facility. Completion of both BOTP Modules I and II.

**Training for Advancement:** N/A

**Certification for Advancement:** 1) Must pass Oral Board administered by Cogeneration Facility Grade 1 licensed Stationary Engineers

**Increase:** 8%

**Note:** *The Cogen Stationary Engineer Career Ladder stops prior to the Shift Engineer (Grade 8) position. A vacant Shift Engineer position will be filled through a competitive process and not via ladder advancement.*

## **II. Steam Plant Stationary Engineer Career Ladder is as follows:**

### **Utility Operator**

**MES Grade:** 4 with a Maryland DLLR Grade 5 Stationary Engineer License

**Education:** High school or equivalent

**Experience:** One (1) year of construction, industrial or manufacturing

**Substitution for Experience:** Graduation from High School with Vocational Certificate

**Training/Certification for Advancement:** Entry level

### **Utility Operator**

**MES Grade:** 4 with a Maryland DLLR Grade 4 Stationary Engineer License

**Training/Certification for Advancement:** (20) training hours or CEU's in boiler operations, equipment, boiler safety; and 6 months as an active MD Grade 5; Pass State examination for MD Grade 4 license.

**Salary Increase:** 5%

# Maryland Environmental Service Stationary Engineer Career Ladder

## Utility Operator

**MES Grade: 4 with a Maryland DLLR Grade 3 Stationary Engineer License**

**Training/Certification for Advancement:** (40) additional training hours or CEU's in boiler operations, equipment, boiler safety and pass State examination for MD Grade 3 license.

**Salary Increase:** 5%

## Utility Operator

**MES Grade: 4 with a Maryland DLLR Grade 2 Stationary Engineer License**

**Training/Certification for Advancement:** Pass State examination for MD Grade 2 license.

**Salary Increase:** 5%

## Shift Engineer

**MES Grade: 8**

**Education:** High school

**Experience:** 3 years' minimum steam plant operating experience, with MES or documented prior experience

**Substitution for Experience:** Not applicable

**Training/Certification for Advancement:** Maryland Grade 1 Stationary Engineer's License

**Salary Increase:** 10% or minimum of Grade 8 Pay Scale, whichever is higher

## Notes:

- **An employee who successfully advances their stationary engineer's license by skipping one or more grades is eligible for the combined salary increase. For example, advancement from MD Grade 5 to a MD Grade 3 license results in a salary increase of 10%. MD Grade 5 to MD Grade 2 license results in a salary increase of 15%.**
- ***Steam Plant Career Ladder stops at Grade 8 Shift Engineer. A vacant Senior Shift Engineer or Chief Engineer position will be filled through competitive process and not via ladder advancement.***



**Policy#:** Fleet 1.02  
**Policy Category:** *Fleet*  
**Department Responsible:** Finance  
**Original Date(s):** 11/22/2008  
**Board of Directors Approval:** 11/22/2008  
**Last Edit:** 06/18/2026

## **ACCIDENT REVIEW BOARD**

### **I. ESTABLISHMENT OF ACCIDENT REVIEW BOARD**

- A. There is an Accident Review Board at Maryland Environmental Service.
- B. The Accident Review Board shall perform several different functions:
  - 1. review all reported motor vehicle and equipment accidents defined herein;
  - 2. issue a determination as to whether the accident was "preventable";
  - 3. issue a monthly summary; and
  - 4. On a biennial schedule review and, if necessary, recommend changes and updates to the MES Fleet Manual.

### **II. DEFINITIONS**

- A. "Agency" means the Maryland Environmental Service.
- B. "Equipment" means any non-road, mobile work vehicles that are owned, leased, operated, or otherwise controlled by MES in the performance of official duties, including heavy-duty off-road vehicles (e.g., loaders, backhoes, bulldozers), specialized utility vehicles used in field operations (e.g., skid steers, compact track loaders), dredging and restoration vehicles (e.g., amphibious excavators, dredges), water/wastewater service vehicles not intended for public road use, and towable units and trailers when used in conjunction with non-road operations.
- C. "Executive Director" means the Executive Director of the Maryland Environmental Service.
- D. "Motor vehicle" is a self-propelled motor-operated (either internal combustion, diesel or electric) device owned by MES, the State of Maryland, or one of MES' clients, that is operated in connection with

any MES business activity. Motor vehicles include vessels and heavy equipment.

“Motor vehicle” does not include a bicycle, an e-bike, or a scooter.

- E. “Operator” means the MES Employee who was operating the motor vehicle at the time of the accident.
- F. “Preventable accident” is one in which the Operator failed to do everything that reasonably could have been done to prevent the accident, based on National Safety Council standards.
- G. “Proxy” means the delegation of voting power to another individual to vote on their behalf. Proxy does not include the naming of a designee.

### III. THE ACCIDENT REVIEW BOARD’S COMPOSITION

- A. The Accident Review Board shall consist of the following seven members:
  - 1. the Fleet Manager;
  - 2. one equipment operator from one of the four operating groups;
  - 3. one employee from the Water/Wastewater Group;
  - 4. one employee from the Technical and Environmental Services Group;
  - 5. one employee from the Environmental Operations Group;
  - 6. one employee from the Environmental Dredging and Restoration Group; and
  - 7. the Chief of the Safety Division, or the Chief’s designee.
- B. Permanent Members:
  - 1. **Fleet Manager:** The Fleet Manager shall serve as a permanent member and Chair of the Accident Review Board. The Fleet Manager may be removed as Chair of the Accident Review Board at the discretion of the Executive Director. If the Fleet Manager is removed as Chair, the Executive Director shall appoint a new chair from among the members of the Accident Review Board. In the

event that the Fleet Manager is removed as Chair, the Fleet Manager may continue to serve on the Accident Review Board at the discretion of the Executive Director.

2. **Safety Division:** the Chief of Safety shall serve as a permanent member of the Accident Review Board. The Chief of Safety may name a designee from the Safety or the Safety and Environmental Compliance Division to serve in the Chief's place.
- C. Selection of the Equipment Operator Member. Each of the four operating groups shall submit the name of an equipment operator to the Executive Director, or their designee, for consideration. The Executive Director, or their designee, shall select the equipment operator member from the names submitted.
- D. Minimum Qualifications for Membership on the Accident Review Board.
1. All members of the Accident Review Board must be authorized to operate an MES Fleet Vehicle.
  2. Any member of the Accident Review Board who has their privilege to operate an MES Vehicle suspended or revoked for any reason may no longer serve on the Board. The managing director for the group that the employee works in must submit the name of a replacement member from that group.
  3. Any member of the Accident Review Board shall be an employee of MES for a minimum of one year.
- E. Accident Review Board Member Terms and Voting Procedures:
1. The term of an Accident Review Board member follows the State Fiscal Year of July 1 – June 30.
  2. An Accident Review Board member, other than the Fleet Manager and Safety member, shall serve for a term of two years.
  3. An Accident Review Board member, other than the Fleet Manager and Safety member, may not serve for more than two terms.
  4. The terms of members of the Accident Review Board shall be staggered as outlined below so as to maintain consistency amongst the Board.
  5. Beginning July 1, 2026, the terms of Board members are staggered

as follows:

6. Terms beginning July 1, 2026, and ending June 30, 2027:
  - a. Environmental Dredging and Restoration Group
  - b. Environmental Operations Group
7. Terms beginning July 1, 2026, and ending June 30, 2028
  - a. Technical and Environmental Services Group
  - b. Water/Wastewater Group
  - c. Equipment Operator
8. Beginning July 1, 2027, the terms for the Environmental Dredging and Restoration and Environmental Operations Groups will be for two years and the term limits for all members will be in effect.
9. An action by the Accident Review Board needs an affirmative majority vote of at least five members.
10. Members may not vote by proxy.
11. Voting may take place by virtual meeting or over email.
12. Except as expressly authorized by this policy, by the Chair of the Accident Review Board, or by the Executive Director, a Board member may not designate another MES employee to act on their behalf.

#### **IV. THE DUTIES AND RESPONSIBILITIES OF THE SAFETY BOARD.**

- A. With the approval of the Executive Director, the Accident Review Board will establish, in writing, reasonable criteria for selecting which motor vehicle accidents it will review and the frequency when ARB meetings shall occur.
- B. Reporting of Accidents:
  1. Groups shall report all accidents to the Fleet Manager.
  2. The Fleet Manager shall notify the Accident Review Board of all reported accidents.
- C. Review of Accidents. The Accident Review Board shall review all reported accidents to determine:
  - Driver history/performance
  - Accident cause(s)/conditions

- Accident preventability
  - Necessary driver corrective action.
1. For any accident involving a third party or third-party property damage, the Fleet Manager shall consult with and obtain the advice of the MES Office of the Attorney General prior to initiating the Accident Review Board's review of the accident. Based on advice rendered by the Office of the Attorney General, the Board may defer a determination of cause of accident until outstanding legal issues are resolved, as advised by the Office of the Attorney General.
  2. Upon receipt of a notification of an accident:
  3. the Accident Review Board shall initiate a review of an accident. The review should include the notification and accident report and any other information available to the Board.
  4. The Accident Review Board shall provide a summary of any accident for which it initiates review of an Operator's actions to the Operator's Group Managing Director and the Executive Director. A report should be anonymized and shared with the agency to effectuate lessons learned from the accident. Operating Groups are responsible for ensuring timely and appropriate responses to accidents, regardless of the Accident Review Board's scheduled meetings.
  5. All accidents shall be reviewed to determine if there was sufficient employee retraining prior to the employee resuming driving a motor vehicle.

D. Periodic Reviews and Updates

1. The Accident Review Board shall review this Policy, the MES Fleet Policy, and Fleet Manual every two years. The purpose of reviewing the MES Fleet Policy/Manual is to ensure the document(s) remain consistent with a wide range of issues including technological advancements, the State of Maryland's approach to fleet management, etc.
2. The Accident Review Board shall review and update General Rules for Operators of MES Vehicles/Equipment every two years.
3. The Accident Review Board shall, at the end of each Fiscal Year, review and evaluate the types of actions taken by each Group



## **HIRING AND EMPLOYMENT:**

### **PERSONNEL FILES**

#### **I. POLICY**

It is the policy of the Maryland Environmental Service to keep accurate and updated information deemed pertinent by the Service in every employee personnel file.

#### **II. PROVISIONS AND PROCEDURES**

- A. The Service requires that an employee's personnel file be accurately and timely maintained.
- B. Employee personnel files are maintained in the Service's Human Resources Information System (HRIS) and/or identified electronic document repository.
- C. Documents retained include new hire onboarding, employment contract, acknowledgments of various policies and procedures, performance evaluations, disciplinary actions, professional development documentation, rewards and recognition, and any other relevant employment related documents.
- D. Employees may request access to their personnel file by submitting a written request to Human Resources. While documents may not be removed from an employee's personnel file, employees are permitted to provide a written response to any document within the file. Written responses will be included with the original document in question.
- E. Records related to medical matters and internal personnel investigations are maintained separately from the personnel file and may not always be available to the employee, even upon request.
- F. The Service's HRIS collects most employment related documents as part of the electronic business process. Any documents not collected through a business process is retained in the employee's electronic document repository by Human Resources.
- G. **Training Certificates.** It is the responsibility of the employee to see that any training certificates (other than Agency sponsored) are forwarded to the Human Resources Division for insertion to their personnel file. If the Service's HRIS allows training to be tracked, certificates may be uploaded there.





**Policy #:** 2.03  
**Policy Category:** *Change in Job Status*  
**Department Responsible:** *Human Resources*  
**Original Date(s):** 07/22/2004  
**Board of Directors Approval:** 07/22/2004  
**Last Edit:** 06/18/2026

## CHANGE IN JOB STATUS

### LATERAL TRANSFERS

#### I. **SCOPE AND PURPOSE**

To define the policy and procedures with respect to an employee's request for a Lateral Transfer.

To establish procedures for consistent processing of Lateral Transfers.

#### II. **DEFINITIONS**

**Lateral Transfer** is defined as movement by an employee from one position to a vacant position at an equivalent level of responsibility and with no change in pay grade or salary.

#### III. **POLICY**

It is the policy of the Maryland Environmental Service to permit an employee the opportunity for a Lateral Transfer.

#### IV. **PROCEDURES**

##### A. **Eligibility**

1. An employee may request a Lateral Transfer to a position in a different Service Group or geographic area. The Service may refuse to grant a request for Lateral Transfer.
2. An employee who wishes to request a Lateral Transfer can review the vacant positions on the Service's Career Page of the Intra(Inter)net. Detailed job classifications are available on the Intranet.
3. An eligible and qualified employee will be required to complete an updated employment application or resume to reflect current qualifications and work experience for consideration for a vacant position. The Human Resources Division will assist the employee with this process as well as evaluate the qualifications of each internal applicant.

- B. If a Managing Director is considering hiring an employee from another Group, they are to promptly inform the other Managing Director. If an internal applicant is selected to fill a vacant position, the date of transfer is





**Policy #:** HR- 3.11  
**Policy Category:** *Leave & Time Off*  
**Department Responsible:** *Human Resources*  
**Original Date:** 5/27/1999  
**Board of Directors Approval:** 6/27/2024  
**Last Edit:** 6/18/2026

## LEAVE AND TIME OFF

### FAMILY & MEDICAL LEAVE

#### I. **SCOPE AND PURPOSE**

This policy implements employees' rights and the Service's obligations under the Family and Medical Leave Act of 1993 (FMLA) and shall be interpreted consistent with the FMLA and applicable regulations. The FMLA allows employees to balance their work and family life by taking a reasonable amount of leave for certain family and medical reasons. The FMLA seeks to accomplish these purposes in a manner that accommodates the legitimate interests of the Service and minimizes the potential for employment discrimination on the basis of gender, while promoting equal employment opportunity for men and women.

#### II. **POLICY**

It is the policy of the Service to allow eligible employees to utilize up to 12 workweeks of available paid leave, unpaid leave, or a combination of paid and unpaid job protected leave in a set 12-month period. MES uses the calendar year as its 12-month period. Eligible FMLA usage is as follows:

- A. The birth or adoption of a child.
- B. To care for a seriously ill member of the employee's immediate family (parent, child, adult child who cannot care for himself or herself or spouse).
- C. For the employee's own serious illness.
- D. An eligible employee who is the spouse, son, daughter, parent, or next of kin of a covered service member may utilize up to a total of 26 workweeks of leave in a single 12-month period for the following reasons:
  - 1. To care for a member of the Armed Forces, including a member of the National Guard or Reserves, who is undergoing medical treatment, recuperation, or therapy, or is otherwise in outpatient status, or is otherwise on the temporary disability retired list for a serious injury or illness.
  - 2. An employee may be entitled to a combined total of 26 workweeks in a single 12-month period when using family leave under A through D of this section.

#### III. **PROCEDURES**

##### A. **Eligibility**

To be eligible for FMLA leave, an employee must:

1. Have been employed by the Service at least 12 months.
2. Have worked at least 1,250 hours during the 12 months prior to the start of the FMLA leave.

**B. Leave Entitlement**

1. The Service shall allow an eligible employee to utilize up to a total of 12 workweeks of available paid leave, unpaid leave, or a combination of paid leave and unpaid leave, in a 12-month period for one or more of the following reasons:
  - a. For the birth of a son or daughter, and to care for the newborn child.
  - b. For the placement with the employee of a child for adoption or foster care, and to care for the newly placed child.
  - c. To care for an immediate family member (spouse, child, adult child who cannot care for himself or herself, or parent - but not a parent "in-law") with a serious health condition.
  - d. When the employee is unable to work because of a serious health condition. The serious health condition may include work related injuries or illnesses.
2. Leave to care for a newborn child or for a newly placed child must conclude within 12 months after the birth or placement.
3. Spouses who are both employed by the Service shall be limited to a **combined** total of 12 workweeks of family leave (or 26 workweeks for Servicemember Family Leave) for the following reasons:
  - a. Birth and care of a child.
  - b. For the placement of a child for adoption or foster care, and to care for the newly placed child.
  - c. To care for an employee's child, or parent who has a serious health condition, or an adult child who cannot care for himself or herself.
4. An employee may utilize any available paid leave to include annual leave, personal leave, sick leave and compensatory leave, or unpaid leave, or a combination of both paid leave and unpaid leave, for Family Leave. An employee on unpaid FMLA (leave that is not paid leave) is not entitled to the accrual of leave benefits that an employee who remained continuously at work would have received. An employee who is on unpaid FMLA leave

does not receive payment for holiday that occurs during the period of unpaid leave.

**C. Serious Health Condition**

“Serious health condition” means an illness, injury, impairment, or physical or mental condition that involves:

1. Any period of incapacity or treatment connected with inpatient care (i.e., an overnight stay) in a hospital, hospice, or residential medical care facility.
2. A period of incapacity requiring absence of more than three consecutive calendar days from work that also involves continuing treatment by (or under the supervision of) a health care provider.
3. Any period of incapacity due to pregnancy, or for prenatal care.
4. Any period of incapacity (or treatment therefore) due to a chronic serious health condition (e.g., asthma, diabetes, epilepsy, etc.).
5. A period of incapacity that is permanent or long-term due to a condition for which treatment may not be effective (e.g., Alzheimer’s, stroke, terminal diseases, etc.).
6. Any absences to receive multiple treatment (including any period of recovery that follows) by, or on referral by, a health care provider for a condition that likely would result in incapacity of more than three consecutive days if left untreated (e.g., chemotherapy, physical therapy, dialysis, etc.)

**D. Intermittent / Reduced Schedule**

1. The FMLA permits employees to take leave on an intermittent basis or to work a reduced schedule under certain circumstances.
2. Intermittent/reduced schedule leave may be taken when medically necessary to care for a seriously ill member of the employee’s immediate family, or because of the employee’s serious health condition.
3. Intermittent/reduced schedule leave may be taken to care for a newborn or newly placed adopted or foster care child only with the Service’s approval.
4. A Servicemember Family Leave absence may be taken intermittently or on a reduced schedule if medically necessary.
5. Employees needing an intermittent/reduced schedule for **foreseeable medical** treatment must cooperate with their supervisor to schedule the leave so as not to unduly disrupt the Service’s operations. In such cases,

the Service may transfer the employee temporarily to an alternative job with equivalent pay and benefits that accommodate recurring periods of leave better than the employee's regular job. Any temporary transfer will last only for the period of the medically necessary intermittent or reduced-schedule leave.

6. For an employee who works a part-time schedule, the amount of Family Leave which an employee may utilize on an intermittent or reduced leave basis will be determined on a pro rata basis by comparing the new schedule with the employee's normal schedule.

**E. Notice**

1. Eligible employees seeking to use FMLA leave shall be required to provide the employee's supervisor with:
  - a. 30-day advance notice of the need to take FMLA leave when the need is foreseeable.
  - b. Notice "as soon as practicable" when the need to take FMLA leave is not foreseeable ("as soon as practicable" generally means at least verbal notice to the Service within two business days of learning of the need to take FMLA leave).
  - c. Sufficient information for the Service to understand that the employee needs leave for FMLA-qualifying reasons (the employee need not mention FMLA when requesting leave to meet this requirement but may only explain why the leave is needed).
  - d. Where the Service was not made aware that an employee was absent for FMLA reasons and the employee wants the leave counted as FMLA leave, timely notice (generally within two business days of returning to work) that leave was taken for an FMLA-qualifying reason.
2. The employee's supervisor should forward all notifications to the Human Resources Department who will coordinate and manage the FMLA leave.

**F. Service Notices**

1. A supervisor shall immediately notify the Human Resources Department when an employee's use of leave or request for leave qualifies to be designated FMLA leave. The Service shall provide a written notice of eligibility to designate the leave as FMLA leave and detailing specific expectations and obligations of an employee who is exercising his/her FMLA entitlements.

2. This Service notice shall be provided to the employee within two business days after receiving the employee's notice of need for leave and include the following:
  - a. That the leave will be counted against the employee's annual FMLA leave entitlement.
  - b. Any requirements for the employee to furnish medical certification and the consequences of failing to do so.
  - c. The employee's right to elect to use accrued paid leave for unpaid FMLA leave and whether the Service will require the use of paid leave, and the conditions related to using paid leave.
  - d. Any requirement for the employee to make co-premium payments for maintaining group health insurance and the arrangement for making such payments.
  - e. Any requirement to present a fitness-for-duty certification before being restored to his/her job.
  - f. Rights to job restoration upon return from leave.
  - g. Employee's potential liability for reimbursement of health insurance premiums paid by the Service during the leave if the employee fails to return to work after taking FMLA leave.
3. The Service shall not designate a leave as FMLA leave after the employee has returned to work except:
  - a. If the employee was absent for an FMLA reason and the Service did not learn the reason for the absence until the employee's return (e.g., where the employee was absent for only a brief period), the Service may, upon the employee's return to work, promptly (within two business days of the employee's return to work) designate the leave retroactively with appropriate notice to the employee. If leave is taken for an FMLA reason but the Service was not aware of the reason, and the employee desires that the leave be counted as FMLA leave, the employee must notify the Service within two business days of returning to work of the reason for the leave. In the absence of timely notification by the employee, the employee may not subsequently assert FMLA protections for the absence.
  - b. If the Service knows the reason for the leave but has not been able to confirm that the leave qualifies under FMLA, or where the Service has

requested medical certification which has not yet been received or the parties are in the process of obtaining a second or third medical opinion, the Service should make a preliminary designation, and so notify the employee, at the time leave begins, or as soon as the reason for the leave becomes known. Upon receipt of the requisite information from the employee or of the medical certification which confirms the leave is for an FMLA reason, the preliminary designation becomes final. If the medical certification fails to confirm that the reason for the absence was an FMLA reason, the Service must withdraw the designation (with written notice to the employee).

**G. Medical Certification**

1. The Service requires that the need for leave for a serious health condition of the employee or the employee's immediate family member be supported by a certification issued by a health care provider.
2. The medical certification must utilize U.S. Department of Labor form WH-380 which can be obtained from Human Resources.
3. When the leave is foreseeable and at least 30 days' notice has been provided, the employee should provide the medical certification before the leave begins. When this is not possible, the employee must provide the requested certification to the Service within the time frame requested by the Service (which shall be at least 15 calendar days later), unless it is not practicable under the particular circumstances to do so despite the employee's diligent, good faith efforts. If the medical certification is not obtained within that reasonable time period, the employee will be considered to be on unauthorized leave, which may result in disciplinary action.
4. In most cases, the Service requires that an employee furnish certification from a health care provider at the time the employee gives notice of the need for leave or within two business days thereafter, or, in the case of unforeseen leave, within two business days after the leave commences. The Service requests certification be furnished within 2 days; however, employees will be afforded at least 15 days to provide certification unless not practicable despite diligent, good-faith efforts.,
5. At the time the Service requests certification, the Service shall also advise an employee of the anticipated consequences of an employee's failure to provide adequate certification. The Service shall advise an employee whenever the Service finds a certification incomplete and provide the employee a reasonable opportunity to cure any such deficiency.

6. The Service may request the employee to obtain subsequent re-certifications if:
  - a. The employee requests an extension of leave.
  - b. Circumstances described by the original certification have changed significantly.
  - c. The Service learns of facts that call into question the continuing validity of the certification.
7. The Service may, at its own expense, require the employee to obtain a second medical certification from a health care provider. The Service may choose the health care provider for the second opinion, except that in most cases the Service may not regularly contract with or otherwise regularly use the services of the health care provider.
8. If the opinions of the employee's and the Service's designated health care providers differ, the Service may require the employee to obtain certification from a third health care provider, again, at the Service's expense. This third opinion shall be final and binding. The third health care provider must be designated jointly by the Service and the employee.
9. The Service shall provide the employee with a copy of the second and third medical opinions, where applicable, upon request by the employee. Requested copies are to be provided within two business days unless extenuating circumstances prevent such action.
10. The Service shall reimburse an employee or family member for any reasonable "out of pocket" travel expenses incurred to obtain the second and third medical opinions. The Service shall not require the employee or family member to travel outside normal commuting distance for purposes of obtaining the second or third medical opinions except in very unusual circumstances.
11. In circumstances when the employee or a family member is visiting in another country, or a family member resides in another country, and a serious health condition develops, the Service shall accept a medical certification as well as second and third opinions from a health care provider who practices in that country.

**H. Maintenance of Health Insurance Benefits**

1. The Service will continue to maintain group health insurance coverage for an employee on unpaid FMLA leave.

2. Pursuant to written procedures of the Service, the employee shall pay the employee's share of health insurance premiums while on unpaid leave.
3. If the employee fails to return to work at the end of the leave, the Service may recoup the premiums paid for maintaining health insurance coverage.
4. Health insurance costs are not recouped when the employee fails to return to work due to a continuation or recurrence of a serious health condition.

**I. Other Benefits**

1. An employee who is a member of the Maryland State Retirement and Pension System may be eligible for continued benefits as a member of such a System while on unpaid FMLA leave. The availability of such benefits will be determined in accordance with the laws, regulations and policies of the Maryland State Retirement Agency.
2. While an employee is on unpaid FMLA leave, the Service will discontinue payroll deduction (if applicable) and Service contributions to the employee's Retirement Savings Plan Account. The employee may continue to contribute to the Retirement Savings Plan Account at the employee's own expense.
3. While an employee is on unpaid FMLA leave, the employee does not accrue paid leave and is not eligible for Holiday pay.
4. While an employee is on FMLA leave, the employee's seniority is protected. In addition, an employee's use of FMLA leave will not result in the loss of any employment benefit accrued prior to the date the leave began.

**J. Job Restoration**

1. Except as otherwise provided herein, upon return from FMLA leave, an employee shall be restored to his or her original job or to an "equivalent" job. An "equivalent" job means a position with equivalent pay, benefits, and other terms and conditions of employment.
2. The Service may deny reinstatement to the employee's original job, or to an equivalent job, if the employee's employment would have ended or been changed for reasons unrelated to the FMLA leave.
3. If the employee has been on a workers' compensation absence during which FMLA leave has been taken concurrently, and after 12 weeks of leave the employee is unable to return to work, the employee no longer has

the protections of FMLA and must look to the workers' compensation statute or ADA for any relief or protections.

4. If the employee is unable to perform an essential function of the employee's position because of a physical or mental condition, including the continuation of a serious health condition, the employee has no right to restoration to another position. The Service shall provide reasonable accommodation to the employee in accordance with the Americans with Disabilities Act and applicable State law.

**IV. RELATED POLICY AND PROCEDURE LINKS**

The Family & Medical Leave Act of 1993 ( 29 U.S.C. § 2601 et seq.)

**V. REVISION HISTORY**

<b>Version</b>	<b>Date of Change</b>	<b>Section</b>	<b>Description of Change</b>
.001	5/27/1999	Full Document	Initial adoption
.002	6/27/2024	§5 & 6	New notice provisions. Entire doc – new format
.003	6/18/2026	II. Policy	Clarify eligibility period; conform to FMLA provisions

## LEAVE AND TIME OFF

### LEAVE WITHOUT PAY (LWOP) POLICY

#### I. POLICY

It is the policy of the Maryland Environmental Service to provide leave without pay for eligible employees for qualifying reasons.

#### II. PURPOSE

To authorize leave without pay for eligible employees of the Maryland Environmental Service for qualifying reasons.

#### III. PROCEDURES

- A. The Service may grant an employee's request for leave without pay if the employee has no appropriate credited paid leave, and the Service determines that the employee's use of leave without pay will not unreasonably disrupt the Service's activities.
- B. While an approved leave without pay may not exceed one year, the Service can determine that the amount of time granted for leave without pay may be less than one year if the employee's absence will unreasonably disrupt the Service's activities.
- C. Requests for leave:
  1. **Request for 30 days or less:** An employee shall submit a request for leave without pay of 30 days or less to the employee's Managing Director through the Service's Human Resources Information System (HRIS).
  2. **Requests for more than 30 days:** A request for leave without pay that exceeds 30 days shall be approved by the employee's Managing Director and then routed to the Human Resources Division, and then to the Executive Director or Designee, for approval, before the employee can be granted leave without pay status.
- D. The Executive Director, or Designee, or Managing Director shall consider the following factors when determining approval for leave

without pay requests:

1. position responsibilities;
2. to the extent permitted by law, length of leave without pay requested;
3. requesting employee's work load and upcoming deadlines;
4. availability of other employees to perform the requesting employee's duties and;
5. previous disciplinary actions or past abuse of leave.

- E. An employee granted leave without pay must continue to make payments normally deducted from the employee's paycheck for health insurance, child support, credit union loans, etc.
- F. An employee on leave without pay does not accrue leave.
- G. An employee on leave without pay the day before and the day after a holiday will not be paid for the holiday.
- H. An employee may elect to continue group health insurance coverage by paying the premium cost directly to the Service. The Service will bill the employee for the appropriate premium amount. The employee must pay both the individual and Service portions of the premium. However, an individual on leave without pay as the result of an injury in the line of duty that is deemed to be compensable by the Injured Workers' Insurance Fund is entitled to continue health insurance as a group subscriber responsible only for the employee, and not the Service, portion of the premium. Upon return to active duty, the Service will deduct health insurance premiums from the employee's paycheck.
- I. An employee who is a member of Maryland State Retirement System may be eligible for continued benefits as a member of such System while on leave without pay. The availability of such benefits will be determined in accordance with the laws, regulations and policies of the Maryland State Retirement Agency.
- J. While an employee is on leave without pay, the Service will discontinue payroll deductions (if applicable) and Service contributions to the employee's Retirement Savings Plan Account. Upon returning to active duty, the employee's Retirement Savings Plan Account will become active again. An employee on leave without pay shall continue to make repayments to any loan the employee has made from the Plan.
- K. Subject to the requirements of the Family Medical Leave Act, MES





**Policy #: 6.02**  
**Policy Category:** *Discipline/Appeal*  
**Department Responsible:** *Human Resources*  
**Original Date:** 6/27/2024  
**Board of Directors Approval:** 6/27/2024  
**Last Edit:** 6/18/2026

## **PERFORMANCE IMPROVEMENT PLAN POLICY**

### **I. SCOPE AND PURPOSE**

To define the Service's policy on implementing performance improvement plans and identify the proactive measures a manager may take to address an employee's unsatisfactory performance, attendance, or behavior. The Performance Improvement Plan (PIP) is a formal document intended to address unsatisfactory performance areas and outline a path to improvement for the employee.

### **II. POLICY STATEMENT:**

It is the intent of Maryland Environmental Service (MES) to fairly assess the performance of its employees and to provide opportunities for improvement where possible. A performance improvement plan (PIP) should be developed for any employee whose overall Employee Performance Review rating is "Below Expectations". Additionally, MES may implement a PIP for an employee whenever it is necessary to address any unsatisfactory performance.

The PIP is not intended to be a form of punishment but rather a way to identify and address performance gaps, provide an employee with coaching and feedback, and to align goals and expectations. An employee placed on a PIP will have 3 months to improve their performance. If performance has not improved, the PIP may be extended for an additional 3 months, at the discretion of the manager, or the employee may face disciplinary action, up to termination. If a PIP is implemented in coordination with extending an employee's probationary period, the employee will have a maximum of 3 months to satisfy the PIP, or the employment will be terminated. Employees that are currently on a PIP are not eligible for telework, regardless of previous arrangements.

### **III. MANAGEMENT RESPONSIBILITIES**

It is the duty of the manager to fairly assess their employees' performance and to provide an opportunity for improvement, where possible, when performance is unsatisfactory. The manager must formally document performance concerns while providing the employee with a reasonable timeframe to improve performance.

**IV. PROCEDURES FOR DEVELOPING AND IMPLEMENTING A PERFORMANCE IMPROVEMENT PLAN**

- A. Determine need for Performance Improvement Plan
- B. Draft the Plan
  - 1. The manager is expected to identify an acceptable level of performance and inform the employee of current performance deficiency.
  - 2. The manager will set clear objectives and expectations.
- C. Plan Review – Human Resources. Human Resources will work with the manager to ensure the plan is free of unlawful bias and has clear objectives, goals, and expectations.
- D. Implement the PIP. The manager will meet with the employee to present the PIP document and review the goals and terms of the plan. Human Resources will participate in PIP delivery meetings, virtually or in-person.
- E. Monitor the PIP. The manager will set regular review meetings and document PIP progress.
- F. Conclusion of the PIP. Review the PIP to determine if the employee (1) met the goals and objectives, (2) met some of the goals and objectives, or (3) failed to meet the goals and objectives.

**V. FINAL STEPS**

- A. If the PIP is satisfied, meaning that goals and objectives have been met, the PIP is considered closed.
- B. If the PIP is partially satisfied, meaning some of the goals and objectives were met, the manager has the option to extend the PIP for an additional 3 months (6 months total).
- C. If the PIP is unsatisfactory, meaning goals and objectives were not met, appropriate disciplinary action will be determined, up to and including termination.
- D. An employee may be terminated while on a PIP if the performance worsens or if other valid workplace concerns arise.

**VI. REVISION HISTORY**

<b>Version</b>	<b>Date of Change</b>	<b>Section</b>	<b>Description of Change</b>
.001	6/27/2024	Full Document	Initial Adoption
.002	6/18/2026	IV & V	Adds HR to implementation phase. Clarifies an employee can be terminated while on PIP



**Policy #:** 10.05  
**Policy Category:** *Wage & Salary Program*  
**Department Responsible:** *Human Resources*  
**Original Date(s):** 8/26/2004  
**Board of Directors Approval:** 8/26/2004  
**Last Edit:** 6/18/2026

## **WAGE AND SALARY PROGRAM**

### **SALARY STRUCTURE**

#### **I. SCOPE AND PURPOSE**

To establish and maintain a salary schedule, which enables the Service to attract and retain qualified employees.

To maintain a pay structure which offers fair, equitable and consistent application of pay practices.

#### **II. POLICY**

It is the policy of the Maryland Environmental Service to maintain a viable salary structure applicable to positions in the Service's Human Resources System.

#### **III. SALARY SCHEDULE**

- A. The Salary Schedule will be approved by the Board and maintained by the Human Resources Division.
- B. The Salary Schedule will consist of Grades (or Ranges), and include a minimum, midpoint and maximum amount of compensation for each Grade in the Service.
- C. The lowest amount in a Salary Grade is the minimum salary which will be paid to either a newly hired employee, or newly promoted employee of the Service offered a position in that Salary Grade.
- D. A new employee of the Service may not be hired at the starting salary that is greater than the midpoint of the Salary Grade of which the employee is hired without approval of the Executive Director.
- E. The highest amount in a Salary Grade is the maximum salary that will be paid within the Salary Grade.
- F. The salary of an employee promoted to a new position will be determined in accordance with MES Compensation Administration Guidelines.
- G. Salary Schedules will be made available to all employees and are to be utilized as the only authorized salary rates of the Service.



## **WAGE AND SALARY PROGRAM**

### **ACTING CAPACITY**

#### **I. Scope & Purpose**

To establish a fair procedure for compensating an employee who is designated to perform the duties of a classification that has a rate of pay which is higher than the employee's classification.

To ensure fair and equitable compensation to employees.

#### **II. Policy Statement**

It is the policy of the Service that if an employee is designated by the Managing Director to perform duties in a classification that has a rate of pay which is higher than that of the employee's classification, the employee shall be paid additional compensation, known as "acting capacity pay". The amount of the acting capacity pay shall be the amount which the employee would be paid if the employee had been permanently promoted to the higher classification unless otherwise provided by law.

#### **III. ELIGIBILITY**

A. An employee may be designated to perform temporary duties in a classification for which the rate of pay is higher than that of the employee's classification for any of the following reasons:

1. The temporary absence of an incumbent;
2. A vacancy;
3. Unusual circumstances which necessitate assignment of duties at a higher level than that of the employee's classification.

B. An employee may be designated to perform temporary duties in a classification for which the rate of pay is higher than that of the employee's classification, but not be eligible for or receive increased compensation, if:

1. The reason for the acting designation is to replace an employee who is using annual leave, unless the employee is using that annual leave because of illness or imminent retirement;
2. The reason for the acting designation is to replace an employee who is attending a training program;

- C. Payment for acting in a higher classification shall be made as follows:
  - 1. Between grades 1 and 4, additional compensation shall be paid for the period in excess of 10 continuous work days;  
For grade 5 and above, additional compensation shall be paid for the period in excess of 20 continuous work days.
  - 2. An employee will be compensated at the employee's normal rate of pay for the days worked in an acting capacity prior to meeting continuous days requirement.
  - 3. The initial period of acting capacity pay is limited to 6 months or less and may be extended for periods of up to 6 months.
  - 4. Extension of acting capacity pay beyond the initial 6 months will require written justification and approval by the Group Managing Director and Human Resources.

#### IV. **PROCEDURES**

- A. Upon consultation with the appropriate Managing Director, a supervisor shall complete a "Request to Designate an Employee in Acting Capacity" Form and forward it to the Managing Director for review and approval.
- B. The Managing Director or designee shall submit the form to Human Resources for approval.
- C. Human Resources will process the acting capacity and acting capacity pay changes through the Service's Human Resources Information System (HRIS) and notify the Group of completion of both steps.
- D. The Group shall immediately notify the employee of the employee's acting capacity.
- E. Acting capacity pay will be reviewed by the appropriate Managing Director or designee every 90 days.
- F. The appointment of acting capacity will not guarantee the employee a promotion or preferred treatment.
- G. At the end of the acting capacity assignment, the Managing Director or designee will notify the Human Resources Division and provide the effective date of completion to ensure that an overpayment does not occur.
- H. Human Resources will process the acting capacity completion through the Service's HRIS.

- I. If the vacant position is a Managing Director position, the Executive Director shall make the final determination of the person to fill the acting position based on merit after due consideration of the individual's qualifications.

**V. REVISION HISTORY**

<b>Version</b>	<b>Date of Change</b>	<b>Section</b>	<b>Description of Change</b>
.001	10/26/2017	Full Document	Last known update
.002	6/15/2026	IV Procedures	Updated procedures to conform with HRIS processes.