

# NORTHWEST FIRE DISTRICT



Human Resource Services  
Program Appraisal  
for the upcoming 2025-2026 fiscal year

In partial or complete fulfillment of the following CFAI Criterion and Performance Indicators (core competencies identified in **bold**): Category 7 Criterion A, B, C, D, & E and **9C.3**

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## **EXECUTIVE SUMMARY**

Human Resource Services (HRS) is responsible for the following personnel activities: recruitment, selection and retention, employee relations, benefit administration, legal compliance, personnel records maintenance, personnel development, review and application of policies and associated procedures, and some payroll functions. Currently Human Resource Services supports 304 full-time employees (FTE). The support by HRS professional personnel represents all administrative and operational functions of the HRS area which is specifically addressed in Category VII. The HRS Manager supports the Specialists, Analyst, and Generalist with operational and administrative duties, as needed, and is responsible for strategic level duties. Training is the responsibility of the Training Division under the Preparedness Branch.

The heart of any organization is its people, and this category is designed to appraise the importance and results of the HRS Division. It is recognized that the success of this HRS Division may rely on partnerships with employees outside of the HRS Division, other governing entities, or other business partners within the community.

## **DIVISION PURPOSE**

The purpose of the Human Resource Services Division is to support the organization's mission to, "save lives, protect property, and care for our community" through administrative, operational, and strategic guidance to employees, management, and executive personnel who partner to attain the goals defined in the Strategic Plan.

## **DIVISION ADMINISTRATION**

The Human Resource Services Division is currently comprised of the following positions and personnel:

Human Resource Services Division Manager (1) - responsible for direct oversight of all Human Resource functions and NWFD Personnel and manages the employee life cycle. The position supervises staff who directly work with and advise personnel on a range of Human Resource functions.

Analyst (1) - responsible for all employee benefits and leaves.

Generalist (1) - responsible for administering policies and procedures, maintaining job descriptions, recruitment processes, and metrics.

Specialist (1) - responsible for coordinating, assisting, and supporting personnel services through the employee lifecycle. In addition, responsible for all HRS related document record retention, and District bulletin boards.

## **COMPLIANCE STATUS WITH FEDERAL/STATE/LOCAL REGULATIONS AND CODES**

The Human Resource Services (HRS) Division complies and adheres to all federal and state labor laws, and timely and accurate posting of labor law posters and the Occupational Safety and Health Administration (OSHA) Form 300. Some of the prominent regulations include the Fair Labor Standards Act (FLSA), Affordable Care Act (ACA), Family and Medical Leave Act, Title VII of the Civil Rights Act, Occupational Safety and Health Act (OSHA), Equal Pay Act (EPQ), and the Americans with Disabilities Act (ADA). HRS also reviews and references federal and state law to include pending legislation to ensure District policies and procedures are compliant.

## **INTERNAL PROGRAMS**

### Employee Benefits

The Division is responsible for managing and processing all employee benefits to include:

- Workers' Compensation
- Leave Administration
- Short Term Disability
- Active Employee Insurances: Medical, Dental, Vision and Voluntary Insurance
- Retiree Insurances: Dental and Vision
- Retiree Insurance Premium Administration
- Process Retirements and Deferred Retirement Option Plan (DROP)
- Open Enrollment
- Insurance Renewals
- COBRA Administration

### Performance Management

Supervisors monitor and evaluate the employees' work and align it to the District's goals. Performance Appraisals are then sent to Human Resource Services (HRS) for processing. The HRS Manager provides guidance if necessary and assists with investigations if needed.

### Personnel Records and Record Retention

The Division is responsible for all personnel records retention within the District according to state and federal laws.

### New Hire Orientation

The Division meets with all new employees on their first day of work to complete new-hire paperwork, prepare ID Cards, review benefits information, discuss the basic

organizational information they need to navigate the District, and to communicate District policies and expectations.

#### Offboarding

The Division processes formal separation between the employee and the District through resignation, termination, and retirement. It encompasses all the decisions and processes that take place when an employee leaves. This may include:

- Discussing benefit information
- Preparing paperwork
- Deactivating access rights and passwords
- Discussing retirement information
- Scheduling an exit interview with the Fire Chief
- Informing other divisions and employees about the employees' departure via District memo

#### Classification and Compensation

The HRS Manager along with the Business Services Director and the Executive Management Administrator work together to analyze workforce changes and labor and market trends to determine compensation and determine appropriate placement within the pay plan. Human Resource Services reviews and establishes job descriptions for new positions and reviews existing ones to determine appropriate placement within the pay plan, in addition to defining work types and determining compensation.

- Pay Plan
- Job Descriptions
- Market Study Survey

#### Policies and Procedures Compliance

The HRS Division is responsible for creating and maintaining all District policies and procedures in accordance with federal, state, and local laws.

#### Recruitment and Selection

The Division oversees attracting qualified candidates for a job position and working collectively with the hiring manager in identifying and selecting the right candidate. This includes keeping an eye on staffing and working collectively with Community Relations and Public Education to market job postings and attend recruitment events.

### Northwest Fire District Local Pension Board (PSPRS)

The HRS Manager serves as the Local Pension Board Secretary and serves as the liaison between the contributing member, the local Board members, and the PSPRS Administrative Office. The Secretary oversees setting up and facilitating meetings in addition to creating all meeting agendas and keeping meeting minutes.

## **CURRENT AND NEEDED MEASURES**

### **CURRENT PERFORMANCE MEASURES:**

Human Resource metrics are key data points that help us track our human capital and measure how effective our Human Resource initiatives are. The Human Resource Services Division (HRS) and Finance Services Division continue to work together to evaluate the capabilities of our current software system, Incode. Last fiscal year the Division found the system to be capable of compiling some metrics such as employee demographics and anniversary dates. While we have found some reporting capabilities with our current system, we are not able to obtain certain metrics and therefore have to download the data into excel to get the information we are looking for.

Currently HRS is keeping track of demographics, average tenure, average age, and various recruitment metrics such as time to hire, selection ratio, application completion rate, and referral rate.

While the District has grown, the need for a true HRIS system is not relevant yet. The Division will continue to evaluate and research this for fiscal year 25/26.

### **PERFORMANCE MEASURES IN DEVELOPMENT:**

During FY25/26 Human Resource Services will begin tracking metrics for HR project completion (start to completion time). Additionally, we will keep track of the number of new initiatives, processes, procedures, or technologies introduced during the fiscal year.

## **CURRENT DIVISION GOALS/OBJECTIVES AND STATUS**

The primary focus of Human Resource Services (HRS) for FY25/26 is to provide exemplary customer service and to identify and implement efficiencies and internal processes that effectively meet the needs of the District's internal and external stakeholders. During FY24/25, HRS implemented various internal processes to ensure internal efficiencies to include utilizing and adding more items to the annual review schedule created in FY24/25 to include photo consent in May and Beneficiary Designations in December. The annual review schedule includes an annual review of job descriptions. Job descriptions are still currently being reviewed and revised to ensure they include NFPA requirements and minimum requirements are consistent across the organization. Our goal is to have job descriptions positioned well to be

maintained via annual review. The Division continues to cross-train to provide greater customer service to the stakeholders we serve and is working on setting internal training goals.

## **STRATEGIC PLAN CRITICAL TASKS DISCUSSION**

**Goal 4:** Strengthen recruitment, development, and retention of an engaged workforce reflective of the organization's community and core values.

**Objective 4A:** Ensure our recruitment processes attract, engage, and retain professionals who embody our values and contribute to our organizational goals.

**Critical Task:** Research and develop a plan for a Youth Cadet/Internship Program

**Status:** Not started

**Critical Task:** Design, develop, and implement various recruitment and marketing strategies to attract a qualified and diverse candidate pool.

**Status:** In progress with the help of the Community Relation and Public Education Division

**Critical Task:** Review, revise, and implement an updated employee performance appraisal.

**Status:** In progress

**Critical Task:** Review, revise, and implement an updated Employee Relations Toolkit.

**Status:** In progress

**Critical Task:** Design, develop, and implement a new hire orientation that emphasizes compliance, clarification, culture, and connection.

**Status:** Complete

**Objective 4D:** Ensure the organization's benefits package remains competitive while also reflecting our workforce's unique values and preference.

**Critical Task:** Evaluate and compare our current benefits to the employee benefit market trends.

**Status:** In progress

**Critical Task:** Research and establish potential alternative work schedules to create a better work life balance.

**Status:** In progress

**Critical Task:** Design, develop, and implement a plan to increase employee engagement in District Benefits.

**Status:** Complete

## **CURRENT ISSUES**

The current issues the Human Resource Services (HRS ) Division faces is untimely notification of testing processes in other Divisions. This causes rushed work, the possibility of errors, and the possibility of HRS not being available day of the testing process. In addition, the HRS team is continuing to learn their roles, laws, and best practices which may delay customer service. The HRS Division is consistently being evaluated to improve efficiency and employee relations.

## **UPCOMING FISCAL YEAR GOALS/OBJECTIVES – INCLUDE RELATIONSHIP TO STRATEGIC PLAN GOALS/OBJECTIVES AS APPROPRIATE**

The Human Resource Services (HRS) Strategic Plan objectives are Objective 4A: Ensure our recruitment processes attract, engage and retain professionals who embody our values and contribute to our organizational goals and Objective 4D: ensure the organization's benefits package remains competitive while also reflecting our workforce's unique values and preference. During FY25/26, Human Resources will work on a recruitment strategy by researching and developing a plan for a future Youth Cadet/Internship Program and working with the Community Relations and Public Education Division to design and develop various marketing tools to attract professionals for recruitment processes. In addition, the HRS Division will work on ways of retaining current staff through the updating of the performance appraisal and other forms, relevant training, and a possible alternative work schedule.

HRS will continue to work on efficiencies within the Division. This will include finding ways to streamline current processes, so that the Division can better serve District employees.

## **TRAINING**

The Human Resource Services (HRS) Division will attend various educational offerings related to employee relations, labor law, leave management, and benefits. Each HRS team member will attend training or complete certifications that work towards their current role and goals they have for professional development.



## CURRENT YEAR TRAINING ACCOMPLISHMENTS FOR DIVISION STAFF

The HRS Division attended the Arizona State Retirement (ASRS) employer conference as well as the Public Safety Retirement System (PSPRS) employer and local board conference. The HRS Manager attended the District's internal Fall and Spring Leadership CEs.

Staff also participated in various webinars related to labor laws, leave management, benefits, and software.

## UPCOMING FISCAL YEAR COMPLIANCE RELATED TRAINING NEEDS

To aid in the development and application of compliant policies, procedures, and employee training, the entire Human Resource Service (HRS) Division will participate in training covering the following topics: harassment, workplace violence, Equal Employment Opportunity Commission (EEOC), discrimination, diversity, recruitment, retention, and Fair Labor Standards Act (FLSA).

## UPCOMING FISCAL YEAR JOB TASK RELATED TRAINING NEEDS

The entire Human Resource Services (HRS) Division will participate in training covering the following HRS functional areas:

- Federal laws, such as Family and Medical Leave Act (FMLA), Consolidated Omnibus Budget Reconciliation Act (COBRA), and OSHA
- Data analytics
- Market study analysis for creating job descriptions
- Policies and procedures
- Investigations
- Classification and compensation
- Performance management
- Recruitment and selection
- Microsoft Excel

## PROGRAM SELF-ASSESSMENT

THE PROGRAM SELF-ASSESSMENT CONSISTS OF THE CURRENT ACCREDITATION CORE COMPETENCIES AND PERFORMANCE INDICATORS THAT DESCRIBE, APPRAISE, AND LIST A PLAN FOR YOUR DIVISION. THESE CORE COMPETENCIES AND PERFORMANCE INDICATORS ALONG WITH THE CURRENT ISSUES IDENTIFIED, ARE THE FOUNDATION FOR DEVELOPING UPCOMING GOALS AND OBJECTIVES.

## CFAI STRATEGIC RECOMMENDATIONS:

*It is recommended that the agency continue to explore various recruitment and marketing strategies to attract a qualified, diverse candidate pool. (7B.4)*

*It is recommended that the agency consider additional types of preference points to help attract and hire a more diverse workforce that reflects the makeup of the community. (7B.4)*

## **Category 7: Human Resources**

*Human resources are defined as all aspects of personnel administration, except those of training and competency (addressed in Category 8) and health and safety (addressed in Category 11). The heart of any organization is its people, and this category is designed to appraise the importance and results of the human resources program. Completing the human resources section may involve members from other governing entities or other elements of the community.*

### **Criterion 7A: Human Resources Administration**

*General human resources administration practices are in place and are consistent with local, state/provincial, and federal statutory and regulatory requirements.*

#### Summary

Human Resource Services (HRS) administrative practices remain compliant with local, state, and federal statutory and regulatory requirements due to the leadership and competence of the HRS staff, input from District personnel, and advice from legal counsel.

The District has minimized the chance for litigation due to human resource administrative practices and consultation with legal, as needed, to include the HRS staff's exceptional job-related knowledge, skills, and abilities.

#### **CC 7A.1 A human resources manager is designated.**

#### Description

The Human Resource Services (HRS) Manager oversees the HRS Division for Northwest Fire District. This employee meets the minimum and preferred qualifications of the HRS Manager job description. The HRS Manager is responsible for the operational, administrative, and strategic levels of the HRS Division.

#### Appraisal

The minimum and preferred requirements for the Human Resource Services Manager position ensure that the District is provided with a qualified executive team member who can lead the HRS staff and partner with management.

#### Plan

The Human Resource Services (HRS) Manager will continue to oversee the HRS Division.

#### References:

[Human Resource Services Manager Job Description](#)

### **7A.2 The human resources program has adequate staffing to accomplish the human resources administrative functions.**

#### Description

The Northwest Fire District Human Resource Services (HRS) Division is staffed with a team of four employees: one (1) HRS Manager, one (1) HRS Analyst, one (1) HRS Generalist, and one (1) HRS Specialist. The HRS Manager oversees the strategic and daily operations of the Division. The HRS Analyst is responsible for benefits and leave management. The HRS Generalist will assist with HRS projects, policies and procedures review, and recruitment and retention. The HRS Specialist is responsible for data entry, tracking of metrics, and accurate payroll administration in collaboration with the Finance Division. The HRS team works together to ensure that time sensitive and/or large projects are completed. These team projects are accomplished through group participation in planning and scheduling of priorities.

#### Appraisal

An ideal HR to employee ratio varies by the size of the organization, however, generally it is between 1.4 and 4.5 HR team members per 100 employees for a larger organization. Our HR-to-employee ratio is 1.32 and the average for a medium-sized organization is 1.22. This difference can be explained because the HRS staff handles all internal programs which helps save on the cost of outsourcing.

#### Plan

The HRS Division will continue with a team of four employees: one (1) HRS Manager, one (1) HRS Analyst, one (1) HRS Generalist, and one (1) HRS Specialist. The HRS Manager will oversee the strategic and daily operations of the Division. The HRS

Division will provide excellent customer service to our employees by ensuring accurate and efficient data with our programs.

## References

[Human Resource Services Manager Job Description](#)

[Human Resource Services Analyst Job Description](#)

[Human Resource Services Generalist Job Description](#)

[Human Resource Services Specialist Job Description](#)

**7A.3 Policies are established to direct the human resources administrative practices in accordance with local, state/provincial and federal requirements. The policies are reviewed annually and updated as needed.**

## Description

In 2006, the District released its first complete policy manual. Prior to that time, the District had been provided policies on an ad hoc basis. Until 2018, the policy manual received slight modifications as time and need allowed. In 2018, following a deferred recommendation from the Commission on Fire Accreditation International (CFAI), the District reviewed the policy manual, resulting in the procedure section of the policy manual being removed with the principal policy statements and scope remaining, and the creation of a separate procedure manual. Between 2018-2022, the District began working to institutionalize the process of an annual policy review. Following the same process as the District's current Standard Operating Guideline (SOG) review, policies were reviewed and taken to the Leadership Team for approval then vetted by the District's attorney and approved by the Fire Board.

In 2022, the District entered into a contract with Lexipol a third-party company that provides fully developed, state-specific policies researched and written by subject matter experts and vetted by attorneys. District policies are based on nationwide standards and best practices while also incorporating state and federal laws and regulations where appropriate. The District held weekly meetings with Lexipol during the development stage to review and update the policies and procedure manual.

All policies are housed in Lexipol and are reviewed and updated as necessary due to federal, state and local law changes, and changes to fire service best practices, in addition to being reviewed annually per the HR annual review schedule. Any updates to policies are reviewed by HRS, legal counsel, the Leadership Committee, and then

brought before the Governing Board for approval. All employees are updated on policy changes through Lexipol.

## Appraisal

The District has struggled to maintain a current policy manual while allowing for annual review. The process instituted in 2018 was the first time in the District's history that the policy manual began to have a proactive and positive trajectory, but the need for an organizational baseline could not be met in a reasonable timeframe with other competing priorities. Contracting with the Lexipol service built capacity for agency personnel to complete their assigned responsibilities while having input into the policy review process with the third-party (Lexipol) completing much of the administrative policy work as it relates to compliance, review, and tracking. In FY23/24 and FY24/25, the District fully implemented the Lexipol Policy and Procedures Software platform.

## Plan

In FY25/26, the District will continue to use Lexipol Policy and Procedures Software Platform and use the annual review schedule to ensure policies and procedures are compliant with local, state, and federal law. The Lexipol online platform is continuously updated to address legislative changes, training requirements, and evolving best practices. This will help reduce risk and liability associated with outdated or incomplete policies and will enhance organizational effectiveness through improved policy management and training.

## References

[Lexipol Policy Manual](#)

## **Criterion 7B: Recruitment, Selection, Retention, and Promotion**

*Systems are established to attract, select, retain, and promote qualified personnel in accordance with applicable local, state/provincial, and federal statutory requirements.*

## Summary

Human Resource Services (HRS) recruits from a diversified pool of applicants and conducts a validated selection process. New hires are introduced to the organization through an orientation program. The progress of the new hire is measured through continuous evaluation of performance. Throughout an employee's career, official

recognition is provided, and promotional opportunities exist. Should an employee separate employment for any reason, mechanisms are in place to solicit feedback.

The Human Resource Services (HRS) Division collaborates with other Divisions and members of leadership to continue to improve the District's Orientation Program and experience for all new hires. Improving this process will greatly impact the District's overall culture and ensure that all employees understand the importance of the District's mission, vision, and core values, in addition to policies and procedures.

**7B.1 A mechanism is in place to identify and announce potential entry-level, lateral and promotional positions.**

Description

The method used by the District for identifying available positions is confirmed through an annual District evaluation of business needs while revisiting the Strategic Plan and confirming Budget capacity. Once identified, the communication of new positions or vacancies is accomplished through the Human Resource Services (HRS) initiated internal job posting and/or external job ad, as applicable. The internal job posting is uploaded to the District intranet site, SharePoint, and emailed to all employees.

External recruitment begins with an ad on our website that is run concurrently with the internal job posting and contains the same information as the job posting. The ad with the position's information may be disseminated using any combination of electronic, print, social media, and/or mail marketing.

Appraisal

The Strategic Plan and budgeting processes are successfully utilized as mechanisms to assist with providing insight for Human Resource Services (HRS) to plan for the following fiscal year. This allows ample time for workforce planning and marketing of positions through job announcements (i.e., job posting and/or ad), social media, or outsourcing, if necessary.

Plan

The District will ensure that Human Resource Services (HRS) continues to play an intricate role in the development of the Strategic Plan and annual budget by soliciting continuous input and feedback regarding what is feasible for the organization to move forward with its workforce planning. The HRS team will continue to work closely

with management in identifying changing personnel needs and explore new and varied methods to attract a diverse pool of applicants.

The Northwest Fire District 2024-2029 Strategic Plan, Goal 4, Objective A not only focuses on recruitment processes, it focuses on engaging and retaining all current professionals. This objective is meant to establish ways in which opportunities for attracting and retaining professionals can be achieved through critical tasks. In FY25/26 HR will review, revise, and implement an updated employee performance appraisal, research and develop a plan for a possible Youth Cadet/Internship Program, and ensure that the District's new hire orientation emphasizes compliance, clarification of culture, and connection.

## References

[Sample Internal Job Posting \(IAR/IOR\)](#)

[Sample External Job Ad](#)

[Lexipol Policy Manual](#)

## **7B.2 The agency's administration and its members are part of the recruiting process.**

### Description

The Human Resource Services (HRS) Manager partners with division managers and Executive Staff (agency administration) for strategic planning of internal and external recruitment and selection. HRS staff coordinates the recruitment with employees actively involved through groups or on an individual basis.

### Appraisal

The methodology of involving organizational members with recruitment has proven to be successful. During the District's 2023-01 academy recruitment class, the District implemented the use of Wonscore and Spark Hire which are recruitment tools that increased engagement of employees in the recruitment and selection process. The successful implementation of these recruitment tools in the academy recruitment process prompted the District to implement these tools for civilian recruitments. This change also resulted in an average of 30 days from posting a civilian employment opportunity to job offer, compared to 120 to 180 days in past civilian recruitments. In addition to involvement during planning, every recruitment process included members of Executive Staff on an interview panel.

## Plan

It is critical to continue the involvement of employees in the recruiting process. HRS will continue to offer opportunities for employees to be part of interview panels who are responsible for recommending the most qualified candidates to the hiring manager. The agency will continue its use of Wonscore and Spark Hire to increase employee engagement in the recruitment process. Every recruitment will continue to include members of Executive Staff on interview panels.

## References

[Example Score Sheet- Chief's Interview Panel](#)

**CC 7B.3 Processes and screening/qualifying devices used for recruitment and selection of initial, lateral and promotional candidates are job-related and comply with all local, state/provincial and federal requirements, including equal opportunity and discriminations statutes.**

## Description

Human Resource Services (HRS) follows the Uniform Guidelines on employee selection procedures and engages legal consultation to assure that processes and screening devices are job related, valid, reliable, and compliant with associated law(s) before application. HRS partners with hiring managers in the recruitment and selection processes to fill the vacant position(s) with the most qualified candidate(s). This methodology ensures that the laws enforced by the Equal Employment Opportunity Commission (EEOC), such as Title VII of the Civil Rights Act of 1964, are complied with by the District for each recruitment and selection process. Prior to the recruitment, HRS teams with the manager and subject matter expert(s) to complete a job analysis ensuring that the job description is a true reflection of the position. This approach assists with attracting only the most qualified applicants.

The District's selection process begins with the candidate completing the job application through the District's website. Should the candidate meet the minimum qualifications established for the position the candidate is sent two links via email. The first link is to complete a pre-employment assessment by Wonscore, a web-based platform that measures the candidate's cognitive ability, motivation, and personality. The cognitive ability portion allows us to determine whether the candidate can do the job. The motivation portion determines whether the candidates' specific interests align with the demands of the position, and the personality portion helps to determine whether the candidate's personality matches with their potential responsibilities in the position in which they are applying for. The second link is for



the candidate to complete a video interview through Spark Hire. Spark Hire is a video software platform that provides candidates with the flexibility to answer interview questions on their own time in a pre-recorded video interview. Once the video interview is complete, HRS staff sends a link of the interview to a panel of agency employees to view and rate the candidate's interview using a one-to-five-star rating. For civilian recruitments, candidates are ranked based on their Wonscore and Spark Hire scores. The hiring manager, an Assistant Chief or Director, and up to two additional panel members from the agency make up the in-person interview panel.

Firefighter recruit applicants must submit an application, complete a Wonscore assessment, and complete a Spark Hire interview to begin the recruitment process. Scores are weighted and ranked, and those that score above a determined threshold then must pass a Candidate Physical Ability Test (CPAT) in order to be invited to participate in a panel interview with the Assistant Chiefs and Fire Chief.

Internal promotions and assignments which require a competitive selection process are published through an internal job or assignment opportunity posting. Once eligibility has been confirmed by the employee, their immediate supervisor, and Human Resource Services, a member of HRS provides a complete list of eligible applicants to the hiring manager and coordinates scheduling interviews and job-specific assessments, if any.

For uniformed promotional or assignment processes, the Preparedness Division is responsible for establishing applicable assessment center activities, although close coordination with HRS is required to ensure legal compliance and fairness associated with all processes, uniform or civilian.

Through these processes and team collaboration the District avoids potential legal issues. Per Arizona Revised Statute and District policy, preference points are awarded, per specified criteria, to external applicants who are veterans or surviving spouses in the recruitment process for entry-level positions. A veteran who participates in the employment process with the District shall be given five (5) preference points over persons other than veterans.

## Appraisal

The District has not experienced litigation involving internal/external recruitment and selection processes. Due to Human Resource Services (HRS) remaining up-to-date on federal and Ninth District Court Case decisions affecting employment law, and subject matter experts continuing to be cognizant of new standards in the profession, the recruitment and selection processes continue to remain compliant with law.

## Plan

The agency will continue the partnership between HRS, hiring managers, and subject matter experts, with involvement and feedback from employees in similar positions. HRS staff will continue to stay abreast of impactful employment law and ensure that internal and external recruitments comply with laws and regulations, and that all assessments are job-related.

References:

## References

[Applicant Required Notices-NWFD Website](#)

[Example Training Opportunity Request \(TOR\)](#)

[Example Internal Opportunity Request \(IOR\)](#)

**7B.4 The agency's workforce composition is reflective of the service area demographics, or the agency has put forth a reasonable effort by instituting an effective recruitment plan to achieve the desired workforce composition.**

Description

The District puts forth a concerted effort to provide a workforce that is reflective of the demographics of its community. The Human Resource Services (HRS) Division's recruiting process pursues minorities through specific professional websites and organizations. Community outreach is accomplished to make the District's presence known locally and beyond the borders of its response area, such as nationally through the utilization of social media. The composition of the District's workforce is documented and submitted every other year to the U.S. Equal Employment Opportunity Commission (EEOC) on an EEO4 Form.

Appraisal

Most candidates who are successful in being hired do not represent the minority based on the EEO4 form. The Division's targeted community outreach efforts to encourage applicants that are reflective of the District's service area have had some success. When launching recruitment, the Division considers and discusses ways in which we can attract an applicant in the District's service area. HRS and Community Relations staff partner to develop innovative methods for recruitment, including partnering with local media outlets. NWFD partnered with Tucson Local Media to run a series of articles focused on women in the fire service to highlight the various opportunities for women within the organization.

## Plan

The plan is to develop a proactive and innovative strategy to market the District in preparation for recruitment to attract a diverse pool of applicants that reflects District community members. The HRS staff will survey other agencies for best practices. Staff will work closely with the Community Relations Division to develop innovative recruitment strategies. HRS and Community Relations will communicate frequently and hold focus group meetings in FY25/26 to harvest information from current employees to improve targeted recruitment strategies.

## References

[Lexipol Policy Manual](#)

Northwest Fire on Twitter\_ Join our Team!

<https://azfireDistricts.org/information-center/job-announcements/>

<https://dashboards.mysidewalk.com/northwest-fire-District-craig-plus/>

[Tucson Local Media Article](#)

### **7B.5 A new-member orientation program is in place.**

## Description

On the first day of employment, all new hires meet with Human Resource Services (HRS) and participate in orientation. As part of orientation, HRS assists the employee with completing paperwork required for payroll and benefit processing and accessing employee email and District intranet sites. Once these tasks are complete the orientation includes a video tour of the District, information pertaining to the District's mission, vision and values, Strategic Plan and District policies and procedures, and attending an Executive Staff meeting if schedules allow. Upon completion of the orientation, the new employee's supervisor/manager will introduce him/her to co-workers and review details of the job and expectations of the division. HRS will informally inquire with new employees regarding their acclimation to the position, address any questions, and ask for feedback on what was helpful or could improve orientation. New hires are also invited by Administration Services to attend a Governing Board meeting, and Operations will organize a District tour with one of the District Chiefs.

## Appraisal

The orientation process contains a tremendous amount of information which is challenging to retain in such a short period of time. The new employee does have a new hire packet which serves as a reminder of what they learned during orientation. The new hires who had the opportunity to attend the Executive Staff and Governing Board meetings found it very helpful in understanding how the organization operates as a governmental entity. District tours serve to help the new hire understand the history of the organization and the vast community in which it serves.

## Plan

The Northwest Fire District 2024-2029 Strategic Plan, Goal 4, Objective 4A, focuses on designing, developing, and implementing a new hire orientation that emphasizes compliance, clarification, culture, and connection. The Human Resource Services (HRS) Division plans to collaborate with other divisions and members of leadership to continue to improve the District's Orientation Program and experience for its new hires. Creating a New Hire toolkit for supervisors and managers will ensure new hires have a positive start to their career with the District.

## References

[Onboarding Checklist Template](#)

**CC 7B.6 A supervised probationary process is used by the agency to evaluate new and promoted members based on the candidates' demonstrated knowledge, skills and abilities.**

## Description

The Performance Appraisal (PA) is based on the employee's job description and organizational dimensions/competencies and serves as an evaluation tool for all probationary employees, whether uniform or non-uniform, exempt or non-exempt. A PA is completed at one (1) year, and the supervisor determines if the employee "meets" job requirements and if they satisfied their probationary period, the probation should be extended, or the employee should be separated from employment. Probationary Firefighters must complete a Probationary Firefighter Manual to successfully complete their probationary period.

## Appraisal

Supervisors of new hire and promotional probationary employees were tasked with providing continuous, real-time feedback regarding performance throughout the probationary period. The annual Performance Appraisal can be subjective, and at

times was the only time the employee was formally evaluated for their performance. There are times when a probationary employee receives a “needs improvement” or “does not meet” rating on the performance appraisal, which would trigger the implementation of a performance improvement plan (PIP). A supervisor may place an employee on a PIP to outline specific steps the employee can take to make improvements to job performance. Annual Performance Appraisals were tied to pay increases for employees, and in the event an employee did not receive a “meets” rating, the employee’s pay increase was delayed, and the employee was placed on a PIP until such time they could improve performance as detailed in the PIP. During a Probationary Firefighter’s first year, they were required to complete a Firefighter’s Manual, which included evaluations of performance of job duties. The current job description and Performance Appraisal were necessary tools for measuring progress and for providing constructive feedback to probationary employees. The probationary period allowed employees to fully acclimate to the position, receive feedback from their supervisor, and if necessary, support a supervisor’s recommendation for separation of employment for employees who do not successfully complete their probationary period. The District formed a task group with representatives from all areas of the organization to review and revise the performance appraisal and PIP forms.

## Plan

Human Resource Services (HRS) will partner with managers to assist and support them in the performance appraisal process. The District will continue to have the supervisor provide continual feedback to employees during their probationary period and to conduct annual performance appraisals. The District will continue to periodically evaluate the performance appraisal and PIP tools to ensure they remain relevant and effective. The HRS Division will partner with managers and District leadership to examine opportunities to improve this process, research current best practices being utilized by other agencies, and continue to analyze the current performance appraisal process.

## References:

[Sample Performance Appraisal](#)

[Probationary Employees Policy](#)

[Performance Appraisal Task Group Chart](#)

[Probationary Firefighter Program SOG](#)

[Probationary Firefighter Evaluation Forms](#)

## **7B.7 The agency has an employee/member recognition program.**

### Description

The District has an Employee Recognition Program designed to acknowledge extraordinary efforts of its employees. An Awards Work Group was established through the Leadership Committee to encourage organizational participation in recognizing fellow employees or volunteers.

Each year, a memorandum is sent to all employees requesting awards and recognition nominations. The District also recognizes each employee for seniority with service pins, certificates, and/or plaques.

### Appraisal

The Awards Work Group encouraged more employee involvement and interest to participate in the voting process to recognize other employees for their performance.

### Plan

The plan is to maintain the Awards Work Group dedicated to managing the recognition program.

### References:

[MASTER\\_NWFD Awards Guideline](#)

## **7B.8 The agency's working conditions and environment accommodate diverse and qualified applicants and retain a tenured workforce that is reflective of its community.**

### Description

Human Resource Services (HRS) ensures that statements referencing District policies are included on the application placing the applicant on notice that the District does not discriminate against race, gender, ethnicity, religion, age, disability; or tolerate harassment, sexual harassment, workplace violence, or drug and alcohol use in the workplace. The applicant must sign off reading and understanding these statements that describe the District's working conditions and environment.

Because the employees' safety, health, and well-being are taken seriously by the District, the organization has proven longevity within its workforce. The workforce has

experienced minimal turnover and still maintains employees with five (5) years to 30 years of seniority.

#### Appraisal

As reflected in the Equal Employment Opportunity Report (EEO4), there is room for improvement as it relates to diversity within the uniform employee pool.

#### Plan

HRS will continue to include District employees in the recruitment process to assist in creating and maintaining a workforce reflective of the community. HRS will also continue to coordinate efforts with the Community Relations Division to partner with local media outlets, high schools holding job fairs, and community partners such as Pima Joint Technical Education District (JTED) to enhance recruitment efforts and to educate potential applicants about the District's working conditions and inclusive environment. These efforts supplement the information on the District's website and social media accounts.

#### References

[Discriminatory Harassment Policy](#)

[Workplace Violence Policy](#)

[Americans with Disabilities Act Policy](#)

[Recruitment Policy](#)

#### **7B.9 The agency conducts exit interviews, periodic employee surveys or other mechanisms to acquire feedback for improving policies and procedures.**

#### Description

Through the Strategic Plan, work groups, and committees, participating employees voice their feedback and provide input to improve organizational policies. The meet and confer process allows Union members to voice concerns related to working conditions, compensation, and benefits. In addition, exit interviews are optional for separating employees.

The Open Door Policy is available to all employees, after the employee goes through the chain of command, if appropriate. If any recommendation is made that will

impact policies or procedures, it must be presented to the Leadership Committee for consideration.

#### Appraisal

It has proven to be successful in offering the active and separating employees' options in how they can provide feedback to the organization.

#### Plan

The District will continue to solicit feedback through all the mechanisms already in place.

#### References

#### [Open Door Policy](#)

**7B.10 The agency conducts workforce assessments and has a plan to address projected personnel resource needs, including retention and attrition of tenured and experienced employees.**

#### Description

During the budget planning process, including consideration of future grant opportunities, and in alignment with strategic planning, a projection of human resource needs is conducted by staff and recommended for the Governing Board's discussion and approval. The Training Division evaluates the education necessary for career development in preparation of anticipated attrition.

Human Resource Services and the Finance Division provide data for budgeted positions and potential/confirmed retirements, and research the market to ensure competitive compensation and benefits. The Public Safety Personnel Retirement System (PSPRS) implemented a Deferred Retirement Option Plan (DROP), which allows members to project and commit to retirement in a five-to-seven-year span. PSPRS, by statute, offers disability retirement and normal retirements. Normal retirements may be taken after a minimum of 20 years of service. PSPRS allows members to remain in the system until 35 years of service. The retirement system for non-uniform personnel, Arizona State Retirement System (ASRS), is based on a point system, but a member can choose to retire after five years of service.

#### Appraisal



With all the factors mentioned above, it is still not a soundproof method of forecasting workforce needs. With systems (i.e., DROP) in place for members to be more definite about when retirement will take place, these programs have proven helpful in planning for future workforce needs.

Currently, the Division is experiencing more than usual requests from the District's suppression employees to go into the Deferred Retirement Option Program (DROP). The District's Tier 1 suppression members become eligible for DROP or retirement after 20 years of service.

#### Plan

Human Resource Services will continuously evaluate our current employees' tenure to strive to stay ahead of those that are eligible to retire or DROP and network with other agencies to determine data to assist with workforce planning.

#### References

None

### **Criterion 7C: Personnel Policies and Procedures**

*Documented personnel policies and procedures are in place to guide both administrative and personnel behavior.*

#### Summary

Policies are in place accompanied by guidelines or separate procedures, which support administrative practices. As part of the onboarding packet for new hire orientation, all District personnel review the organization's values, policies, and guidelines/procedures, which state expectations regarding employee conduct. This is reinforced through the annual performance appraisal and modeled by leadership personnel.

**CC 7C.1 Personnel policies, procedures and rules are current, documented and communicated to all personnel.**

#### Description

Policies are dynamic documents for the District. This means they are under constant review and revision as necessary. Human Resource Services (HRS) strives to ensure that policies affected by laws are updated on a timely basis. These policies, and those that may need to be enhanced, are presented to the Leadership Committee for review

and discussion. Prior to implementation, approval is obtained from the Governing Board. Employees then receive notification through the Lexipol KMS system that a new policy has been assigned to them that they must read and acknowledge.

#### Appraisal

District policies are in place and accessible to all employees through the Lexipol KMS system. The policies and procedures have proven to be helpful for supervisors and employees for procedural assistance. Communication through the Lexipol KMS system, managers, and supervisors works well for a review of the District policies and procedures for all employees.

#### Plan

Business Services will continue the process of updating the District policies and procedures through the Lexipol Policy and Procedure Software Solution in FY25/26.

#### References

[Lexipol Policy Acknowledgement by User](#)

**CC 7C.2 The agency has a policy that defines and prohibits harassment, bias and unlawful discrimination of employees/members based on sex, race, disability or other legally protected characteristics, and describes the related reporting procedures. The policy and organizational expectations specific to employee behavior are communicated formally to all members/employees and are enforced.**

#### Description

The District does not have just one policy that discusses District expectations of employee/member behavior but has several established policies with reporting guidelines to ensure that applicants, volunteers, and employees are aware of what conduct is expected and what conduct is not tolerated by the organization.

Formal communication begins regarding policies in a written statement included in the online employment application which requires confirmation by the applicant with his/her signature of review and understanding. These policies are reinforced through the orientation process with the new hire.

#### Appraisal

The tool used to ensure review of policies and procedures by District employees is the Lexipol KMS platform. This software requires employee acknowledgement that they have read and understand each policy. This assists in tracking any employees who may need to be followed up with regarding policies that still require acknowledgement.

#### Plan

The plan is to continue to have the employees review these policies during onboarding and within their first 30 days. Any updates to a policy or procedure will be reviewed and acknowledged by all employees through Lexipol once approved by the Governing Board (policies) and Leadership Committee (policies and procedures).

#### References:

[Performance Appraisal](#)

[Sample Lexipol Policy Acknowledgement by User Report](#)

<https://policy.lexipol.com/>

### **7C.3 A corrective actions system, which ensures accountability, is in place.**

#### Description

There is a disciplinary system in place, as described in District policy 1030 Disciplinary Action, which describes the purpose, scope, and policy. Within the policy, the types of disciplinary action steps are defined. On the District's intranet site, SharePoint, under Human Resource Services, supervisors/managers have interaction and Performance Improvement Plan templates. The Employee Relations Toolkit defines each of the disciplinary steps, provides directions on how to complete the interaction notice, and how to administer a disciplinary action. This is a progressive disciplinary process with options to escalate depending upon the severity of the infraction.

A supplement to the Disciplinary Policy and Employee Relations Toolkit for supervisors is a Disciplinary Matrix Guide. The matrix exhibits the types of disciplinary action that may be recommended for a specific District policy violation. The action taken will be dependent on other factors involved with the infraction and a review of the employees' employment history with the District.

#### Appraisal

The Disciplinary Policy is easily accessible and available on Lexipol. Communication begins with the introduction of the policy during new hire orientation and throughout employment as policies are updated or newly created.

The introduction of the Employee Relations Toolkit, which contains a Disciplinary Matrix, has helped guide employees, supervisors, and managers in what could be expected when there is a violation of policy. This matrix has been helpful for supervisors/managers when addressing disciplinary issues, however as the policy has been updated over the years, and laws may have changed, the toolkit remained the same. There is a need to update the toolkit to reflect current policy and federal and state law.

#### Plan

Human Resource Services (HRS) will continue to counsel, advise, and guide supervisors/managers, so that the disciplinary process remains consistent. As part of the Strategic Plan, staff will review and update the Employee Relations Toolkit.

#### References

[Employee Toolkit](#)

[Interaction Notice](#)

[Notice of Performance Improvement Plan](#)

#### **CC 7C.4 An internal ethics and conflict of interest policy is published and communicated to employees/members. workplace ethics**

#### Description

The District has published and adopted policies on workplace ethics also called Standards of Conduct and Conflict of Interest, which serve as guidelines for employee behavior. All policies are reviewed by new hires and available to employees on Lexipol. The Conflict of Interest form is updated annually.

#### Appraisal

The Standards of Conduct and the Conflict of Interest policies clearly describe the conduct that is expected of all District employees.

There has not been any disciplinary action administered for violation of these policies, so the current communication approach is working for the District and employees.

## Plan

The Human Resource Services (HRS) Division will continue to update the above-mentioned policies as necessary and inform employees of any changes.

## References

[Standards of Conduct Policy](#)

[Conflict of Interest Form](#)

### **7C.5 An employee/member grievance/complaint process is published and communicated to employees/members.**

## Description

The District has a Grievance Policy in place that was adopted to resolve those questions that the employee was not able to resolve through the Open Door policy. It must pertain to an alleged misapplication of District policy, administrative directives, administrative procedures or standard operating guidelines (SOG) to an employee. The Grievance procedure details which actions are not valid under this procedure as well. The process walks employees through the points of contact and timeline(s).

## Appraisal

This Grievance procedure clearly outlines the process in which employees may grieve an alleged misapplication of District policies, directives, procedures, or SOGs. These concerns receive careful consideration and prompt resolution.

## Plan

Human Resource Services will continue to monitor feedback and discuss any recommendations with the Leadership Committee or assigned committee.

## References

[Grievance Policy](#)

[Open Door Policy](#)

### **Criterion 7D: Use of Human Resources**

*Human resources development and utilization is consistent with the agency's established mission, goals, and objectives.*

## Summary

The Human Resource Services (HRS) Division consistently evolves with each organizational Strategic Plan to ensure alliance, support, and partnership with other divisions. The development and utilization of HRS is accomplished through recruitment and assessment centers, technology driven streamlining of processes, and transparency of operations and administration.

Partnerships, education by subject matter experts, and employee support are critical to the success of the District's mission, goals, and objectives. For this reason, the District has an open door policy and committees in place for employees to communicate ideas about improving service delivery, performance, and public relations.

## **CC 7D.1 A position classification system and a process by which jobs are audited and modified are in place.**

### Description

The District's position classification system is based on benchmark positions, the market, and value to the organization. The decision as to whether a position should be exempt or non-exempt is based on the Department of Labor's FLSA guidelines. Benchmark positions are those jobs that have similar responsibilities and are common to most organizations, such as Administrative Assistant or Firefighter. The market reveals what these common positions are generally paid and then the internal value to the organization is determined.

Human Resource Services (HRS) conducts a process of updating job descriptions by reviewing the job description with the division manager for any changes (e.g., essential functions and minimum requirements) prior to recruitment when filling a vacancy. At the time of the annual compensation survey, all positions are compared to surveyed organizational positions for essential functions and minimum qualification requirements. Changes to position description and/or minimum requirements are then made with the manager's input.

On an annual basis, HRS participates in surveys with other fire service agencies to assure that District pay remains at 95% to 100% of the market for both suppression and non-suppression personnel. In addition, HRS analyzes the Tucson labor market

relative to the private sector for confirmation of competitive wages for non-suppression personnel.

#### Appraisal

The District's non-suppression wages remain competitive with other public sector agencies. The District's position classification system/process has retained the integrity of position placement within the organization, proper wage, and assigned pay range. If in question, HRS consults with legal counsel. There is no organizational history of litigation for incorrect classification of position(s).

#### Plan

Human Resources will work with managers and employees to review job descriptions and update them upon a vacancy and on an annual basis.

#### References:

[Human Resource Generalist Job Description](#)

### **7D.2 Current documented job descriptions exist for all positions and incumbent personnel have input into revisions.**

#### Description

Human Resource Services (HRS) conducts annual reviews of job descriptions with the respective division manager for any changes (e.g., essential functions and minimum requirements). At the time of an annual compensation survey, all positions are compared to organizational positions surveyed for essential functions and minimum qualification requirements, also known as job analysis. Changes to position description and/or minimum requirements are then made with the division manager's input.

Another opportunity to review the job description transpires each time there is a vacancy. The job description is reviewed prior to beginning the recruitment process to fill a vacancy. This informal review by HRS, the hiring manager, and any employee in the current position ensures that the position description and classification is accurate. Job descriptions reflect the essential functions and physical activities required for the position. The job descriptions are available on the District's intranet site, SharePoint.

#### Plan

The plan is to continue to review job descriptions with the supervisor/manager (to include employee input) on an on-going basis. Staff will continue to conduct an annual review of all job descriptions to ensure there is a consistent format and up to date essential functions, knowledge, skills, and abilities, as well as minimum qualifications. HRS staff will post job descriptions in a place accessible to all District employees.

### **7D.3 A personnel appraisal system is in place.**

#### Description

An annual Performance Appraisal and the employee's anniversary date is maintained by Human Resource Services (HRS) and updated when there is a change to the employee's employment status. The supervisor/manager is sent a reminder through Fire Rescue 1 and notified by the HRS Generalist to ensure timely performance appraisals and applicable wage increases for employees.

This is the only appraisal utilized for uniform and non-uniform employees, including exempt and non-exempt employees. The performance dimensions form the basis of the Performance Appraisal for all employees. Supervisors and managers are also evaluated on competencies for leadership, conflict management, and performance management. The performance rating scale and final overall dimension selection options are meets standards, needs improvement, or is unsatisfactory.

#### Appraisal

The District's new Performance Appraisal eliminates the concern and attention to "points," streamlines the subjectivity, and interjects objectivity into determining the employee's overall rating. The new Performance Appraisal (PA) is in a user-friendly format.

Based on feedback from the supervisors/managers, the PA was streamlined, and goals were removed. In addition, comments are not required unless a performance dimension is rated as a needs improvement or a does not meet standards.

#### Plan

The plan is to continue to explore ways to improve the current process and show the value of this tool in fostering open communication between employees and their supervisors. This may include updating the form as part of the Strategic Plan.

#### References



## [Sample Performance Appraisal](#)

### **7D.4 The agency has a policy or program for receiving employee/member input or suggestions.**

#### Description

Currently, the District receives suggestions through standing committees, task groups, and teams. An employee can partner with the appropriate division impacted by a recommendation. Recommendations are brought forward to the Leadership Committee who reviews policy and procedure change recommendations. Policies approved by the Committee are forwarded to the Governing Board for final adoption. There is a review by legal counsel prior to official adoption by the Governing Board.

#### Appraisal

The Leadership Committee guidelines provide the organization with rules and a process which assists employees in successfully presenting and implementing suggestions.

#### Plan

The District will continue committees, task groups, and the Leadership Committee to ensure that our employees are able to provide input and make suggestions.

#### References

[SOG#1102 Labor-Management Committee](#)

### **7D.5 Career and professional development programs are in place for all members and encourage the pursuit of professional credentialing.**

#### Description

The Professional Development Education Incentives Policy outlines the District's process for employees pursuing professional development goals. In addition, the District's Training Division holds in-house training at no cost to District employees who may be interested in enriching their current knowledge, skills, and abilities in preparation for promotional opportunities. The District encourages cross-training to fill in for other employees and expand their knowledge base for any future opportunities.

Fire Rescue 1 is another tool that is utilized for enrichment and enhancement of employees' knowledge, skills, and abilities. We partner with the local colleges, University of Arizona Eller School, and Pima Community College to allow for a broader spectrum of professional development opportunities.

#### Appraisal

The District has made progress in establishing various levels of increased responsibility, experience, and qualifications within a position, such as Fire Inspector, Administrative Assistant, Building Maintenance Worker, and Fire Equipment Service Worker. Employees now have more opportunities for advancement and cross-training.

#### Plan

Human Resources will continue to research and partner with other agencies to explore options in creating opportunities for non-suppression positions regarding promotions and further enhancement within the employee's current position.

#### References

[Professional Development Educational Incentives Policy](#)

### **7D.6 The agency has a succession plan that incorporates mentoring.**

#### Description

The District has implemented Leadership Development Programs for Captain and Battalion Chief levels preparing them for leadership positions. There are succession plans for uniform, non-uniform, and for the Fire Chief position that were implemented to assist employees in determining their career paths.

#### Appraisal

Employees who take advantage of the professional programs come out with a better understanding of the organization as reflected in promotional testing results. The Division has had some success in developing career paths for Emergency Vehicle Technician (EVT) Mechanics and Fire Inspectors, for example. There is more work needed in the succession planning for the non-suppression personnel.

#### Plan

The plan is to continue to develop specific career steps for non-suppression personnel, through the revision of job descriptions and career steps clearly outlined in them. HRS will continue to ensure all career steps are clearly outlined within the job descriptions.

Resources

[2024-2029 Strategic Plan](#)

### **Criterion 7E: Personnel Compensation**

*A system and practices for providing employee/member compensation are in place.*

Summary

A step compensation plan for all personnel is available and accessible on the District's Intranet site, SharePoint. There is a Performance Management System in place to award employees on an annual basis for performance, based on budget approval by the Governing Board. The employee's compensation package includes District paid benefits.

### **CC 7E.1 Rates of pay and compensation are published and available to all employees/members.**

Description

The most recent pay plan was approved June 25, 2024, by the Governing Board and the pay plan is uploaded to the District intranet site, SharePoint.

Appraisal

This pay plan was developed and reviewed by the Leadership Committee to provide the best compensation for District employees.

Plan

The plan is to maintain the format and communication to employees of any changes.

References

[FY 24/25 Pay Plan](#)

### **7E.2 Member benefits are defined, published, and communicated to all employees/members.**

## Description

Employee benefits and the Summary Plan Descriptions are located on the District intranet site, SharePoint and communicated via District memo and through mail.

As a part of the pre-enrollment process and during open enrollment, the Human Resource Services (HRS) team is available to meet and answer any questions and assist with enrollment benefit. After open enrollment, access to the benefits and documents related to our benefits are available on the District's intranet site, SharePoint.

## Appraisal

As part of the District's 2025 plan year benefits renewal process, competitive options for HSA and Cafeteria Plan vendors were presented and discussed at a Leadership Committee meeting, and Fidelity was chosen as the new vendor. In addition, the District contracted with AWP as EAP vendor.

For the 2025 plan year, HRS, in conjunction with the NWFD Finance Manager, and CBIZ, the District's benefits broker, continued working with Employee Navigator for Open Enrollment. Employee Navigator is a free benefits and HR platform available through CBIZ. Implementation did not come without challenges as the Division had to make Employee Navigator work with the District's Enterprise resource planning (ERP) system, Incode. The transition to Employee Navigator made open enrollment a much smoother process for District employees, and they are now able to log in and make changes should they have a qualifying event throughout the year as well as see their current benefits and any plan documents.

## Plan

Continue to keep employees and their families informed through the various modes of communication.

## References

[2025 Employee Benefits Guide](#)

[2025 Benefits Bookshelf](#)

**CC 9C.3 Organizational documents, forms, standard operating procedures or general guidelines, and manuals are reviewed at least every three years and updated as needed for all agency programs.**

## Description

NWFD's organizational documents, specifically District policies (reviewed annually through Lexipol) and Standard Operating Guidelines and manuals (reviewed at least every three years and updated as needed), are reviewed and in date. All known "critical" forms essential to the mission of the District are also reviewed at a minimum of a three-year interval. The District's recent contract with Lexipol was to ensure policy and procedure reviews are completed on the CPSE model's review schedule.

## Appraisal

The District's new policy and procedure review methodology using Lexipol is working well to meet the agency's needs. Agency staff worked with Lexipol contractors in 2022 to migrate all NWFD policies and SOGs into the platform. To not inundate the Fire Board, Business Services is bringing batches of policies through the monthly Fire Board meetings for approval. The Knowledge Management System by Lexipol was deployed to employees in January 2023 following the lengthy 2022 policy review and revamping process. The current SOG manual is being incorporated into the Lexipol procedure section for rollout once the policy portion is approved and reviewed by employees.

The Lexipol service provides data and tracking of policy and procedure employee reviews, legislative compliance, and organizational review/revision reminders to ensure that NWFD has notified the employees of all policies and procedures, that NWFD has met federal and state compliance, and that the Center for Public Safety Excellence (CPSE) review requirements for policies (every year) and procedures/other critical documents (every three years) are met.

## Plan

The District plans to finish the development of the new organizational documents within Lexipol and will evaluate once the project is complete.

## References

### 2024 Essential Records Listing

## **FINANCE BUDGET DEPARMENT ID:**

<b>Department Finance ID #</b>	<b>Department(s)</b>
1240	Human Resource Services

## **ANNUAL OPERATING BUDGET REQUEST**

\$1,993,154

## **PROGRAM ECONOMIC EFFICIENCIES IDENTIFIED DURING PREPARATION OF PROPOSED BUDGET**

N/A

## **CAPITAL ITEM REQUEST DISCUSSION**

N/A

## **LINE-ITEM DISCUSSION**

Arizona Police Psychology increased their pricing to \$250.00 per person.

FF Recruit 1582 Cancer Screenings increased to \$200.00 per person.

FF Recruit Physicals are now \$825.00 per person, this is a decrease from \$1496.00 per person.

SHRM Greater Tucson \$150.00 per person budgeted for HRS Manager and Business Services Director only.

SHRM National increased \$732.00 to cover HRS Team and Business Services Director.

SHRM National Conference \$2300.00 cost increased by \$300.00.

Drug Screening \$40.00, increased by \$5.00.

Fingerprint Background Testing \$31.00, cost increased by \$0.44.

## PROPOSED FISCAL YEAR 2025-2026 BUDGET

Account	Account Name	2023-24 Actual	2024-25 Adopted Budget	2025-26 Proposed Budget	Variance	Comment
<b>1240 - Human Resource Services</b>						
51110	Salaries	\$ 141,249	\$ 151,511	\$ 162,401	\$ 10,890	HR Manager Realignment
51120	Hourly	\$ 101,218	\$ 109,264	\$ 111,985	\$ 2,721	Step Increase
51190	PTO Paid Out	\$ 4,129	\$ -	\$ -	\$ -	
51211	Medical Insurance	\$ 28,486	\$ 49,719	\$ 53,160	\$ 3,441	Premium Increase
51212	Dental Insurance	\$ 1,510	\$ 1,932	\$ 1,900	\$ (32)	
51213	Vision Insurance	\$ 385	\$ 456	\$ 448	\$ (8)	
51216	Life Insurance	\$ 166	\$ 168	\$ 168	\$ -	
51217	AD&D Insurance	\$ 8,287	\$ 8,287	\$ 8,287	\$ -	
51218	STD Insurance	\$ 683	\$ 678	\$ 726	\$ 48	
51230	Social Security	\$ 15,090	\$ 16,168	\$ 17,012	\$ 844	Step Increase
51231	Medicare	\$ 3,529	\$ 3,781	\$ 3,979	\$ 198	
51251	ASRS	\$ 29,799	\$ 31,997	\$ 32,926	\$ 929	Step Increase
51270	Workers Compensation	\$ 1,304,456	\$ 1,484,123	\$ 1,404,526	\$ (79,597)	Rate Adjustment
51290	PEHP	\$ 2,030	\$ 2,608	\$ 2,744	\$ 136	
<b>Total Personnel</b>		<b>\$ 1,641,017</b>	<b>\$ 1,860,692</b>	<b>\$ 1,800,262</b>	<b>\$ (60,430)</b>	
52120	Printing & Duplicating	\$ 829	\$ 830	\$ 1,565	\$ 735	Labor Law Posters
52160	Dues, Memberships & Subscriptions	\$ 1,804	\$ 1,520	\$ 1,620	\$ 100	
52170	Travel & Per Diem	\$ 62	\$ 2,800	\$ 4,800	\$ 2,000	Inflationary Increases
52177	Meals & Entertainment	\$ -	\$ 1,000	\$ 1,050	\$ 50	
52180	Training	\$ 2,515	\$ 9,240	\$ 8,590	\$ (650)	
52191	Tuition Reimbursement	\$ 22,337	\$ 35,000	\$ 35,000	\$ -	
52198	Books & Periodicals	\$ 634	\$ 635	\$ -	\$ (635)	Moved to Printing & Dupl.
52227	Contract Labor	\$ -	\$ 10,000	\$ 10,000	\$ -	
52240	Health Services	\$ 665	\$ 90,125	\$ 70,225	\$ (19,900)	Academy of 10
52270	Organizational Development	\$ -	\$ 27,250	\$ 27,250	\$ -	
52280	Recruitment	\$ 106	\$ 10,000	\$ 3,800	\$ (6,200)	Academy of 10
52290	Testing & Background Services	\$ 3,286	\$ 25,575	\$ 28,992	\$ 3,417	Price Increase
52450	Unemployment Insurance	\$ 2,935	\$ -	\$ -	\$ -	
<b>Total Non-Personnel</b>		<b>\$ 35,172</b>	<b>\$ 213,975</b>	<b>\$ 192,892</b>	<b>\$ (21,083)</b>	
<b>Total Human Resource Services 1240</b>		<b>\$ 1,676,189</b>	<b>\$ 2,074,667</b>	<b>\$ 1,993,154</b>	<b>\$ (81,513)</b>	

## SUPPORTING DOCUMENTS, TABLES, CHARTS, ETC

N/A

## REFERENCES

[https://shrmgt.org/Join\\_or\\_Renew\\_Membership](https://shrmgt.org/Join_or_Renew_Membership)

<https://www.shrm.org/membership>

[1582 Physicals and Cancer Screening Proposal](#)