



**Strengthening Oklahoma's Safety Net,  
One Community At A Time**

## **Board Bulletin**

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### **Human Resources and CHC Boards**

Human Resources Rule #1: Health center boards have one employee - the CEO or Executive Director. The role of the CEO is to manage, direct and monitor health center operations and patient care functions in compliance with Federal and State requirements and the policies established by the board. Because CHC Boards cannot be directly involved with daily operations of the health center and depend on the CEO to translate policy into action, board members must invest adequate attention to Human Resources policies and procedures to ensure effective personnel management.

#### ***Personnel Management Policies***

- **Selection & Dismissal Procedures** - Personnel policy should include specific sections that deal with employment -- from hiring practices to dismissal procedures. It should also include policy regarding conflict of interest and nepotism, clearly defining family and working relationships that are prohibited. The health center must be able to document adherence to policy and demonstrate enforcement without partiality.
- **Employee Compensation Policy** - Employee handbooks should also include a Wage and Salary Administration section that outlines policy regarding working hours, overtime and absences. Clarification of salaried and hourly compensation should be included with an explanation of how work time will be recorded, pay periods and pay days, payroll deductions, types of leave and employee benefits. Policy regarding salary increments, including cost of living adjustments, merit raises and promotions, should also be established.
- **Position Descriptions and Classification** - There should be a position description for every position in the health center that provides a good overview of the job, essential duties and responsibilities, and the required qualifications for the position. Health centers should incorporate a job description format that includes job title, basic job function, duties and responsibilities, qualifications, supervision received and supervision exercised.
- **Performance Review & Evaluation** - Policy should define the process by which the health center will evaluate employee performance including when the evaluation will take place and who will be conducting the review. Because human nature may cause evaluation activity to be postponed in many cases, make sure employee review policy is being followed.
- **Employee Grievance Procedures** - While boards should not be involved in the day-to-day operations of the health center, they should implement sound employee grievance procedures and monitor compliance with policy. Disciplinary action, grievance and appeal should be clearly defined and explained in the personnel policies so that employees and management understand the process fully. Health centers must adhere to and document employee grievance procedures as a risk management measure to protect against litigation, while continually improving operations.
- **Equal Opportunity Practices** - Every personnel policy handbook should include policy regarding equal opportunity employment that conforms to local, state and federal regulations. Employee policies should also be instituted that address political activity involvement, confidentiality, drug free and smoke free workplace, and sexual harassment. Health center boards should closely review the employee policies and procedures handbook to ensure that policies are sound and updated to reflect current law. The health center management team should be routinely asked to demonstrate to the board that the organization is compliant with all personnel policies. If you have questions or want further information, please contact OPCA by phone or e-mail [jgrant@okpca.org](mailto:jgrant@okpca.org).

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