



## **Pinewood Springs Water District Human Resources Policy & Standard Operating Procedures**

**Revision A  
October 29<sup>th</sup>, 2025**

### **1. Statement of Principle**

PSWD is committed to a workplace where every person is treated with dignity, fairness, and respect. The Board affirms that the safety, health, and welfare of all workers are top priorities and that the District will foster a positive, supportive, and rewarding environment that enables employees to serve the community effectively. PSWD prohibits discrimination, harassment, retaliation, and workplace violence. We will provide reasonable accommodations where required and appropriate, including for qualified individuals with disabilities and others with documented special needs, and we will comply with all applicable federal and state employment and safety laws.

### **2. Purpose, Scope, and Authority**

#### **2.1. Purpose:**

Establish clear policies and SOPs for recruiting, managing, supporting, and—when needed—correcting employee performance and conduct in a small Special District context. Nothing in these policies and procedures is intended to create an employment contract.

#### **2.2. Scope:**

This policy and SOP applies to routine operations and special situations, e.g. conflicts, safety concerns, accommodations, separations.

#### **2.3. Authority:**

The Board sets policy. Day-to-day HR administration is delegated to the District Manager (DM). As of this policy's adoption, the DM position is vacant; the Board may designate a person as the Acting District Manager (Acting DM) with delegated authority to implement this policy, subject to Board oversight. Actions above the Acting DM's signature authority (e.g., final warnings, suspensions, terminations, compensation/benefits changes) require review by the Board President (or designee) and, where appropriate, Board ratification. Nothing herein creates a contract of employment; employment is at-will unless otherwise stated by law or written agreement.

### **3. Key Definitions**

#### **3.1. Board – PSWD Board of Directors acting by formal motion/resolution to:**

- Set HR policy,
- define high level procedures, and
- take critical HR actions when required.

#### **3.2. District Manager (DM)**

The chief administrative employee responsible for implementing Board policy and supervising staff.

#### **3.3. Acting District Manager (Acting DM)**

A person designated by the board to act as DM in the absence of a permanent appointment to this position.

#### **3.4. Operator in Responsible Charge (ORC)**

A certified operator designated by PSWD to make process-control and/or system-integrity decisions affecting public health or the environment.

**3.5. Workplace violence/aggression –**

Any threat, intimidation, harassment, or physical act that could cause harm or reasonable fear of harm.

**3.6. Reasonable accommodation –**

Modification enabling qualified applicants/employees with disabilities to perform essential job functions without undue hardship.

**4. Governance, Roles, Responsibilities, and Relationships**

**4.1. Board of Directors**

Voting members comprise the Board of Directors of the Pinewood Springs Water District.

Non-voting officers include Recording Secretary and Special Advisor.

Functions are as follows:

Adopts HR policy and staffing plan/budget; hires, evaluates, supports, and (if necessary) disciplines/terminates the District Manager. Serves as the final appeal body in select matters (see Section 11.7), while avoiding interference in routine personnel decisions to preserve due process and managerial accountability. Ensures open-meeting/records compliance while protecting personnel privacy as allowed by law.

**4.2. District Manager (DM. / Acting District Manager (Acting DM).**

When the DM role is vacant, acting DM is to be designated by the Board.

Responsibilities are as follows:

Implement policy; lead HR administration; maintain job descriptions; manage recruitment/onboarding; coaching/evaluations; progressive discipline; training and records; investigations and accommodations.

Limits are as follows:

Final warnings, suspensions, terminations, or compensation changes require Board President review and, where appropriate, Board ratification.

**4.3. Operator in Responsible Charge (ORC)**

An operator with a certification appropriate under Colorado regulation<sup>1</sup> designated to operate the system. PSWD is a Small System<sup>2</sup> with approximately 300 taps and 1000 residents. The ORC shall maintain at least the minimum certification<sup>3</sup> required by Colorado law for this system.

The ORC may, at the discretion of the Board, be a third-party consultant responsible for regulatory compliance related to water system operations.

The ORC shall perform all duties prescribed by Colorado regulation<sup>4</sup>. The ORC coordinates with the DM or Acting DM and Water Superintendent on compliance, monitoring, reporting, and corrective actions; may direct operational corrections necessary to meet regulatory obligations; escalates unresolved compliance risks to the Board President.

**4.4. Water Superintendent**

Supervises plant operations and field activities; ensures safe, compliant, and reliable operations.

Reports to: DM or Acting DM.

Supervises Operators/Field Technicians.

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<sup>1</sup> 5 CCR 1003-2, Regulation 100

<sup>2</sup> <https://cdphe.colorado.gov/wq-facility-classification>

<sup>3</sup> <https://cdphe.colorado.gov/ccwp-which-certificate-is-right-for-you>

<sup>4</sup> <https://www.law.cornell.edu/regulations/colorado/5-CCR-1003-2-100.12>

#### 4.5. Operators / Field Technicians

Performs maintenance, repair, meter reading, and routine system operations.

Reports to Water Superintendent.

Duties are as follows:

Follow safety procedures; document work; report hazards; support compliance activities directed by the Superintendent and ORC.

#### 4.6. Supervisors/Managers (General).

Provide day-to-day direction, plan workloads, oversee safety, coach, and document.

Elevate significant issues to the Acting DM; maintain confidentiality; model civility and zero-retaliation.

#### 4.7. Employees (General).

Perform duties safely and professionally; follow policies; report hazards/misconduct; cooperate in investigations; treat all with respect.

#### 4.8. Administrative Support Roles

Recording Secretary (non-voting):

Maintains records/minutes; routes HR filings; does not adjudicate.

Special Advisor (non-voting):

Provides advice; no supervisory authority.

#### 4.9. Textual Org Chart (current).

*Board of Directors* (5 voting; President, Secretary/Director—Funded Support, Treasurer, +2 Directors.

↳ Acting District Manager

↳ Water Superintendent

↳ Operator(s. / Field Technicians

*Advisory/Support* (non-voting): Recording Secretary; Special Advisor

*External Compliance*: ORC – Wolf Compliance Consulting (coordinates with Acting DM & Superintendent).

### 5. Equal Employment Opportunity (EEO), Anti-Harassment, and Anti-Retaliation

PSWD provides equal opportunity in all employment decisions. Discrimination or harassment based on protected class is prohibited.

5.1. **Harassment** includes unwelcome conduct that a reasonable person would consider offensive in the circumstances; a single severe incident or a pattern of lesser incidents may violate policy.

5.2. **Retaliation** against anyone for reporting a concern or participating in a process is strictly prohibited.

5.3. Supervisors must promptly inform the DM upon becoming aware of potential violations.

5.4. PSWD offers multiple reporting channels (see Section 11.1) and assures timely, impartial review.

### 6. Safety, Health, and Welfare

6.1. PSWD will maintain a workplace free of recognized hazards, provide required training, and investigate incidents/near-misses.

6.2. All employees must follow safety procedures, use PPE, and immediately report hazards, injuries, or threats.

6.3. **Workplace Violence Prevention.** Threats, intimidation, bullying, harassment, and any physical violence are prohibited. Imminent threats require immediate escalation (see Section 10.6 **Emergency Measures**).

- 6.4. Workers' compensation coverage will be maintained as required; injuries must be reported promptly per posted procedures.

## **7. Recruiting, Hiring, and On-boarding (SOP)**

### **7.1. Planning & Posting**

- 7.1.1. DM confirms budgeted position, job description (essential functions), and selection criteria.  
7.1.2. DM shall post vacancies internally and externally with required compensation range/benefit information and application instructions. Disclosures and record retention shall be in accordance with the requirements of C.R.S. § 8-5-101 *et seq.*  
7.1.3. DM and Board shall observe applicable restrictions on pre-employment inquiries; use consistent screening tools.

### **7.2. Selection**

- 7.2.1. Panel/interviews shall be aligned to job criteria; document scoring and hiring decisions must be supported by a selection rationale consistent with all applicable regulation, e.g. nondiscrimination.  
7.2.2. Conditional offers may require background/reference checks or job-related testing consistent with law.

### **7.3. On-boarding**

Upon hiring, PSWD will provide to all new hires:

- 7.3.1. Offer letter, handbook/policies acknowledgment, safety orientation, I-9/W-4 on-boarding, role-specific training plan, and initial 90-day goals.  
7.3.2. Assignment of a supervisor and schedule for regular check-ins (e.g., 30/60/90 days).

## **8. Employment Practices**

### **8.1. Job Descriptions & Evaluations**

PSWD will:

- Maintain current job descriptions (essential functions, physical demands).
- Conduct at least annual performance evaluations; more frequently during probation.

### **8.2. Hours, Pay, and Timekeeping**

PSWD will:

- Follow applicable wage and hour requirements (overtime, meal/rest, timekeeping).
- Require that time be recorded accurately; prohibit off-the-clock work.

### **8.3. Vacation and Personal Time**

PSWD will provide paid vacation and personal time according to terms offered and agreed to at the start of employment and stated in the employee's contract.

### **8.4. Sick Leave**

- 8.4.1. PSWD will provide paid sick leave according to Colorado law under C.R.S. 8-13.3-402 *et seq.*  
8.4.2. PSWD will compensate employees for sick leave at the same hourly rate or salary and with the same benefits (e.g. health benefits) as the employee normally earns while working (excluding overtime, bonuses, or holiday pay).

- 8.4.3. “Paid sick leave” is considered “wages” under the wage statute.
- 8.4.4. PSWD employees will earn one hour of paid sick leave for every 30 hours worked.
- 8.4.5. Upon the start of employment, each employee will be credited with a number of hours of sick leave which may be drawn upon throughout the year.
- 8.4.6. The yearly sick leave allowance will be 48 hours.
- 8.4.7. Upon the employee’s anniversary date, the sick leave balance will be reset to 48 hours. Unused hours will not be carried over.
- 8.4.8. Upon termination of employment, unused sick leave will not be paid out.
- 8.4.9. Sick leave requests shall be granted for physical or mental illness, child or family member care, closure of child care or school, family emergency, or any reason(s) related to employee and family health or safety.
- 8.4.10. Supervisors shall respond to leave requests promptly and confidentially.

## **8.5. Colorado FAMLI (Paid Family and Medical Leave Insurance)**

### **8.5.1. PSWD Participation in Colorado FAMLI**

Pinewood Springs Water District (PSWD) participates in Colorado’s Paid Family and Medical Leave Insurance (FAMLI) program. As a participating local-government employer with fewer than 10 employees, PSWD supports employee access to FAMLI benefits and follows all required reporting and premium-withholding procedures.

### **8.5.2. Facilitating Employee Enrollment**

PSWD will facilitate participation for any eligible employee who chooses to enroll in FAMLI. Upon request, the Acting District Manager (or designee) will provide instructions for applying through the State portal, assist with required employment verifications, and ensure timely payroll deductions and remittances for enrolled employees.

### **8.5.3. Information for New Hires and Current Staff**

PSWD will provide information about FAMLI to all new hires during onboarding and make program materials readily available to current employees. Staff who are interested in FAMLI—or who anticipate a qualifying leave—are encouraged to contact the Acting District Manager to discuss eligibility, timelines, documentation, and how FAMLI coordinates with other PSWD leave policies.

## **8.6. Reasonable Accommodation (SOP)**

A Reasonable Accommodation Request (RAR) may be made to a supervisor or the DM orally or in writing.

### **RAR Interactive Process:**

PSWD will:

- Acknowledge request; provide accommodation packet; obtain job-function details and, if needed, medical documentation.
- Identify potential accommodations; assess effectiveness/feasibility and undue hardship.
- Implement agreed accommodation; document terms and review date.
- Reassess as conditions change.

*Confidentiality of medical information is required.*

## **9. Conduct and Civility**

Every PSWD employee is expected to treat coworkers, supervisors, Board members, contractors, and the public with courtesy and professionalism. Failure to meet this expectation will result in corrective action as described below.

Prohibited conduct includes discrimination/harassment; threats; bullying; profanity directed at individuals; unsafe acts; retaliation; willful insubordination; falsification of records; misuse of District resources; and unauthorized disclosure of confidential information.

## 10. Conflict Resolution & Progressive Discipline (SOP)

### 10.1. Guiding principles:

PSWD will:

- Address issues early,
- emphasize coaching and improvement,
- ensure due process, documentation, and proportionality,
- protect safety, and
- apply standards consistently.

### 10.2. Coverage

This SOP applies to **(a)** employee-to-employee conflict, **(b)** supervisor/manager conduct toward a report, and **(c)** employee conduct toward a supervisor/manager. It also applies to observed misconduct by third parties on PSWD worksites.

### 10.3. Investigations (SOP)

#### 10.3.1. Intake & Triage:

Any report of misconduct, harassment, discrimination, retaliation, or safety threat shall be logged and triaged by the DM (or Board Chair/designee if the DM is implicated).

#### 10.3.2. Investigator:

Preliminary investigations shall be conducted by impartial internal staff or a qualified external investigator.

#### 10.3.3. Process:

Process objectives shall be to preserve evidence; interview parties/witnesses; assess credibility, and make findings on a preponderance of evidence standard.

#### 10.3.4. Outcome:

Outcomes of investigations shall be preserved in written findings and remedial actions communicated to involved parties consistent with privacy requirements.

#### 10.3.5. Confidentiality:

Confidentiality shall be maintained to the extent possible and shared on a need-to-know basis only. Retaliation because of any investigation is strictly prohibited.

#### 10.3.6. Fairness, Respect, and Accommodations Throughout

PSWD will:

- Provide process supports (e.g., interpreter, note-taker, accessible meeting space).
- Consider reasonable accommodation and supportive measures as appropriate at every step.
- Allow an employee to have a support person present where feasible (non-disruptive).

#### 10.3.7. Documentation & Records

PSWD will:

- To the extent possible, use standardized forms (intake, interview notes, CAP templates, decision letters).
- Store investigation/discipline records securely and restrict access to those with a legitimate need to know.
- Retain and dispose of records according To PSWD records policy and applicable law.

### 10.4. Resolution Pathway – Least to Most Serious

#### Step 0 – Self-Management & Early Coaching (Informal).

- Encourage direct, respectful discussion between individuals at the lowest level appropriate.
- Supervisor may provide real-time coaching or “stop-and-reset” guidance.
- **Documentation:** Optional supervisory note of date/topic for continuity.

**Step 1 – Informal Sit-Down (Facilitated).**

- Supervisor (or Acting DM) facilitates a brief meeting: define the issue, share impacts, agree on expectations and immediate next steps.
- May include a short “civility reminder” or verbal counseling.
- **Documentation:** Brief summary email to participants and Acting DM.

**Step 2 – Mediation/Assisted Conversation (Optional but encouraged).**

- If Step 1 does not resolve the issue, Acting DM arranges an internal or external neutral to guide a structured conversation and commitments.
- **Documentation:** Mediation summary and commitments placed in working file (not personnel file unless part of discipline).

**Step 3 – Letter of Observations & Expectations (Non-Disciplinary).**

- Supervisor/Acting DM issues a letter summarizing observed behaviors/performance gaps and specific expectations with time-bound, measurable improvements (a Corrective Action Plan, “CAP”).
- Offers supportive measures (training, schedule adjustments, reasonable accommodation as applicable).
- **Documentation:** Copy to personnel file; follow-up interval typically 30–60 days.

**Step 4 – Written Reprimand (Disciplinary).**

- Issued when behavior/performance persists or a more serious incident occurs.
- Includes reference to prior steps, required improvements, monitoring period, and notice that further issues may lead to more serious action.
- **Documentation:** Personnel file.

**Step 5 – Final Written Warning (Disciplinary).**

- For repeated or serious misconduct; may include last-chance agreement.
- **Documentation:** Personnel file.

**Step 6 – Suspension (with or without pay) or Demotion.**

- Used when continued work poses risk to safety/operations or for significant misconduct.
- Pre-discipline meeting held (see Section 10.7); specify duration/conditions for return.
- **Documentation:** Personnel file.

**Step 7 – Termination of Employment.**

- For egregious misconduct, failure to improve after earlier steps, or legitimate operational reasons.
- Pre-termination meeting and written notice required (see Section 10.7).
- Return of District property and exit checklist completed.

**10.5. Escalation & Roles (PSWD-specific):**

- If the Superintendent is a party to the conflict, escalate to the Acting DM.
- If the Acting DM is a party or there is a potential conflict of interest, escalate to the Board President (or designee).
- Matters implicating regulatory compliance may involve the ORC or a consultant (e.g. Wolf Compliance Consulting) for input on safe/legally compliant remedies.
- Imminent safety risks: follow Section 10.6 **Emergency Measures** immediately.

**10.6. Emergency Measures (Imminent Threats or Aggressive Conduct)**

- **Immediate safety first:** Call 911 if needed; remove individuals from the situation; secure facilities/equipment.
- Administrative leave may be imposed pending investigation.
- The DM may bar access to facilities for any individual who poses a credible threat.
- Provide support to affected employees (e.g., EAP referral, debrief).

### **10.7. Pre-Discipline / Pre-Termination Meeting (Due Process)**

- Provide the employee with a written notice of concerns and proposed action; allow reasonable time to prepare a response.
- Conduct a meeting where the employee may present information, bring relevant documents, and identify witnesses.
- DM (or Board when the subject is the DM) evaluates facts, applies policy consistently, and issues a written decision.

## **11. Reporting, Complaint Intake, and Appeals**

### **11.1. Multi-Channel Reporting**

Reports may be made to any supervisor, the Acting DM, or the Board President/Chair (if the subject is the Acting DM, a supervisor, or presents a conflict). The Recording Secretary may receive and route reports for recordkeeping but does not adjudicate. Anonymous reports are accepted where feasible.

### **11.2. Acknowledgment & Interim Measures**

Reports are to be acknowledged within **3 business days** when feasible; implement interim safety/protective measures (e.g., separation of parties, schedule changes) as appropriate.

### **11.3. Timelines**

PSWD aims to complete investigations within **30–45 days** depending on complexity, and to communicate status updates as quickly as feasible.

### **11.4. Communication of Outcome**

Provide written closure to complainant and subject, summarizing findings and actions taken, consistent with privacy law.

### **11.5. Prohibition on Retaliation**

Any retaliatory act is a separate violation subject to discipline up to termination.

### **11.6. Confidentiality**

Personnel records and investigation files are confidential to the extent allowed by law; PSWD will carefully balance transparency obligations with privacy protections.

### **11.7. Appeals**

Employees may request reconsideration by the Acting DM within 10 business days of a decision. If unresolved, an appeal may be made to the Board (or a Board committee) only when: (a) the subject is the Acting DM; (b) termination is proposed; or (c) there is a plausible conflict of interest. The Board's role is quasi-judicial; its decision is final within the District.

## **12. Records, Privacy, and Open Records**

Maintain personnel files, payroll, timekeeping, training, safety, and investigation records securely. Permit employee access to their own personnel file consistent with law. Respond to public records requests in accordance with the District's CORA policy and state law, protecting confidential personnel information as allowed.

## **13. Separation of Employment (SOP)**

**Voluntary:** Resignation in writing with reasonable notice; conduct exit interview; recover District property; communicate benefits/COBRA options where applicable.

**Involuntary:** Follow due-process steps in Section 10.7; provide final pay and notices as required; secure systems/assets.

Prepare a neutral verification of employment upon request (title, dates, and, when appropriate, compensation).

#### **14. Training & Communication**

New-hire orientation shall include this policy, safety training, reporting channels, and expectations of civility.

PSWD will provide annual training on anti-harassment, safety, emergency response, workplace violence awareness, role-specific technical topics, and supervisor skills.

New hires shall acknowledge in writing that they have received this policy and training materials, understand the requirements and expectations of their respective positions, and agree to the stated conditions of employment, including that employment is at-will for both parties.

All operators shall maintain current CDPHE certification and Safe Drinking Water Act training.

Training records shall be maintained to document completion of initial and updated training.

Supervisors are responsible for maintenance of training records with timely renewal.

PSWD will post required labor and safety notices at each facility and on the District website where appropriate.

#### **15. Document Management**

##### **15.1. Adoption**

This Policy and SOP shall be adopted by a vote of the Board. It is to be maintained, with its revision and adoption history, among PSWD policies and procedures including the District Rules and Regulations (R&R).

##### **15.2. Document Owner**

The maintainer and owner of this document shall be the District Manager.

##### **15.3. Review Cycle:**

This document may be reviewed annually; or after any significant legal or organizational change.

##### **15.4. Amendments:**

This document may be amended by a vote of the Board.

#### **REVISION HISTORY**

<b>Version</b>	<b>Change</b>	<b>Review Date</b>	<b>Adoption date</b>
03	Pre-release review	October 27, 2025	
A	Initial Release	October 27, 2025	October 29, 2025

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