



PERSONNEL POLICY MANUAL

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	<h1>COCONINO COUNTY</h1>	
	GENERAL PROVISIONS AND PURPOSE	
	Personnel Policy	
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GENERAL PROVISIONS AND PURPOSE

These policies are enacted by the Board of Supervisors of Coconino County in order to further the following goals:

- To provide a uniform system of personnel administration throughout the County
- To assist elected and appointed officials in the development of sound personnel management practices and procedures, and to make effective and consistent use of human resources throughout the County.
- To promote communication between all employees.
- To ensure, protect and clarify the rights and responsibilities of County employees.
- To provide a diverse combination of benefits and programs geared to attract and retain a highly qualified workforce.

Unless otherwise specified, these Personnel Policies apply to all Coconino County employees. Exclusions are noted on individual policies and often include Elected Officials, County Manager, Assistant County Manager, Deputy County Manager, and Chief Deputies. Judicial personnel policies take precedence over county personnel policies for employees of the court. County personnel policies are adopted by Superior Court in cases where existing judicial personnel policies do not exist unless there is a legal conflict. As such, court personnel should familiarize themselves with the contents of both policy manuals. In the event of conflict between these policies and any County ordinance, or state or federal law, the terms and conditions of those rules or laws shall prevail. In all other cases, these policies shall apply. Department Directors may establish departmental policies that are stricter than these policies as required by departmental operational needs.

In the event of the amendment of any ordinance, rule or law incorporated in these policies or upon which these policies rely, these policies shall be deemed amended in conformance with those changes. The Human Resources Director shall have authority to make such amendments, subject to the approval of the County Manager and the Board of Supervisors.

THIS PERSONNEL POLICY MANUAL IS NOT TO BE CONSTRUED AS A CONTRACT BETWEEN COCONINO COUNTY AND ITS EMPLOYEES, AND DOES NOT IN ANY WAY IMPLY OR CREATE ANY RIGHTS, CONTRACTUAL OR OTHERWISE, ON BEHALF OF THE COUNTY’S EMPLOYEES. THE COCONINO COUNTY BOARD OF SUPERVISORS MAY, AT ITS SOLE DISCRETION, APPEAL, MODIFY OR AMEND THESE PERSONNEL POLICIES OR PORTIONS THEREOF AT ANY TIME.



POLICY DEVELOPMENT AND REVIEW PROCESS

A proposed new Personnel Policy or a proposed revision to an existing Personnel Policy may be recommended by any Coconino County employee. The proposal must be in writing giving the suggested wording together with the reasons for the policy or revision, and an explanation of how it will benefit the County. Such proposals will be submitted through the employee's elected or appointed official to the Human Resources Director.

The Human Resources Director will, with the advice of the Civil Division of the Coconino County Attorney's Office, ensure that the proposed policy or revision does not contradict existing policy, procedure or statute, and place the proposed policy or revision in proper format for formal review.

Circulation of the proposed policy or revision will be made to elected and appointed officials, and the County Manager. After comments have been received, the Human Resources Director will incorporate all appropriate changes, showing old and new language, and submit the proposed policy or revision to the County Manager for final review and comment. All elected and appointed officials will be copied. If the department director has further comments this should be submitted to the County Manager for consideration. The County Manager will submit final changes to Human Resources for final amendments. Again, old and new language will be shown. After legal review of the final policy or revision, the County Manager will present to the Board of Supervisors for consideration for adoption.



GENERAL

ACCESS TO COUNTY SERVICES BY PERSONS WITH DISABILITIES

Coconino County does not tolerate discrimination in any form against persons with disabilities and intends to fully implement the Americans with Disabilities Act in order to prevent such discrimination. Facilities, programs and employment opportunities shall be readily accessible to qualified persons with disabilities. When the access needs of persons with disabilities cannot be anticipated, these needs shall be reasonably accommodated upon request.

Persons with disabilities are persons who have a physical or mental impairment that substantially limits one or more major life activities, who have a record of such an impairment, or who are regarded as having such an impairment.

Whenever possible, Coconino County shall provide auxiliary aids and services to afford persons with disabilities the fullest possible participation in services, programs and employment without fundamentally altering the services, program or incurring an undue financial burden.



DISCRIMINATION PROHIBITED

Coconino County is an equal opportunity employer committed to applying the principles of state and federal anti-discrimination laws to give equal opportunity for all persons employed or seeking employment without regard to race, age, sex, national origin, religion, color, sexual preference, or disability except in the case of a bona-fide occupational qualification.

Decisions on employment are based solely upon an individual's qualifications for the position being filled. Promotion decisions are made only on an individual's qualifications as related to the requirements of the position for which the person is being considered. Personnel actions such as compensation, promotions, disciplinary actions, benefits, transfers, layoffs, return from layoffs, and training are administered without regard to race, age, sex, national origin, religion, color, sexual preference, or disability except in the case of a bona-fide occupational qualification.

Coconino County makes reasonable accommodations for qualified individuals with known disabilities unless doing so would result in an undue hardship. This policy governs all aspects of employment, including selection, job assignment, compensation, discipline, termination and access to benefits and training.

The County operates within the principles of equal employment opportunity guidelines as set forth in applicable federal, state, and local laws and regulations. Coconino County will cooperate fully with all organizations and commissions organized to promote fair practices and equal employment opportunity.

Any employees with questions or concerns about any type of discrimination in the workplace are encouraged to bring these issues to the attention of their immediate supervisor, elected or appointed official or the Human Resources Director. Employees can raise concerns and make reports without fear of reprisal. Anyone found to be engaging in any type of unlawful discrimination will be subject to disciplinary action, up to and including termination of employment.



DIVERSITY MANAGEMENT POLICY

“Diversity Management” refers to a broad range of activities, policies, and practices that, taken together, create a working environment where individual differences are recognized and valued. At one end of this spectrum are formal, quantified remedial plans designed to identify and correct discriminatory employment practices. At the opposite end of the scale are actions undertaken voluntarily to attract employees with an array of talents, experiences, and perspectives, and to empower them to do the best work they’re capable of doing. Because Coconino County is committed to providing excellent customer service to a region that is “home to many cultures”, it is the policy of Coconino County to take every reasonable action to recruit and retain a diverse workforce.

Unlike Affirmative Action, which seeks to identify and remedy unlawful discrimination through the establishment of specific employment goals, Diversity Management utilizes a variety of management tools to extend employment opportunities to all qualified persons within the applicant community. Affirmative Action is a necessary part of this effort, but it is only one part. Actions taken in good faith, without the threat of a legal sanction, often advance the values of fairness and equity more effectively than court-mandated remedial programs. The list of activities presented in the Diversity Plan is not intended as a comprehensive catalog of everything the County does (or may do) in this area. Rather, the programs and practices identified in the following sections represent the most prominent elements of the Diversity Management activity.

I. DIVERSITY MANAGEMENT PLAN

Coconino County’s Diversity Management strategy has three essential components, with the responsibility for implementation distributed among various participating entities. The program is structured as follows:

A. Workforce analysis

Workforce analysis involves categorizing the employee population by race and gender, and comparing the percentage of employees in each group with their percentile representation in the surrounding community. The Human Resources Department conducts workforce analysis on an ongoing basis as part of the Affirmative Action Plan, and this data also forms the basis for the diversity management effort. The Affirmative Action Plan stipulates that workforce analysis results are formally reviewed annually by designated persons and presented to elected and appointed officials. As part of this process, data regarding the makeup of the County workforce is compared against the demographic profile of the applicant community. This activity highlights the effectiveness of the diversity management effort, and may indicate areas where remedial



action should be considered. However, even when workforce analysis demonstrates a positive record of hiring, promoting, and compensating members of protected groups, it often is useful for elected and appointed officials to consider the broader implications of community demographics. This is especially valuable when there have been significant cultural shifts, such as an increase in immigration by a particular group. It is possible for demographic changes to occur almost without notice, and workforce analysis enables service providers to more accurately assess the needs of those they serve.

B. Training

Each year, Coconino County makes available to its employees training on a wide range of subjects, presented both by outside and in-house trainers. Employees are able to attend programs on computer usage, management skills development, personal and professional growth, etc. In addition, the County ensures that a significant number of course offerings are on subjects relating to workplace diversity. These include classes on civil rights issues such as the Americans with Disabilities Act (ADA), Family Medical Leave Act (FMLA), and Sexual Harassment, as well as training on more general subjects such as Valuing Diversity, Conflict Resolution, Ethics, and Creating a Positive Work Environment. Because these classes are taught by independent contractors, the topics covered by outside class offerings vary from year to year. This has a generally positive effect, as the availability of new classes maintains employees' interest in continuing to explore diversity issues in a structured setting.

County-sponsored training addresses the challenges of managing and working within a diverse workforce, and of interacting with a diverse client population. These issues are seen as being particularly relevant to County supervisors and staff, who regularly interact with members of the various cultural groups that inhabit the Colorado Plateau. All County supervisors are encouraged to attend the Supervisors' Development Academy, which annually provides excellent training on these subjects. Line staff similarly is encouraged to attend training that focuses on working effectively with coworkers and clients from diverse backgrounds.

C. Recruitment / outreach

There is no better indicator of an organization's commitment to Diversity Management than the process by which it selects its new employees. This is especially true for Coconino County, where recruitment is a cooperative effort between the hiring department and Human Resources. Because there are differentiated areas of responsibility, managing diversity requires cooperation across the organization. The Human Resources Department is responsible for ensuring that the overall recruitment process is free of unlawful discrimination. Careful attention is given to the way job



announcements are prepared and distributed, and screening instruments are continually reviewed to verify their validity and neutrality. The actual hiring decision, however, is made within the hiring department, which places the ultimate responsibility for implementing workforce diversity with the elected and appointed officials.

Information regarding County employment opportunities is disseminated through a range of media, including newspapers, the Internet, professional journals, and publications that target specific cultural and ethnic populations. In addition, Human Resources staff members work with organizations such as, but not limited to, Goodwill Industries, the Mexican American Coordinating Council, Diversity Commissions, and Native Americans for Community Action (NACA) to develop and maintain awareness of County employment opportunities among constituent groups. Human Resources staff members attend job fairs throughout the year at NAU, on neighboring Indian reservations, and at other locations as appropriate. Every reasonable effort is made to reach the widest possible audience for each recruitment.

II. RESPONSIBILITY FOR IMPLEMENTATION

Successfully creating and maintaining a diverse workforce requires the commitment and active participation of all involved parties. At Coconino County, the diversity management effort is a top-down process, with responsibility apportioned commensurate to the authority and resources available to each person or group. The following paragraphs present a general overview of the tasks assigned to each level of accountability.

County Manager

The County Manager monitors closely the results of the annual workforce analysis and other reports and ensures that information regarding the County's diversity management program is presented to elected and appointed officials in a group setting on an annual basis. In addition, the County Manager presents information about each appointed official's efforts to enhance diversity. The County Manager takes a leadership role in helping to identify any areas of concern and in encouraging responsible officials to undertake voluntary actions to improve workplace diversity.

Human Resources Director

As the appointed official most closely involved with the recruitment activity, the Human Resources Director is responsible for ensuring that the overall process is as open, impartial, and inclusive as possible. This requires constant reexamination of the techniques used to publicize job openings and screen applicants. Every effort must be made to "cast a wide net" by sending recruitment notices to a broad range of interested



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parties, including groups that may traditionally have been under-utilized. In addition, Human Resources maintains a presence at job fairs and community gatherings where there is an opportunity to inform the public about employment opportunities. To be truly inclusive, recruitment activities must transcend cultural, social, economic, and geographical barriers and reach the broadest possible audience.

As important as it is to publicize job openings and encourage applicants, it is not enough merely to remove the barriers that prevent interested persons from applying. The Human Resources Director must also make certain that the skills, experience, and educational background used as qualifiers for each job are consistent with the actual type and level of work being done. It is necessary to audit jobs and reassess minimum requirements on an ongoing basis, especially in areas where responsibilities have been reassigned and/or reorganization has taken place. While properly derived minimum qualifications will guarantee that candidates for employment possess the requisite skills to do the job, ill-conceived requirements may unnecessarily limit the applicant pool. Given the dynamic nature of today's workplace, minimum qualifications should be reconsidered from time to time.

Screening instruments, such as tests and interview questions, should also be scrutinized for unintended bias. Even when there is no evidence that a test illegally discriminates against a protected group, it may be inappropriate for the job under consideration. Screening instruments are only of value when they truly select for the competencies being sought.

Aside from overseeing the recruitment and screening activities, the Human Resources Director is tasked with preparing the workforce analysis data upon which the Affirmative Action and Diversity Management programs depend. To accomplish this task, a wide range of information about the County workforce is gathered throughout the year and annually tallied. This data provides a comprehensive look at the present workforce as well as the applicant pool. It allows interested parties to evaluate how well the diversity effort is doing, and it may provide guidance for future activities.

Elected / Appointed Officials

Every County official is committed to recruiting and retaining the best available employees, and to providing the highest level of customer service. There is abundant evidence that these goals can only be accomplished by a diverse workforce. County officials are responsible for utilizing the information from the workforce analysis to evaluate their own progress, and to make certain that the internal procedures used to select new employees are consistent with the diversity plan. They are expected to work cooperatively with the County Manager and Human Resources to identify and reach all known potential applicants and to ensure that employment decisions are made fairly and



impartially.

Aside from hiring, promoting, and retaining a diverse group of employees, the diversity effort extends to providing County services to a client community that includes persons from a range of cultural experiences. Providing services effectively and efficiently to this community mandates the capability of communicating in several languages, and in ways that recognize the particular frame of reference of the end user. These needs must be considered in the preparation of recruiting materials and the selection of new employees. Moreover, elected and appointed officials must take into account changes in the cultural, social, or economic makeup of their client communities. Perhaps most importantly, public sector managers must recognize that managing diversity is a process, not an end. The focus of the diversity effort is not on creating a workforce that exactly mirrors the demographic makeup of the community so much as on creating an environment where everyone is welcome.

County Employees

In the final analysis, no single person or group can create a diverse organization; nor can a set of procedures or rules guarantee an inclusive workplace. To succeed, diversity must be an integral component of the organizational culture, embraced by employees at all levels. The importance of this understanding is emphasized in the Coconino County mission statement, which begins with the observation that this region is “home to many cultures”. Every County employee, at every level, is expected to treat all people encountered within the workplace with genuine respect and consideration. This expectation is more than a management policy; it is a fundamental value, essential to the County’s overall success.

Coconino County has a strong record of recruiting, hiring, and rewarding a diverse workforce. The quality of work done by County employees demonstrates that this is the most effective way to meet the needs of our client community. No one can predict with accuracy what challenges the County will face in the coming years, but it is certain that the best way to prepare for those challenges is by building on and expanding the employment practices that have brought success in the past. This will ensure the effectiveness and success of our County organization in the future. It may be truly said that our diversity is our strength.

III. AFFIRMATIVE ACTION PLAN

Affirmative Action refers to the actions an employer undertakes to make certain that its policies, procedures, and employment practices do not result in unlawful discrimination. Affirmative Action involves the periodic review of all relevant employment data, and prompt remediation of any problems that are found to exist. The Affirmative Action



plan (The Plan) is designed to demonstrate Coconino County's good faith efforts to ensure that unlawful discrimination does not take place within the County workplace. The following sections present the County's Affirmative Action policy statement, describe the specific actions the County will take to implement that policy, and explain the responsibilities of various entities within the County.

The Plan includes strategies for evaluating personnel policies, procedures, and/or employment practices where potential problems have been identified, and/or where possible underutilization of women and minorities may exist. Programs to identify and address these concerns have been put in place at Coconino County. Furthermore, the Plan describes specific, results oriented procedures which Coconino County uses in its efforts to achieve full utilization of minorities and women at all levels and within all segments of its workforce.

This plan was developed in conformity with the standards of Equal Employment Opportunity Commission's (EEOC) "Guidelines on Affirmative Action, Civil Rights Act of 1964", as amended, 44 CFR 4422 (January 19, 1979), and 29 CFR 1608, and has been adopted in good faith, in conformity with and in reliance on those guidelines.

COCONINO COUNTY AFFIRMATIVE ACTION PLAN

SECTION I: COCONINO COUNTY EEO-AA POLICY STATEMENT

It is the policy of Coconino County to consider all qualified applicants for available positions without regard to race, color, gender, sexual orientation, religion, age, national origin, disability or veteran status. Advancement to positions of greater responsibility is based on an individual's demonstrated performance.

Coconino County is committed to the EQUAL EMPLOYMENT OPPORTUNITY (EEO) POLICY and as part of its Affirmative Action plan will:

- Recruit, hire, upgrade, train and promote in all job classifications without regard to race, color, gender, sexual orientation, religion, age, national origin, disability or veteran status;
- Base employment decisions on the principles of Equal Employment Opportunity;
- Ensure that all other personnel actions such as compensation benefits, County sponsored training, educational tuition assistance, social and recreational programs,



shall be administered without regard to race, color, gender, religion, age, national origin, veteran status and disability;

- Take Affirmative Action to ensure that minority group individuals, women, veterans of the Vietnam era, qualified persons with a disability and disabled veterans are not excluded from the workforce and that these employees are encouraged to aspire for promotion and are considered as promotional opportunities arise;
- Ensure that employees and applicants are not subjected to intimidation and/or harassment, threats, coercion, or discrimination because they have filed a complaint, assisted or participated in an investigation or any other activity or opposed any act or practice made unlawful by **VEVRAA 503.60-741.44 (a) and 503.60-250.44 (a)**.

In keeping with the above commitments and policy, Coconino County will analyze each year all its personnel transactions to ensure equal opportunity for all individuals. Management's implementation of the Affirmative Action plan will be evaluated, as are any other performance goals.

Coconino County will ensure that the intent and practice of this policy is carried out; the ultimate responsibility for fulfilling the intent of this policy, however, lies with every elected or appointed official and supervisor at all Coconino County facilities. The plan will be on file and available for viewing during regular hours of operation within the Human Resources Department, and a copy of the plan will be distributed to all elected and appointed officials.

SECTION II: DISSEMINATION OF POLICY

This section describes the communication and distribution process used by Coconino County regarding its EEO/AA policy. The County is committed to making every reasonable effort to ensure that all current and prospective County employees are aware of and understand the County's EEO/AA policy and the procedures used to implement the plan. To achieve these aims, Coconino County does the following:

1. The County's policy of non-discrimination is stated on each County job announcement, and is included in the weekly newspaper ad listing job vacancies.
2. The Equal Employment Opportunity and Affirmative Action policies are presented in Section 1 of the County's Personnel Policy Manual. County policies prohibiting



workplace harassment and retaliation against persons who report alleged incidents of discrimination are also presented in the Personnel Policy Manual.

3. Each employee receives a copy of the Personnel Policy Manual, and training regarding the EEO/AA program, as part of New Employee Orientation.
4. Elected and appointed officials and supervisors are charged with assuring that all employees in their organizations are aware of Coconino County's Equal Employment/Affirmative Action Policy and Programs.
5. The EEO/AA policy statement is posted on County bulletin boards, and pertinent state and federal posters concerning equal opportunity are displayed for applicant and employee information in County facilities and public spaces.
6. Employees pictured in informational brochures will reflect the diversity of our employee population.
7. A copy of the County's EEO/AA plan is available in the Human Resources Department for employee and citizen review, along with copies of recent reports concerning the makeup of workforce analysis and availability analysis.
8. Elected and appointed officials are responsible for working with the Human Resources staff to ensure the effectiveness of the Affirmative Action Program.
9. The Purchasing Office incorporates the equal employment clause in all purchase orders, leases, contracts, etc. as required by law, executive orders, and implementation rules and regulations.
10. To reach a diverse group of candidates, notice of employment opportunities is sent to various media outlets, such as minority placement agencies, professional associations, and publications directed toward minorities.

SECTION III: RESPONSIBILITY FOR IMPLEMENTATION

Coconino County has structured levels of EEO/AA responsibility. Outlined below is a brief summary of involvement of the County Manager, Human Resources Director, and elected and appointed officials in EEO/AA activities.

The County Manager has overall responsibility for the County's EEO/AA efforts and policies. S/he has delegated the responsibility for implementing these policies to the



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Human Resources Director and elected and appointed officials.

Other functional groups sharing in this responsibility are the County's legal staff, Purchasing Office, and Information Systems personnel.

The specific areas of responsibility are as follows:

1. The Human Resources Director, assisted by the Human Resources staff, implements and reviews a reporting system to evaluate the effectiveness of the EEO/AA effort.
2. The Human Resources Director, assisted by Human Resources staff, works to identify possible problem areas on an ongoing basis. When an area of concern is identified, the Human Resources Director brings the matter to the attention of the County Manager, who contacts the appropriate elected/appointed official(s).
3. Elected and appointed officials and supervisors work closely with the Human Resources Director and Human Resources staff to develop plans of action and correct identified problem areas.
4. Working as a team, the Human Resources Director, the County Manager, and a representative from the County Attorney's office annually review the results of the EEO/AA program, monitoring the effectiveness of any corrective actions taken and evaluating overall progress.
5. With guidance from legal staff, the Human Resources Director receives, investigates, and assists line managers in the resolution of internal and external discrimination complaints/charges. Within this context, "internal" refers to issues involving County employees; "external" refers to those involving non-employees who interact with the County. The Human Resources Director manages the EEOC / NHRC Charge Investigation Process and the Department of Labor – OFCCP AAP Desk and Onsite Compliance Review Process.
6. Elected and appointed officials are encouraged to make themselves available to all citizens including women's organizations and community action groups.
7. Elected and appointed officials and supervisors may assist in the identification of problem areas and the development of remedial plans wherever appropriate.
8. Elected and appointed officials and supervisors meet regularly with the persons designated to manage the AAP to be certain that Coconino County's policies are being followed.



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9. The Human Resources Director ensures that the procedures used to screen applicants do not discriminate against any protected group.
10. The Human Resources Director and Human Resources staff advises elected and appointed officials and supervisors regarding federal regulations requiring posting, non-segregated facilities, etc.

One of the criteria considered when evaluating the work performance of appointed officials is their effort to ensure Equal Employment Opportunity within their area of responsibility. Elected officials are also expected to support this effort in the performance of their duties.

11. Elected and appointed officials and supervisors are charged with preventing harassment and/or intimidation of employees because of race, color, religion, national origin, gender, age, disability or veteran status.
12. Information Technologies assists with the dissemination of information regarding County employment opportunities and EEO/AA policies. The County website shall present this information as well as a statement concerning the County's commitment to encouraging diversity within its workforce.
13. The Purchasing Office ensures that all contractors and suppliers are informed regarding the County's EEO/AA policies.

SECTION IV: WORKFORCE ANALYSIS

The successful implementation of Coconino County's EEO/AA policy depends upon careful, ongoing analysis of the demographic composition of the County workforce. Before any conclusions may be drawn concerning the representation of minorities and women in the County workforce, responsible parties must have access to a range of current, accurate demographic data. To accomplish this, information is gathered throughout the year concerning the overall makeup of the County workforce as well as the dispersion of protected groups among various job groups and salary ranges at different job sites. This information is then compared to the availability of qualified candidates in the surrounding community to identify areas where possible under representation may exist (Section V).

Workforce analysis is done as a two-part process. Part I of the workforce analysis looks at the total number of employees in each of the government codes by race and gender, with each job title ranked from the lowest paid in each department (or in the appropriate organizational unit). The second section of the Workforce analysis contains a listing of each job title in each County work site in each of the EEO government categories, by



job group, ranked from the lowest paid to the highest paid. Where there are separate lines of progression, a separate list detailing order of progression and supervision is included. This information is compiled for each Department. Where the data considered in Part I pertain to the County workforce as a whole, the information presented in Part II pertains to individual functional units located throughout the County. Both types of information are needed to accurately assess how protected groups participate within the County workforce.

SECTION V: JOB GROUP ANALYSIS / AVAILABILITY ANALYSIS

JOB GROUPS AND AVAILABILITY FIGURES

In order to determine whether a particular group of people may be underrepresented within a specific area of employment, it is necessary to determine how many members of that segment of the population are available and qualified for hire. This process, called Job Group Analysis/Availability Analysis involves identifying job groups and reviewing applicant data. The job groups used to conduct the availability analysis are created by combining jobs with similar work, content, wage rates and opportunity for advancement. The availability data are developed by calculating the percentage of qualified applicants for these jobs who are members of various population groups.

Separate availability figures are calculated for minorities and women for each job group. In performing the required availability analysis, Coconino County considers and gives appropriate weight to each of the eight factors specified in 41 CFR 60-2.11b. Supporting data for these calculations is maintained on site and is available to authorized persons, including OFCCP auditors, upon request.

DETERMINATION OF UNDERUTILIZATION

Underutilization refers to a situation where the number of people from a specific segment of the population who are hired for a job or group of jobs is disproportionately lower than the number of qualified applicants from that segment of the population. The utilization analysis required by CFR 41 60-2.11b is calculated annually by the Human Resources Department and is available for viewing upon request. Underutilization of minorities and women is determined in accordance with federal guidelines.



IMMIGRATION LAW COMPLIANCE

Coconino County employs only United States citizens and foreign nationals, who are authorized to work in the United States, and does not unlawfully discriminate on the basis of citizenship or national origin.

In compliance with the Immigration Reform and Control Act of 1986, each new employee, as a condition of employment, must complete the Employment Eligibility Verification Form I-9 and present documentation establishing identity and employment eligibility within the first three (3) working days. Former employees who are rehired must also complete the form if they have not completed an I-9 with Coconino County within the past three years, or if their previous I-9 is no longer retained or valid.

Employees with questions or seeking more information on immigration law issues are encouraged to contact the Human Resources Department. Employees may raise questions or complaints about immigration law compliance without fear of reprisal.



RECRUITMENT, EXAMINATIONS AND ANNOUNCEMENTS OF VACANCIES

Introduction: Coconino County's recruitment and selection procedures are established to facilitate the employment of a quality workforce and to ensure conformance to various Federal and/or State rules, regulations, laws, and statutes. Efforts to recruit candidates for County employment are planned and carried out utilizing practices that ensure open competition. County vacancies will be filled by promotion whenever possible. Such promotions may occur in or between departments.

Announcement of Vacancy: Upon receipt of request for staff from a County department, the Human Resources Department will prepare and distribute an announcement of vacancy. The elected or appointed official will designate whether the vacancy will be announced in-house first or simultaneously in-house and to the public. The announcement shall specify the title of the position, the salary range, minimum qualifications, typical duties, special qualifications, if any, examination requirements, if any, and the final date for receipt of applications. In general, in-house announcements will be posted for six days; outside announcements and simultaneous in-house and outside announcements will be posted for at least ten calendar days.

Applications: Following the distribution of an announcement of vacancy, the Human Resources Department will provide application forms to all those who request them. Applications will not be given out for positions where vacancies do not exist.

All applications shall be submitted on an official Coconino County employment application form. Applications must be filed with the Human Resources Department and as may be otherwise designated in the announcement, or postmarked or faxed on or before the closing date as designated on the vacancy announcement.

Examinations: Examinations will be practical in nature, and constructed or designed to evaluate the knowledge, skills, and abilities of the applicant for the particular type of work usually assigned to the class or position for which s/he is being examined. The method of examining an applicant may be any one or a combination of the following:

- Written
- Oral
- Demonstration of performance
- Any other valid form of examination

All applicants will receive equal treatment and be judged as impartially and objectively as possible. Testing accommodations may be made for disabled persons if requested.



Certification of Eligible Applicants:

Elected/appointed officials may use either of two options for screening and ranking applicants. These are as follows:

1. The Human Resources Department will, if requested, screen all applications received using the criteria set forth on the notice of vacancy. Applicants who meet the minimum qualifications will be ranked using a screening matrix, with points awarded for relevant experience, education, and any stated preferences. The applications of the (usually six) highest – ranked applicants will be forwarded to the recruiting department for further consideration.
2. The recruiting department may request that all applications received be forwarded from the Human Resources Department to the recruiting department. When using this approach, the recruiting department must notify the Human Resources Department at the beginning of the recruitment concerning the criteria that will be used to screen and rank applicants. To do this, the recruiting department must send a sample screening matrix listing the criteria and points values to Human Resources along with the request for staff.

Regardless of the method used, the names of all applicants who meet the minimum qualifications for the position are placed on a list in ranking order. This list is called a certification list and will be valid for a six month period.

For all positions, the elected or appointed official may designate the number of applicants to be interviewed (usually the top three to six applicants). Individuals meeting the definitions in A.R.S. 38-492 for civil service preference will receive five or ten points in addition to those assigned during screening. This preference is added to the final rating if the individual has already been found to meet the minimum qualifications for the position. No person eligible for preference pursuant to this section shall be allowed more than a ten point preference. This preference is given for entrance examinations, not in-house promotional opportunities.

The recruiting department is responsible for checking references and investigating the candidate's education and work history. If the results of these checks and investigations indicate the falsification of material fact on the application, the hiring department shall inform the Human Resources Department in writing.



The hiring department's selection must be from among the eligible certified applicants (Exception: See Provisional Appointment (Underfill), Section 1.6). The hiring department shall report the final selection in writing to the Human Resources Department, and shall notify all candidates who were interviewed but not selected of the decision. All applicants should receive a notification of status within one month of selection.

Americans with Disabilities Act (ADA) and the Hiring Process: Coconino County will provide an equal opportunity for all individuals, including those with disabilities, to participate fully in the hiring process and to be considered for positions for which they are qualified. The hiring department will ensure that an applicant's qualifications for each vacant position are considered without regard to any physical or mental impairment. The recruitment and screening process will focus on the ability of the applicant to perform the essential functions of the position with or without a reasonable accommodation. When requested, reasonable accommodation will be made to enable a qualified individual with a disability to perform the essential functions of the position. Before making a determination regarding an appropriate reasonable accommodation, the elected or appointed official must contact the Human Resources Department.



APPOINTMENTS TO COUNTY SERVICE

Regular Full-Time: Regular full-time employees are those who are not in temporary or probationary status and who are regularly scheduled to work the County's full-time (80 hours per pay period) schedule. Generally, they are eligible for the County's benefit package, subject to the terms, conditions, and limitations of each benefit program.

Regular Part-Time: Regular part-time employees are those who are not assigned to a temporary or probationary status and who are regularly scheduled to work less than the full-time (80 hours per pay period) work schedule. Regular part-time employees are eligible for some benefits provided by the County, subject to the terms, conditions, and limitations of each benefit program.

Limited Appointment: Appointment to a position for a specific project of six to thirty-six months in duration is a limited appointment. An employee on limited appointment may be terminated with or without cause at any time during the limited appointment period. An employee on limited appointment cannot appeal any action to the Employee Appeals Board. Lay-off rights and re-employment will only be retained within the project.

Temporary Appointment: A temporary appointment is an appointment that shall not last longer than six months, or one occurring on an intermittent or seasonal basis. These appointments may be made from a certification list or by approval of the Human Resources Department that the applicant meets the minimum qualifications. An employee in a temporary position will not be eligible for paid leave (sick, vacation, holiday, military, jury duty) or benefits.

If an employee works for twenty or more hours per week for twenty or more weeks in a fiscal year, he/she must become a member of the Arizona State Retirement System, or other applicable plan.

Provisional Appointment (Underfill): When a vacancy is to be filled and there are no qualified applicants, the hiring elected or appointed official may request the Human Resources Director to approve that the position be under-filled. The vacancy may then be reopened at a lower classification, such as Accounting Technician II to Accounting Technician I. The appointment to the lesser position is a provisional (underfill) appointment and the individual hired may be promoted to the original higher classification when the higher minimum qualifications are met.

Re-employment: A regular County employee who resigns in good standing may be eligible for re-employment, provided the individual (1) was a regular employee, (2) has not been re-employed before, and (3) worked for the County continuously for at least one year. Thereafter, if that individual is re-hired by a County department through open



competition effective within one year of the previous termination date, he/she is eligible for re-employment privileges, as follows:

- A. Accrual of vacation leave for immediate use at the rate of accrual attained during previous employment. This does not mean original date of hire will be reinstated for purpose of calculating vacation. However, prior accrued sick leave is not restored upon re-employment.
- B. Re-start of insurance benefits at the beginning of the next enrollment period.
- C. If an employee is re-employed in the same department and classification that she/he resigned from, the elected/appointed official may request that the County Manager approve the re-employment at same salary he/she was being paid at time of resignation. All such requests must be reviewed with the Human Resources Director prior to forwarding to the County Manager.

The date of re-employment will be the date of hire. A person so re-employed shall be subject to the successful completion of a probationary period in all other respects.

Transfer: A transfer occurs when a regular employee moves from one position to another within the same job classification, but changes cost centers or departments. A new probationary period must be completed successfully unless the transfer is in the same department. These changes must have prior approval of the Human Resources Director.

Emergency Appointment: An emergency appointment shall not exceed 30 working days in duration and is non-renewable. Emergency appointments must be approved by department director. Emergency appointments are ineligible for paid leave or insurance.

	COCONINO COUNTY	
	CLASSIFICATION & COMPENSATION	
	Personnel Policy 2.1	Classification Plan
	Origination Date: 03/04/96 Revision Approval Date(s): 03/17/98 12/04/00 05/20/03 11/16/10	Policy Exceptions:

2.1 CLASSIFICATION PLAN

The Human Resources Director is responsible for the establishment and maintenance of the Classification Plan. Each position in classified service is allocated to a “classification specification” (class spec) that generally describes the responsibilities of jobs within that classification. A class spec will include the classification title, a description of the position, and a general list of tasks performed by individuals within the class. The specification also lists the knowledge, skills, and abilities one must have to do the job, and the minimum qualifications for employment within that classification. The list of typical duties in a class spec is not meant to be all-inclusive or restrictive. Rather, it serves to illustrate the level of work that someone within that classification could be expected to perform. Individual employees may not perform all of the duties listed in their class specs; however, they may perform tasks at the same level which are not listed in the spec.

All County positions in classified service are allocated to the appropriate classification range along with other, similarly rated positions based on nature and level of duties and responsibilities. This uniform, equitable, non-discriminatory Classification Plan is the foundation upon which the County’s compensation system rests.

The Human Resources Director is responsible for creating class specs and ensuring that each classified County position is appropriately classified and assigned to a single salary range within the compensation system. Department directors are responsible for ensuring the positions under their direction correctly reflect the duties, responsibilities and essential functions being performed in each position.

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	Personnel Policy 2.2	Job Reclassification
	Origination Date: 03/04/96 Revision Approval Date(s): 05/20/03 11/16/10 09/01/15	Policy Exceptions: Elected Officials Unclassified Positions Temporary Employees Volunteers

2.2 JOB RECLASSIFICATION

The term “reclassification” denotes the process whereby a position is assigned to a different classification specification because permanent substantial changes in the duties and responsibilities of the position have rendered the present classification specification inaccurate. A reclassification review may occur due to a vacancy, a department or division reorganization or a change in significant duties and responsibilities of more than twenty percent of the position.

The Human Resources Director, working with the requesting Department Director and the County’s Position Evaluation Review Committee, will be responsible for reclassifications as necessary, based upon a study of duties, responsibilities and qualifications. Reclassifications cannot be considered for re-evaluation until a period of 12 months has passed since the position was last evaluated.

Although a reclassification may result in a position being moved into a higher salary range, this is not always the case. Reclassification actions may result in any one of the following scenarios:

1. Reclassification of position to higher salary range.
2. Reclassification of position to lower salary range.
3. Reclassification of position to different classification, same salary range.

In all the above scenarios:

- The incumbent must meet the minimum qualifications of the reclassified position.
- The incumbent shall retain their current service dates for purposes of performance evaluations and merit increases.

Upon notification of the approval of the reclassification, Department Directors are responsible for notifying the employee of the final results of the reclassification request and submitting the Personnel Action Form to Human Resources if a change is determined.

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	Personnel Policy 2.3	Salary Plan Administration
	Origination Date: 03/04/96 Revision Approval Date(s): 8/18/97 12/04/00 05/20/03 11/16/10 03/11/14 09/01/15 11/01/16	Policy Exceptions: Temporary employees Unclassified Positions Volunteers

2.3 SALARY PLAN ADMINISTRATION

It is the intent of Coconino County to establish a compensation plan that provides for equitable pay practices for all employees and enables the County to attract and retain highly qualified employees. The County's Compensation Program is designed to recognize and reward each employee's contribution to the organization and to provide competitive salaries, based upon market conditions and in consideration of budgetary constraints.

A. SALARY STRUCTURE

Every County employee shall be paid within the salary range established for their classification. Each salary range includes a series of positions defined to have comparative value, even though the personnel in these positions might perform very different types of functions. The minimum amount of the salary range is the base salary for all jobs within that category and the maximum of the range is the upper limit that employees within that category may receive. The Human Resources Director is responsible for developing, maintaining, and administering the salary structure.

B. COMPENSATION

1. Hire Rate

- a. Entry Salary: Generally, initial appointments shall be made at the minimum of the assigned salary range for the position.
- b. Above Entry Salary: A Department Director may offer an applicant a salary up to 5% above entry level without HR approval. Requests for 6% or more above entry will be approved by the Human Resources Director based upon the following factors:
 - o The percentage of salary is commensurate with the applicant's amount of experience beyond that required in the minimum qualifications;

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- A review reveals that no inequity to present staff would occur as a result of the above entry salary; and,
- There is sufficient funding in the hiring department’s regular salary budget to accommodate the proposed salary both in current and future years as verified by the Finance Department.

Documentation substantiating the above factors, along with the candidate’s application, must be provided to the Human Resources Director for approval prior to making a job offer.

In some instances, additional education and training beyond what is required in the minimum qualifications may substitute for experience in any category if it is directly relevant, as determined by the Human Resources.

Requests for an above entry salary of 16% or more must be approved by the County Manager with consideration of the factors identified above. All such requests must be reviewed with the Human Resources Director prior to forwarding to the County Manager. When an entry salary of 16% or more above the entry level is requested, the Human Resources Director will consult market data for use in evaluating the request.

The Department Director has the flexibility to add the approved amount over entry to the employee’s salary at the time of hire or at any time during, or upon completion, of the initial probationary period.

- c. **Below Entry Salary:** Applicants whose qualifications are less than those required for the position may under fill a position commensurate with the individual’s qualifications. In this situation, the Department Director may make a request for appointment below the minimum of the range. The position may be under-filled only upon prior approval of the Human Resources Director. Please refer to Personnel Policy 1.6 Appointments to County Service.

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- d. Re-Employment Salary: An employee meeting the re-employment conditions outlined in Personnel Policy 1.6 Appointments to County Service may receive the same salary that was being paid at the time of resignation. All such requests must be approved by the Human Resources Director.

2. Pay Adjustments

- a. Market Adjustment: The Human Resources Director will review market data periodically and compare the Coconino County salary structure with those of other employers within the market. Based upon this data, the Human Resources Director will recommend changes in the salary structure as appropriate to ensure that Coconino County salaries remain competitive.

A Department Director may request a market study of positions within their department based upon specific circumstances, such as difficulty recruiting or retaining employees. Human Resources will conduct the requested review and may recommend possible solutions when such actions do not conflict with established policy and are considered to be in the best interest of the County. All salary changes resulting from market studies are subject to subsequent review and revision in light of further developments in the market.

A change in salary range does not necessarily mean there will be an adjustment for individual employees. Any changes made to salary ranges must be approved by the Board of Supervisors.

- b. Performance/Merit Increase: Performance/merit increases are based upon annual performance evaluations. The guidelines for funding performance/merit increases and the amount of the increase are reviewed annually by the Board of Supervisors during the budget process.

In addition to the requirement that an employee’s overall performance be rated at the qualifying level for the recommended performance increase, the following criteria must be met:

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- The employee must have successfully completed the initial probationary period in their present position;
 - The employee must not currently be on administrative probation;
 - The amount of the increase cannot result in the employee's pay rate exceeding the maximum salary of the range; and
 - The increase must conform to the guidelines approved by the Board of Supervisors, and must be approved by the Department Director.
- c. Promotion: When a County employee applies, competes, and is selected for a different position at a higher salary range, the Department Director may recommend a salary increase as follows:
- If the employee's current pay rate is within the new salary range, an increase of up to 10% may be recommended; and
 - If the employee's current pay rate is below the new salary range, an increase in accordance with the Entry Salary provisions of this policy may be recommended.

In both cases, the following criteria must be met:

- Human Resources recommends a minimum of 5% promotional salary increase, but, notwithstanding the below, an adjustment of at least 2.5% must be provided;
- Under no circumstances can the employee's new salary exceed the maximum of the new range; and
- A review by the Human Resources Director reveals that no inequity to present staff would occur as a result of the above entry salary.

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- d. Lateral Transfer: When a County employee applies, competes, and is selected for a different position at an equal salary range, the Department Director may recommend a salary increase of up to 5% provided the following criteria are met:
- Under no circumstances can the employee’s new salary exceed the maximum of the new range; and
 - A review by the Human Resources Director reveals that no inequity to present staff would occur as a result of the above entry salary.
- e. Demotion: When an employee accepts a different position in a lower salary range, the employee’s salary will be adjusted as appropriate. The amount of the new salary will be calculated by the Human Resources Director, who will give consideration to the new pay range, departmental equity and current salary. The salary decision will recognize the employee’s work at a higher grade and complexity within the County and will be based upon the following guidelines:
- Voluntary/Open Recruitment—If the employee applies, competes, and is selected for a lower position during an open recruitment the Department Director may consider the following salary options taking into consideration budget capacity and internal equity:
 - The Department Director may recommend an overall decrease of a set percentage or a percentage decrease per each pay grade decrease. This decrease may not be below the minimum of the new salary range;
 - The Department Director may recommend the employee’s new salary be calculated by using the County’s standard guidelines using entry salaries;
 - The Department Director may recommend that the employee has the same salary position relative to the midpoint in the new salary range as they had in the higher salary range; or

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- The Department Director may recommend the employee be retained at the same salary rate held prior to the demotion as long as it is within the new salary range.
- Voluntary/Without Open Recruitment (within department)—If a vacancy exists and an employee makes a written request for a voluntary demotion within their current department, the Department Director may make the demotion without an open recruitment upon determination by the Human Resources Director that the employee meets the minimum qualifications. In this situation, the salary options described above will apply.

Regardless of the option chosen, the employee’s current salary must be reduced if it exceeds the maximum of the new range. Further, all of the above options for voluntary demotion are subject to the approval of the receiving Department Director and review by the Human Resources Director to determine that no inequity to present staff would occur and that there is adequate budget capacity.

- Involuntary—If the employee is being demoted for disciplinary reasons (see Personnel Policy 4.6, Disciplinary Process), their salary must be reduced a minimum of 5% or to the previous rate if the employee is returning back to a previously held position. The reduced rate must be within the new salary range and no inequity to staff will result.
- f. **Reclassification:** Reclassifications are intended to evaluate the growth of a position, not a person’s capacity. While in certain cases a reclassification may result in a pay adjustment for the employee, it is not meant to be a mechanism for obtaining salary increases. When an employee’s position is reclassified, per Personnel Policy 2.2, Job Reclassification, the pay rate will be determined subject to the following guidelines:
 - The employee’s current pay rate must be within the range of the new reclassified position;

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- In cases where the employee’s current pay rate is within the new salary range, the Department Director may recommend that the salary be calculated by using the County’s standard guidelines using entry salaries or by ensuring that the employee has the same salary position relative to the midpoint in the new salary range as they had in the previous pay range.
 - Pay adjustment requests as a result of a reclassification will be reviewed on a case-by-case basis and approval will be based on consideration of factors such as internal equity, departmental budget capacity, and alignment with the Above Entry Salary provisions of this policy.
 - In cases where a position is reclassified to a lower pay grade, the employee’s salary will be reduced following the Voluntary Demotion provisions of this policy as outlined above.
- g. Equity Adjustments: Occasionally, it may be necessary to adjust an employee’s salary to accommodate changes in organizational structure, job status, or market conditions. To initiate this process, the Department Director in the affected department must submit a request for review to the Human Resources Director, who will review the request, conduct any needed research, and recommend appropriate action. In recommending any change to an employee’s salary, the Human Resources Director will ensure that salary equity is maintained within the department and across the organization. All equity adjustments to an employee’s salary must be approved by the Human Resources Director.

3. Overtime/Compensatory Time

Overtime hours are defined as only those hours which an employee is required or permitted to work in excess of 40 hours in a work week. Vacation leave, sick leave, paid holidays and other absences, paid or unpaid, do not count toward the 40 hour work week for determining the number of overtime hours.

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When this policy refers to compensation for employees, it does not distinguish between compensatory time and money, but refers to both. Non-exempt employees working over 40 hours per work week shall be compensated in one of the following ways:

- Monetary: salary earned at the rate of one and one-half times the regular rate of pay for number of hours worked over 40; or,
 - Compensatory (comp) time: time earned at the rate of one and one-half for number of hours worked over 40.
- a. Approval of Overtime: Overtime work is allowable only when expressly authorized by the supervisor or Department Director. Department Directors are responsible for the management of the overtime in their department based on organizational need and budgetary restrictions. Non-exempt employees must be compensated for all hours worked. Non-exempt employees covered by FLSA may not waive their rights. Employees who disregard this policy will face appropriate disciplinary action.
 - b. Overtime for Exempt Employees: The FLSA does not require that exempt employees be paid for overtime worked. Because of the nature of their work, responsibilities, and compensation, exempt employees do not receive overtime pay. The employees in these classes are expected to know and understand the work and time required of them and shall be allowed reasonable flexibility in planning and accomplishing work assigned to them.

On occasion, for extraordinary reasons, with prior approval of the Department Director and the County Manager, overtime for an exempt employee may be authorized at straight time calculation on a case by case basis.

- c. Compensatory Time Cap: Employees may accrue a maximum of 80 hours of compensatory time. Public Safety employees are exempt from this compensatory time cap. Employees working on a contract or grant may earn compensatory time only in accordance with the terms of the contract or grant,

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only if authorized by the supervisor in advance, and only when funds are available in the grant. Once accrued, compensatory time must be used prior to vacation time. Any accruals beyond 80 hours require the approval of the Human Resources Director and will be considered on a case-by-case basis. The request to the Human Resources Director should be accompanied by specific justification of the need for exceeding the maximum accrual balance.

- d. **Compensatory Time Payout:** Separating employees will be paid in full for all accumulated compensatory time in their final paychecks.

Employees who change position or FLSA status (promote, demote, transfer, etc.) shall be paid for all accumulated compensatory time upon transfer as follows:

- o The payout is at the expense of the department from which they are transferred;
- o The compensatory time is paid out at the rate of pay prior to the change; and;
- o In addition to the compensatory time pay out reasons listed above, employees working on a contract or grant who have earned compensatory time shall be paid out prior to the end of the contract/grant funds, or when leaving a contract/grant funded position, to ensure the compensatory time is paid out of the contract/grant funds under which it was earned.

4. Hours of Work

The regular work week for full-time County employees is 40 hours, occurring between Saturday and Friday. Modifications to this provision, to provide essential County services, may be made subject to any applicable federal or state statutory or constitutional limitations relating to hours of work. Flexible scheduling is the prerogative of the Department Director. Hours of attendance shall be maintained as specified by the Finance Department, and must be approved on a bi-weekly basis.

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Any falsification of individual time records or payroll documents by any County employee will result in disciplinary action up to and including termination.

- a. **Lunch Period:** Non-exempt employees on a regular work week may receive a minimum of a one-half hour unpaid and work-free meal period. Exceptions to this provision, for the purpose of providing essential County services, may be made subject to any applicable federal or state statutory or constitutional limitations.
- b. **Rest Period:** Rest periods or breaks are not required by FLSA or by any other Arizona labor law. Paid break periods, if any, are at the discretion of the Department Director, but will not exceed fifteen minutes in any consecutive four-hour period.
- c. **On-Call or Standby Duty:** Certain County departments require standby duty on a mandatory basis among employees in designated job classifications. On-call or standby time for non-exempt employees will not be counted as hours worked. If the employee actually is called to perform work, time spent responding to that call is considered to be work time.

5. Travel Time

For non-exempt employees, whether travel time is counted as hours worked depends upon the kind of travel involved. Commuting is defined as ordinary travel between home and work before or after regular working hours, and is not counted as hours worked.

- a. The following types of travel are not considered as hours worked:
 - o Travel to and from the work site(s), regardless of whether the work site is the usual place of work or a temporary field location.
- b. The following types of travel are considered hours worked:

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- Travel during regular work hours as part of the County’s principal activity (work performed for the benefit of the County), as approved by a supervisor;
- Travel back to a work site by an employee who has just completed a day’s work and is being called back to additional work, typically due to an emergency or need to fill in for an absent co-worker; and,
- Travel to training/meetings which are directly related to the employee’s work and are approved by the employee’s supervisor.

Exceptions can be made on a case-by-case basis. These will require approval by the Human Resources Director and documentation from the Department Director requesting the exception will be kept in Human Resources.

6. Occasional or Sporadic Work

An employee cannot do work for the County in addition to or outside of their regular job assignment, unless the County is prepared to add additional hours to the employee's regular work hours in determining overtime compensation. According to FLSA, there are some exceptions:

- a. The additional work is part-time. An employee cannot hold two full-time jobs with the County in the same work week or work period unless the hours worked in the two jobs are totaled in determining the employee's overtime compensation;
- b. The additional work is on an occasional or sporadic basis. If the work is occasional, for example work performed in connection with seasonal activities, it may be excludable even if regularly scheduled. However, if the additional work does not occur on an occasional or seasonal basis, it must be sporadic;

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- c. To qualify for the exception, the occasional or sporadic work must be solely at the employee's option; and,
- d. Occasional or sporadic work must be in a capacity different from the employee's regular work with the County.

7. Miscellaneous Compensation

- a. **Holiday Pay:** All regular and probationary employees in an active pay status receive holiday pay for established County holidays and in accordance with A.R.S. § 38-608 *et seq.*

Eligible regular full-time employees will receive 8 hours of holiday pay at their regular rate of pay, regardless of where the holiday falls in their work week. Non-exempt, full-time, regular employees required to work on a holiday will be compensated for hours worked at their regular rate of pay plus 8 hours of holiday pay at their regular rate of pay. Non-exempt, part-time employees will receive the appropriate pro-rated amount. Employees working a flexible schedule will have to use vacation hours or compensatory time to make up the difference between the 8 hours of holiday pay and their actual scheduled hours.

- b. **Acting Pay:** Coconino County recognizes the periodic need to fill a vacant position with a current employee when no other candidate is immediately available or to provide a replacement for an employee who remains on the payroll, but is on an extended, approved leave of absence. Department Directors may submit a written request to the Human Resources Director outlining the need for acting pay and identifying the proposed temporary appointment of an employee assuming the duties of a vacant position. In the case where the vacancy is a Department Director position, the County Manager may appoint an employee to temporarily assume the position. The designated employee will be entitled to receive a 5% adjustment in pay while performing the additional designated tasks. In extenuating circumstances, the County Manager may approve an amount over 5% or an extension of the

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assignment. In order to receive the increased compensation, the following conditions must exist:

- It must be anticipated that the vacancy will last for a minimum of 30 days;
- The salary range for the vacant position must be at least one level higher than that of the designated employee's regular position;
- The additional duties the employee will assume shall require significantly more responsibility than the tasks of the employee's current position;
- The additional, higher level duties make up 20% or more of the employee's daily responsibilities during the appointment;

In addition to the above conditions required to receive Acting Pay, the following additional terms apply to all temporary appointments:

- The employee appointed must be willing to accept the additional duties;
- An employee filling a temporary appointment will not be guaranteed permanent assignment to that position;
- Acting pay may not be in excess of one year;
- Acting pay may be terminated at any time at the discretion of the Department Director or County Manager; and
- When the employee resumes their regular duties, due to the vacancy being filled or as otherwise determined by the Department Director or County Manager, the employee will return to their regular duties and rate of pay.

Acting Pay may be rotated between different employees to promote employee growth, as long as each employee meets the criteria outlined above for each

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appointment period (for example, each appointment must be greater than 30 days).

The Human Resources Director shall review all requests for Acting Pay to ensure the terms and conditions noted in this policy are met prior to providing authorization.



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Revision dates:

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CODE OF ETHICS

This policy has been moved to Section IV: Employee Problem Resolution Process and is currently named "Policy 4.1 Code of Ethics".



COCONINO COUNTY VOLUNTEER POLICY

Volunteers provide a valuable service to Coconino County. The County is committed to ensure that volunteers are: appropriately placed, protected and appreciated as they give their time and talents to the community.

The purpose of this volunteer policy and procedure is to provide County departments with guidelines to assist them in recruitment and placement of volunteers. In addition, departments need to ensure volunteers are protected with workers compensation and general liability coverage.

County departments currently using volunteers should confirm that their policies and procedures meet these minimal standards or exceed them.

Who is considered a volunteer:

A volunteer is any individual who performs a service for, and directly related to, the business of the County without the expectation of monetary or material compensation. Individuals fulfilling court ordered community service hours are not considered volunteers under this policy.

Volunteers shall abide by County policies that govern their actions, which will be job specific and provided by the supervisor; including but not limited to those of ethical behavior, proper use of County property and resources, confidentiality, financial responsibility, and refraining from illegal drug and alcohol use.

The department head or their designee may approve volunteers meeting minimum qualifications to perform an assignment. Departments are not required to accept all volunteers and have the discretion to decline a volunteer's services. Departments may not establish long term volunteer positions without first designating any required space, computers, phones or other resources prior to recruitment. Volunteers may not replace classified employees.

A volunteer may not perform any work until he/she has signed the volunteer agreement form and completed an orientation relevant to the assignment as determined by the department. Volunteers performing long term assignments shall also attend a basic County employee orientation session.



Volunteers are not considered employees for any purpose other than workers' compensation and general liability protection. They are not eligible for retirement, health or any other benefits. Exceptions to this are volunteers for the Superior Court and Sheriff's Department. Superior Court volunteers' coverage is outlined in the state registration form (www.azrisk.state.az.us/forms/volunteerregistrationform1.pdf).

Departments may establish mileage and/or expense reimbursement schedules for volunteers, if funded and applied equally to all volunteers in similar assignments.

Volunteer service and assignments may be terminated or amended at the discretion of department directors acting on behalf of the County.

Department Exceptions:

Certain County departments have established separate volunteer policies based on their mission, funding and mandate. These departments include the Superior Court and the Sheriff's Department.

Volunteer Screening:

A prospective volunteer's qualifications will be screened to determine fitness for an assignment. Each department will develop a description of the assignment and assign a risk classification for purposes of background check requirements to be reviewed by Risk Management. Such a process may include: an interview and reference check, a background check and/or fingerprinting and a skills test.

Application Process:

Waivers/releases and consent forms, if background checks are required, will be completed on each volunteer that are consistent Countywide.

No volunteer may begin training until they have successfully cleared any required background check and provided proof of insurance, if driving is part of their assignment.

Volunteer Training:

Each department will be responsible for training their volunteers. Training must be completed successfully before the volunteer may begin the assignment.



Safety:

If volunteers will be working with machines and/or equipment, they must be provided with the proper personal protective equipment. If the volunteer will be working with machines and/or hazardous equipment, they must be directly supervised by a trained staff member or experienced volunteer.

Orientation:

A volunteer orientation and job specific training will be determined by the Department and may include:

- Haz Com/Evacuation Training
- Defensive Driving
- Sexual Harassment
- Computer Security
- Department Specific Information
- Code of conduct
- Conflicts of interest

Minors:

A person under the age of eighteen may only become a volunteer with the consent and supervision of their parent or guardian. Child Labor Laws must be adhered to; minors are not allowed to work with any type of machinery and/or equipment under any condition as defined in the aforementioned laws.

Employee performing volunteer service:

Under the Fair Labor Standards, a non-exempt employee cannot be both a paid employee and non-paid volunteer while performing the same type of work for the same employer.

Insurance requirement:

For workers compensation purposes, volunteers are considered employees of the County while they are performing their duties for the County. The County is responsible to provide this coverage without cost to the volunteer. Volunteer hours must be reported by each department to Risk Management monthly.

Use of Privately Owned Vehicles:

If a volunteer is authorized to use their privately owned vehicle on County business, the owner of the vehicle has primary liability for accidents arising out of maintenance or use of that vehicle. Private vehicle accidents should be reported to the volunteer's insurance company. The driver's insurance company is primary and minimum limits of liability must be maintained. County liability, if any, is secondary.



Driving:

Volunteers who drive in any capacity for the County shall submit their driver's license to be photocopied and provide proof of current insurance coverage.

Any suspension of a driver's license or lapse of insurance shall be reported immediately to the volunteer's supervisor.

Use of County Vehicles:

Departments are responsible for deciding which assignments require the use of County vehicles and for screening volunteers for ability and safety to drive.

Minimum training and screening requirements per policy 3.5 "County Vehicle Use."

Use of County Technology:

Volunteers will abide by the same standards of conduct for use of computer, phone, fax and other resources as County employees. Volunteers may be assigned a phone extension or email address in accordance with department policies and the requirements of the assignment.

Risk Classification of Volunteers:

Requirements vary for the following risk classifications of volunteers:

1. Special Events
2. Short Term for up to 90 day assignments
3. Long Term volunteers provide services on an on-going basis

Volunteer Appreciation/Recognition:

Departments are encouraged to develop and appreciate volunteers as much as possible given funding restraints.

Volunteer Reassignment/Termination:

If a Department or a volunteer determines the assignment is not productive or suitable, either may initiate a reassignment or termination.

Documentation:

Each department using volunteers will comply with all applicable volunteer program requirements maintained and available from Human Resources.

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3.2 AUDIO COMMUNICATION

A. COUNTY TELEPHONES FOR PERSONAL BUSINESS

Use of County telephones for personal business must be limited to infrequent and brief local calls which are in accordance with department policies. Elected or appointed officials are within their right to limit the number and length of personal calls to be made or received by their employees because of the work time involved, and the inconvenience to the public caused by tying up telephone lines. Department policies should be clearly defined and applied equally to all department employees.

B. VOICE RECORDING

In an effort to encourage open and honest workplace communication, as well as protect confidential information and employee privacy, the use of recording devices to record a conversation, communication, or meeting is prohibited unless all persons who are being recorded are informed of the recording and explicitly consent to the recording in a manner that is presented in the recording. A “recording device” includes, but is not limited to, video recorders, and audio recorders, including cellular and smart phones.

The purpose of this policy is to eliminate the possible chilling effect it can have on the expression of views that may exist when one person is concerned that their conversation with another is being secretly recorded. This concern can inhibit spontaneous and honest dialogue especially when sensitive or confidential matters are being discussed.

Any violation of this policy may result in disciplinary action, up to and including dismissal.

1. Courtroom Recordings

This policy does not affect, amend, or supersede the Arizona Supreme Court Rule 122, which governs video and audio recording conducted in Coconino County courtrooms, or A.R.S. § 38-421, which provides for recording of public meetings.

2. Authorized Recordings

Any and all authorized recordings made by employees shall remain the property of the County and should not be considered private, regardless of whether those recordings were made with office-issued or personally owned recorders.

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3. Exceptions

This does not apply to voice mail message recordings, which are done with the knowledge of the person being recorded.



TRAVEL POLICY

County employees will occasionally be required to travel in the performance of their duties to attend training or to participate in conferences and meetings. It is the intent of the County to compensate employees who are required to travel for expenditures authorized within the definitions of the County Travel Policy. So that required travel does not present a hardship to employees, the County has determined that authorized expenses may be advanced to the employee prior to travel.

The employee is required to document expenses, provide receipts and complete a claim at the completion of travel to document the expenses.

The Board of Supervisors has adopted a comprehensive travel policy to define appropriate expenses, set reimbursement rates and assure that the travel regulations are enforced equitably for all County employees, appointed and elected officials.

This section contains only a brief summary of the policy; for detailed information, employees are directed to the complete policy or to the Finance Department. Per diem, lodging and mileage reimbursement rates are established by the Board of Supervisors and may be adjusted when appropriate.



DRIVER'S LICENSE REQUIREMENTS

Purpose: In order to reduce the County's liability exposure, this policy is applicable to all employees who operate a motor vehicle in the course of their employment.

The driver's license requirements in this policy are a condition of continued employment with the County. No employee may operate a vehicle in the course of his/her duties without a valid Arizona driver's license. Persons who accept employment with Coconino County and who possess a non-Arizona driver's license are required to obtain within 30 days of employment an Arizona driver's license in accordance with A.R.S. 28-102 et seq.

Should an employee be required to use his/her private vehicle on County business, he/she will be reimbursed on a per mile basis. The employee is required to maintain the legally required minimum limits of auto liability insurance on any personal vehicle used during his/her employment. The employee's insurance coverage shall be the primary coverage for any and all liability for personal injury or property damage incurred by the employee to third parties and the employee shall also be responsible for collision coverage for his/her personal vehicle while using the vehicle as a condition of employment and/or in the course of his/her employment with Coconino County.

Whether in a County vehicle or personal vehicle, a County employee is required to report in writing any type of traffic accident and/or moving traffic violation which occurs on County business to his or her supervisor no later than first working day following the incident. The supervisor must forward the report to the Human Resources Director as soon as practical.

An employee whose driving actions while on official County business result in injury or damages due to negligence may be required to attend a defensive driving course at his/her own expense and on his/her own time. Failure to comply with this provision may lead to further disciplinary action.

The County shall provide defensive driving training to all licensed employees. New employees will receive the training at New Employee Orientation. It is the Department's responsibility to ensure that all employees with driver's licenses receive this training. Each employee must complete this training as required. The training will be available through Employee Growth and Development (EGAD) or the department.

If an employee who is licensed to drive is notified by the Motor Vehicle Division of possible or actual suspension, cancellation or revocation (i.e. DUI, accumulation of excessive traffic violation points, etc.), he or she must report the possible or actual loss of license in writing no later than the next working day to his or her elected or appointed

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PERSONNEL POLICY 3.4

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official and the Human Resources Department. Failure to report as required may result in disciplinary action, up to and including termination. Following notification of the possible or actual loss of license, the elected or appointed official may make a temporary reassignment to non-driving duty, if doing so is considered to be in the County's interest. If reassignment is not accomplished, the employee, at the discretion of the elected or appointed official, may be terminated or suspended without pay for up to 90 days until his/her licensing is restored. Vacation and compensatory time, if available, may be used during this period. To be eligible for this consideration, the employee must demonstrate a good faith effort to regain his/her driving privileges within the allotted period. If the driver's license will not be restored within 90 days, the employee may be terminated.

In addition to the above requirements, an employee who is required to possess a Commercial Driver's License in conjunction with County employment is required by state law to submit a "Driver's Mandatory Notification Form #46-0504" to his/her supervisor within 10 days, and to the State of Arizona within 30 days of the forfeiture of collateral or conviction of any moving traffic violation, regardless of the location or type of vehicle. A driver of a commercial motor vehicle who fails to report the required information is guilty of a Class 3 misdemeanor.

An employee who is required to possess a Commercial Driver's License must provide to his/her supervisor a current medical certification card and renew it every two years. Failure to do so will result in the cancellation of commercial driving privileges by the Arizona Department of Transportation, Motor Vehicle Division, (R-17-4-802) and will subject the employee to the above conditions regarding the loss of driver's license.



COUNTY VEHICLE USE

Official Business: County vehicles may be used only for official business by duly authorized County employees and authorized County volunteers.

Passengers: Relatives, friends, children, or any other non-County employees shall not be permitted to either operate or to occupy as passengers a County vehicle for any reason not related to official County business.

The sole exception to the passenger policy stated is if the presence of a non-County employee in a County vehicle is specifically related to official business. Some examples of this exception are:

- A. Employees of other public agencies ride-sharing to business-related event;
- B. Clients of any County social services department, when specifically job-related;
- C. Consultants and vendors who are providing services pursuant to a County contract;
- D. The Sheriff's Office in its entire operation. The Sheriff's Office has developed a Use of Vehicle policy within its General Orders, which shall be consulted and observed by employees of the Sheriff's Office;
- E. Interns and volunteers.

Operation: While operating a County vehicle, employees and authorized volunteers must be properly licensed and must ensure that the vehicle is operated in a safe manner and within established speed limits. Department's are responsible for deciding which volunteer assignments require the use of County vehicles and screening volunteers for ability and safety to drive. The minimum screening required for volunteers driving County vehicles includes: a 60 month motor vehicle report, defensive driver training, volunteer orientation and a road test administered by the department. The employee or volunteer is responsible for any traffic citations received.

The employee or volunteer is required to report in writing any type of traffic accident and/or moving traffic violation, which occurs on County business, to his or her supervisor no later than the first working day following the incident. The supervisor must forward the report to the Human Resources Director as soon as practical.

Seatbelts: In accordance with Arizona State law and County policy, employees are required to wear seatbelts at all times when the vehicle is in motion. It is the responsibility of the driver of the County vehicle to ensure that passengers are also properly belted at all times when the vehicle is in motion.

Smoking: Smoking is prohibited in any County vehicle.

Loss of Privileges: An employee or volunteer may lose driving privileges for a poor traffic safety or accident record. Because the minimum qualification for certain County positions requires possession of a valid driver's license, loss of driving privileges may adversely affect employment with the County. Willful violation of this policy may result in disciplinary action, up to and including termination of employment.

Further Assistance: County employees and volunteers should give careful consideration to every instance of use of a County vehicle. Any question or requests for interpretation concerning this policy may be directed to the Risk Manager in Human Resources.



DRESS CODE/APPEARANCE

Professional appearance is of particular importance for County employees who have direct contact with the public. Because of the diversity of the County and the positions therein, it is difficult to establish guidelines for grooming and proper attire that could be applied on a County-wide basis. It is, therefore, the responsibility of each elected or appointed official to set appropriate departmental dress and appearance guidelines. It is also the responsibility of each employee to dress in compliance with these guidelines. In all cases, modesty, professional appearance, and personal hygiene should be emphasized. Coconino County reserves the right to advise any employee at any time that his/her grooming, attire or appearance is unacceptable. After having been so advised the employee will be expected to comply with the suggested change. Failure to do so will result in disciplinary action. Repeated violations may result in disciplinary action up to and including termination.



SOLICITATION

It is the policy of Coconino County that solicitation and selling on County premises during working hours will not be allowed without permission from the County Manager. Persons who wish to do business with County employees must submit a written request to the County Manager which states the type of product or service, etc. A list of employees will not be furnished to business agents. Home addresses will not be given out to any business agent.



COMPANY REPRESENTATIVE MEETINGS WITH COUNTY EMPLOYEES

As part of a comprehensive employee compensation and benefits plan, it is the policy of the Coconino County to provide its employees opportunities to participate in a variety of optional payroll deduction programs. From time to time, representatives of companies participating in the County's payroll deduction program may be invited to make presentations and conduct workshops, or to meet with employees to afford them educational and enrollment opportunities. These sessions will be coordinated and authorized through the Human Resources Department. Company representatives who wish to participate in these programs will be allowed to do so by following the guidelines for these meetings.

In general, participating company representatives may:

- A. Meet with employees at a pre-arranged location which has been previously announced through memorandums or other communications issued by the Human Resources Department; and/or
- B. Arrange to meet with an individual employee outside of working hours at a mutually agreeable location.

County policy does **not** permit company representatives to meet or otherwise solicit County employees at the employee's work-station or site, unless specifically authorized in writing by the Human Resource Department. These interruptions are disruptive to the employee's work as well as that of other employees, and are inappropriate for an organization whose mission is to serve the public.

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3.9 DRUG, ALCOHOL AND SUBSTANCE ABUSE

A. GENERAL

Coconino County is committed to providing a safe, healthy and accident-free work place that is productive and conducive to the welfare of both the County employee and the general public. One of the conditions necessary to achieve such an environment is that it be drug and alcohol free. This policy is developed in compliance with the following:

- A.R.S. § 23-493 *et seq.*, Drug Testing of Employees;
- A.R.S. §, 36-2801 *et seq.*, Arizona Medical Marijuana Act;
- Department of Transportation (DOT) Drug and Alcohol Testing Rule 49 CFR Part 40;
- Drug-Free Workplace Act of 1988;
- Federal Motor Carrier Safety Administration (FMCSA) Controlled Substances & Alcohol Use and Testing 49 CFR Part 382; and,
- FMCSA Definitions 49 CFR Part 390.5.

B. APPLICABILITY

This policy applies to all employees and applicants as well as anyone on-call, representing or conducting business for the County. Employees who occupy or apply for positions that require a Commercial Drivers License (CDL, hereinafter referred to as DOT safety sensitive positions) are also subject to specific government and federal policies and procedures related to substance abuse.

C. IMPAIRMENT PROHIBITED

It is prohibited to be impaired during working hours due to alcohol, illegal drug or controlled substances use which includes prescription and over-the-counter medication. It is a violation of this policy to use, possess, sell, trade or offer for sale alcohol, illegal drugs, controlled substances, or other intoxicants in the workplace or

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on a County jobsite. Medical marijuana is subject to the same restrictions as alcohol, illegal drug and other controlled substances. Impairment is defined in A.R.S. § 23-493 *et seq.*

D. NOTICE OF CONVICTIONS

Any employee who is convicted of a criminal drug or alcohol violation must notify their supervisor in writing within 5 calendar days of the conviction. The supervisor will notify Human Resources when necessary and the County will take action as needed. Granting and other contracting agencies will be notified when appropriate.

E. TRAINING

In support of this policy, the County will, through Human Resources, conduct drug and alcohol awareness training to educate employees about the dangers of drug and alcohol use in the workplace, the penalties for noncompliance with this policy, and drug and alcohol counseling through the County’s Employee Assistance Program (EAP) and other counseling and rehabilitation services in the community.

F. SUBSTANCE ABUSE TESTING

In accordance with regulations described above, the following situations mandate drug and alcohol testing. It is the required of the County that supervisors accompany an employee to a collection site. Following a post-accident or reasonable suspicion test, an employee should be transported to their home following testing. All DOT drug screens shall be conducted at a National Institute on Drug Abuse (NIDA) certified lab in compliance with federally mandated guidelines.

1. Pre-Employment

As part of pre-employment requirements, all applicants selected for DOT and non-DOT safety sensitive positions must pass pre-employment drug testing prior to beginning employment with the County.

- a. DOT safety sensitive positions include, but are not limited to, those with the following duties:

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- Operating a revenue service vehicle, including when it is not in revenue service (CDL);
 - Operating a non-revenue service vehicle, when required to be operated by a holder of a Commercial Driver’s License (CDL-FMCSA);
 - Controlling dispatch or movement of a revenue service vehicle (CDL); Maintaining a revenue service vehicle or equipment used in revenue service (CDL); or,
 - Carrying a firearm for security purposes (CDL)
- b. The following are all non-DOT safety sensitive positions:
- Public safety positions and/or Federal Firearms Licensees;
 - Positions that work with hazardous materials, gases, industrial equipment, machinery or power tools;
 - Positions that have direct unsupervised access to minors or vulnerable adults;
 - Positions with unsupervised access to drugs;
 - Positions where driving is an essential function of the job as listed in the job posting or job specifications; or,
 - Any other position identified by Human Resources as safety sensitive on the safety sensitive position list
- c. A prospective employee applying for a DOT safety sensitive position who fails to pass a pre-employment drug test shall not be hired, and shall be ineligible for future DOT safety sensitive positions per federal regulations.
- d. A prospective employee applying for a non-DOT safety sensitive position, who fails to pass a pre-employment drug test, shall not be hired for that position.

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- e. A prospective employee applying for a Federal Firearms Licensee safety sensitive position, who fails to pass a pre-employment drug test, shall not be hired for that position. No exception may be granted to an active medical marijuana registry identification card holder per 18U.S.C.§922(d)(3) and 18U.S.C.§922(g)(3).
- f. County employees who are being considered for a transfer into a safety sensitive position will be required to pass a pre-employment drug test. Employees who fail to pass the subsequent pre-employment drug test:
 - o Shall be ineligible for future DOT safety sensitive positions per federal regulations;
 - o Shall be ineligible for transfer into the non-DOT safety-sensitive position for which they had submitted an application; and,
 - o May be subject to disciplinary action, up to and including dismissal.
- g. All expenses for pre-employment testing will be the responsibility of the hiring department.
- h. In certain circumstances, a pre-employment drug test may be administered in other states in order to accommodate those candidates who reside outside the state of Arizona. The department shall consult with Human Resources to coordinate this type of testing.

2. Reasonable Suspicion of Impairment

All employees are subject to reasonable suspicion alcohol and/or illegal drugs and other controlled substances testing. Regardless of how the information concerning impairment of any employee is received, the decision to test for alcohol and/or illegal drugs and other controlled substances for reasonable suspicion will be based upon objective observation by a supervisor who has been appropriately trained to make such a determination. Whenever possible, the determination shall be made by two trained personnel. Employees testing positive will be subject to disciplinary action, up to and including dismissal. Impairment

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as defined by A.R.S. § 23-493 *et seq.* states:

“Symptoms that a prospective employee or employee while working may be under the influence of drugs or alcohol that may decrease or lessen the employee’s performance of the duties or tasks of the employee’s job position, including symptoms of the employee’s speech, walking, standing, physical dexterity, agility, coordination, actions, movement, demeanor, appearance, clothing, odor, irrational or unusual behavior, negligence or carelessness in operating equipment, machinery or production or manufacturing processes, disregard for the safety of the employee or others, involvement in an accident that results in serious damage to equipment, machinery or property, disruption of a production or manufacturing process, any injury to the employee or others or other symptoms causing a reasonable suspicion of the use of drugs or alcohol.”

3. Post-Accident

Post-accident drug/alcohol testing is required for employees if an accident occurs while they are driving a County vehicle and there is reasonable suspicion that drug or alcohol use contributed to the incident. Reasonable suspicion includes erratic or abnormal behavior consistent with the use of drugs or alcohol which is documented by a responding officer of the law, or behavior or conduct observed by at least two County employees either immediately before, during, or immediately after the accident or incident which is documented and reported to Human Resources.

Additional post accident drug/alcohol testing guidelines apply to employees if an accident occurs while they are driving a commercial motor vehicle (CMV) as defined by the Federal Motor Carrier Safety Administration for the County on a public road, and they hold a job assignment where possession of a Commercial Driver’s License (CDL) is an essential function of the job. This is to comply with federal regulations for CDL drivers. For these situations, post- accident drug/alcohol testing is required if the accident results in a fatality (regardless of whether the CDL employee/driver receives a citation), or the CDL employee/driver receives a citation within 32 hours and a vehicle is disabled as a result of the accident and must be transported away from the scene by tow truck or other motor vehicle, or the CDL employee/driver receives a citation within 32 hours and the accident involves bodily injury to any person who, as a result of the

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injury, immediately receives medical treatment away from the scene of the accident. The alcohol test must occur within 8 hours of the accident, and the drug test must occur within 32 hours of the accident. In non fatality vehicle accidents, if a citation is issued after 8 hours but before 32 hours after the accident involving a County commercial motor vehicle to the CDL employee/driver, then only post-accident drug testing shall apply. Employees testing positive or refusing to test under the situations outlined above, will be subject to disciplinary action, up to and including dismissal.

After the sample collections are obtained, the employee shall be placed on Administrative Leave with Pay, pending the results. In this case the employee will be transported home to address safety concerns associated with driving under the influence.

4. Random

Employees who are in DOT safety sensitive positions are federally mandated to complete and pass random drug and alcohol testing. Employees who are in positions that have been designated as a non-DOT safety sensitive position will also be subject to random testing. A computer-generated random number selection shall be used to select the appropriate percentage of employees to be tested. These percentages are subject to change under federal regulations. The purpose of random testing is to deter prohibited drug use and to detect drug use in the workplace. Employees testing positive will be subject to disciplinary action, up to and including dismissal.

5. Follow-up

Follow-up testing may apply if an employee fails a required alcohol and/or drug test or if an employee voluntarily discloses alcohol, illegal drugs and/or other controlled substances use without being selected for testing. If it is determined that employment will not be immediately terminated, then the employee shall not be permitted to return to duty until the employee has successfully passed an alcohol and/or illegal drugs and other controlled substances screening test, and until the employee provides documentation of successful completion of an approved substance abuse rehabilitation program. These employees will be subject to unannounced alcohol and/or illegal drugs and other controlled

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substances testing for up to 60 months (5 years). The number and frequency of such follow-up testing shall be as directed by an approved substance abuse professional, and consist of at least 6 tests in the first 12 months following the employee's return to duty. The County may direct the employee to undergo return-to-duty and follow-up testing.

Additionally, individual future performance agreements may be required to spell out the terms and conditions of continued employment. An employee's refusal to enter into such an agreement or abide by the terms of the agreement shall be cause for dismissal.

G. SUBSTANCES TESTED AND ALCOHOL CONCENTRATION

Drug analysis tests (Urine Sample Test and Oral Fluid Drug Test) will be conducted based on analysis of a sample. The federal regulations require that the testing be done for the following drugs and their metabolites: marijuana, cocaine, opiates, phencyclidine (PCP), and amphetamines.

Alcohol analysis tests, Alcohol Test (BAT) or Saliva Alcohol Test (SAT), will be administered separate from the drug analysis tests. An alcohol concentration of level of 0.02 or higher will be considered positive per federal regulations.

H. DRUG TESTING PROCEDURES

The requirements for sample collection are extensive, and are set forth in their entirety in the federal regulations. This section is intended to summarize briefly the most essential components of these requirements. An employee may request a complete copy of the federal regulations from Human Resources. The County reserves the right to implement newly accepted methods of drug testing as they are developed.

I. SAMPLE COLLECTION

The County will work with various collection sites for collection services.

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- The Urine Sample Test will be utilized in accordance with federal regulations for DOT-FMCSA, DOT, and non-DOT safety sensitive positions. In addition, the Oral Fluid Drug Test may be used for non-DOT safety sensitive positions.
- The collection of the specimen shall be subject to the protocols of the collection site.
- In accordance with federal regulations, the "split sample" method of collection shall be used for analysis for all DOT safety sensitive position tests. The laboratory shall store the second sample up to 60 days unless the primary sample tested negative.

J. LABORATORY TESTING PROCEDURES

As specified by federal regulations for DOT safety sensitive positions, testing shall be conducted by a laboratory that meets the guidelines established by the Department of Health and Human Services (DHHS).

In the event that use of the primary laboratory is impractical, the County may use the results of a drug test administered at a hospital or emergency room.

K. THE MEDICAL OFFICER

If the laboratory determines through these procedures that a tested specimen is positive, federal regulations for DOT-FMCSA and DOT safety sensitive positions require the results to be sent to a Medical Review Officer (MRO). The MRO will make a determination as to the accuracy of the testing process. If the test result of the primary specimen is positive, the employee will have an opportunity to request that the split specimen be tested. The MRO shall honor the request within 72 hours.

L. ALCOHOL TESTING

1. Federal Regulatory Requirements.

The requirements for alcohol testing are extensive for DOT safety sensitive positions and are set forth in their entirety in the federal regulations. This section is intended to summarize briefly the most essential components of these requirements. An employee may request a complete copy of the federal

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regulations from Human Resources. The County reserves the right to implement newly accepted methods of alcohol testing as they are developed.

2. The Breath Alcohol Test (BAT) and Saliva Alcohol Test (SAT)

For DOT safety sensitive positions, the BAT shall be conducted, as mandated by federal regulations. For non-DOT safety sensitive positions, the SAT shall be administered. If the SAT is not available, the BAT shall be used. Employees shall be tested for alcohol at a location that affords privacy to the individual being tested, and prevents unauthorized persons from seeing or hearing test results. If the result of the test is 0.02 or greater, a confirmation test will be performed. The confirmation test is deemed to be the final result.

M. REFUSAL TO TEST AND INCOMPLETE TESTS

Failure of an employee to complete and sign the breath alcohol testing form, provide breath, provide an adequate amount of breath, or otherwise cooperate with the testing process in a way that prevents the completion of the test, shall be noted by the lab technician in the remarks section of the form. The testing process shall be terminated and the lab technician shall immediately notify the County. This failure to comply is considered to be a positive test result and will result in disciplinary action, up to and including dismissal.

If a screening or confirmation test cannot be completed, or if an event occurs that would invalidate the test, the lab technician shall, if practicable, begin a new screening or confirmation test. New testing will be conducted using a new breath alcohol testing form with a new sequential test number (in the case of a screening test conducted on a BAT that meets requirements of federal regulations or in the case of a confirmation test).

Additionally, an employee who tests .02 or greater, fails to complete a test (which is considered to be a positive test result), or tests positive for controlled substances and is not dismissed may be referred to a Substance Abuse Professional (SAP) for an evaluation. The SAP for the County is:

Dr. John Valvo
1600 W. University Ave, Suite #109, Flagstaff, AZ 86001 (928) 814-2220

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N. EMPLOYEE ASSISTANCE PROGRAM

Coconino County maintains for its employees an Employee Assistance Program (EAP) which offers confidential counseling for a wide range of issues, including alcohol and drug abuse. The EAP provider information can be found on Coconino County Intranet or by contacting Human Resources.

It is the policy of the County to make reasonable accommodation for employees who elect to participate in an alcohol or substance abuse rehabilitation and treatment program. Employees are encouraged to voluntarily utilize the services of the EAP to deal with drug or alcohol dependence before job performance is affected. However, voluntary self-referral to the EAP or another treatment program shall not relieve the employee from responsibility for adequate job performance. Self-referral after notification of a required drug test will not eliminate the requirements to take such a test, nor will it preclude disciplinary action against an individual who fails a required drug test.

Employees who agree to enter a certified substance abuse rehabilitation and assistance program (and are not on suspension without pay), who cooperate with the requirements of the program may use any and all earned benefits, including vacation, compensatory time, and sick leave which may run concurrently with FMLA. In the event that a modified duty work situation is recommended by the EAP Professional, the County shall make reasonable effort to accommodate such a request.

O. DISCIPLINARY ACTION

The County will deal fairly and firmly with anyone who violates this policy. There is a zero tolerance for employees who hold DOT and non-DOT safety sensitive positions and they will be dismissed from their positions for any violations. All employees are subject to disciplinary action, up to and including dismissal from employment. Sanctions may include, but are not limited to, a requirement that the employee participate in and successfully complete a drug abuse or alcohol abuse treatment or rehabilitation program at the employee's expense and/or a requirement that the employee undergo random drug testing at the employee's expense following return to employment and/or a requirement that the employee enter into a performance agreement. Disciplinary decisions shall be made by the Department Director, with the concurrence of the Human Resources Director

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P. RECORDKEEPING AND CONFIDENTIALITY

Federal regulations require the maintenance of records concerning program administration, the collection process, and the test results. In accordance with County policy and federal regulations, this information shall be treated with strictest confidence and shall be disseminated only as required by law to authorized sources inside and outside of the County. Records shall be securely maintained in Human Resources, so that disclosure of information to unauthorized persons does not occur. Except as required by law or expressly authorized or required by federal regulations, information that is required to be maintained shall not be released. Substance abuse testing information is kept in a locked confidential file, separate from the employee's general personnel file.

All requests for test records must be submitted in writing to Human Resources.

If an employee has any questions regarding this policy or the effects of alcohol misuse and drug abuse and/or wishes to get further information they should contact Human Resources at:

(928) 679-7100
 420 N San Francisco
 Flagstaff, AZ 86001

	COCONINO COUNTY	
	CONDITIONS OF EMPLOYMENT	
	Personnel Policy 3.10	Children in the Workplace/Breastfeeding
	Origination Date: 03/04/96 Revision Approval Date(s): 05/20/03 08/01/15 11/01/16	Policy Exceptions: None

3.10 CHILDREN IN THE WORKPLACE/BREASTFEEDING

In the interest of safety and efficient customer service, employees are prohibited from bringing their children to the work place on a regular basis during scheduled working hours, unless they are approved in accordance with the criteria listed below.

In emergency situations, it is left to the discretion of the Department Director whether special accommodations can be made. Such accommodations shall not result in disruption to the work place, loss of productivity, inconvenience to other employees, or in any way hinder service to the customer.

A. BREASTFEEDING POLICY

Coconino County acknowledges the importance of breastfeeding as the most complete form of nutrition for infants, with a wide range of benefits for infants’ health, growth, immunity and development. The purpose of this policy is to provide relevant alternatives available to County employees in support of breastfeeding. In addition, the County has a breastfeeding program which is also available to employees should their supervisor deem it appropriate.

In compliance with the Patient Protection and Affordable Care Act (PPACA, P.L. 111-148, known as the Affordable Care Act), the County is committed to supporting employees in their decision to continue breastfeeding their baby while working, and to encourage nursing employees to avoid premature weaning. The PPACA amended Section 7 of the Fair Labor Standards Act (FLSA) to require employers to provide:

- “Reasonable break time for an employee to express breast milk for the nursing child for 1 year after the child’s birth each time such employee has need to express the milk”; and
- “A place, other than a bathroom, that is shielded from view and free from intrusion from coworkers and the public, which may be used by an employee to express breast milk.”

Departments can consult with the Human Resources Director in determining the appropriateness of a place to be used for the purposes of this policy.

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B. OFF-SITE NURSING/BREASTFEEDING

Going offsite to breastfeed is to be done on the employee’s own time. This includes travelling to and from the baby. In the event that travel would be necessary during work hours such arrangements shall have prior agreement between the employee and the direct supervisor.

C. NURSING/BREASTFEEDING PROGRAM

The Coconino County Nursing/Breastfeeding Program is intended to support an employee’s decision to continue breastfeeding while working and to encourage nursing employees to avoid premature weaning. Due to the nature of the work in some departments, not all departments may be able to participate in this program. This program allows for the newborn child to be at the workplace with a pre-approved schedule for up to 6 months.

The appropriateness for implementing this policy at a particular work site will be left to the discretion of the Department Director. Infants are not allowed in areas where there is high risk of exposure to infectious diseases or hazardous working conditions.

An employee wishing to participate in the Nursing/Breastfeeding Program shall submit a written application to the direct supervisor and a breastfeeding release form. The program shall apply to both on-site and off-site nursing/breastfeeding. Applicable forms, as well as additional materials, can be located on Coconino County’s intranet. The Department Director shall have the option to terminate program arrangements, if work performance suffers or any disruption is caused at the work site.

D. HOURS FLEXIBILITY

1. Flextime

Department Directors may provide flextime so that nursing/breastfeeding mothers may leave the work-site to accommodate their infants’ feeding schedule. Flextime will allow Department Directors internal flexibility so that the department has all positions covered during hours of operation.

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2. Part-Time Hours

A return to work on a part-time basis following maternity leave may be granted until the employee can return to full-time work.

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	Personnel Policy 3.11	Technology in the Workplace
	Origination Date: 11/06/2016	Policy Exceptions: None

3.11 TECHNOLOGY IN THE WORKPLACE

Coconino County recognizes that the use of technological resources enhances the ability of employees to perform their jobs and to provide a higher level of service to all citizens. Information Technology (IT) Systems have become essential for conducting County business. Coconino County makes every effort to provide employees with the most relevant and viable IT Systems for the efficient performance of County business. Managers and employees at all levels require timely access to reliable information processing for routine operations and for the capacity to make major decisions. The usefulness of information is based on its availability, integrity, and security of the IT Systems. This policy discusses acceptable usage of these resources which applies to all technological devices used for County business including but not limited to computers, mobile phones, tablets, laptops and any log in information associated with those devices.

To this end, the County has developed Information Technology Policies to ensure responsible usage of technology, including an Information Security and Acceptable Use Policy. Information Technology Policies are available to employees on the County's intranet.

All email messages sent by County employees in performance of their job will contain a return email address identifying the messages as having been sent from the County email system and may be considered public record. Consequently, all users are expected to send and receive only email messages that they would expect to be read by the general public. It is each individual's responsibility to use email in a professional manner and in compliance with department and County policies.

All information stored, transmitted, or received through the County's IT System and contracted services is the property of the County and is to be used only for authorized purposes.

Employees are granted access to County resources with accounts that require specific credentials. An individual is assigned an account for use while conducting activities related to County business and services. Any account may be revoked temporarily or permanently if the user violates public law or County policy. Should it be deemed necessary, devices may be immediately disconnected from the County network if deemed harmful to software network, countywide network or security.

Employees do not have the right to privacy in any information stored or displayed on any technology equipment, transmitted to/from any equipment and/or County assigned account via County services or any other means. Use of credentials does not restrict the County's right or ability to access electronic communications.

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Misuse of technology or failure to comply with Information Technology Policies may result in immediate loss of connectivity as well as disciplinary action up to and including dismissal.



TELECOMMUTING

Telecommuting is working at a location other than the conventional office, usually at home or a place closer to home. Simply-put, telecommuting means moving work to workers instead of moving workers to work. Telecommuting can provide a host of benefits for the community, employees, and employers; such as reducing commuting costs, reducing stress, increasing job satisfaction, providing flexibility with work and family schedules, and enabling employees to work at their most creative and productive times, and easing traffic congestion and improving air quality.

Not all County departments or County positions are suited for telecommuting. The elected or appointed official will determine whether or not to implement a telecommuting program within his/her own department, as well as what positions will be eligible to participate in such a program.

The following guidelines outline the policy governing telecommuting.

1. Employee salary, benefits and insurance coverage will not change as a result of telecommuting.
2. Each employee and his/her supervisor will be required to complete a Telecommuting Agreement (available in the Human Resources Department) which will describe specific conditions relating to the employee's working at home. These Agreements will vary from department to department, and require elected or appointed official approval, as well as approval from the County Manager.
3. The County retains the right to make on-site inspections at mutually agreed upon times. Any changes to the work schedule or work-space must be reviewed and approved by the supervisor, and elected or appointed official in advance.
4. County-owned equipment in the home office is to be used solely by the employee.
5. County-owned equipment will be supported by the Information Technology Department, and must be brought to that department located at 211 N. Agassiz during the hours of 8 a.m. to 5 p.m. whenever repairs are required. No computer repair/maintenance work will be done at the employee's home. Damage to county equipment resulting from the employee's negligence is the responsibility of the employee.
6. County-owned software shall not be duplicated.



7. To ensure hardware and software security, employees shall not install software on County equipment unless purchased by the County with the approval of the Information Technologies Department, and the elected or appointed official. Games are not allowed on County equipment. If unsupported software is found on an employee's computer, Information Technologies staff will report the violation to the elected or appointed official.
8. The employee must use a surge protector on all County equipment.
9. Restricted access materials shall not be taken out of the office, or accessed through the computer, unless approved in advance by the telecommuter's supervisor.
10. Immediately upon termination, the telecommuter's supervisor shall contact the information Technologies Department to terminate log-on access for the telecommuting employee.

Violation of this policy may result in disciplinary action, up to and including termination of employment. If an employee has any questions regarding this policy, they should contact the Human Resources Department.

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	EMPLOYEE CONDUCT	
	Personnel Policy 4.1	Code of Ethics
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4.1 CODE OF ETHICS

A. INTRODUCTION

Employees are expected to maintain a high standard of honesty, integrity, and impartiality, to assure the proper and efficient conduct of business, and to promote the confidence of the citizens in the quality of their county government.

This Code of Ethics adopted by Coconino County provides basic guidance to all employees regarding matters affecting their work. Common sense and good judgment should dictate the proper course of action. If there is a question concerning a conflict with the Code of Ethics, consider the best interests of the community, along with public perception. Supervisors and Department Directors can provide guidance if needed.

Any violation of the Code of Ethics may result in disciplinary action, up to and including dismissal.

B. PERFORMANCE OF DUTIES

Employees shall perform their duties:

1. Diligently during assigned working hours;
2. With courtesy and respect for the public and coworkers, without bias or prejudice, manifested by words or conduct, based upon a person's race, color, national origin, age, religion, genetics, disability status, gender, sexual orientation, pregnancy, marital status, or veteran status; and,
3. In a manner consistent with law and the public interest, impartial to kinship, position, partisan interests, public opinion or fear of criticism or reprisal.

C. CONFIDENTIALITY

As public servants, County employees shall carry out their duties in a manner that withstands public scrutiny. Some employees handle confidential documents, while others handle sensitive or protected information, such as health records and

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investigations. Consequently, employees shall maintain the confidentiality of all materials they handle; assuring that information about these activities is only made public after the appropriate authorizations have been obtained.

D. ABUSE OF POSITION

No employee shall use or attempt to use their official position to secure unwarranted privileges or exemptions, to include, but not to be limited to:

1. Employee or member of the employee's immediate family, accepting, soliciting or agreeing to accept any gift, favor or anything of value. For the purpose of this policy, "immediate family" is defined as a spouse, domestic partner, parent, brother, sister, child, stepchild, grandparent or grandchild, parent of an employee's spouse, or employee's child's spouse;
2. Requesting or accepting any compensation for advice or assistance given in the course of employment; and,
3. Using public resources, property, information, technology, or funds under the employee's control for private purpose or personal gain.

E. CONFLICT OF INTEREST

Every employee has a legal obligation under A.R.S. § 38-501 *et seq.*, to diligently identify, disclose, avoid and/or manage conflicts of interest. Potential conflicts of interest exist when an employee or an employee's immediate family becomes directly or indirectly financially impacted, whether favorably or detrimentally, by a decision made by the County in which the employee has influence. Even if no abuse of position actually occurs, a conflict of interest or its appearance can seriously undermine the public's confidence and trust in the County.

Employees and their immediate family members shall not enter into any contract with any component of the County for financial gain, apart from an employment contract, without full disclosure and satisfactory management of any potential conflicts of interest in accordance with policies established by the County.

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Employees should not participate in decisions regarding conduct of County business with any private party by whom the employee or an immediate family member is employed or is actively seeking employment.

Employees are allowed to accept food, refreshments, and other items of nominal value; but must refrain from acceptance of any gift or gratuity of economic worth, or situation where a conflict of interest may be implied. No employee shall use or attempt to use their official position to secure unwarranted privileges or exemptions.

F. EMPLOYMENT OF RELATIVES

Immediate family members may not be employed in a position where one supervises or is supervised by the other, or both report to the same first level supervisor. Immediate family members shall not be employed in the same department when the safety, efficiency, morale or effective administration of the department's operations will be adversely affected.

If it is determined that continued employment of an immediate family member within the same department is in conflict with any of the above-listed factors, one of the two employees must competitively transfer to another County department or be terminated from County employment within 6 months from the date of such determination.

Employees shall not be involved in any employment-related decision (such as hiring, dismissing, promoting, discipline, salary, evaluations, etc.) affecting any member of their immediate family. Exceptions can be made in cases of temporary appointments, as approved by the Human Resources Director.

G. OUTSIDE EMPLOYMENT

The County is aware that employees may choose to engage in outside employment. For full-time employees, the County position shall be considered primary employment.

All County employees should carefully evaluate outside employment to avoid the following:

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1. Outside employment with an entity that conducts business with the County;
2. Outside employment that conflicts with the employee's assigned working hours;
3. Performance of work for any governmental entity within the State of Arizona without the written consent of both employers;
4. Outside employment that exploits an official position or confidential information acquired in the performance of official duties for personal gain;
5. Outside employment that the public may view as work on behalf of Coconino County; and,
6. Any other outside employment placing the employee in a position of conflict, perceived or otherwise.

Due to the importance of the public's perception of the County, all employees who engage in outside employment must disclose such work on an Outside Employment Declaration Form, which must be signed by the employee's supervisor and Department Director and then submitted to Human Resources for recording purposes. Outside employment is subject to review to ensure it conforms to this policy.

H. VOLUNTEERISM

Employees should declare volunteer activities if there is a potential conflict of interest. Employees engaged in a volunteer activity determined to be a conflict of interest will be required to cease such activity.

I. POLITICAL ACTIVITY

1. Political Candidacy

- a. A County employee that seeks a nomination or election to any paid political office, whether partisan or non-partisan, shall take a leave of absence or resign from County service. Employees shall be deemed to have offered themselves for nomination upon filing of a nomination paper pursuant to A.R.S. § 16-311 *et seq.* or by making a formal public declaration of candidacy, whichever

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occurs first. If elected, the employee shall resign no later than the date on which the employee takes office;

- b. Accrued vacation leave may be used during a leave of absence by an employee running for political office as long as a minimum balance of 40 hours is maintained; and,
- c. Current elected officials and their chief deputies are the only exceptions to this portion of the policy.

2. Permissible Activities

- a. Coconino County employees have the right to register to vote, vote as they choose, and entertain and express personal opinions about political candidates and issues, except when performing their duties on behalf of the County;
- b. When not engaged in their official duties, County employees have the right to become actively involved in a political party as an officer or delegate; become actively involved in a campaign for a ballot issue, sign and circulate nominating or ballot-issue petitions, contribute or solicit donations to a political campaign; display political material, and attend political party meetings and events; and,
- c. County employees may support the candidacy of a person running for a paid or non-paid partisan or non-partisan elective office provided that no campaigning or other political activity occurs while performing their duties on behalf of the County. Employees must also refrain from using County resources in providing said support.

3. Prohibited Activities

- a. Except in the performance of their duties on behalf of the County, employees shall not engage in partisan or non-partisan political activity of any kind or engage in any permitted political activity directed at other public employees while they are on duty. Political activities include, but are not limited to:

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- Using official authority or influence to interfere with, or affect the outcome of, an election;
 - Directly or indirectly coercing any other employee to lend or contribute anything of value to a political party, committee, candidate, or organization;
 - Using official authority or position, directly or indirectly, to influence or attempt to influence any other County employee to become a member of any political organization or to take part in any political activity;
 - Using government vehicles or equipment to engage in political activity on County property;
 - Displaying literature, badges, stickers, signs or other items of political advertising on behalf of any party, committee, agency, candidate for political office or political issues sought to be placed on the ballot;
 - Soliciting signatures for the purpose of placing an issue on the ballot; and,
 - Soliciting or receiving funds for political purposes.
- b. Employees serving in a program receiving federal funds must resign from their position in order to participate in political activity pursuant to the Federal Hatch Act, 5 USCA §501 *et seq.* Employees within the judicial system are subject to additional restrictions, as found in the Coconino County Superior Court Judicial Personnel Manual.

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	EMPLOYEE CONDUCT	
	Personnel Policy 4.2	Problem Resolution
Origination Date: 03/04/96 Revision Approval Date(s): 05/20/03 03/11/14	Policy Exceptions: At-Will Employee Chief Deputy Department Director Elected Official Temporary Employee Volunteer	

4.2 PROBLEM RESOLUTION

Coconino County is committed to providing the best possible work environment for its employees. The purpose of this policy is to provide an effective process for employees to bring forward and resolve work-related issues. The County realizes that, as with any organization, problems, misunderstandings and differences of opinion may arise in daily work situations. Therefore, it is important to provide a procedure or channel of communication to help resolve these conflicts. However, the employee or the supervisor may seek the advice or assistance of Human Resources at any time during the Problem Resolution Process.

The procedures described in this policy are designed to assure employees that their concerns will be heard. No adverse action will be taken against any employee participating in this process in good faith. However, any employee found raising or documenting false or malicious claims may face disciplinary action, up to and including dismissal.

A. INFORMAL PROBLEM RESOLUTION

The interests of both employees and the County are best served when problems relating to the workplace are resolved through regular communication between employees and supervisors. It is expected that employees will approach workplace problem solving with a good faith effort toward resolution. Employees are expected to address issues directly and calmly with whomever the problem exists, whether it is with a fellow employee, subordinate or supervisor. If the problem is not resolved by direct communication, the employee's supervisor should be the first source of assistance. If the employee still does not believe their concern(s) have been addressed, they may discuss the matter with the next level of supervision or begin the Formal Problem Resolution Process noted below.

B. FORMAL PROBLEM RESOLUTION

If, after attempting to reach a resolution through the Informal Problem Resolution Process, the employee feels the problem has not been satisfactorily resolved, the employee may initiate the Formal Problem Resolution Process within 15 working

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days of the incident or initial attempt of addressing the issue.

The Formal Problem Resolution Process **shall not** be used for the following issues:

- Performance evaluations;
- Subjects for which an appeal is available as per Personnel Policy 4.7, Employee Appeals;
- Classification;
- Compensation;
- Any reduction in force action; and,
- Retirement, life insurance, health insurance, deferred or workers' compensation.

Initiating this process requires the submission of a written statement outlining the problem along with a suggested remedy. A form for initiating this may be obtained from Human Resources. The employee filing the grievance should proceed in the following sequence:

1. Departmental Chain of Command

- a. Submit the written statement outlining the problem and suggested remedies to their immediate supervisor.
- b. The supervisor shall respond to the employee, in writing, within 5 working days. If the employee does not receive a response within the specified time or does not believe the response satisfactorily resolves the issue, the employee may automatically pursue the next level in the process.

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- c. This process repeats until the issue is resolved or the employee has taken the issue through every level in their chain of command up to and including the Department Director.

2. Human Resources Director

- a. Should the employee’s issue remain unresolved after receiving the Department Director’s official response, the grievance and all supporting documentation shall be forwarded by the employee to the Human Resources Director within 3 working days from receipt of the response. The Human Resources Director’s role is to review the grievance documentation for fair and equitable treatment, adherence with County policy and any applicable regulations.
- b. After review, the Human Resources Director shall respond to the employee in writing within 5 working days. If the employee does not receive a response within the specified time or does not believe the response satisfactorily resolves the issue, the employee may automatically pursue the next level in the process.

3. County Manager

- a. If the employee’s issue remains unresolved after receiving the Human Resources Director’s official response, a final appeal can be taken to the County Manager within 3 working days.
- b. The County Manager will respond within 10 working days. The County Manager’s decision is final.

	COCONINO COUNTY	
	EMPLOYEE CONDUCT	
	Personnel Policy 4.2	Problem Resolution
Origination Date: 03/04/96 Revision Approval Date(s): 05/20/03 03/11/14	Policy Exceptions: At-Will Employee Chief Deputy Department Director Elected Official Temporary Employee Volunteer	

C. ADDITIONAL GUIDANCE

If an employee fails to appeal from one level to the next through this procedure within the time limits listed above, the problem shall be considered settled based on the last documented decision.

An employee covered by these procedures who fails to take advantage of the preventative or corrective opportunities provided herein may lose the ability to bring a successful legal claim or other action arising from facts or issues that could have been submitted for resolution under this policy.

	COCONINO COUNTY	
	EMPLOYEE CONDUCT	
	Personnel Policy 4.3	Anti-Harassment
	Origination Date: 03/04/96 Revision Approval Date(s): 05/20/03 03/11/14	Policy Exceptions: None

4.3 ANTI-HARASSMENT

The County strives to create and maintain a work environment in which employees and non-employees are treated with dignity, civility and respect. Discrimination or harassment of any kind will not be tolerated. Federal and state laws prohibit discrimination, in whole or in part, based on the person's race, color, national origin, age, religion, genetics, disability status, gender, sexual orientation, pregnancy, marital status, or veteran status. This policy is intended to comply with the prohibitions stated in all anti-discrimination laws.

The County will seek to prevent and correct behavior that violates this policy through education and enforcement. All employees and volunteers, regardless of their position or status, are covered by and are expected to comply with this policy, and to take appropriate measures to ensure that prohibited conduct does not occur. Any violations of this policy may result in disciplinary action, up to and including dismissal.

A. PROHIBITED CONDUCT

1. Discrimination

It is a violation of this policy to discriminate in the provision of employment opportunities, benefits or privileges; create discriminatory working conditions; or to use discriminatory evaluative standards in employment.

2. Harassment

Harassment of any kind, which includes verbal or physical conduct designed to threaten, intimidate, or coerce, is prohibited. Appropriate action will be taken to address any violations.

Examples of harassment include, but are not limited to:

- a. Derogatory remarks about a person's membership in a protected class;
- b. Visual messages (e.g. posting of cartoons) that are demeaning;
- c. Jokes and/or nicknames that stereotype or make fun of an individual; or,
- d. Verbal or non-verbal (e.g. mimicking or imitating) innuendoes that have a negative connotation.

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	EMPLOYEE CONDUCT	
	Personnel Policy 4.3	Anti-Harassment
	Origination Date: 03/04/96 Revision Approval Date(s): 05/20/03 03/11/14	Policy Exceptions: None

3. Sexual Harassment

Sexual harassment includes unsolicited and unwelcome sexual advances, requests for sexual favors, or other verbal or physical conduct of sexual nature, when such conduct unreasonably interferes with an employee's work performance or creates an intimidating, hostile, or otherwise offensive environment.

Sexual harassment does not refer to behavior or occasional compliments of a socially acceptable nature.

There are two types of sexual harassment:

a. Quid Pro Quo – “This for that”

Quid pro quo harassment occurs when something is given or withheld by someone in authority in exchange for sexual favors.

b. Hostile Work Environment

A hostile work environment is created when the harassment is so severe and pervasive that it interferes with an individual's work performance, creates an intimidating or humiliating work environment, or perpetuates a situation that affects the employee's psychological well-being. A hostile environment can be created by supervisors, co-workers, or non-employees.

Examples of conduct that may constitute sexual harassment include, but are not limited to:

- Sexually suggestive calendars, posters, and cartoons;
- Sexual innuendoes, suggestive comments, jokes of sexual nature, sexual propositions, lewd remarks, threats;
- Requests for any type of sexual favor, including repeated, unwelcome requests for dates;
- Verbal abuse or "kidding" that is oriented toward a prohibitive form of harassment, including that which is sexually oriented and considered unwelcome;

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- Suggestive or insulting sounds;
- Leering, staring, whistling, or using obscene gestures;
- Content in letters and notes, facsimiles (faxes), e-mails, text messages, social networking, and other content that is sexual in nature; or,
- Unwelcome, unwanted physical contact, including but not limited to: touching, tickling, pinching, patting, brushing up against, hugging, cornering, kissing, fondling, forced sexual activity or assault.

Due to the potential for sexual harassment allegations, the County strongly discourages consensual romantic or sexual relationships between employees, especially between a supervisor and their direct or indirect subordinate(s). If such relationships become disruptive to the organization, appropriate actions may be taken to create a positive work environment.

4. Violent/Physical Threats

All employees are responsible to ensure that the workplace is free from conduct or activities that are or may be perceived to be threatening to an individual's physical safety. Employees are prohibited from engaging in the following conduct through any method or means, including the use of a workplace telephone or other electronic equipment:

- a. Any threat, whether verbal or physical, or any behavior that has the effect of creating an intimidating work environment; or,
- b. Inappropriate behavior that adversely impairs an employee's work performance, creates fear for one's physical safety, or impairs the ability of other employees to function effectively.

Violators of this policy will be subject to disciplinary action, up to and including dismissal.

5. Bullying

The County considers workplace bullying unacceptable and it will not be tolerated under any circumstances. All employees should be able to work in an environment free from bullying. Workplace bullying is a repeated behavior that

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	EMPLOYEE CONDUCT	
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harms, intimidates, offends, degrades or humiliates another employee. Workplace bullying may cause the loss of trained and talented employees, leading to overall reduced productivity, low morale and could potentially create legal risks.

6. Retaliation

County policy prohibits retaliation against any employee who brings forward a good faith allegation of harassment. The County provides employees with a broad range of options for presenting allegations. However, complaints determined to be false or malicious, following an investigation, will be in violation of this policy and will be subject to disciplinary action.

No hardship, loss of benefit, or penalty may be imposed on an employee as a result of:

- a. Filing or responding to a bona fide complaint of discrimination or harassment;
- b. Appearing as a witness in the investigation of a complaint; or,
- c. Serving as an investigator.

B. THE REPORTING PROCESS

1. Employees are instructed to report any incidents of harassment as outlined below:

- a. If an employee is the recipient of any unwelcome gesture or remark, they are asked not to remain silent. It is traditionally best to resolve issues directly with the harasser by making it clear that such conduct is offensive and unwelcome. The employee should clearly state they want the offensive conduct to cease;
- b. If the employee is unable to confront the harasser or feels unsafe in doing so, they can contact their immediate supervisor or manager; or,
- c. An employee may submit a complaint, either verbally or in writing, to the Department Director and/or Human Resources at any time.

Any supervisor that becomes aware of a situation of harassment shall notify the Department Director.

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2. Threat Management

When any of the following situations are brought to the attention of a Department Director, the Department Director should immediately report the situation to Human Resources for the purpose of convening the Threat Management Team.

- a. Any person involved in a situation where someone has made verbal threats of physical violence or where they fear that physical retaliation may take place, should immediately discuss it with their supervisor or Department Director.
- b. Similar situations could also occur as an employee comes into contact with the public. While the County has a strong commitment to customer service, we do not intend for employees to be subjected to threats or continuous verbal abuse by the customer. When a customer is abusive, a supervisor should intervene. If there is concern over the possibility of physical violence, it should be immediately discussed with the Department Director.
- c. An employee may be involved in a personal dispute outside the workplace. If the situation escalates, individuals may secure an “Order of Protection” pursuant to A.R.S. § 13-3602 *et seq.*, or an “Injunction Against Harassment” pursuant to A.R.S. § 12-1809 *et seq.*, or similar orders from the court. If an employee requests a court order, they must include the work location as well as place of residence. The employee should inform the supervisor, as soon as practical, of the issuance of such an order and provide a description of the individual cited in the order.

A Threat Management Team has been appointed to assist departments to respond to potentially violent situations by assessing the threat, developing a response, bringing in outside assistance as needed (i.e. police, counselors, etc.) and helping to control the situation. The team consists of representatives from the Sheriff’s Office, County Attorney, Facilities, Human Resources and Risk Management.

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	EMPLOYEE CONDUCT	
	Personnel Policy 4.4	Constructive Discharge
	Origination Date: 12/04/00 Revision Approval Date(s): 05/20/03 03/11/14	Policy Exceptions: Volunteer

4.4 CONSTRUCTIVE DISCHARGE

Coconino County complies with A.R.S. § 23-1502, Constructive Discharge. An employee is encouraged to communicate with their supervisors in accordance with Policy 4.2 Problem Resolution, whenever they believe working conditions may become intolerable and may cause the employee to resign. As a precondition to the right to bring a constructive discharge claim against the County, the employee may be required take each of the following actions before deciding to resign:

1. Notify the Human Resources Director in writing that a working condition exists that they believe is intolerable, that will compel the employee to resign, or that constitutes a constructive discharge.
2. Allow the County 15 calendar days to respond in writing to their claim. Any response should not be seen as an admission by the County that it has committed an act that contributed to, or gave rise to, any claim or cause of action.
3. Read and consider the County's response to their written complaint.

If an employee reasonably believes that they cannot continue to work, pending the County's response, they may be placed on Administrative Leave as determined by the County. This leave can be up to 15 calendar days or until the County has responded in writing to their written complaint, whichever comes first.

 COCONINO <small>COUNTY ARIZONA</small>	COCONINO COUNTY	
	EMPLOYEE CONDUCT	
	Personnel Policy 4.5	Performance Management
Origination Date: 03/04/96 Revision Approval Date(s): 08/07/00 05/20/03 03/11/14	Policy Exceptions: Elected Official Temporary Employee Volunteer	

4.5 PERFORMANCE MANAGEMENT

Performance evaluations are an essential part of the County’s overall performance management process, which begins when an employee accepts employment with the County and continues throughout her/his term of employment. As important as performance evaluations are, they cannot substitute for ongoing dialogue between supervisors and employees. For performance management to succeed, supervisors and employees must discuss job performance and goals on an informal, day-to-day basis with formal evaluations completed at least once each year. The intent of the performance evaluation is to provide historical documentation of the employee’s performance in the prior year. Formal, written evaluations will be completed each year by the employee’s anniversary date in their current position.

A. PERFORMANCE EVALUATION PROCESS

Supervisors are required to meet with their employees individually each year to discuss performance, complete the formal evaluation form, review competencies, and establish goals for the next review period. Goals may be revised and updated throughout the year. Supervisors are strongly encouraged to complete a mid-point review for each employee, in addition to the annual evaluation. In the event that a performance or behavioral problem has developed during the year, the performance evaluation conference provides a formal setting for addressing the issue.

In fiscal years in which the Board of Supervisors has approved merit increases, an employee’s merit increase is dependent upon an overall satisfactory performance evaluation. If the Department Director determines that performance in any area is sufficiently problematic as to justify withholding of a merit increase, the Department Director will work collaboratively with Human Resources to make a final decision. If it is determined that the merit increase should be delayed, the evaluation must be accompanied by a written work plan designed to bring the employee’s performance up to an acceptable standard within 90 days.

If the employee successfully completes the work plan within 90 days, the employee may receive the performance/merit increase, but no retroactive pay will be awarded. Performance evaluations are not disciplinary actions and may not be appealed to the Employee Appeals Board. The Department Director is the final authority. If an employee promotes, transfers or leaves employment with Coconino County, a close-out evaluation should be completed.

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	EMPLOYEE CONDUCT	
	Personnel Policy 4.6	Disciplinary Process
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4.6 DISCIPLINARY PROCESS

The goal of Coconino County’s progressive disciplinary process is to ensure employees are afforded adequate notice and opportunity to address inappropriate performance or behavior. The degree of discipline shall relate to the gravity of the infraction while taking into consideration the employee’s past performance and conduct.

Although it is preferred that corrective and disciplinary actions are administered progressively, there is no mandatory sequence of actions. The employee’s Department Director, in consultation with the Human Resources Director, will determine the most appropriate disciplinary action to fit the circumstances. Department Directors are required to consult with Human Resources throughout the disciplinary process and prior to imposing any appealable disciplinary action such as suspension for 3 or more days, demotion, or dismissal.

A. CAUSES FOR CORRECTIVE OR DISCIPLINARY ACTION

The following list is not all-inclusive but illustrative in nature:

1. Fraud in obtaining employment;
2. Incompetence;
3. Inefficiency;
4. Neglect of duty;
5. Insubordination or other disrespectful conduct;
6. Dishonesty;
7. Purchasing, possessing, dispensing, consuming, or selling alcoholic beverages, controlled substances, or illegal drugs while in performance of County duties;
8. Absence without notice. An employee who is absent without notice for 3 or more consecutive work days will be considered to have voluntarily resigned employment;

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9. Commission or conviction of a misdemeanor or felony crime, either of which would affect the employee's suitability for continued employment;
10. Discourteous treatment of others;
11. Noncompliance with personnel and/or departmental policies, laws, or regulations;
12. Engaging in prohibited political activity;
13. Misuse, theft, or inappropriate removal of County property;
14. Negligence or improper conduct leading to injury or damage;
15. Abuse of privileges (such as leave benefits, flexible scheduling);
16. Unsafe work habits or actions;
17. Fighting or threatening violence in the workplace;
18. Boisterous or disruptive activity in the workplace;
19. The use of force, fear, or intimidation for personal gain;
20. Failure to obtain or maintain minimum qualifications, licenses, or certifications required for the position;
21. Mishandling of public funds;
22. Falsifying County records;
23. Unauthorized disclosure of confidential information;
24. Unsatisfactory performance or conduct;
25. Excessive absenteeism or tardiness;
26. Commission of an act of discrimination or harassment pursuant to Title VII of the Civil Rights Act;

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27. Sexual or any other unlawful or unwelcome harassment; or,

28. Any other violation of County personnel policies.

B. COACHING AND COUNSELING

The following actions are intended to document and correct performance and behavioral deficiencies:

1. Verbal Coaching

A supervisor may engage in verbal coaching with an employee at any time for problem resolution, to advise an employee of improper performance or conduct, and to identify the actions the employee can take to correct the situation. The supervisor shall document the date and nature of this coaching.

2. Documented Verbal Coaching

A supervisor, manager, or Department Director may conduct a Documented Verbal Coaching with an employee at any time to identify and correct or improve performance or conduct. This action involves meeting to discuss the problem, asking the employee to sign a memorandum documenting the meeting and clarifying the steps that will be taken to correct the problem. The Documented Verbal Coaching memorandum shall be kept in the supervisor’s working file. If there is another occurrence, the memorandum may be used as the basis for further disciplinary action.

3. Counseling

Personal matters an employee may be dealing with may carry over into the workplace and/or effect performance. Supervisors should not try to counsel employees on personal matters; however, there is a free counseling benefit available to employees through our Employee Assistance Program (EAP). Supervisors are encouraged to share the EAP contact information with employees and encourage them to use this free benefit.

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C. DISCIPLINARY ACTIONS

Prior to disciplinary action, it is recommended that employees are coached and counseled to improve performance or behavior, please see section B of this policy. When coaching and constructive feedback have not yielded desired results, the progressive discipline process may be required. The following disciplinary actions are intended to provide progressive discipline for serious or repetitive instances of improper performance or behavior. Disciplinary action should not be taken without consultation with Human Resources.

1. Written Reprimand

A Department Director may issue a Written Reprimand to admonish an employee for serious or repetitive improper performance or conduct. The Written Reprimand shall be signed by the employee and the Department Director, with the original sent to Human Resources for placement in the employee's official personnel file. Written Reprimands shall include:

- a. A description of the violation(s);
- b. The specific policy violation(s);
- c. The impact of the violation(s);
- d. The date of any verbal coaching or other corrective or disciplinary actions that occurred prior to the incident;
- e. Expectations detailing what the employee must do to solve the problem(s); and,
- f. The consequences of further violations.

2. Administrative Probation

Administrative Probation is a serious disciplinary tool used to help monitor and improve work performance and employee conduct. The Department Director may place an employee on Administrative Probation for a specified period of time not less than 30 or more than 180 days. A work plan is required when an employee is placed on Administrative Probation. A written performance appraisal detailing the employee's success or failure in completing the probationary period is required at the end of Administrative Probation. Failure of the employee to successfully complete the probationary period may result in more serious disciplinary action, up to and including dismissal.

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3. Suspension

Suspension is a significant disciplinary action and may be used by a Department Director, in consultation with Human Resources, for serious incidents or habitual improper performance or conduct. Employees who are non-exempt under the Fair Labor Standards Act (FLSA) may be disciplined with suspension without pay for up to 30 days. Employees who are exempt under the FLSA shall not be subject to suspension without pay unless the suspension is in full-day increments (please see A.R.S. § 38-1101, *et seq.* in regard to suspensions for Law Enforcement Officers or Probation Officers as defined by the statute). Suspensions without pay of more than 3 days require that the employee be given written notice of the intent to suspend.

4. Involuntary Demotion

Demotion of an employee to a lower grade in the classification system for a disciplinary reason may be used by a Department Director, in consultation with Human Resources, for serious incidents or repetitions of improper performance or conduct. Involuntary demotion requires the employee be given preliminary written notice of the intent to demote and a salary reduction, see Personnel Policy 2.3, Salary Plan Administration.

5. Dismissal

Dismissal is the most significant disciplinary action and may be used by a Department Director, in consultation with Human Resources, for serious incidents or repetitions of improper performance or conduct. Dismissal requires the employee be given preliminary written notice of the intent to dismiss. Employees dismissed for disciplinary reasons may be considered ineligible for rehire.

D. EMPLOYEE DUE PROCESS RIGHTS

Human Resources must be consulted prior to any suspension, demotion, or dismissal. Before suspending for more than 3 days without pay, demoting, or dismissing a regular employee, the Department Director must give the employee due process rights to include the following:

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1. Written Notice of Intent

The Written Notice of Intent shall state:

- a. The proposed action;
- b. The date it is intended to take effect; and,
- c. The specific grounds and particular facts upon which the action is based.

The notice may include any applicable materials, reports, or documents relating to the intended action. A copy of the notice shall be sent to Human Resources to be placed in the employee’s official personnel file.

2. Response to Written Notice of Intent

The employee is given no less than 3 working days to respond to the notice, either verbally or in writing, to the Department Director. If no response is received, the original action date provided in the notice is final. If a response is received, the Department Director has a minimum of 24 hours, but no more than 3 working days, to consider the response. After considering the employee’s response (if provided), the Department Director will decide whether to sustain, modify or withdraw the proposed action.

If it is determined to be in the best interests of both the employee and the County, the employee may be placed on paid Administrative Leave during the due process period, see Personnel Policy 6.8, Administrative Leave.

3. Notice of Action

The employee will receive the final Notice of Action from their Department Director in writing, and will be provided with a copy of the Employee Appeals Policy, if applicable. The Notice of Action shall be sent to Human Resources for placement in the official personnel file.

E. EFFECTIVE DATE OF DISCIPLINARY ACTIONS

Suspensions, demotions, and dismissals for disciplinary reason(s) shall be effective on the date specified in the final Notice of Action, even when the employee files an appeal per Personnel Policy 4.8, Employee Appeals.

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F. RECORDKEEPING

1. The written documentation of a Verbal Coaching or Documented Verbal Coaching shall be placed in the employee’s department file and a copy shall be given to the employee.

2. The original documentation for all disciplinary actions shall be forwarded to Human Resources for placement in the employee’s official personnel file. Additional copies shall be given to the employee and placed in the employee’s department file. Records of these actions may be removed from the employee’s official personnel file if sustained performance/behavior improvement has been observed for one (1) year after the action. The purging of a disciplinary action is not automatic and requires Department Director approval. It is the employee’s responsibility to request, in writing to the Department Director, removal after one year. Approval will be determined after consultation between the Department Director and the Human Resources Director.

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	EMPLOYEE PROBLEM RESOLUTION	
	Personnel Policy 4.7	Administration of the Employee Appeals Board
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4.7 ADMINISTRATION OF THE EMPLOYEE APPEALS BOARD

The Employee Appeals Board hears employee appeals related to unpaid suspension for more than three days, termination of employment or demotion with associated loss of pay which cannot be resolved through the informal/formal problem resolution process.

A. MEMBERSHIP AND APPOINTMENT

Members of Employee Appeals Board (5) and alternates (3) shall be selected from among the qualified electors of the County and appointed by the Board of Supervisors.

B. TERM

Each member and alternate shall hold office for a term of four years.

C. REMOVAL

A member of the Employee Appeals Board may be removed by the Board of Supervisors for cause. Any of the following circumstances shall require the resignation of the Employee Appeals Board member and authorize the Board of Supervisors to appoint a new member to fill the unexpired term so vacated:

1. Absence from three consecutive meetings, except in extenuating circumstances subject to review by the Board of Supervisors.
2. Acceptance of any paid appointive or elected office, or employment in the County service.

D. MEETINGS

At the beginning of an appeal hearing the Board shall select a Chair from among its members. During the appeal hearing the Chair will maintain order and direct the proceedings to a timely and just conclusion. The chair shall administer oaths, base her/his actions on statute, proper personnel policies and procedures, and the evidence produced.

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	EMPLOYEE PROBLEM RESOLUTION	
	Personnel Policy 4.8	Employee Appeals
	Origination Date: 03/04/96 Revision Approval Date(s): 03/16/98 05/20/03 11/16/10 09/01/15	Policy Exceptions: Exceptions are noted below in section B of this policy.

4.8 EMPLOYEE APPEALS

A. MATTERS WHICH MAY BE APPEALED

Only the following disciplinary actions may be appealed:

1. Dismissal;
2. Involuntary demotion in rank or compensation; and
3. Suspension without pay of more than 3 days.

B. ELIGIBILITY TO APPEAL

Except as provided below, a regular status employee who has completed their initial probationary period may appeal an action resulting in dismissal, demotion in rank or compensation, or suspension without pay of more than three (3) days.

During the appeal process, the decision being appealed shall remain in effect until a final decision of the Employee Appeals Board is issued in writing.

Coconino County has adopted a limited merit system pursuant to A.R.S. 11-352. The following positions are not included in the merit system and are not eligible to appeal disciplinary actions:

1. County Manager, Deputy County Managers, and Assistant County Managers;
2. Elected Officials and their Chief Deputies;
3. Commanders appointed by the Sheriff;
4. Appointed officials including Department Directors, Assistant Department Directors, and Deputy Department Directors;
5. Positions filled by appointment of the Board of Supervisors, including but not limited to, the Clerk of the Board, Medical Examiner, Public Fiduciary, Public Defender, Legal Defender, County Engineer, and Executive Assistant to the BOS-At-Will

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	Personnel Policy 4.8	Employee Appeals
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6. Technical experts, consultants, or professionals employed on a fee basis;
7. Employees on initial probation, temporary employees, limited term employees, emergency appointed employees, and those who have resigned;
8. All other At-Will positions; and
9. Employees of the Superior Court who are subject to the Judicial Merit System Rules, including but not limited to, Juvenile Court Services, Adult Probation, and Clerk of the Court. Such employees may have appeal rights pursuant to the Judicial Merit System.

C. APPEAL PROCEDURE

1. Time of Filing

Employees must file a written appeal with the Director of Human Resources within 10 business days following the date of personal delivery or mailing by certified mail of the written notice of dismissal, suspension, or demotion. If mailed, the notice shall be mailed to the employee's last known address. The appeal will be considered filed when it is received by the Human Resources Department. Upon receipt, the Human Resources Director shall send a copy of the appeal statement and any attachments to the Department Director/Elected Official.

2. Contents of Appeal

The appeal shall be in writing and shall contain:

- a. A concise statement of the facts upon which the appeal is based;
- b. A list of issues to be resolved and suggested remedies;
- c. A list of facts and issues on which there is agreement;
- d. A list of facts and issues on which there is disagreement;

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- e. A list of written evidence or exhibits which may be offered at the hearing; and
- f. A list of possible witnesses, which shall include the witness' name, contact information, and a brief summary of the purpose of each witness' testimony

3. Receipt of Appeal

Upon receiving the appeal, the Human Resources Director will review the document for the above listed contents. In collaboration with legal counsel, the Human Resources Director shall make an initial determination of whether or not the appeal is within these rules. If the appeal is not within the constraints as outlined in this policy, the Human Resources Director will notify the employee in writing within five (5) business days.

4. Appeal Leave

In cases of demotion and suspension, employees who file an appeal or the employee's representative will be eligible for appeal activity leave with pay up to five (5) hours per appeal when requested for the purpose of personal investigation to prepare for the appeal. Time in excess of five (5) hours per appeal in a single fiscal year must be approved in advance and will be charged to some other type of leave (e.g., vacation or compensatory time).

5. Hearing Officer Selection

The appeal shall be heard by a Hearing Officer selected by the Human Resources Director from a roster of qualified hearing officers.

The employee and the Department Director shall each have one opportunity, for cause or otherwise, to challenge a Hearing Officer who has been selected within five (5) business days of notice of selection. All notices of challenges shall be in writing and delivered to the Human Resources Director.

6. Hearing Officer Authority and Duties

The Hearing Officer is authorized to grant or refuse extensions of time, to set the proceedings for hearings, to issue subpoenas for witnesses and documents through the power of the Board of Supervisors pursuant to A.R.S. 11-218, to conduct the

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hearing, to refuse or accept testimony and evidence into the record, to cause a recording of the proceedings to be made, and to make findings of fact, conclusions of law, and recommendations to the Employee Appeals Board for final determination. The Hearing Officer shall be responsible for all administrative duties of the hearing process including communication to all parties, distribution of notices, and coordination, recordation and documentation of the hearing. The Hearing Officer shall have the ability to rule on whether any evidence to be presented is relevant to the appeal.

7. Time for Hearing

The hearing shall be held within thirty (30) business days of the appointment of a Hearing Officer, unless continued to a specified date for good cause by order of the Hearing Officer. Failure to appear at the hearing shall be grounds for dismissal of the appeal by the Hearing Officer. Either party may request a continuance prior to the hearing date. At no time will the hearing be extended beyond sixty (60) business days beyond appointment of the Hearing Officer. An employee waives all rights to back pay for any period of continuance granted upon his or her request.

8. Notice of Hearing

The Hearing Officer shall, at least fifteen (15) business days prior to the date of the hearing, provide written notice of the time, date, and place of the hearing. The Notice of Hearing shall be personally delivered or sent by certified mail to the employee and to the Department Director, with a copy to the Human Resources Director. The Notice of Hearing shall include specific instructions to the employee and Department Director as to their role and the deadlines in the provision of evidence for consideration.

9. Disclosure of Exhibits and Witnesses

At least ten (10) business days prior to the Hearing, the employee and the Department Director shall provide to the Hearing Officer and the other party, copies of all documents to be used as exhibits and a list of all witnesses who are expected to testify.

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10. Representation

The employee may represent themselves, or be represented by legal counsel or any non-legal person, at his or her expense. The Department Director may represent themselves or be represented by the County Attorney or outside counsel with approval of the County Attorney. Each party shall within five (5) business days of the date of issuance of the Notice of Hearing, inform the Hearing Officer of their choice of representation, including the name, address, and telephone number of the representative.

11. Nature of Hearing

Hearings will be closed to the public unless requested by the employee to be held in open session. Employee must notify the Hearing Officer of their request to open the hearing at least five (5) business days in advance of the hearing so that the notice of hearing may be appropriately posted.

All testimony at the hearing will be recorded. The Hearing Officer shall decide the appropriate method of recording the hearing, which shall be at County expense. Either party may request a transcript at their expense.

All testimony at the hearing shall be given under oath administered by the Hearing Officer.

The employee shall appear personally. Failure to request a continuance in conformance with these rules and subsequent failure by the employee to appear at the time and place set for hearing shall be grounds for dismissal of the case upon motion of the Department or on motion of the Hearing Officer.

12. Witnesses

Any witnesses other than the employee and Department Director may, at the discretion of the Hearing Officer, be excluded from the hearing room except during the time of their testimony.

Witnesses who are not County employees and are subpoenaed to attend a hearing are entitled the same fee and mileage reimbursement as is allowed witnesses in

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civil cases of the State of Arizona. Witness fees and mileage reimbursement will be paid by the party requesting the subpoena.

County employees called as witnesses to attend a hearing shall be paid their base pay rate for the time spent. No employee will lose any wages and/or benefits as a result of testifying.

Depositions may be taken if a witness does not reside within the County or within 100 miles of the place where the hearing or investigation is to be held, is out of state, or is too infirm to attend. Depositions will be at the expense of the requesting party.

13. Rules of Evidence

Hearings will be informal and technical rules of evidence will not apply to the proceedings, except that the Hearing Officer may exclude irrelevant, immaterial, incompetent or unduly repetitious evidence or evidence protected by the rules of privilege recognized by law.

14. Withdrawal of Appeal

The employee may submit a written request to withdraw the appeal at any time prior to the decision of the Hearing Officer. A request to withdraw must be sent to the Hearing Officer and the Human Resources Director.

Failure of the appellant to appear at the hearing shall be grounds for dismissal of the appeal, except under valid emergency or other extenuating circumstances.

15. Settlement of Appeal

The employee and the Department Director may settle the appeal at any time before the Employee Appeals Board renders its final decision. If the parties reach an agreement, it shall be put into writing and signed by the employee and the Department Director. The agreement shall be final upon review and approval of the County Attorney and the Human Resources Director. Any monetary settlement shall be subject to approval by the County Manager and/or the Board of Supervisors.

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16. Findings of Fact, Conclusions of Law, and Recommendation

Within fifteen (15) business days after the conclusion of the hearing, the Hearing Officer will file their Findings of Fact, Conclusions of Law, and Recommendations with the Human Resources Director. The Human Resources Director will then distribute the Findings to the Employee Appeals Board, employee, Department Director, and any applicable legal counsel.

17. Standard of Review

The Hearing Officer may recommend modifying or revoking the department’s disciplinary action only if the action was taken without reasonable cause. The Employee Appeals Board may modify or reject the Hearing Officer’s Recommendation only if the Recommendation is made without reasonable cause.

18. Employee Appeals Board Review and Final Decision

Within thirty (30) business days of receipt of the Findings of Fact, Conclusions of Law, and Recommendation, the Employee Appeals Board shall convene and render a decision based on the Recommendation and supporting record of the Hearing Officer. The Hearing Officer Findings will be provided to the Employee Appeals Board prior to convening the Board for a decision. Upon request, the Employee Appeals Board may receive transcripts or audio recordings of the hearing. Oral argument may be requested by either the employee or the Department Director, or ordered by the Employee Appeals Board on its own motion. No new testimony will be taken and no new evidence will be submitted. A request for an oral argument must include the legal reasons why the decision should be overturned, describe any contested facts, and give an explanation why the argument is justified.

The Employee Appeals Board may have its own legal counsel.

The Employee Appeals Board may adopt, modify, or reject the Recommendation of the Hearing Officer and will render its decision in writing to the Human Resources Director, with copies sent to both parties and their legal counsel explaining the reasons in detail if modifying or rejecting the Hearing Officer’s Recommendation. Modification or rejection of the Hearing Officer’s

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Recommendation may be done only if the Recommendation was made without reasonable cause.

The decision of the Employee Appeals Board shall be made by majority vote of a quorum present, either in person or electronically. The decision of the Employee Appeals Board shall be final. If an employee is on an approved period of leave with pay, the final action will be effective at the end of the approved period of leave with pay. If an employee is on Administrative Leave with Pay, the final action will be effective on the day of the decision of the Employee Appeals Board.

In the event of a decision in favor of the employee, the Employee Appeals Board has the authority to determine, upon consideration of the Hearing Officer's Recommendation and the record of the hearing, the appropriate remedial action or just and equitable relief to the employee that is in the best interest of the County and the public.

The parties must comply with the decision of the Employee Appeals Board within ten (10) business days.

19. Appeal of Employee Appeals Board Decision

Either party may appeal the decision of the Employee Appeals Board to the Superior Court pursuant to A.R.S. 12-901 et seq.



PUBLIC RECORDS REQUESTS

PURPOSE:

The following is a condensed version of the County's policy on Public Records Requests. A copy of the full policy, which covers this subject in greater detail, may be obtained from the Clerk of the Board of Supervisors. This policy provides basic guidance for departments when handling public requests for information.

NATURE OF PUBLIC RECORDS:

Public records (with some exceptions) are open to inspection by any person. While Arizona law generally favors disclosure, some information should not be disclosed. The department head should be informed any time a request is received for public information.

GENERAL POLICY:

Public records shall be open for public inspection at all times during office hours, with three broad exceptions. These exceptions involve: Confidentiality (e.g., medical records), Personal Privacy (e.g., home address, phone number, social security number), or Best Interests of the County (e.g., release would inhibit public safety efforts).

Procedures:

- a. All public information requests should be submitted to Coconino County departments in writing. (Request forms are available in the Human Resources Department)
- b. All written requests for public information must be approved by the elected or appointed official within the department before the information is released.
- c. All questions concerning requests for public information should be referred to the County Attorney's Office.

ROLE OF THE COUNTY ATTORNEY:

The County Attorney assists departments in determining whether information should be released. Any questions regarding whether certain information is, or is not, a public record should be addressed to the Coconino County Attorney's Office as soon as possible.

FEES CHARGED:

The fee for copies of public records is specified in the County Fee policy. Currently, the fee is \$.25 per page, to be paid upon receipt of the copies. This figure may change as the fee policy is updated.



PERSONNEL FILES

The Coconino County Human Resources Department maintains a personnel file on each employee. The personnel file includes such information as the employee's job application, resume, records of training, performance evaluations and salary increases, and other employment records, such as disciplinary actions. Departments may also retain personnel files.

Personnel files are the property of Coconino County, and access to the information they contain is restricted. Generally, only supervisors and elected or appointed officials who have a legitimate reason to review information in a file are allowed to do so. If a request is made to see any employee record, the employee will be notified and has a right to be present when their record is reviewed.

Employees who wish to review their own file should contact the Human Resources Department or department director. With reasonable advance notice, employees may review their own personnel files in the Human Resources Department and in the presence of an employee from the Human Resources department. No information or documents should be removed from the personnel file by the employee.



EMPLOYMENT REFERENCE CHECKS

To ensure that individuals who join Coconino County are well qualified and have a strong potential to be productive and successful, it is the policy of Coconino County to check the employment references of all applicants. Criminal background investigations may be a condition of employment for certain positions at the discretion of the appointed or elected official.

The Coconino County Human Resources Department will respond to reference check inquiries to confirm only the dates of the employment, wage rates, and position(s) held. However, no employment data will be released without a written authorization and release signed by the individual who is the subject of the inquiry, or a court order. Public records requests for other information about employees shall be referred to the County Attorney's Office for determination whether disclosure is appropriate under the law. In some cases, the County Attorney's office may choose to seek a determination from the court.



PERSONNEL DATA CHANGES

It is the responsibility of each County employee to promptly notify their supervisor and the Human Resources Department of any changes in personnel data. Personal mailing addresses, telephone numbers, number and names of dependents, individuals to be contacted in the event of an emergency, and other status reports should be accurate and current at all times.



VACATION LEAVE

The primary intent of vacation leave is to enable each eligible employee to return to work mentally and physically refreshed.

Employees shall request vacation leave far enough in advance of the dates of the desired leave to allow the employee's supervisor to schedule around the employee's absence in order to meet the County's needs. It is the supervisor's responsibility to determine the vacation calendar, and elected or appointed officials have the discretion to approve or deny vacation leave requests for their employees. Reasonable policies shall be developed within each department that establish standards and procedures for the request and approval of leave. In addition, departments shall establish procedures to address requests for leave in emergency situations when advance approval cannot be obtained. A department may establish a "no vacation" policy for certain heavy work periods.

The rate at which vacation leave is accrued by full-time employees increases incrementally in accordance with their years of continuous service with the County. The schedule of accrual rates is as follows:

- Full-time employees accrue vacation leave at the rate of thirteen working days per year (4.00 hours per pay period) during their first three years of employment.
- At the beginning of an employee's fourth year (37th month), the rate of accrual is increased to fifteen working days per year (4.62 hours/pay period).
- At the beginning of an employee's sixth year (61" month), the rate of accrual is increased to eighteen working days per year (5.54 hours/pay period).
- At the beginning of an employee's eleventh year (121" month), the rate of accrual is increased to twenty working days per year (6.16 hours/pay period).
- At the beginning of an employee's sixteenth year (181" month), the rate of accrual increases to twenty five working days per year (7.69 hours/pay period).
- At the beginning of an employee's twenty-first year (241" month), the rate of accrual increases to thirty working days per year (9.23 hours/pay period).

Part-time employees accrue vacation leave in proportion to the number of hours worked per pay period. Vacation leave shall not be charged against an employee's accrual leave balance for an authorized holiday which occurs while the employee is using vacation leave.

Vacation leave is not accrued during an approved leave of absence without pay. Unless a request for leave is approved by the elected or appointed official prior to hire, each full-time and part-time employee must complete six months of his or her initial probationary period before becoming eligible to use vacation (the exception to this is military leave). Under certain circumstances, an



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PERSONNEL POLICY 6.1

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employee may be eligible to use vacation leave concurrently with Victim Leave (see Policy 6.12 for more information).

A maximum of 240 hours of vacation leave may be accrued; any excess is forfeited. Employees

who are paid through grant funding may be required to use all or part of accrued vacation time prior to the end of the expiration of the grant.

Employees transferring between County departments and employees who are promoted retain accumulated leave.

Vacation leave may not be advanced.

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	Personnel Policy 6.13	Education and Staff Training
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6.13 EDUCATION AND STAFF TRAINING POLICY

Coconino County encourages its employees to grow professionally through training and education. Elected and appointed officials will identify training needs and provide the opportunity for an employee to enroll in courses or seminars which will increase the individual's ability to contribute to department goals. They must have a direct relationship to an employee's current job and the department's goals. Sufficient funds must be available in the department budget to cover proposed training. Training courses which may have County-wide impact or usefulness will be developed in cooperation with the Human Resources Department and the Employee Growth and Development Committee (EGAD).

Upon approval of funding by the Board of Supervisors for a specific fiscal year, Coconino County may provide tuition assistance subject to a separate Tuition Assistance Program as provided by Human Resources for that fiscal year. The County will not provide release time to an employee to attain a university degree. However, a flexible schedule or a leave of absence without pay may be considered.



SICK LEAVE

Sick leave is provided so that all regular employees will not suffer financially because of an inability to work due to illness or injury. Sick leave is a privilege and not an entitlement, and is to be used in case of actual illness or injury suffered by an employee or immediate family; that is, mother, father, spouse, child, foster child, sibling, spouse's mother and father, grandparents, and grandchildren, or for certain approved related purposes as outlined below:

- Physical or mental illness (including counseling) or injury
- Medical, mental, maternity or dental care
- An exposure to a contagious disease and possible endangering of others by attendance on duty
- Critical illness or death of a member of the immediate family, as listed above. In the case of death, up to five days is allowed. Additional sick leave may be granted at the discretion of the elected or appointed official.
- Physician or practitioner appointments for employee and members of the immediate family as listed above, that cannot be scheduled outside of working hours.

Under certain circumstances an employee may be eligible to use sick leave concurrently with Victim Leave (see Policy 6.12 for more information).

Employees must be under the care of a physician or practitioner during an extended sick leave of five days or more and appropriate documentation must be provided during the period of extended leave. Employee must provide a release from physician or practitioner prior to returning to work.

Full-time employees accrue sick leave at the rate of 12 days per year (3.6 hours per pay period). Part-time employees accrue it in proportion to the number of hours worked per pay period. Sick leave does not accrue during a leave of absence without pay. A maximum of 1040 hours of sick leave may be accumulated. Any excess is forfeited.

Sick leave may not be advanced to an employee.

If an elected or appointed official has reason to believe that an employee is abusing the sick leave privilege, he or she may require the employee to submit substantiating evidence including, but not limited to, a certificate from a practitioner licensed under A.R.S. Title 32, Ch. 7, 8, 11, 13, 14, 17, 19, 19.1, 29 and 33. If the elected or appointed official does not consider the evidence adequate, he or she may disapprove the request for sick leave and charge the time taken to vacation leave or leave without pay.

Employees transferring between County departments and employees who are promoted retain accumulated sick leave.

Employees who leave County employment will be compensated 25% of sick days accrued, provided they have a minimum of 20 years of continuous service to the County.

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	BENEFITS	
	Personnel Policy 6.3	Conversion of Sick Leave to Annual Vacation Leave
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6.3 CONVERSION OF SICK LEAVE TO ANNUAL VACATION LEAVE

The Sick Leave Conversion Program provides eligible employees with the opportunity to convert unused sick leave time into vacation leave subject to the requirements outlined herein.

An eligible employee is any regular full-time or part-time employee who has completed 5 or more years of continuous employment as a regular employee with the County, and who has used fewer than 48 hours of sick leave during a 12 month period measured backward from the employee's anniversary date. After the employee's fifth anniversary, the conversion continues to take place every year of County employment. The maximum hours of sick leave that can be converted is 48 per year.

For example, if the employee's date of hire was December 12, 2010 the employee would be eligible to convert for the first time on December 12, 2015. The anniversary based year would be December 12, 2014 through December 11, 2015. If only 8 hours of sick leave are used during the anniversary year, the County will transfer 40 hours of sick leave to annual vacation leave. If 48 or more sick leave hours have been used during the year, no sick leave will be transferred.

Sick leave conversion is processed automatically during the second pay period of the month following the eligible employee's anniversary date. An employee may not accrue annual vacation leave hours in excess of 240 hours. An employee who does not desire conversion shall notify Human Resources in writing prior to annual anniversary date.

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	BENEFITS	
	Personnel Policy 6.4	Personal Leave Without Pay
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6.4 PERSONAL LEAVE OF ABSENCE

Employees may request a leave of absence without pay for up to six months. Circumstances that may create a need for an unpaid leave of absence include extended illness, caregiving for a family member, travel for educational purposes, and/or personal or family obligations. Employees must use accrued leave before requesting a leave of absence without pay. Employees do not accrue vacation or sick leave during an unpaid leave of absence.

An employee whose need for a leave of absence meets the criteria for protected leave pursuant to Personnel Policy 6.6, Family and Medical Leave of Absence (FMLA), and is eligible for such leave, must exhaust their available leave under that policy prior to requesting a personal leave of absence.

Requests must be fully justified in writing by the requesting employee, and may be granted or denied at the discretion of the Department Director. For a period of two weeks or less, Department Director approval is required. For a period in excess of two weeks, and not to exceed six months, approval must be received from the Department Director and Human Resources. All documentation regarding the leave will be forwarded to the Human Resources with the Personnel Action form.

For a leave of absence to remain in force, the employee must be available for contact and establish regular check-ins with their supervisor, as determined upon approval of leave.

Employees on personal leave will continue to be covered by the County's group health insurance plan so long as the employee satisfies the requirements of this policy and the insurance plan. If the employee has dependent health benefits or co-pays, the payments will be deducted during paid leave. If leave is unpaid, the employee is responsible for maintaining the monthly premium payments. To maintain group health insurance coverage in force during unpaid personal leave the employee on leave must arrange to make direct monthly payments to, and in accordance with a schedule determined by Human Resources. Coverage may stop if the County learns an employee does not intend to return to work, does not pay the insurance premiums, or if the employee does not return to work at the conclusion of the personal leave without pay.



MATERNITY AND PATERNITY LEAVE

Maternity Leave: Maternity leave will be treated as any other medical disability. A regular employee may use accrued sick or vacation leave or compensatory time. If further time is required before the employee is released by the physician, she may request a leave of absence without pay. Sick leave may not be used after release by the physician. An employee who wishes to take additional time off may use accrued vacation or compensatory time or may request unpaid leave in accordance with the Family Leave Policy.

Paternity Leave: Regular male employees may request leave with or without pay to take care of home and family during pregnancy or childbirth. Leave with pay will be charged to sick or vacation leave or compensatory time. Paternity leave may not begin more than one day prior to the expected delivery date. Sick leave may not be used for paternity leave after first five days. An employee who wishes to take additional time off may use accrued vacation or compensatory time, or may request unpaid leave in accordance with the Family Leave Policy. NOTE: Adoptive parents are eligible for equivalent leave benefits upon arrival of the child.

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6.6 FAMILY AND MEDICAL LEAVE OF ABSENCE (FMLA)

Coconino County recognizes that employees occasionally need to take time away from work to care for family and medical needs. This policy represents the intent of Coconino County to comply with the requirements and purposes of the Family and Medical Leave Act of 1993, 29 CFR 825 (FMLA). FMLA is a federally-mandated law that offers job and benefit protection for up to 12 weeks (480 hours) of unpaid leave per year for eligible employees. Accruals of sick, vacation and comp time must be used concurrently with FMLA approved leave.

A. ELIGIBILITY

To be eligible for leave under this policy, an employee must have been employed by Coconino County for at least 12 months in total, and must have worked at least 1,250 hours during the twelve month period preceding the commencement of the leave. For the purposes of calculating the 1,250-hour requirement, the number of hours worked does not include vacation, personal leave, sick leave, any unpaid leave hours, or periods of layoff. Overtime hours, however, are included. The determining factor is whether the time is considered hours of work under the Fair Labor Standards Act (FLSA).

1. The following circumstances may qualify for FMLA:

- a. The birth of the employee's child;
- b. The placement of a child with the employee for adoption or foster care;
- c. To care for an employee's child, spouse, domestic partner, or parent who has a serious health condition;
- d. A serious health condition which prohibits an employee from performing essential function(s) of his or her position; OR,
- e. Active Duty Leave: Eligible employees with a spouse, son, daughter, or parent who is a service member, member of the National Guard or Reserves on active duty or is called to active duty status in support of a contingency operation may use the leave entitlement to address certain qualifying

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exigencies to manage their affairs, which is referred to herein as “qualifying exigencies.”

- Qualifying exigencies include:
 - Short-notice deployment
 - Military events and related activities
 - Childcare and school activities
 - Financial and legal arrangements
 - Counseling
 - Rest and recuperation
 - Post-deployment activities
 - Additional agreed to by both the employee and Coconino County
- The length of the leave due to any of the qualifying exigencies will be determined by the applicable regulations and on a case-by-case basis.

f. **Military Caregiver Leave:** Eligible employees who are the spouse, son, daughter, parent or next of kin may take up to 26 weeks of leave to care for a covered service member during a single 12-month period. A covered service member is a current member of the Armed Forces, including a member of the National Guard or Reserves, who has a serious injury or illness while serving on active military duty occurring any time during the five years preceding the date of treatment that may render the service member medically unfit to perform his or her duties for which the service member is undergoing medical treatment, recuperation, or therapy; or is in outpatient status; or is on the temporary disability retired list.

g. Additional leaves of absence beyond the time allotment permitted by the FMLA may be requested by the employee. Each request will be considered on a case by case basis and subject to the approval of the Department Director.

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B. PROCEDURES

1. Form

A Request for Family and Medical Leave of Absence form should be originated by the employee. These forms are available from Human Resources and on Cocoweb. This form should be completed in detail, signed by the employee and Department Director, and then submitted to the Human Resources Department for approval.

- a. 30 days prior to a foreseeable event;
- b. As soon as possible and practical for unforeseeable events usually within one day of knowledge of need for the leave; or
- c. If an employee is incapacitated, a family member or other responsible party may submit the request for leave on behalf of the employee.

2. Appropriate Documentation

All requests for FMLA will require appropriate documentation within 15 calendar days following an employee's request for leave.

- a. Certification of Health Care Provider for Employees Serious Health Condition including birth of a child;
- b. Certification of Health Care Provider for Family Members Serious Health Condition;
- c. Certification of Serious Injury or Illness of Covered Service Member;
- d. Certification of Qualifying Exigency for Military Family Leave; and,
- e. Documentation indicating the placement of a child for adoption or foster care.

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3. Notification

Coconino County will provide written notification of eligibility after leave is requested.

4. Illness

In the case of illness, the employee will be required to report to his / her supervisor periodically on the leave status and intention to return to work.

5. Release

The employee must provide a release from physician or practitioner prior to returning to work.

C. BASIC REGULATIONS AND CONDITIONS OF LEAVE

1. Release of information form

The FMLA allows an employer to contact the physician directly in regard to incomplete/incomprehensible information provided on the certification if the employee has not provided the information within 7 days of the written request. Prior to Coconino County contacting the physician, in compliance with HIPAA, a release of information form must be signed by the employee. If employee refuses, Coconino County may deny leave.

2. Recertification

The employee may be required to submit recertification of the existence or continued existence of a serious health condition every thirty (30) days or at the end of the duration indicated on the initial certification.

3. Second Medical Opinion

At its discretion, Coconino County may require a second medical opinion and periodic recertification at its own expense. If the first and second opinions differ, Coconino County, at its own expense, may require the binding opinion of a third health care provider, approved jointly by Coconino County and the employee.

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4. Intermittent or Reduced Schedule leave

If medically necessary for a serious health condition of the employee or his/her spouse, child or parent, leave may be taken on an intermittent or reduced leave schedule. In this case the certification must state the dates on which the planned medical treatment is requested. Coconino County may require the employee to transfer temporarily to an alternative position which accommodates recurring periods of absence or a part-time schedule, provided that the position has equivalent pay and benefits.

5. Spouses and domestic partners who are both employed by Coconino County

Spouses and domestic partners who are both employed by Coconino County are entitled to a total of twelve weeks of leave (rather than twelve weeks each) for the birth or adoption of a child or for the care of a sick parent.

D. DESIGNATION OF LEAVE AS FMLA LEAVE

Coconino County may designate (in writing) a leave of absence as being counted toward an employee’s allotment under the FMLA, even though the employee has not requested a leave of absence. In order to do so, Coconino County must obtain the appropriate documentation to demonstrate that the leave was taken for an FMLA-qualifying reason.

Coconino County will designate time off due to an industrial injury as FMLA leave.

In all cases, Coconino County must notify the employee in writing that her/his time off is being counted as part of the 12-week leave under FMLA.

E. HEALTH INSURANCE DURING LEAVE

During any leave under this policy, the employee will continue to be covered by Coconino County’s group health insurance plan so long as the employee satisfies the requirements of this policy and the insurance plan. If the employee has elected a buy-up option or dependent health benefits the payments will be deducted during paid leave. If leave is unpaid, the employee is responsible for maintaining the employee contribution to the monthly premium payments. Coverage may stop if Coconino

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County learns an employee does not intend to return to work or if the employee does not return to work after being released by the physician.

F. FAILURE TO RETURN OR ACCEPT EMPLOYMENT

An employee will be considered to have voluntarily terminated employment if he/she:

1. Fails to contact his/her elected or appointed official prior to the end of the FMLA to request an extended leave of absence;
2. Fails to return to work on the agreed expiration of the FMLA;
3. Advises Coconino County of his/her intention not to return to work; or
4. Refuses comparable reemployment.

An employee who voluntarily terminates at the end of FMLA for reasons listed above may be required to return to Coconino County the full benefit insurance premiums paid by Coconino County on behalf of that employee and their family during the period of the FMLA.

Coconino County will not collect the cost of the employer contribution to benefit insurance premiums if the employee does not return to work because of a continuation, recurrence, or onset of a serious health condition, or reasons beyond the employee's control which would entitle the employee to leave under the FMLA.

G. REINSTATEMENT

All but "key" employees will be reinstated to their job, or a substantially equivalent position, at the expiration of leave and upon the presentation of a medical release from a physician (unless they would have lost their job in any event for any other reason, including without limitation a layoff). "Key" employees, who may be reinstated to their job, are salaried employees who are among the highest paid 10 percent. Key employees will be returned to their position unless doing so would result in substantial grievous economic injury to Coconino County.

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	BENEFITS	
	Personnel Policy 6.6	Family and Medical Leave of Absence
	Origination Date: 03/96 Revision Approval Date(s): 08/00 12/00 01/10	Policy Exceptions: Volunteers

H. DEFINITION OF TERMS

1. **Health Care Provider** - A doctor of medicine or osteopathy authorized to practice medicine or surgery (as appropriate) by the state in which the doctor practices.
2. **Next of Kin** – the nearest blood relative of a covered service member other than the service members spouse, parent, son or daughter.
3. **Parent** – Biological, adoptive, step or foster father or mother, or any other individual who stood in loco parentis to the employee when the employee was a son or daughter as defined below. This term does not include parents “in law”.
4. **Serious Health Condition** – Illness, injury, impairment, or physical or mental condition that involves:
 - a. Inpatient care in a hospital, hospice or residential medical care facility;
 - b. Continuing treatment by a health care provider; or
 - c. Period of incapacity of more than three consecutive, full calendar days and any subsequent treatment or period of incapacity relating to the same condition that also involves treatment by a health care provider:
 - 1st visit within 7 days of absence;
 - Twice within 30 days of absence; or,
 - Chronic conditions, twice each year.
5. **Son and Daughter** - Biological, adopted or foster child, a stepchild, a legal ward, or a child of a person standing in loco parentis, who is:
 - a. Under 18 years of age; or
 - b. 18 years of age or older and incapable of self-care because of mental or physical disability.

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6. **Spouse** – A husband or wife as defined or recognized under State law for purposes of marriage in the State where the employee resides, including common law marriage in States where it is recognized.

7. **Twelve Month Period** – A “rolling” 12 month period measured backward from the date an employee uses any leave covered under this policy.

8. **Domestic Partner** – A Qualified Domestic Partner as defined by County’s Certified Domestic Partner Affidavit.



LEAVE SHARING PROGRAM

Purpose: The purpose of this policy is to establish a policy and procedure for sharing of vacation leave for employees of Coconino County. Occasionally County employees experience a situation in which illness or injury to themselves or to an immediate family member causes them to exhaust all available leave balances. It is the policy of Coconino County that one employee may contribute annual leave to another employee who experiences a non-job-related, seriously incapacitating and extended illness or injury or when the employee is needed to care for an immediate family member who has a serious health condition, provided that the recipient employee has exhausted all appropriate leave balances, and will otherwise go on leave without pay or terminate County employment.

Eligibility: An employee may receive leave under this program if the employee suffers from an illness, non-job-related injury, or impairment *or* when the employee is needed to care for an immediate family member who has a serious health condition, which has caused, or will cause, the employee to go on leave without pay (full-time or part-time) or which may cause the employee to be terminated from County employment. Employees must follow the appropriate procedures for obtaining a leave of absence before making application to receive donated leave.

Subject to the following requirements, a recipient employee may request to receive no more than ninety days of donated leave:

- The recipient and donor employees' positions must be one in which vacation leave and sick leave may be accrued and used.*
- The recipient must have abided by County policies concerning use of sick leave and leave of absence.
- An employee must have exhausted her or his sick leave, vacation leave, and compensatory time before receiving shared leave donations.
- The recipient employee must not be receiving time-loss payments as a result of an on-the-job or industrial injury or illness, or eligibility for the Long-Term Disability program through the Arizona State Retirement System or other retirement system.
- A leave of absence in excess of six months, including use of vacation leave, sick leave, and compensatory leave, will not be permitted while donated leave is being used by a recipient employee. A leave of absence in excess of six months must be taken as unpaid leave, and must be approved according to requirements set out in County policy for unpaid leave.
- The County will require a medical certificate from a physician or practitioner to support a leave donation request for an employee's own serious health condition or to care for a seriously ill immediate family member. For the employee's own medical leave, the certification must include a statement that the employee is unable to perform the essential functions of his/her position. For leave to care for a seriously ill child, spouse or parent, the certification must state that the employee is



needed to care for the family member and include an estimate of the amount of time the employee is needed to provide care.

- Once the application for donated leave has been approved, a recipient employee who then receives a partial medical release to return to work may continue to receive leave donations until the recipient employee receives a full medical release to return to work from the attending licensed physician.

Procedure to Request Shared Leave: An employee wishing to receive shared leave shall submit a written request to her/his supervisor and attach a statement from the attending physician of the employee or immediate family member which verifies the nature and expected duration of the condition. In the event that the employee is unable to do so, an authorized personal representative may submit the request on behalf of the employee.

- The supervisor shall complete the Recommendation for Approval section of the Authorization of Transfer of Vacation Leave, and forward it to the Human Resources Department.
- The request shall be reviewed and approved by the Human Resources Department, to confirm that the individual is eligible to receive donated leave under the requirements of this Policy.
- Once the request is approved, the Human Resources Department will notify the recipient employee's elected or appointed official and request he/she communicate the employee's eligibility for leave sharing to the other employees in that and other departments-
- There shall be no retroactive applications of shared leave.
- In the event that the transfer of vacation leave is denied, the Human Resources Department shall send the specific reason to the requesting employee.
- The period of time paid by Shared Leave shall also apply to requests for Leave of Absence under the Family and Medical Leave Policy.
- In the event of the death of an immediate family member while the employee is receiving shared leave due to the illness or injury of the immediate family member, the employee shall be eligible to receive additional shared leave for a period of not more than two additional weeks. In no case shall the employee receive more than 90 days donated leave.

Procedure to Donate Leave: An employee wishing to donate vacation leave may do so by completing a Donation of Vacation Leave form. The donor shall designate the recipient.

- All leave donated under the leave sharing program shall be day for day. A day shall be considered eight hours. No differentiation shall be made between the salary level of the donor and the recipient employees.
- All donations shall be no less than one-half day (four hours). Donations shall not reduce the donor's annual leave account below forty hours. All donations shall be entered as sick leave in the recipient's account.

- All donations of leave shall be strictly voluntary and confidential and shall be accomplished through the procedures set out in this Policy.
- No employee shall be coerced, threatened, intimidated, or financially induced into donating leave.
- Once the recipient returns to work, documentation will be sent by the employee's elected or appointed official to the Human Resources Department.
- Donations of leave will be processed on an as-needed basis, prorated according to the number of individual donations received. Leave shall not be accrued by the recipient in excess of the number of hours needed to meet a regular pay period.
- All requests are to be submitted on the appropriate forms. All forms necessary for the administration of this policy are available from the Human Resources Department.

Definitions:

Donor means an employee who is eligible to donate vacation leave to another employee and does so in writing according to the provisions of this Policy.

Employee means a regular or probationary status County employee who is eligible to accrue leave.

Extended means a period of two or more weeks of absence from work due to illness or injury.

Immediate Family Member means a spouse, dependent child, or parent of an eligible employee. For the purpose of this policy, "parent" and "child" shall also be defined according to the Coconino County Policy for Family and Medical Leaves of Absence.

Medical Statement means a written document which reflects a full diagnosis of the illness or injury and a prognosis to include the anticipated date of recovery and return to work, provided by a licensed physician.

Recipient means an employee who is eligible to receive donation of annual leave by meeting the defined criteria.

Seriously Incapacitating means a serious illness or injury which confines the employee or immediate family member to home or bed for an extended period of time.

**** This policy provides for an exception to the County's personnel policy concerning vacation pay by allowing employees to use accrued vacation during the first six months of the probation under conditions outlined herein.***

	COCONINO COUNTY	
	TYPES OF LEAVE	
	Personnel Policy 6.8	Administrative Leave
	Origination Date: 03/11/14 Revision Approval Date(s):	Policy Exceptions: Elected Official Temporary Employee Volunteer

6.8 ADMINISTRATIVE LEAVE

A. CAUSES FOR ADMINISTRATIVE LEAVE

An employee may be placed on Administrative Leave as follows:

1. Pending an investigation into alleged misconduct, performance issues or any other situation approved by Human Resources;
2. Pending a determination of fitness for duty, substance abuse or risk assessment, where there is reason to believe an employee is a direct threat to themselves or others or where significant loss of property is at risk;
3. Pending appealable disciplinary actions; or,
4. Pending the Constructive Discharge Process per County Personnel Policy 4.4, Constructive Discharge.

B. EMPLOYEE EXPECTATIONS

Employees placed on Administrative Leave shall:

1. Be in a work-ready status during regularly scheduled work hours ready and able to report to work;
2. Not be on County property without employer authorization;
3. Not hold another job during regularly scheduled work hours;
4. Comply with County and department policies and instructions from their supervisor or Human Resources; and,
5. Make arrangements, when applicable, with Human Resources for the issuance of paychecks as well as other personnel and employee-related benefit matters.

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	TYPES OF LEAVE	
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C. DURATION

An employee may be placed on Administrative Leave for up to 30 business days. An extension beyond 30 business days requires consultation and approval of Human Resources.

D. PAY

Administrative Leave can be paid or unpaid as determined by Human Resources.

	COCONINO COUNTY	
	BENEFITS	
	Personnel Policy 6.9	Civic Duty Leave
	Origination Date: 05/20/03 Revision Approval Date(s): 11/01/16	Policy Exceptions: Temporary employees Volunteers

6.9 CIVIC DUTY LEAVE

Coconino County encourages civic engagement in its employees through civic duty. Civic duty refers to the responsibilities of citizens to make a difference in the civic life of our communities and to participate in these tasks that support the governmental systems of democracy.

Civic Duty Leave means approved periods of absence, during regularly scheduled work time, with or without pay, and related benefits from regularly scheduled work approved in advance while voting, serving as a juror or responding to a subpoena to appear as a witness as provided herein.

Employees must provide a copy of the subpoena, or other tribunal document requiring their appearance, to their supervisor within 2 working days of receipt so that the supervisor can make arrangements to accommodate the employee's absence.

An employee who is paid a fee for an appearance as an expert witness during regular working hours while on civic duty leave shall remit such fee to the County Finance Department. An employee who has appeared as an expert witness during regular scheduled time off or on vacation leave or leave without pay may keep any monies paid by the courts. Mileage and per diem amounts may be retained by the employee.

A. JURY DUTY LEAVE

An employee summoned for duty as a juror shall appear as required for such duty, and shall receive leave with pay. Unless the summons is for a trial based outside of Coconino County, the employee on jury duty during regular scheduled work hours shall inform the jury clerk or bailiff taking attendance that they are a county employee and should only receive mileage reimbursement. Mileage and per diem amounts may be retained by the employee. When the employee's presence is not officially required, they shall return to work during regular working hours until officially called again. However, an employee shall not be required to work if, because of the remoteness of the location of such work, the employee cannot respond to a call within the allotted time to return to jury duty. An employee on jury duty during regular scheduled time off, on vacation leave, or leave without pay may keep any monies paid by the courts.

B. LEAVE FOR AN EMPLOYEE SUBPOENAED TO APPEAR AS A WITNESS

An employee who has been subpoenaed to appear as a witness before any court or

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	BENEFITS	
	Personnel Policy 6.9	Civic Duty Leave
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administrative, executive, or legislative tribunal shall be entitled to civic duty leave with pay. If an employee is a victim of a crime, please refer to Coconino County Personnel Policy 6.12, Victim Leave.

An employee who has been subpoenaed to appear as a witness before any court or administrative, executive, legislative tribunal due to a personal, commercial, business transaction, or due to the employee's own unlawful conduct or misconduct shall not be entitled to civic duty leave with pay.

C. VOTING TIME

Every County employee is encouraged to exercise their right to vote at all public elections. Information on mail-in ballots and early voting is available at the Elections Division of the County Recorder's Office.

If the employee is unable to vote during nonworking hours, the employee may have up to 2 hours to vote and then return to work. A request for voting time must be made to the direct supervisor no later than 1 day before the election to ensure adequate coverage and that the operations within their department are not disrupted.

 COCONINO COUNTY ARIZONA	COCONINO COUNTY	
	BENEFITS	
	Personnel Policy 6.10	Military Leave of Absence
	Origination Date 3/4/96: Revision Approval Date(s): 5/20/03 11/01/16	Policy Exceptions: Temporary employees Volunteers

6.10 MILITARY LEAVE OF ABSENCE

Coconino County complies with the Uniform Services Employment and Reemployment Rights Act of 1994 (USERRA) and applicable Arizona laws pertaining to military leave. This policy is intended to summarize briefly the most essential components of (USERRA). An employee may request a complete copy of the federal regulations from Human Resources.

The County will not terminate or deny initial employment, reemployment, promotion, or benefits to an individual, or in any way discriminate against, an individual on the basis of their application for, membership in, or performance of military duty. This policy refers to service in the uniformed service under competent authority and includes active duty, active duty for training, initial active duty for training, inactive duty training, full-time National Guard duty and United States armed forces reserves, and a period for which an employee is on leave for the purpose of an examination to determine the fitness of the employee to perform any such duty.

Employees who are serving in the uniformed services shall be entitled to the re-employment rights and benefits and other employment benefits in this section if:

- The employee has given advance written or verbal notice to her/his immediate supervisor, unless such notice is precluded by military necessity or the giving of such notice is otherwise impossible or unreasonable. The employee shall submit a copy of the military orders; and,
- The cumulative length of all previous absences by reason of service in the uniformed service does not exceed 5 years.

A. LEAVE

Employees will be granted military leave with pay for up to 30 working days in 2 consecutive years. The limitations of 30 days in a 2 year period is based upon the federal fiscal year (October 1 to September 30), unless no specific time period is stipulated as in the National Guard law, in which case the 2 year period will vary for each employee, based upon the record of military orders. For equality of treatment, all employees will be placed on a schedule of 5 consecutive 8 hour working days during the period of military leave. Employees will be granted military leave without pay, or may take accrued vacation or compensatory time for leave for service in the uniformed services exceeding 30 working days. Employees will not accrue sick or

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vacation time during an unpaid military leave.

B. HEALTH INSURANCE BENEFITS

Employees on unpaid military leave will continue to be covered by the County's group health insurance plan so long as the employee satisfies the requirements of this policy and the insurance plan. If the employee has dependent health benefits or co-pays, the payments will be deducted during paid leave. If leave is unpaid, the employee is responsible for maintaining the monthly premium payments. To maintain group health insurance coverage in force during unpaid military leave which exceeds 90 days up to a maximum of 18 months, the employee on leave must arrange to make direct monthly payments to, and in accordance with a schedule determined by Human Resources. Coverage may stop if the County learns the employee does not intend to return to work, does not pay the insurance premiums, or if the employee does not return to work after military leave has ended.

C. REEMPLOYMENT RIGHTS

An employee on military leave retains the right to reinstatement for up to 5 years. For military service of 90 days or less, the employee will be reinstated to the position they would have attained by remaining continuously employed. Reinstated employees will not be discharged without cause for 180 days if the military services lasted 31 days to 180 days. For periods of service of 181 days or more, it is 1 year.

D. RETURN FOR MILITARY LEAVE

The time limits for returning to work depend on the duration of the service orders:

- o Less than 31 days: By the beginning of the first regularly scheduled work day or 8 hours after the end of the military duty, plus reasonable commuting time from military duty station to home.
- o 31 to 180 days: Application for reinstatement must be submitted no later than 14 days after completion of military duty.
- o 181 or more days: Application for reinstatement must be submitted no later than 90 days after completion of military duty.

E. PROBATIONARY EMPLOYEES

When an employee who is serving an initial, subsequent, or administrative probation



COCONINO COUNTY

BENEFITS

Personnel Policy 6.10

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Military Leave of Absence

Policy Exceptions:
Temporary employees
Volunteers

is called for military service, the employee shall be required to complete the remaining term of the probation upon return from military leave.

	COCONINO COUNTY	
	TYPES OF LEAVE	
	Personnel Policy 6.11	Bereavement Leave
	Origination Date: 11/16/10 Revision Approval Date(s):	Policy Exceptions: Temporary Employee Volunteer

6.11 BEREAVEMENT LEAVE

Coconino County offers bereavement leave to provide a time for mourning after the loss of an immediate family member of an employee, or that of their spouse or domestic partner. Immediate family is defined as mother, father, spouse, domestic partner, child, foster child, sibling, spouse's immediate family, employee's child's spouse, grandparents, and grandchildren. Department Directors may give special consideration to any other person whose association with the employee was similar to any of the above relationships. It is at the discretion of the Department Director to require documentation as necessary.

A regular status employee may be absent with pay for a period of time not to exceed three (3) days or five (5) days for out-of-state travel for each occurrence of the death of an immediate family member. If additional time is needed, vacation or unpaid personal leave may be taken with supervisory approval.

Hours paid will not be considered work time for purposes of calculating overtime payments for non-exempt employees.

	COCONINO COUNTY	
	BENEFITS	
	Personnel Policy 6.12	Victim Leave
	Origination Date: 05/20/03 Revision Approval Date(s): 11/01/16	Policy Exceptions: None

6.12 VICTIM LEAVE FROM WORK

Coconino County is committed to providing victim leave to eligible employees in accordance with the Arizona State Victim’s Leave Law A.R.S. §§ 13-4439 and 8-420. This law authorizes employees who are victims of crimes to leave work to exercise the right to be present at legal proceedings related to the crime.

A victim is a person against whom the criminal offense has been committed, or if the person is killed or incapacitated, the person’s immediate family (victim’s spouse, parent, child, sibling, grandparent or lawful guardian) or other lawful representative (person who is designated by the victim or appointed by the court and who acts in the best interest of the victim), except if the person is in custody for an offense or is the accused.

Employees who are victims of a crime as defined above may leave work, upon verification, to exercise their right to be present at hearings, or any proceedings at which the victim has a right to be present.

A. ELIGIBILITY

Any County employee is eligible for leave under this policy, except in the situation where a family member is the victim and the employee is in custody for the offense or is accused of the crime.

Employees who are victims are eligible to take leave on the first day of their employment without a waiting period for eligibility.

B. REQUEST FOR LEAVE

Requests for victim leave must be made to the employee’s immediate supervisor, providing as much notice as practical. In making this request, the employee shall provide:

- A copy of the form or information received from law enforcement agency pursuant to A.R.S. § 13-4405, a court order the employee is subject to, or other proper documentation; and,
- If applicable, a copy of the notice of each scheduled proceeding that is provided to the employee by the agency that is responsible for providing notice to the victim.

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	BENEFITS	
	Personnel Policy 6.12	Victim Leave
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C. NON-DISCRIMINATION

An employee who takes leave under this policy shall not be dismissed, discriminated or retaliated against, or suffer any loss of seniority while absent from employment. It is unlawful for the County to refuse to hire or employ, to bar, discharge or to discriminate against an individual in compensation or other terms, conditions, or privileges of employment because the individual exercises their rights pursuant to this policy.

D. UNDUE HARDSHIP

The Department Director may limit the leave provided under this section if the employee's leave creates an undue hardship. An undue hardship is defined as a significant difficulty and expense for the County department, and can include consideration of the department's critical need of the employee.

E. PAID/UNPAID LEAVE

Before any unpaid victim leave will be granted, the employee must first exhaust any accrued paid vacation, personal days, compensatory time, or sick leave.

During leave under this policy, the employee will continue to be covered by the County's group health insurance plan so long as the employee satisfies the requirements of this policy and the insurance plan. To keep medical and dental insurance coverage in force during a leave of absence without pay, the employee must arrange to make direct monthly payments to the Finance Department, in accordance with a schedule determined by Human Resources.

F. CONFIDENTIALITY

All records regarding the employee's victim leave shall be kept confidential.



EMPLOYEE ASSISTANCE PROGRAM (EAP)

The EAP is part of the County's benefit plan for all regular employees. It is a benefit that gives an individual employee access to professional counselors who can assist the employee to diagnose, resolve, or prevent problems which may be caused by personal, marital, or family issues, emotional difficulties, alcoholism, drug abuse, addiction and work-related problems. EAP services are provided by professional counselors under contract with the County.

The EAP will provide short-term counseling diagnostic and referral services, and follow-up counseling services for employees. Unless otherwise specified, an employee's consultation is completely confidential, and no one at the County will be informed as to which employees use EAP services, unless specifically authorized by the employee.

Regular County employees are eligible for a limited number of free visits with an EAP counselor each calendar year (January through December). In general, the program is designed to help employees resolve their difficulties in that number of visits. However, if an employee needs subsequent counseling after the initial visits, the employee's medical insurance may cover outpatient counseling services. The Human Resources Department will answer any questions that an employee may have.



7.2 Weather Emergency Conditions/Closures

Severe weather conditions, floods, fires, and other emergency situations present problems for regular County operations. It is the County's responsibility to its citizens and employees to address potentially hazardous conditions and to maintain a proper balance between staffing needs and employee safety. *This policy addresses declared emergencies, temporary reduction of staff and services, office closures, compensation, and other related issues during weather emergencies.

Declared Emergency: In the event of an emergency, with input from the County Manager and appropriate emergency personnel, the Chairman of the Board of Supervisors has the authority to declare an emergency (pursuant to A.R.S. 26-311) and to order full or partial closure of County offices. An emergency may be declared for specific areas of the County or the entire County. County facilities that are affected by the declared emergency may fully or partially close their offices when ordered to do so and send designated staff home.

Temporary Reduction of Staff and Services: The decision to temporarily reduce staff and service levels to essential staff only will be made by the County Manager in consultation with appropriate emergency personnel. This decision will be announced by 6:00 a.m. on the day of the emergency. The County Public Information Officer will post the information regarding the status of County operations for that day on the County website, notify the media, and record a message on the employee hotline (928-679-7159). It is the responsibility of County employees to access one or more of these information sources to determine whether or not they report to work that day, report at a time other than their regular start time, etc.

It is the responsibility of department directors and elected officials to designate their departmental essential staff in a reduced staff/services situation. Essential staff is defined as any employee whose function is required during an emergency (e.g., snow plow operator during a snowstorm). Certain essential staff may telecommute from home with the approval of their director or supervisor (e.g., webmaster, public information officer). Depending on the situation, employees who are not designated as essential employees during an emergency may not have to report to work that day.

Constitutional & Statutory Offices: Per A.R.S. 11-401 and 11-413, Constitutional and Statutory offices shall, with the exception of legal holidays, remain open for business between the hours of 9:00 a.m. and 5:00 p.m. (excluding noon to 1:00 p.m.), Monday through Friday. This statute applies to the Constitutional offices of the Sheriff, County Attorney, Recorder, Treasurer, Assessor, Superintendent of Schools and Board of Supervisors, and the Statutory office of the Clerk of the Board.

In non-declared emergency situations, elected officials responsible for these offices may use their discretion in determining the level of staff/services necessary to maintain their

operations and ensure the safety of their employees.

Courts: The decision to close the courts or reduce staff to essential personnel will be made by the Superior Court Presiding Judge, in consultation with the County Manager.

Early Closure: In the event the County Manager determines that an early closure is in the best interest of County employees (e.g. snow build-up throughout the day), department directors will be notified and will be instructed to send employees (other than identified essential employees) home early, or on a graduated schedule. Constitutional office officials will close at their discretion.

Closure Declarations During Weekends, Evenings, Holidays: In the event of an emergency or severe weather condition that affects departments whose employees provide services during weekends, evenings and holidays, the Department Director may close their office for the entire day, or close early, and inform the County Manager. It is the Department Director's responsibility to notify their employees of the status of their office operations on that day.

Compensation:

Non-Exempt Employees (other than Essential Employees): During a declared emergency, non-exempt employees who are NOT required to come to work, will receive their regular pay for the day. On an early closure day, non-exempt employees will receive their regular pay for the early closure hours (e.g. 3:00 to 5:00 p.m.). An employee who is not designated as essential staff must obtain approval from their supervisor/director to work during reduced staff or early closure hours.

Non-Exempt Essential Employees: Non-exempt employees who are designated as essential staff, and are required to work during a period of reduced staffing, will receive Declared Emergency Leave time, in addition to their regular pay, for all hours worked during this period. The rate of pay will be one hour of leave for one hour of time worked.

Exempt Employees (other than Essential Employees): Exempt employees who are not required to work during a declared emergency closure, or in a reduced staffing situation, will receive their regular pay for the day. Exempt employees are not eligible to receive additional pay or Declared Emergency Leave time; however they may receive flexible time off for hours worked, at the discretion of their director/supervisor.

Related Issues: In weather conditions that are not considered emergency conditions by the County Manager and emergency services personnel, employees who arrive to work late, leave work early or miss work due to weather conditions must use vacation (Annual Leave) or compensatory time, or a day without pay. With director/supervisor approval, employees may also work a flexible schedule to make up the missed work hours.

Employees who are on vacation, sick, or on other approved leave during emergency declaration situations or reduced staffing periods, will be required to use their originally scheduled paid leave. Temporary employees are not eligible for declared emergency leave; however, they may work with their supervisor/director to make up time for hours

missed.

*The Public Works Department and Sheriff's Office are exempt from this policy. These departments have policies in place to address the conditions stated in this weather policy.



INDIVIDUALS WITH LIFE-THREATENING ILLNESS

Coconino County recognizes that employees with life-threatening illness may wish to continue to engage in as many of their normal pursuits as their condition allows, including work. At the same time, the County has an obligation to provide a safe and healthy work environment for all employees. Consistent with these two areas of concern, the following guidelines are established for handling employee issues that may arise if an employee has a life-threatening illness.

Employees with life-threatening illness will be entitled to the same employment benefits and policies as those with lesser illness, such as group health and life insurance, disability leaves of absence, and other disability benefits. They will be treated with compassion and understanding and will be given support.

Employees with life-threatening illness will be permitted to work as long as they are able to meet acceptable performance standards, and will be provided with reasonable accommodation as long as they are able to perform the essential functions of their job and do not pose danger to their own health and safety or the health and safety of others. Employees who harass or otherwise discriminate against an individual with a life-threatening illness may be deemed insubordinate and subject to disciplinary action up to and including termination of employment.

Employees with life-threatening illness will be required to provide medical documentation to the Human Resources Department. All medical information obtained from employees with life-threatening illness will be confidential as required by law.

Employees who would like to be provided with information regarding facts about life-threatening illness are encouraged to contact the County Health Services Department for current information.

Employees who have a life-threatening illness or who are experiencing uncertainty or fear regarding a life-threatening illness are urged to seek the counseling and support available from the County's Employee Assistance Program.

	COCONINO COUNTY	
	EMPLOYEE HEALTH AND WELFARE	
	Personnel Policy 7.4	Drug and Alcohol Free Workplace
	Origination Date: 03/04/1996 Revision Approval Date(s): 12/18/01 05/20/03 11/01/16	Policy Exceptions: None

7.4 DRUG AND ALCOHOL-FREE WORKPLACE

Coconino County is committed to provide a safe, healthy and accident-free work place that is productive and conducive to the welfare of both the County employee and the general public. One of the conditions necessary to achieve such an environment is that it be drug and alcohol free. This policy is developed in compliance with the federal Drug Free Workplace Act of 1988, as amended.

A. PROHIBITED ACTIVITIES

The following activities are prohibited:

1. Reporting to work under the influence of a “prohibited drug”, as defined below, or alcohol.
2. The use, consumption, sale, purchase, transfer or possession of any prohibited drug by any employee during work hours, on work assignment, in or on County property, including County vehicles or personal vehicles used for County business, at any time.
3. The consumption of alcohol by any employee during working hours, on work assignments, or on County property, including County vehicles or personal vehicles used for County business, at any time.

B. ADDITIONAL PROVISIONS FOR POSITIONS WHERE DRIVING IS LISTED AS AN ESSENTIAL FUNCTION

For positions in which driving is an essential function of the job, the provisions of the Personnel Policy 3.9, Substance Abuse Prevention shall apply.

C. NOTIFICATION REQUIREMENT FOR ANY DRUG STATUTE CONVICTION FOR VIOLATION IN THE WORKPLACE

1. Condition of Employment

It is a condition of County employment that its employees agree to abide by the terms of the

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	EMPLOYEE HEALTH AND WELFARE	
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policy and to notify the County Human Resources Director of any drug statute conviction for violation in the work place no later than five days after such a conviction. Every possible effort will be made to hold such information in confidence with the County, but such information will have to be reported within ten days of receiving actual notice from the employee to a State or Federal agency if grant or contract funding is involved.

2. Discipline and Sanctions for Employee Failure to Report

- a. The County will deal fairly and firmly with anyone who violates this policy. Violators are subject to disciplinary action, up to and including termination from employment.
- b. Sanctions may include, but are not limited to, a requirement that the employee participate in and successfully complete a drug abuse or alcohol abuse assistance or rehabilitation program at the employee’s expense and/or a requirement that the employee undergo random drug testing at the employee’s expense following return to employment.
- c. Disciplinary decisions shall be made by the Department Director, with the concurrence of the County Manager and the Human Resources Director.
- d. Under federal law, the County must take disciplinary action against the employee within 30 days of receiving notice of a conviction.

D. POST ACCIDENT DRUG/ALCOHOL TESTING

Post-accident drug/alcohol testing is required for employees if an accident occurs while they are driving a County vehicle and there is reasonable suspicion that drug or alcohol use contributed to the incident. Reasonable suspicion includes erratic or abnormal behavior consistent with the use of drugs or alcohol which is documented by a responding officer of the law, or behavior or conduct observed by at least two County employees either immediately before, during, or immediately after the accident or incident which is documented and reported to Human Resources.

Additional post accident drug/alcohol testing guidelines apply to employees if an accident occurs while they are driving a commercial motor vehicle (CMV) or mass transit vehicle for the County on a public road, and they hold a job assignment where possession of a Commercial Driver’s License (CDL) is an essential function of the job. This is to comply

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with federal regulations for CDL drivers. Refer to Personnel Policy 3.9.

E. DRUG AND ALCOHOL AWARENESS TRAINING PROGRAM

In support of this policy, the County will, through Human Resources, conduct a drug and alcohol awareness program to inform employees about the dangers of drug and alcohol use in the workplace, the penalties for noncompliance with this policy, and drug and alcohol counseling through the County’s Employee Assistance Program (EAP) and other counseling and rehabilitation services in the community.

F. DEFINITION OF PROHIBITED DRUG

For purposes of this policy, “prohibited drug” means marijuana, cocaine, cocaine derivatives, opiates (narcotics), hallucinogens (LSD, mescaline, etc.), phencyclidine (PCP), amphetamines, and any other “controlled substance” as defined in the Controlled Substances Act, 21 U.S.C. 812, Schedule I-V, Sec. 202, except when the use is pursuant to the instructions of a physician.

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	Personnel Policy 7.5	Weapons in the Workplace
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7.5 WEAPONS IN THE WORKPLACE

A. INTRODUCTION

Coconino County is committed to providing a safe work environment. Weapons in County buildings, facilities and vehicles pose a threat to public safety as well as the safety and peace of mind of all County employees. This policy represents the intent of the County to comply with the requirements and purposes of A.R.S. § 13-3108 *et seq.* and applies to anyone performing work for or on behalf of the County.

Possession of a deadly weapon in the workplace is prohibited, with the exception of a Peace Officer or a person authorized to carry a weapon in the performance of their official duties.

B. DEFINITIONS

A.R.S. § 13-3101A (1) *et seq.* defines a “deadly weapon” as an object designed for lethal use, including firearms. An employee’s “workplace” shall include a private vehicle used for County purposes while transporting one or more County employees as passengers.

C. TRANSPORT OR STORAGE

Pursuant to A.R.S. § 12-781 *et seq.* employers cannot prohibit the lawful transport or storage of any firearm that is both in the person’s locked and privately owned motor vehicle or in a locked compartment on the person’s privately owned motorcycle and is not visible from the outside of the motor vehicle or motorcycle.

Employees should have no expectation of privacy in County facilities, vehicles or equipment, including County-issued office space, desks, cabinets, lockers, phones and computers. Employee workstations and personal effects, including purses, briefcases and bags may be searched if there is reasonable suspicion that an employee is in possession of any item prohibited by County policy.

D. VIOLATION OF THIS POLICY

If an employee is suspected of carrying a weapon and there is a perceived immediate threat, law enforcement shall be contacted.

This policy applies to employees and contractors, who are both on-duty or off-duty, while in the workplace.

Violation of this policy will be cause for disciplinary action, up to and including dismissal. Contractors violating this policy are in jeopardy of losing the contract.

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	Personnel Policy 7.6	Automated External Defibrillator (AED)
	Origination Date: 11/01/16	Policy Exceptions: None

7.6 AUTOMATED EXTERNAL DEFIBRILLATOR (AED)

This policy establishes protocols for the placement, maintenance and use of Automated External Defibrillators (AED) within Coconino County buildings as they become available, in order to increase the rate of survival for people within Coconino County facilities who may suffer from sudden cardiac arrest. Definitions for this policy appear at the end of this policy section.

The policies and procedures contained in this section are intended to assist in identifying and complying with regulations and rules set forth by the A.R.S. § 36-2261 *et seq.*, and the Occupational Safety and Health Administration Regulations, 29 CFR § 1910.1, *et seq.* In all cases where there is a difference between specific standards and polices set forth in this procedure, the stricter of the two shall prevail.

A. GOOD SAMARITAN LAW IN ARIZONA

1. The following persons and entities are not subject to civil liability for any personal injury that results from any act or omission that does not amount to willful misconduct or gross negligence if that person or entity complies with the requirements of section A.R.S. § 36-2263:
 - a. A physician who provides supervisory services;
 - b. A person or entity that provides training in CPR and the use of an AED;
 - c. A person or entity that acquires an AED;
 - d. The owner of the property or facility where the AED is located; or,
 - e. A good Samaritan, which is defined as “a person who uses an AED to render emergency care or assistance in good faith and without compensation at the scene of any accident, fire or other life-threatening emergency.
 - f. A trained user.

B. DEPARTMENT RESPONSIBILITY

1. Departments are responsible for identifying personnel who will be trained in basic life support (CPR) to become trained users, and provide documentation to Human Resources of completed training. This training must be updated every 2 years.

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The trained user will be required to undergo training on proper CPR techniques and the use of AEDs.

2. A department must have at least 1 trained user at the facility where the AED is to be located, and must comply with all terms and conditions of AED usage.
3. Departments are responsible to inspect the AEDs located at their facilities on a monthly basis to ensure they are working properly and to have their AED site inspector report this to Human Resources each month.
4. The department shall ensure that prompt notification of AED use is given to the Human Resources and transmission of the AED Use form within 24 hours of an event in which an AED is used.

C. EDUCATION AND TRAINING OF EMPLOYEES

1. Trained users shall receive and complete a CPR/AED Course or an equivalent course that meets or exceeds the same objectives as outlined by the AHA or approved by the Medical Director.
2. Trained users shall re-certify every 2 years in a CPR/AED Course or an equivalent course that meets or exceeds the same objectives as outlined by the AHA or approved by the Medical Director.

D. HUMAN RESOURCES RESPONSIBILITY

Human Resources will be responsible for oversight of the AED Program in coordination with the Medical Director of the Save Hearts in Arizona Registry & Education (SHARE) Program.

E. AED USE

In the event of an emergency requiring the use of the AED defibrillator, an employee present at the time the AED was used will:

1. Immediately, notify the County’s Risk Manager of the use of an AED after the care of the patient has been transferred to Emergency Medical Services (EMS). The phone number to the County’s Risk Manager is (928) 679-7105. A voicemail may be left if the County’s Risk Manager is not immediately available; and,

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2. Complete an AED Use Form and provide it to the County’s Risk Manager within 24 hours via email.

F. DEFINITIONS

1. **AHA** – American Heart Association
2. **AED** – Automated External Defibrillator – means a medical device heart monitor and defibrillator that:
 - a. Is approved for premarket modification by the United States Food and Drug Administration;
 - b. Is capable of recognizing the presence or absence of ventricular fibrillations or rapid ventricular tachycardia and is capable of determining, without intervention by an operator, if defibrillation should be performed; and,
 - c. Automatically charges and delivers an electrical impulse to a person’s heart to restore a viable cardiac rhythm.
3. **CPR** – Cardio Pulmonary Resuscitation
4. **Defibrillation** - means the administration of a controlled electrical charge to the heart to restore a viable rhythm
5. **EMS** - Emergency Medical Services
6. **Trained User** - means a person trained to provide cardiopulmonary resuscitation and to use an automatic external defibrillator, and who is participating in a physician or medically authorized automated external defibrillator program
7. **Medical Director** - Physician named as Medical Director of the Save Hearts in Arizona Registry & Education (SHARE) Program
8. **Sudden Cardiac Arrest (SCA)** – When the electrical impulses of the human heart malfunction causing ventricular fibrillation, an erratic and ineffective rhythm, characterized by the absence of a pulse and respirations



SAFETY

Coconino County places the highest priority on job safety and considers the safety of employees, the public and our operations to be paramount. Accordingly, it is the policy of the County that:

- Safety shall take precedence over expediency or short cuts.
- All employees shall take all possible action to reduce the chance of accidents.
- All employees shall show good faith in complying with all safety laws and ordinances.

The primary responsibility for providing a safe working environment rests with the elected or appointed official. It is the responsibility of each elected or appointed official to enforce the maintenance of safe working conditions, encourage safety suggestions and discussions, and ensure that all accidents and injuries are reported promptly and properly.

Employees are expected to:

- Comply with safety instructions of supervisors, and comply with safety manuals & OSHA requirements made known to the employee by their supervisor.
- Report all injuries and accidents in the workplace to the supervisor immediately.
- Understand and follow procedures for reporting all accidents involving a County vehicle. These procedures are contained in a folder inside the vehicle glove compartment.
- Make suggestions for safety and efficiency.
- Know the exact procedures in case of emergency.

Any question concerning safety issues should be referred to the County's Risk Management Division of Human Resources.

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7.8 SMOKE-FREE WORKPLACE

The Environmental Protection Agency (EPA) has officially determined that Environmental Tobacco Smoke (ETS) is a "Group A carcinogen," a chemical known to cause deaths in non-smokers for which there is no safe level of exposure. The EPA report concluded that tobacco smoke has "a serious and substantial public health impact" on non-smokers.

Any reference in this document to federal regulations shall mean 49 CFR Part 40, any of its subparts or referenced subparts, and any future amendments. The federal or state mandate shall govern.

Therefore, in an effort to make the County workplace a safer and healthier environment for smokers and non-smokers alike, smoking is prohibited in all areas of County buildings and in County vehicles.

For the purposes of a policy, smoking is defined as burning or carrying any lighted cigarette, tobacco product, electronic smoking device, e-cigarette or vaporizer. A County building is defined as any property owned or leased by Coconino County and used for County services.

Refusal to comply with this policy on the part of an employee may result in disciplinary action; on the part of a member of the public, the police may be called and citation may be issued.

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7.9 WORKERS' COMPENSATION

Coconino County, in compliance with A.R.S. § 23-901 through A.R.S. § 23-1104 *et seq.*, provides Workers' Compensation benefits covering accidental injury, illness or death when such an event occurs during the course and scope of employment. Workers' Compensation is the "sole remedy," meaning employees covered by this benefit may not seek further compensation from their employer through legal action.

A. WORKERS' COMPENSATION BENEFITS

1. County employees are entitled to Workers' Compensation and occupational disease benefits covering accidental injury, disability, disease or death occurring as a result of employment. Benefits provided include:
 - a. The cost of medical treatment in an amount provided by law which shall commence at the time of injury or illness.
 - b. Wage eligibility for compensation shall commence on the 8th full calendar day of off-work status due to injury or illness, per Industrial Commission of Arizona (ICA) rules and regulations. If off-work status exceeds the 14th full calendar day, payments shall also be made for the first 7 calendar days. Off-work status can be recognized only when confirmed in writing by a physician. The amount shall be 66 2/3% of the employee's "average monthly wage" at the time of the industrial injury/illness subject to the maximum average monthly wage set by statute. The "average monthly wage" statutory maximum limits are available through the Industrial Commission of Arizona and A.R.S. § 23-1041 *et seq.*

B. PROCESS

1. If a claim for Workers' Compensation is denied, the employee will be notified in writing. If the employee wishes to appeal the decision, a hearing through the Industrial Commission of Arizona may be requested.
2. It is the responsibility of the employee to carefully follow the instructions contained in the "Benefits Guide for the Injured Worker." This guide is sent to the injured employee by the Workers' Compensation insurance provider. Failure to comply with reporting or other requirements explained in the guide may result in delays in processing claims or loss of eligibility for compensation.

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C. WORKERS' COMPENSATION REPORTING REQUIREMENTS

It is the employee's responsibility to immediately report any injury or illness to their immediate supervisor and to keep the supervisor informed of their status. Failure to do so could result in disciplinary action, up to and including dismissal. Refer to the Workers' Compensation flowchart available on the County intranet.

The supervisor is responsible for reporting all on-the-job injuries and illnesses to Human Resources within 24 hours. Supervisors will ensure that all forms are completed and inform Human Resources of the employee's status. In the case of an employee's death or an accident involving 3 or more employees, Human Resources should be notified immediately.

D. COORDINATION OF WORKERS' COMPENSATION AND COUNTY BENEFITS

The coordination of Workers' Compensation and County benefits is intended to ensure that an employee does not suffer economic hardship as a result of a work-related injury or illness. It is not intended to allow an employee to be compensated twice. An employee has 2 options:

1. **Industrial Leave Without Pay:** Accept wage compensation solely from the Workers' Compensation insurance provider, which would be in lieu of continuing to be paid on the County's payroll. The employee will be placed on Industrial Leave Without Pay status and will not be able to use accrued sick and vacation leave or compensatory time. Retirement contributions will cease, however, the County will continue to pay the employer contributions for the employee's medical, dental, life and vision benefits while on approved leave. The employee is responsible to pay for the employee's portion of benefit costs and any other optional deductions while off County payroll.
 - a. A work related injury or illness that occurs on or after 10/01/2014, employees who participate in the Public Safety Retirement System or the Corrections Officer Retirement Plan may elect to continue their employee retirement contributions during the time they are on Industrial Leave Without Pay status. The decision to continue to make full employee contributions is entirely optional on the part of the employee. The employee will be required to

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indicate their preference on an election form and to arrange payment of retirement contributions, along with any other optional deductions normally taken from their payroll check.

2. Industrial Leave With Pay: Endorse the Workers' Compensation insurance provider payments to the County and use accrued leave to maintain a regular level of income. At this time, the employee will be placed on Industrial Leave With Pay status. Accrual hours will be credited proportionally with the wage compensation to "buy back" a portion of leave. The biweekly paycheck will continue to show:
 - a. Vacation and sick leave accrual on all credited hours;
 - b. Full contributions to retirement system;
 - c. Regular Federal and State income tax and Federal Insurance Contributions Act (FICA) withholdings. The amount of federal and state income tax paid on the Workers' Compensation insurance provider payments, while the employee remains in the payroll, may be declared on the employee's tax returns for tax reductions. The County is obligated to withhold these amounts;
 - d. Other authorized payroll deductions; and,
 - e. Employee deductions for elected benefits.

When all leave accruals have been exhausted, the employee will be placed on Industrial Leave Without Pay status and discontinue endorsement of the Workers' Compensation insurance provider payments to the County.

E. INDUSTRIAL LEAVE FOR LAW ENFORCEMENT OFFICERS

1. During the time period from adoption of Arizona Revised Statute on August 2, 2012 to its repeal date of 09/30/2014, for employees who are a law enforcement officer, detention officer, probation officer, surveillance officer, juvenile detention officer or correctional youth care worker, Coconino County has established a Supplemental Benefit Plan (the Plan). Under this plan, the County will pay the employee contribution to the public safety personnel retirement system or corrections officer retirement plan as applicable, and shall continue to pay the

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employer contribution to the respective retirement or system plan as well while the employee continues on approved leave. The County will also continue to pay the employer contributions for the employee's medical, dental, life and vision benefits while on approved leave. The employee is responsible to pay for the employee's portion of benefit costs and any other optional deductions during the approved leave.

- a. An employee may be accepted into the Plan if an employee is injured while on-duty to the extent that the employee cannot perform the functions of the position.
- b. To be eligible for the Plan, the employee must be receiving Workers' Compensation Benefits pursuant to Title 23, Chapter 6, and must endorse Workers' Compensation insurance provider payments to the County.
- c. The employee's biweekly paycheck will continue to show:
 - o Regular Federal and State income tax and Federal Insurance Contributions Act (FICA) withholdings. The amount of federal and state income tax paid on the Workers' Compensation insurance provider payments, while the employee remains in the payroll, may be declared on the employee's tax returns for tax reductions. The County is obligated to withhold these amounts;
 - o Contributions to the retirement system with both employer and employee portions paid by the County.
 - o other authorized payroll deductions
 - o employee deductions for elected benefits.
- d. An employee accepted into the Plan will receive approximately the identical base salary of their current position.
- e. The employee shall not accrue any additional sick or vacation leave while participating in the Plan. Any sick or vacation leave amount on the employee's account shall not be decreased while participating in the Plan.
- f. Human Resources shall determine if an employee is eligible for the Plan. An employee shall comply with all Human Resources requirements including evaluation for light duty options and rehabilitation programs. An employee

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who does not comply with Human Resources requirements related to the industrial injury will be terminated from the Plan.

- g. An employee is not precluded from disciplinary action while participating in the Plan, up to and including dismissal.
- h. The Plan may be offered for an initial 6 month period and Coconino County may determine whether the Plan shall be extended on an individual basis for an additional 6 months, with a maximum of 1 year. Employees accepted into the Plan shall work closely with Human Resources to ensure all Plan requirements are met.

F. USE OF ACCRUED LEAVE

For the first 5 working days of industrial leave, if an employee has insufficient accrued leave to cover the absence, a negative sick leave balance may be carried, but cannot exceed 40 hours (pro-rated for regular part-time employees). This is the only situation in which a negative sick leave balance will be permitted.

An employee may utilize accrued leave for follow-up medical care appointments scheduled during the employee's work hours. However, whenever possible, employees should schedule follow-up appointments at times least disruptive to the operations of their department.

The County will designate time off due to an industrial injury or illness as FMLA leave, per Personnel Policy 6.6, Family Medical Leave of Absence.

G. RETURN TO WORK

Departments shall, in conjunction with Human Resources, take all reasonable measures to accommodate work restrictions imposed by a physician.

For an employee to return to work after an industrial injury, the following guidelines apply:

1. An employee's supervisor must be notified as soon as an anticipated return-to-work date is known;
2. The employee must have a written release from a physician; and,

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3. Provision(s) may be made for modified work duties if a physician makes such a recommendation and if the County has a differing assignment to offer. Refusal to accept modified duty may result in reduced compensation benefits. A final full release from a physician must be received prior to returning to regular duty.

H. RETENTION OF POSITION

An employee's position is retained for up to 6 months from the date of injury, while on modified duty or off-work status. An extension may be requested if it is anticipated the employee will return to regular duty within 12 months from the date of injury. The request for an extension of the leave of absence and/or modified duty assignment must:

1. Be requested in writing within 6 months of the date of injury;
2. Be submitted to the Department Director; and,
3. Include information from the treating physician regarding the anticipated date of return to regular duty.

The decision to approve or deny an extension request will be determined by the Department Director in consultation with the Executive Safety Committee. An employee may be dismissed for unrelated reasons during this leave.

Should the injury or illness result in a qualified disability under the Americans with Disabilities Act, a reasonable accommodation(s) that does not pose an undue or financial hardship to the County will be considered through an interactive process consistent with the Americans with Disabilities Act.

I. LAYOFF

If at the end of the industrial leave and/or modified duty the injured employee cannot return to regular job duties, the employee may be placed in layoff status in accordance with Personnel Policy 8.2, Separations.

J. OTHER EMPLOYMENT

During any period of industrial leave, an employee shall not engage in other

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employment or volunteerism without the written approval of their Department Director, Human Resources and the Workers' Compensation insurance provider.

K. ADMINISTRATION

Department Directors must notify Human Resources of every on-the-job injury. Human Resources should notify the Finance Department of situations resulting in an employee being off work for more than 7 days. Coordination among the injured employee, the supervisor, Department Director, Human Resources, and Finance is essential in the administration of the Workers' Compensation policy.

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	Personnel Policy 7.10	Use of Mobile Technology While Driving
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7.10 USE OF MOBILE TECHNOLOGY WHILE DRIVING

This policy focuses on the safety of our drivers and other drivers on the road. Any time a vehicle is operated for Coconino County, the driving public’s safety should be carefully considered. Therefore, employee driver distractions should be eliminated.

A. MOBILE COMMUNICATION DEVICES

The definition of a “mobile communication device” includes but is not limited to: cell phone, smart phone, Blackberry, tablet, laptop, computer, pager, or two-way messaging device.

Employees shall not use a mobile communication device, nor shall they text, instant message, email, read, review documents, or manually place phone calls while driving a County vehicle or equipment, or a private or rented vehicle on County business.

1. Hands free cell phone use is permitted. However, employees using hands free devices while operating a vehicle should use reasonable judgment.
2. If a hand held mobile communication device must be used while operating a vehicle, the driver shall pull off the road into a safe location, stop the vehicle, and put the vehicle in park before using such a device. All non-emergent calls should be made after the vehicle is safely parked.
3. Employees operating an authorized emergency vehicle, as outlined in ARS Section 28-624, and while in the performance of their official duties are exempted from this prohibition.
4. This policy is intended to comply with existing federal, state, or local laws and regulations. The County reserves the right to amend this policy at any time to comply with changes to any laws or regulations.

Violation of this policy may result in disciplinary action up to and including termination.

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	EMPLOYMENT STATUS	
	Personnel Policy 8.1	Probationary Periods
Origination Date: 03/96 Revision Approval Date(s): 10/96 08/00 12/00 05/03 09/01/15	Policy Exceptions: Temporary Employees Volunteers Elected Officials At-Will/Appointed Employees	

8.1 PROBATIONARY PERIODS

Probationary periods are used to foster a mutual understanding of expectations, standards of performance, and help the employee achieve regular status. Probationary periods also ensure that the applicant selected for the position achieves performance objectives, has all the tools to perform the job successfully, and develops the skills needed to perform the job. At the conclusion of the probationary period, the employee should meet or exceed performance standards.

Employees on probationary status are not precluded from participating in the recruitment process for other County job openings within or outside of the department.

A. TYPES OF PROBATION

Initial: The initial probationary period upon appointment to County service is one year unless extended by the Department Director/Elected Official. (For extension information, see Section B of this policy.) An employee on initial probation is not eligible to appeal a disciplinary action, such as dismissal from employment, involuntary demotion in rank or compensation, or suspension without pay for more than 3 days.

Subsequent: An employee who is promoted, laterally transferred, or demoted shall serve a subsequent probationary period of one year in the new position unless this period is extended by the Department Director/Elected Official. An employee on subsequent probation is eligible to appeal a disciplinary action such as dismissal for cause, demotion in rank or compensation, or suspension without pay of more than 3 days; however, they may not appeal a layoff, see Coconino County Personnel Policy 8.2, Separations.

All promotions, demotions, transfers, re-employments and appointments from a layoff list must serve a subsequent probationary period for the purpose of evaluating performance, except in these cases:

1. A lateral transfer that occurs within a department in the same job classification;

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2. An appointment that is made from a layoff list to the same job classification in the same department within 1 year; or,
3. A promotion on an interim basis (i.e. temporary assignment).

Administrative: Administrative probation is a serious disciplinary tool to help monitor and improve the work performance and conduct of a regular employee. For additional information regarding this disciplinary tool, see Coconino County Personnel Policy 4.6, Disciplinary Process.

B. EXTENDING THE PROBATIONARY PERIOD

A Department Director/Elected Official may extend an employee’s probationary period if the performance warrants further evaluation prior to the expiration date. An elected or appointed official may extend the probationary period for up to a maximum of six additional months under the following circumstances:

1. The employee is not meeting performance expectations;
2. The employee has not obtained a required certification within a specified time period; or,
3. There has been a significant change in responsibilities or supervision without benefit of adequate time to assess the incumbent.

C. DISMISSAL DURING THE PROBATIONARY PERIOD

Dismissal is the ultimate disciplinary action, normally used when other methods employed to correct performance or behavioral problems have not been successful. Dismissal during the probationary period is normally selected after employees have been trained, coached and counseled to improve performance or behavior, or under circumstances of extreme misconduct.

An employee may be dismissed with or without cause during the initial probationary period by the Department Director in consultation with the Human Resources Director. The dismissal will occur no later than the date of expiration of the established probationary period. The employee must be given written notice of the dismissal. The dismissed employee must receive their final paycheck within 7

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	EMPLOYMENT STATUS	
	Personnel Policy 8.1	Probationary Periods
	Origination Date: 03/96 Revision Approval Date(s): 10/96 08/00 12/00 05/03 09/01/15	Policy Exceptions: Temporary Employees Volunteers Elected Officials At-Will/Appointed Employees

business days per the timeline outlined by A.R.S § 23-353 *et seq.*
 An employee who is dismissed for failure to successfully complete subsequent probation based on performance will be separated from the County through a layoff, see Coconino County Personnel Policy 8.2, Separations. For information regarding dismissal for cause, see Coconino County Personnel Policy 4.6, Disciplinary Process.

 COCONINO COUNTY ARIZONA	<h1>COCONINO COUNTY</h1>	
	EMPLOYMENT STATUS	
	Personnel Policy 8.2	Separations (Layoffs)
Origination Date: 01/10 Revision Approval Date(s): 09/01/15	Policy Exceptions: Department Directors Elected Officials At-will Employees Temporary Employees Volunteers	

8.2 SEPARATIONS

LAYOFFS

At Coconino County, we believe that employees are our most valuable resource. Therefore, the decision to utilize the layoff policy is always a long and difficult one. When it is determined that it is necessary to proceed with a layoff situation, the priority of Coconino County is to try to place affected individuals in other County jobs whenever possible. In this way, the County retains highly qualified individuals while assisting employees in finding fulfilling, alternative employment.

An employee may be separated from the County through a layoff or reduction in force whenever such an action becomes necessary for reasons including, but not limited to:

- Lack of funds;
- Lack of work;
- Abolishment of position;
- Significant change in duties;
- Failure to satisfactorily complete a subsequent probationary period; or,
- Other reasons as determined by the Board of Supervisors.

A reduction meets the definition of a layoff when:

- Position is eliminated;
- Number of positions in any given classification are reduced; or,
- Hours of a position or positions are reduced for reasons as stated above.

Layoffs may also be necessary when an employee:

- Can no longer perform the duties of the position (i.e. because of loss of driver's license; or due to an illness or injury); or
- Failure to maintain a certification required to perform the duties will result in a layoff. However, failure to obtain a certification within initial probation will result in dismissal.

Employees shall be considered for layoff without regard for sex, race, color, age, religion, national origin, sexual orientation, disability or veteran status.

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A. DETERMINING AFFECTED EMPLOYEES

1. Determining Layoff Order

No employee with regular status is to be separated by layoff while there are temporary, seasonal, or initial probationary employees serving in the department in the same, equal or lower level positions for which such regular status employee or employees are qualified and available for reassignment or transfer.

Whenever possible, employees being laid off due to a reduction in or loss of funding shall receive written notification at least 60 days prior to the beginning of the layoff.

- a. In situations involving multiple employees, the Department Director shall, in consultation with Human Resources, develop a matrix considering such factors as qualifications, performance, conduct, and/or seniority.
- b. In the event of a County-wide reduction in force, the County reserves the right to develop a layoff matrix/process across the organization that will allow the County to transfer and retain employees in the best interest of the County as needed.
- c. Employees on any type of approved leave during a layoff period will be subject to layoff in accordance with this policy.

B. RE-EMPLOYMENT

1. Recruitment Preference

Regular employees who have been laid off, or who have been notified of impending layoff shall be guaranteed an interview for County job vacancies for which they meet the minimum qualifications.

- a. Regular status employees who are affected by a layoff will be given preference status for County job openings. Employees are encouraged to schedule an appointment with Human Resources representatives to discuss potential positions for consideration.

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- b. Each regular status employee within the scope of the reduction in force shall be given a Personal Skills Inventory/Placement form for completion. The information provided on this form will assist Human Resources in recommending alternate employment both internally and externally whenever possible. Human Resources representatives shall be available to provide guidance and assistance (i.e. information on job availability, resume preparation, community resources, etc.) to affected employees.
- c. An employee who has been notified of impending layoff may attend a job interview for a County job or non-County job without loss of time for up to 10 hours per month. Time off for this purpose should be arranged with the supervisor as far in advance as possible.

2. Job Application

It is the employee’s responsibility to submit a completed County job application for each open position they wish to be considered for by the closing date of the recruitment.

3. Timeline

A reduction in force employee attains preference status effective upon notification of a pending layoff or funding cut and retains that status for 6 months from the date of separation. Employees may apply for both internal and external County positions until their layoff preference status expires.

4. Extended Timeline

In the event of a County-wide reduction in force, the County may extend the timeline for which a layoff employee is eligible for preference status for up to twelve (12) months if necessary.

The County reserves the right to offer alternative placement to employees identified in a reduction-in-force or layoff process to serve the best interests of the County.

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C. RECALL AND REHIRE

1. Recall

If an employee is recalled for the same job classification in the same department from which they were laid off within one year, then they will not be required to serve an initial probationary period.

2. Rehire

If a layoff employee is rehired in a different position, they are required to serve a new initial County probationary period.

3. Recall Priority

In the case of multiple layoffs of the same position in the same department or departmental programs, recall will be in the reverse order of layoff priority. The last person laid off will be the first person recalled.

4. Re-Employment Benefits

If an employee is recalled or rehired, within one year of the layoff and the employee meets the requirements of re-employment as provided in Coconino County Personnel Policy 1.6, Appointments to County Service, then the employee may be granted the re-employment benefits described in Coconino County Personnel Policy 1.6, Appointments to County Service.