

PURSUANT TO A.R.S. §38-431.01, THE GILA COUNTY BOARD OF SUPERVISORS WILL HOLD AN OPEN MEETING IN THE SUPERVISORS' AUDITORIUM, 1400 EAST ASH STREET, GLOBE, ARIZONA. ONE OR MORE BOARD MEMBERS MAY PARTICIPATE IN THE MEETING BY TELEPHONE CONFERENCE CALL OR BY INTERACTIVE TELEVISION VIDEO (ITV). **ANY MEMBER OF THE PUBLIC IS WELCOME TO ATTEND THE MEETING VIA ITV WHICH IS HELD AT 610 E. HIGHWAY 260, BOARD OF SUPERVISORS' CONFERENCE ROOM, PAYSON, ARIZONA.** THE AGENDA IS AS FOLLOWS:

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**WORK SESSION - TUESDAY, NOVEMBER 24, 2015 - 10:00 A.M.**

1. **CALL TO ORDER - PLEDGE OF ALLEGIANCE**
  
2. **REGULAR AGENDA ITEMS:**
  - A. Information/Discussion regarding establishing a partnership between the Industrial Development Authority of Gila County and Gila County government to make application and promote the designation of the Central Arizona Transformation Corridor Promise Zone. **(Sandy Palmer)**
  
  - B. Information/Discussion regarding converting six (6) Rules currently contained in the Merit System Rules and Policies (Probationary Employment Period; Standards of Conduct; Personnel Commission; Performance Appraisals; Disciplinary Actions; and, Grievance Process) to policies for inclusion in the Countywide Policy Manual. **(Don McDaniel & Shelley McPherson)**
  
3. **CALL TO THE PUBLIC:** Call to the Public is held for public benefit to allow individuals to address the Board of Supervisors on any issue within the jurisdiction of the Board of Supervisors. Board members may not discuss items that are not specifically identified on the agenda. Therefore, pursuant to Arizona Revised Statute §38-431.01(H), at the conclusion of an open call to the public, individual members of the Board of Supervisors may respond to criticism made by those who have addressed the Board, may ask staff to review a matter or may ask that a matter be put on a future agenda for further discussion and

decision at a future date.

4. At any time during this meeting pursuant to A.R.S. §38-431.02(K), members of the Board of Supervisors and the County Manager may present a brief summary of current events. No action may be taken on issues presented.

IF SPECIAL ACCOMMODATIONS ARE NEEDED, PLEASE CONTACT THE RECEPTIONIST AT (928) 425-3231 AS EARLY AS POSSIBLE TO ARRANGE THE ACCOMMODATIONS. FOR TTY, PLEASE DIAL 7-1-1 TO REACH THE ARIZONA RELAY SERVICE AND ASK THE OPERATOR TO CONNECT YOU TO (928) 425-3231.

THE BOARD MAY VOTE TO HOLD AN EXECUTIVE SESSION FOR THE PURPOSE OF OBTAINING LEGAL ADVICE FROM THE BOARD'S ATTORNEY ON ANY MATTER LISTED ON THE AGENDA PURSUANT TO A.R.S. §38-431.03(A)((3).

THE ORDER OR DELETION OF ANY ITEM ON THIS AGENDA IS SUBJECT TO MODIFICATION AT THE MEETING.

**ARF-3466**

**2. A.**

**Work Session**

Meeting Date: 11/24/2015

Submitted For: Don McDaniel Jr., County Manager

Submitted By: Don McDaniel Jr., County Manager, County Manager

Department: County Manager

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Information

Request/Subject

Promise Zone Initiative Information

Background Information

In 2013, the federal government established an initiative to designate a number of high-poverty urban, rural and tribal communities as Promise Zones, where they would partner with and invest in communities to accomplish the following goals: create jobs, leverage private investment, increase economic activity, expand educational opportunities, and reduce violent crime.

In 2015, the Industrial Development Authority of Gila County (IDA) announced their interest in pursuing the application process to establish a Promise Zone designation for the Central Arizona Transformation Corridor which includes Superior, Globe, Miami, San Carlos and Canyon Day on the San Carlos Indian Reservation, Hayden, Winkelman, Young/Pleasant Valley, and Tonto Basin.

Evaluation

It is important for the effort by the IDA to be collaborative involving all governmental jurisdictions, private sector and not for profit interests.

The IDA has included a proposed draft Memorandum of Understanding (MOU) between Gila County and the IDA establishing a partnership to make application and promote the designation of the Central Arizona Transformation Corridor Promise Zone designation.

Conclusion

Staff considers this proposal to be of great value to the citizens, businesses, and tax payers of Gila County. This is an informational item on the Board Work Session agenda to allow a complete discussion and the opportunity for all questions to be asked and answered. No decision can be made nor any action taken at this meeting.

Recommendation

Staff recommends that the Board explore this proposal thoroughly.

Suggested Motion

Information/Discussion regarding establishing a partnership between the Industrial Development Authority of Gila County and Gila County government to make application and promote the designation of the Central Arizona Transformation Corridor Promise Zone. **(Sandy Palmer)**

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Attachments

Promise Zone Overview

Promise Zone Power Point Presentation

Promise Zone Designation Initiative MOU

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## GENERAL OVERVIEW

### **Description of the Promise Zones Initiative**

The Promise Zones Initiative seeks to revitalize high-poverty communities across the country by creating jobs, increasing economic activity, improving educational opportunities, reducing serious and violent crime, leveraging private capital, and assisting local leaders in navigating federal programs. This is the application guide for rural and tribal Promise Zones. The urban application guide is located at <http://www.hud.gov/promisezones/>. Promise Zones will not receive grant funding. The Promise Zone designation partners the Federal government with local leaders who are addressing multiple community revitalization challenges in a collaborative way and have demonstrated a commitment to results. Promise Zone Designees will receive:

- Opportunity to engage Five AmeriCorps VISTA members in the Promise Zone
- A federal liaison assigned to assist with navigating federal programs.
- Priority for certain competitive federal programs and technical assistance from participating agencies.
- Promise Zone tax incentives, if enacted by Congress.

Altogether, this package of assistance will help local leaders accelerate efforts to revitalize their communities. The Promise Zone designation will be for a term of 10 years, and may be extended as necessary to capture the full term of availability of the Promise Zones tax incentives, pending the enactment of tax incentives by Congress. During this term, the specific benefits made available to Promise Zones will vary from year to year, and sometimes more often than annually, due to changes in the agency policies and changes in appropriations and authorizations for relevant programs. All assistance provided to Promise Zones is subject to applicable regulations, statutes, and changes in Federal agency policies, appropriations, and authorizations for relevant programs. Subject to these limitations, the Promise Zone designation commits the Federal government to partner with local leaders who are addressing multiple community revitalization challenges in a collaborative way and have demonstrated a commitment to results.

### **Third Round Promise Zone Designation Process**

The third round of Promise Zone designations will be made pursuant to this document. A total of 20 Promise Zone designations will be made by the end of calendar year 2016. To date, nine urban, two rural and two tribal communities have been designated. As a result of this competition, the Department of Housing and Urban Development (HUD) intends to designate five urban communities and the Department of Agriculture (USDA) intends to designate one rural and one tribal community. Applications for Promise Zone designations will be reviewed and evaluated by representatives from across the federal government including: USDA, HUD, Department of Education, Department of Justice, Department of Health and Human Services, Department of Labor, Department of Transportation, Department of Treasury, Department of Commerce, Corporation for National and Community Service, National Endowment for the Arts, and the Small Business Administration. Reviewers will first verify that the application is submitted by a community eligible for selection, by

verifying that the application includes all required components, that the proposed Promise Zone meets the qualifying criteria, and that the Lead Applicant meets the eligibility criteria for the third round selection process (see page 6 and 7 for eligibility and qualifying criteria and page 23 for a complete list of the threshold requirements).<sup>1</sup>

After verifying for each application that all the required components were submitted, that the Lead Applicant is eligible and the proposed Promise Zone would qualify, the reviewers will score all of the applications according to the points assigned to selection criteria shown in the *Application Guide* for the appropriate Promise Zones category (urban, rural or tribal).

After scoring each application according to the Application Guide criteria, USDA may consider, in addition to the application materials, information available from participating agency records, the name check review, public sources such as newspapers, Inspector General or Government Accountability Office reports or findings. Any evidence cited in the Goals and Activities Template may also be reviewed.

### **Categories and Sub-Categories**

Rural applications will be ranked against other rural applications, tribal applications will be ranked against other tribal applications, and urban applications will be ranked against other urban applications within their Metro CBSA subcategory, as applicable. An application must score a total of 75 points or more out of 100 points, to be considered for a designation (scoring 75 points or more means that applications fall within the “competitive range”). Once scored, applications will be ranked competitively within each of the three Promise Zones categories and within the urban subcategories, as applicable.

### **Geographic Diversity (Replicability & Transferability)**

The Promise Zones initiative will provide communities and the federal government with the opportunity to demonstrate and accelerate the impact of coordinated federal investment in communities in which stakeholders have come together with a focus on results. The participating federal agencies seek to establish a diverse cohort of quality designees in order to demonstrate strategies that may be useful for communities working on comprehensive revitalization in many contexts nationwide. Therefore, the agencies may select a lower-ranked application over a higher-ranked application, within a category or subcategory, from among those scoring 75 points or more overall, for purposes of establishing geographic diversity, so that lessons learned can be applied in other similar places around the country in the future.

### **Promise Zone Finalists**

The participating federal agencies may also choose to name some applicants as “Promise Zone Finalists” as a result of this selection process.

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<sup>1</sup>Lead Applicants are not required to be a recipient of a previous federal grant.

The purpose of selecting Promise Zone Finalists will be to recognize communities whose applications reflect high-quality strategies under the criteria set forth in the *Application Guide*, but are not selected as Promise Zone designees. The participating federal agencies will seek to expand national knowledge about Promise Zone Finalist communities and their revitalization strategies by posting information submitted in the Finalists' applications on agency websites, and the participating federal agencies will communicate regularly with Finalists about opportunities for relevant funding or technical assistance that may become available, although no preference points, or other Promise Zone designation advantages in federal funding competitions will be awarded as a result of Finalist status.

#### **Notifications of Decisions**

Notification of decisions will be made by phone and letter. Additional notification may be sent by email to the designated applicant point of contact listed in the application.

# **Promise Zone**

Central Arizona  
Transformation Corridor

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## **What is the Promise Zone Initiative?**

The Promise Zone Initiative seeks to revitalize high-poverty communities across the country by creating jobs, increasing economic activity, improving educational opportunities, reducing serious and violent crime, leveraging private capital, and assisting local leaders in navigating federal programs.

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The Promise Zone partners Federal government with local leaders who are addressing multiple community revitalization challenges in a collaborative way and have demonstrated a commitment to achieving regional transformation.

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## **Promise Zone Designees will receive:**

- Opportunity to engage five AmeriCorps VISTA members
  - A liaison from each federal department assigned to assist with navigating federal programs
  - Priority for competitive federal programs through bonus points
  - Promise Zone tax incentives, if enacted by Congress
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## **AmeriCorps VISTA**

VISTA members will assist with coordinating efforts, overcoming obstacles, launching programs/initiatives, and administrative duties throughout PZ region.

## **Bonus Points**

Bonus points range from 5 to 50 points, each federal department determines their own point system.

## **Federal Liaisons**

Each federal department will assign a point of contact to help the PZ region identify and apply for grants and navigate federal hurdles.

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Altogether, this package of assistance will help local leaders accelerate efforts to revitalize their communities. The Promise Zone designation is for a term of 10 years, and may be extended as necessary to capture the full term of tax incentives, if enacted by Congress.

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- In 2016, five urban, **one rural** and one tribal designation will be awarded.
  - To date, nine urban, two rural and two tribal communities have received a PZ designation.
  - By the end of 2016, there will be a total of 20 Promise Zone designations across the United States.
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Dept. of Education

Dept. of Labor

Dept. of Transportation

Dept. of Justice

Dept. of Commerce

Dept. of the Treasury

Small Business Administration

National Endowment of the Arts

Health & Human Services

Corp. for National & Community Service

HUD

USDA

Participating Federal Departments



**The first round Promise Zone designees have already achieved monumental strides:**

- In its first year, San Antonio Promise Zone received \$32 million in grants for education, economic development, health and wellness programs, housing and neighborhood safety.
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- In its first year, Los Angeles Promise Zone received \$38 million in grants for education, access to healthy food, teenage pregnancy prevention, lead hazardous reduction, healthy home intervention, and health and wellness.
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- In its first year, Philadelphia Promise Zone received \$30 million in grant funds to support health services for pregnant women and families with children; mentoring, tutoring, college awareness for middle schools; improvements in early childhood education and childcare quality; career training and placement for at-risk youth; loans for entrepreneurs; and rehabilitation of homes.
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- The Promise Zone must be comprised of a contiguous geographical region that meets the poverty threshold requirements set forth by the Promise Zone Initiative.
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# **Central Arizona Transformation Corridor**

Partners:

Gila County, Miami, Globe,  
San Carlos, Bylas, Hayden-  
Winkelman, Superior, Tonto Basin,  
Young

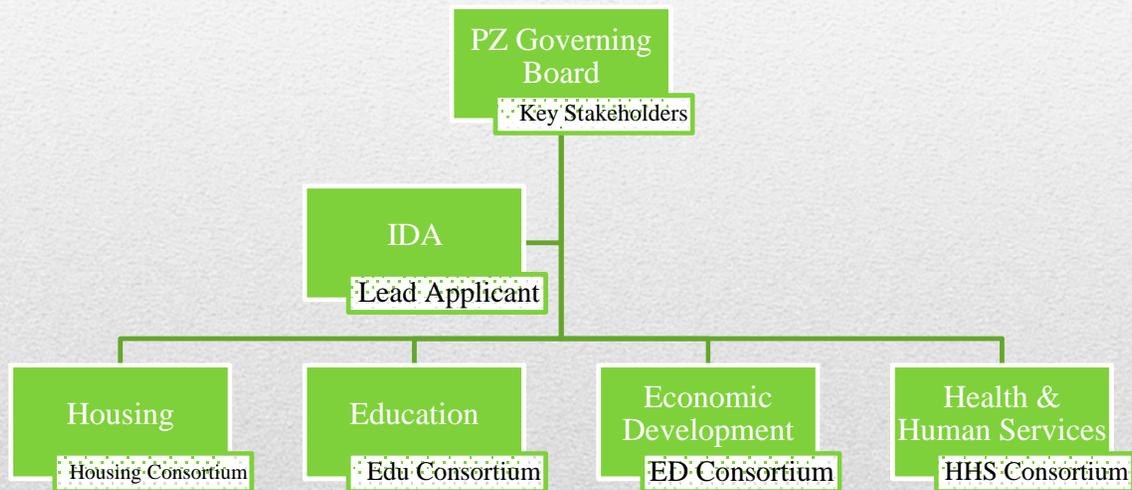
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The Central Arizona Transformation Corridor will apply for a **rural** designation.

The Tribe will be part of the rural designation, yet continue to function independently as a Sovereign Nation.

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# PZ Governing Structure

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## **Regional transformation requires a team effort:**

- The PZ Governing Board will be comprised of designated representative(s) from each PZ partner.
  - Each focus group consortium will be comprised of key stakeholders in education, housing, economic development, health & human services, and drug & violent crime.
  - Focus groups will meet monthly with federal department liaisons to devise and implement programs and initiatives.
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The Industrial Development Authority will apply for the Promise Zone Designation as the lead applicant, which includes the duties of: writing the application, coordinating monthly meetings, keeping meeting minutes, communicating with liaisons and partners, administrative and reporting duties as set forth by the Promise Zone.

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## **Why is the IDA the best choice for lead applicant?**

- The lead applicant must have a preexisting governing structure, with a focus on economic development and regional transformation.
  - The flexibility to cross city/town/county boundary lines.
  - The IDA has a stellar grant execution and reporting rating with USDA.
  - The IDA has received Promise Zone Initiative mentorship from HUD.
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## **Section IV– Part C: Promise Zone Sustainability and Financial Feasibility**

requires a narrative outlining the budget projection for funding project coordination for the first five years of designation.

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To satisfy this requirement, the IDA needs to show financial commitment from Promise Zone partners to sustain the Promise Zone Program for up to five years, or until grant funds cover related costs.

It's likely that most of the PZ partners lack the wherewithal to make a financial commitment, at this time.

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The federal departments reviewing applications must ensure the Promise Zone designation will be awarded to a region that will utilize the full potential of the Promise Zone Initiative for the entire ten year term. A financial commitment from PZ partners demonstrates an appreciation of the program and commitment to regional transformation.

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The Promise Zone is a highly coveted designation. The application process will be fiercely competitive for the **ONE** remaining rural designation. By partnering together, we can demonstrate our commitment to achieving regional transformation.

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**PROMISE ZONE DESIGNATION INITIATIVE  
MEMORANDUM OF UNDERSTANDING  
BETWEEN  
Gila County  
AND  
Industrial Development Authority of Gila County**

**Part I  
General Information**

This Memorandum of Understanding (hereinafter referred to as MOU) establishes the terms and conditions between Gila County and the Industrial Development Authority of Gila County (hereinafter referred to as IDA) for the Promise Zone Designation Initiative. This MOU is entered into for the purpose of delineating the respective roles and responsibilities of the Promise Zone Designation Initiative as a required partner in the implementation of the Promise Zone Designation Initiative. By signatures to this MOU, the parties agree to abide by the terms, conditions, goals, policies, principles and regulations of the Promise Zone.

This agreement is to ensure the effective and efficient delivery of services to prevent duplication and coordinate resources in the Promise Zone Corridor. In addition, the MOU establishes joint process and procedures that will enable partners to integrate the current service delivery system, resulting in a seamless and comprehensive array of educational opportunities, job training and other workforce development services; health and human services; safe, affordable housing; initiatives to reduce serious and violent crimes; job creation and economic development opportunities being accessible throughout the Promise Zone.

**Part II  
Services to be Provided**

The Promise Zone Partners agree to the following:

The IDA agrees to the following:

- Increase awareness of Promise Zone Initiative and programs to achieve regional transformation.
- Work with local units of government, school boards, businesses, Chambers of Commerce, Business Associations, foundations, and other partners.
- Serve as the point of contact for the Promise Zone, communicating with partners and federal departments as necessary including coordinating monthly meetings, meeting minutes, task lists, and regular written updates.

- Ensure that appropriate reporting requirements are met. Examples may include grant reporting requirements, Promise Zone reporting requirements.
- Coordinate federal, state and local resources with the needs of Promise Zone partners.
- Partner in the assessment, development, and implementation of programs and initiatives with the goal of regional transformation.
- Maintain comprehensive knowledge of all Promise Zone Initiative programs, policies; state, federal and local services ensuring appropriate referrals or solutions can be made.
- Support the Promise Zone by participating in joint planning and continuous improvement efforts throughout the Promise Zone region.
- Provide information such as brochures, literature, etc., for distribution in each of the Promise Zone regions to encourage support and participation in achieving regional transformation throughout the Central Arizona Transformation Corridor.

Gila County agrees to do the following:

- Appoint a County representative to the Promise Zone Governing Board.
- Appoint a County representative from departments such as education, housing, health and human services, and law enforcement to each focus area consortium.
- Encourage participation in programs and initiatives sponsored by the Promise Zone.

### **Part III Funding of Services and Operating Costs**

Gila County and the IDA are the entities responsible for regional transformation in the Central Arizona Transformation Corridor Promise Zone. Program decisions are the responsibility of Gila County, IDA, and Promise Zone Governing Board in consultation with the other partners. Each entity will share equally in the benefits of the collaboration.

Under the MOU, Gila County will provide up to \$25,000 per calendar year for the first five years to cover costs toward the Promise Zone Coordinator, overhead and associated program costs.

Under the MOU, IDA will provide up to \$25,000 per calendar year for the first five years to cover costs toward the Promise Zone Coordinator, overhead and associated program costs.

For partners located within the Promise Zone whose funding source is administered through the Promise Zone Lead Applicant, overhead costs shall be deducted from the grant before the award is made to the selected program contractor.

**Part IV**  
**Duration of Agreement**

This MOU is entered into this \_\_\_\_\_ day of November, 2015 by and between the IDA and Gila County, as Promise Zone Initiative partners. This MOU shall remain in effect until \_\_\_\_\_, 2026, or unless otherwise terminated by mutual agreement of all parties, under the following conditions.

Any party may withdraw from this MOU by giving written notice of intent to withdraw at least 120 calendar days in advance of the effective withdrawal date. Notice of withdrawal shall be given to all parties covered by this agreement. Should any partner withdraw, this MOU shall remain in effect with respect to the remaining parties until a new MOU is executed or the end of the duration of this agreement.

**Notice: Participation in similar activities.** This instrument in no way restricts Gila County/IDA from participating in similar activities with other public or private agencies, organizations and individuals.

**Part V**  
**Procedure for Amendment or Assignment**

This MOU may be modified at any time by written agreement of the parties. Such amendments will require the signature of all parties affected by such amendment. Assignment of responsibilities under this MOU by any of the parties shall be effective upon written notice to the other parties. Any assignee shall also commit in writing to the terms of this MOU.

**Part VII**  
**Certification**

An amendment to this MOU can be offered at any time by either of the partners. Such amendments will require the signatures of both parties signifying their agreement.

Approval on behalf of Gila County:

Approval on behalf of IDA:

\_\_\_\_\_  
Mike Pastor, Chairman  
Gila County Board of Supervisors

\_\_\_\_\_  
Cliff Potts, President  
Industrial Development Authority

**ARF-3464**

**2. B.**

**Work Session**

Meeting Date: 11/24/2015

Submitted By: Don McDaniel Jr.,  
County Manager, County  
Manager

Department: County Manager

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Information

Request/Subject

Converting six (6) Merit System Rules and Policies to the Countywide Policy Manual as follows: Probationary Employment Period; Standards of Conduct; Personnel Commission; Performance Appraisals; Disciplinary Actions; and, Grievance Process.

Background Information

The Countywide Policy Review Committee has been converting Rules currently contained in the Merit System Rules and Policies to Policies to be included in the Countywide Policy Manual. The six (6) attached policies have also been reviewed by the Management Team before being placed on this Work Session Agenda for Board of Supervisors' consideration.

Evaluation

All six (6) of these policies are currently contained in the Merit System Rules and Policies and need to be converted to the new Countywide Policy Manual format. Changes have been made to each in varying degrees from minor to substantive. These changes will be explained in detail at the Work Session.

Conclusion

Depending upon the comments and input at the Work Session, these six (6) policies will be prepared in final draft form for Board consideration at a future Regular Meeting of the Board.

Recommendation

Staff recommends that the Board consider and discuss the six (6) Rules to be converted to draft policies and allow them to proceed to final draft form and be placed on a Regular Meeting Agenda of the Board for approval.

Suggested Motion

Information/Discussion regarding converting six (6) Rules currently contained in the Merit System Rules and Policies (Probationary Employment Period; Standards of Conduct; Personnel Commission; Performance Appraisals; Disciplinary Actions; and, Grievance Process) to policies for inclusion in the Countywide Policy Manual. **(Don McDaniel & Shelley McPherson)**

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Attachments

Policy HRS-215

Policy HRS-120

Policy HRS-625

Policy HRS-405

Policy HRS-610

Policy HRS-615

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<b>Gila County Human Resources</b>	<b>Policy Number: BOS-HRS-215</b>	
<b>PROBATIONARY EMPLOYMENT PERIOD</b>	<b>Replaces: Rule 19</b>	<b>Page</b>
	<b>Adopted: 11-24-2015 Revised: 10-21-2015</b>	<b>1 of 3</b>

**I. PURPOSE:**

The purpose of this policy is to provide an adequate time period within which to evaluate an employee's job performance, as described in the job description.

**II. APPLICABILITY:**

This policy applies to all Gila County full-time and part-time regular status employees. Temporary employees, consultants, and judge pro-tempores are not covered under this policy; compensation for these positions shall be individually established as necessary.

**III. POLICY:**

The types of probation allowed in County service, as defined in this policy, are original probation, promotional probation, transferal probation, and demotion probation.

**SIGNATURE:**

\_\_\_\_\_  
**CHAIRMAN, BOARD OF SUPERVISORS**

\_\_\_\_\_  
**DATE**

<b>Gila County Human Resources</b>  <b>PROBATIONARY EMPLOYMENT PERIOD</b>	<b>Policy Number: BOS-HRS-215</b>  <b>Replaces: Rule 19</b> <b>Adopted: 11-24-2015</b> <b>Revised: 10-21-2015</b>	<b>Page</b>  <b>2 of 3</b>
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#### IV. PROCEDURES:

##### A. Duration

1. The probationary employment period for the County service shall be six (6) full months starting at the first day of employment. If an employee is absent for more than two weeks during the probationary period, the probationary period shall be automatically extended for a period of time equal to the full period of absence.
2. The probationary employment period for the Sheriff's Office will be one (1) year starting at the first day of employment.

##### B. Original Probationary Period

1. Completion of Probation
  - a. The Appointing Authority shall evaluate a probationary employee and provide a performance appraisal to the Director prior to the expiration of the employee's probationary period.
  - b. If the Appointing Authority determines at any time during an original probationary period that the services of the probationary employee are no longer required or are unsatisfactory, the employee may be dismissed without the right of appeal. The Appointing Authority shall furnish the employee a letter of dismissal.

##### C. Promotional Probation

1. An employee who is promoted shall serve a three (3) month probationary period under the same rules as an original probation, except for BOS-HRS-215.B.1.b above.
2. An employee who fails to successfully complete a promotional probation shall revert to a vacancy in the current employing agency in the class in which regular status was held immediately prior to the promotion, without the right of appeal. If such vacancy does not exist, the employee shall be laid off in accordance with Rule 18.4.E. A reversion shall not preclude the imposition of any disciplinary action.

<b>Gila County Human Resources</b>  <b>PROBATIONARY EMPLOYMENT PERIOD</b>	<b>Policy Number: BOS-HRS-215</b>	<b>Page</b>
	<b>Replaces: Rule 19</b> <b>Adopted: 11-24-2015</b> <b>Revised: 10-21-2015</b>	<b>3 of 3</b>

D. Transferal Probation

1. An employee who is transferred shall serve a transferal probationary period under the same rules as an original probation, except that the employee retains the right of appeal should they be dismissed due to failure to complete the probationary period.

E. Demotion Probation

1. An employee who is demoted shall serve a demotion probationary period under the same rules as an original probation, except that the employee retains the right of appeal should they be dismissed due to failure of the demotion probationary period.

F. Reinstatement and Reemployment

1. An Appointing Authority may require a former employee who is reinstated or reemployed to complete a period of original probation.
2. An Appointing Authority shall require a former employee who is reinstated or reemployed in a job class, other than a job class the employee has previously held, to complete original probation.
3. If an employee is reemployed within six (6) months of departure in good standing, sick leave accrual balance will be restored and sick leave and vacation will accrue at the same rate as accrued at the time of departure, based on years of County service.

<b>Gila County Human Resources</b>	<b>Policy Number: BOS-HRS-120</b>	<b>Page</b>
<b>STANDARDS OF CONDUCT</b>	<b>Replaces: Rule #6</b> <b>Adopted: 11-24-2015</b> <b>Revised: 10-21-2015</b>	<b>1 of 2</b>

**I. PURPOSE:**

The purpose of this policy is to establish a code of conduct for Gila County employees.

**II. APPLICABILITY:**

This policy applies to all Gila County elected officials and employees.

**III. POLICY:**

It is the policy of Gila County to establish the Standards of Conduct expected of all County employees to create an environment of honesty, integrity, and impartiality. This Standard is essential to assure the proper performance of County business and the maintenance of confidence by citizens in their County Government.

**SIGNATURE:**

\_\_\_\_\_  
**CHAIRMAN, BOARD OF SUPERVISORS**

\_\_\_\_\_  
**DATE**

<b>Gila County Human Resources</b>	<b>Policy Number: BOS-HRS-120</b>	<b>Page</b>
<b>STANDARDS OF CONDUCT</b>	<b>Replaces: Rule #6</b>	
	<b>Adopted: 11-24-2015</b> <b>Revised: 10-21-2015</b>	<b>2 of 2</b>

**IV. PROCEDURES:**

- A. Employees shall be courteous, considerate and prompt in dealing with and serving the public and other Gila County employees.
- B. Employees shall not conduct themselves in a manner that will bring discredit or embarrassment to the County, both on and off the job.
- C. An employee’s official position shall not be used for personal gain. Public influence and/or confidential or “inside” information must never be turned to personal advantage.
- D. Employees shall observe the applicable laws and regulations governing participation in political activities and conflict of interest. Employees shall avoid any discrimination because of race, color, religion, sex, national origin, age, disability.
- E. Employees shall economically utilize, protect and conserve property of Gila County entrusted to them, and conduct all their official activities in a manner which is above reproach and free from any indiscretions or acceptance of gratuities or favors which cast doubt or suspicion upon themselves or the County.
- F. Employees shall not perform any work in a private capacity which may be construed by the public to be an official act without prior written approval of the Appointing Authority.
- G. Employees must never permit themselves to be placed under any kind of personal obligation, which could lead any person to expect official favors of the employee’s position with the County.
- H. As public servants, Gila County employees should carry out their duties in a manner which would withstand public scrutiny. Some employees handle confidential County-related or employee-related documents while others handle sensitive matters, such as health records and investigations. Consequently, employees should maintain the confidentiality of matters they handle assuring information about these activities is made public only upon appropriate authorization.
- I. For the protection of employee privacy, the use of personal cameras, including phone cameras, audio recorders or other photographic, video or audio recording devices in the workplace is prohibited unless otherwise authorized in advance by the Appointing Authority for use for a specific business purpose.
- J. Employees may not solicit any other employee during working time, nor may employees distribute literature in work areas at any time.

<b>Gila County Human Resources</b>	<b>Policy Number: BOS-HRS-625</b>	<b>Page</b>
<b>PERSONNEL COMMISSION</b>	<b>Replaces: Rule # 3</b> <b>Adopted: 11-24-2015</b> <b>Revised: 10-21-2015</b>	<b>1 of 3</b>

**I. PURPOSE:**

The purpose of this policy is to establish the Gila County Personnel Commission (Commission), identify the Commission’s authority, and set forth the situations under which eligible employees may appeal employment actions the employee deems to be adverse.

**II. APPLICABILITY:**

This policy applies to all classified Gila County employees.

**III. POLICY:**

It is the policy of the Gila County Board of Supervisors to appoint a Personnel Commission, a five-member independent body of private citizens to provide an appeal process to County employees who believe they have been involved in an adverse employment action. The Commission is responsible for reviewing and understanding the precepts of Gila County employment, retention and promotion for all classified employees to ensure it meets the standards of the Gila County Merit System.

<b>Gila County Human Resources</b>	<b>Policy Number: BOS-HRS-625</b>	<b>Page</b>
	<b>Replaces: Rule # 3</b>	
<b>PERSONNEL COMMISSION</b>	<b>Adopted: 11-24-2015</b> <b>Revised: 10-21-2015</b>	<b>2 of 3</b>

IV. PROCEDURES:

The Board of Supervisors (Board) shall appoint a Personnel Commission to assist in the County’s personnel administration system.

The Commission shall consist of five members, each of whom shall hold office for a term of four years or until a successor is appointed and qualified. The Commission serves as an independent advisory board established to hear appeals from eligible employees about specific adverse employment actions.

Members of the Commission are selected from among the qualified electors of the County and shall be generally familiar with Human Resources policies and procedures. No more than three (3) of such members shall be from the same political party. At least one (1) member shall have prior work experience in the law enforcement or probation field.

Each member shall hold office for a term of four (4) years or until his successor is appointed and qualified. Of the members first appointed, two (2) shall serve for a two (2) year term, two (2) for a three (3) year term, and one shall serve a four (4) year term, and such members shall determine, by lot, the length of their terms. Appointment to fill a vacancy caused by other than expiration of term shall be for the unexpired portion of the term. A member of the Commission may be removed by the Board for cause. Any one of the following shall constitute the resignation of a Commissioner and authorize the Board to appoint a new member to fill the unexpired term so vacated:

- Absence from three (3) consecutive meetings;
- Becoming a candidate for any elected public office; or,
- Accepting any appointive office or employment in County service.

The Commission shall elect one (1) of its members as the Chairperson on an annual basis, changing who serves as Chairperson each year. The Chairperson shall also be willing to serve on other local boards within the County that are required, by statute, to be represented by the “head of the merit system” and which are appointed by the Board of Supervisors. Three (3) members shall be present to constitute a quorum for the transaction of business. A majority of the commission membership shall constitute a majority vote.

The Commission shall become familiar with and perform duties as are necessary to carry out the provisions of the Gila County Merit Rules, Human Resources policies, the Arizona Revised Statute (A.R.S.) Title 38, et seq., for Public Safety Officers (A.R.S. 38-1101 through 38-1114), and Adult and Juvenile Probation Officers (A.R.S. 38-1131 through 38-1141), the Gila County Sheriff’s Office Policy and Procedure Manual and the Superior Court’s Merit Rules and Policies, and other adopted policies of the County. In addition, the Commission may assist the Board of Supervisors in the following areas:

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	<b>Replaces: Rule # 3</b>	
<b>PERSONNEL COMMISSION</b>	<b>Adopted: 11-24-2015</b> <b>Revised: 10-21-2015</b>	<b>3 of 3</b>

A. Making recommendations on Human Resources policies with the goal of improving understanding, consistent application, and the efficient operation of County government;

B. Making recommendations to the Board and Human Resources Director (Director) of problems concerning personnel administration;

C. Making recommendations to assist in the fostering of interest in the best practices of institutions of learning and of civic, professional, and employee organizations in order to improve personnel standards in the County service; and,

D. Making annual reports, and such special reports as the Commission considers desirable to the Board regarding personnel administration in the County service and recommendations for improvements.

The Commission shall hold meetings in accordance with the Arizona Open Meeting laws A.R.S. §38-431, et seq. The Commission shall meet at such times and places as shall be specified by call of a majority of the Commission or by the Chairperson.

Further:

- All meetings shall be open to the public;
- At least five (5) days' written notice of each meeting shall be given by the Director to each member not joining in the call for a meeting; and,
- Three (3) members shall constitute a quorum for the transaction of business.

All matters to be presented for consideration by the Commission at a regular or special meeting shall be placed on the Commission's agenda without undue delay. The agenda shall be electronically mailed to each member of the Commission and shall be posted in accordance with A.R.S. §38-431.02, no less than twenty-four (24) hours prior to the meeting.

The Director shall provide for the recording of the official actions of the Commission in its minutes. The time and place of each meeting of the Commission, the commissioners present, all official acts of the Commission and, when requested, a commissioner's dissent and the reasons for the dissent shall be recorded in the minutes. The Director shall cause the minutes to be transcribed and presented for approval or amendment at the next meeting. The minutes, or a true copy thereof, shall be open to public inspection.

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<b>PERFORMANCE APPRAISALS</b>	<b>Replaces: Rule #20</b> <b>Adopted: 11-24-2015</b> <b>Revised: 10-21-2015</b>	<b>1 of 4</b>

**I. PURPOSE:**

The purpose of this policy is to establish a process to promote open and clear two-way communications that result in the continuous development of employees, to set goals and objectives, determine training needs and to appraise past performance based upon a standard performance review process.

**II. APPLICABILITY:**

This policy applies to all Gila County employees except Elected Officials and temporary employees.

**III. POLICY:**

The greatest assets of Gila County Government are its employees. The Performance Appraisal Program applies to all regular status employees who have completed the required probationary period. All eligible regular status employees who have successfully completed the required probationary period shall be evaluated under the terms of the Performance Appraisal Program. Performance management is the systematic process of planning work and setting expectations, continually monitoring performance, developing the capacity to perform, periodically rating performance in a summary fashion, and rewarding excellent performance.

**SIGNATURE:**

\_\_\_\_\_  
**CHAIRMAN, BOARD OF SUPERVISORS**

\_\_\_\_\_  
**DATE**

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#### IV. PROCEDURES:

##### A. Administration of System

The Human Resources Department shall be charged with the administration of the appraisal process including preparation, distribution and collection of forms and establishing reporting procedures.

##### B. Appraisal Period

At least one official performance appraisal shall be completed for each regular status County employee at the end of the probationary period and each year thereafter by December 31. Blank performance appraisal forms will be distributed or made available electronically by the Human Resources Department to all elected officials and appointed department heads during November of each year.

##### C. Appraisal Forms

Two forms will be used in the performance appraisal process.

1. The “Core Employee” performance appraisal form shall be used for all regular status County employees regardless of job function or classification except for elected officials, managers, supervisors and directors. This form is used to appraise performance based upon a set of standard skills and traits applicable to all core employees.
2. The “Supervisor/Administrative” performance appraisal form shall be used for all supervisors, managers and directors except elected officials. This form is used to appraise leadership, supervisory and administrative performance against a set of standard supervisory skills, traits and individually established and mutually agreed upon goals and objectives.

##### D. Appraisal Process

1. Within 30 days of employment each employee shall be provided a copy of the appropriate appraisal form (Core or Supervisory/Administrative) and the employee’s immediate supervisor shall review the yet to be completed form and discuss a list of performance expectations with the employee which, combined with the yet to be completed form, constitute the employee’s performance plan.
2. Annually in November, draft performance appraisals shall be prepared for each employee by the employee’s immediate supervisor without discussion or input from the employee. The supervisor shall provide a list of the “overall average

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scores” of the draft appraisals of his/her direct reports to his/her immediate supervisor who shall provide them to the elected official or appointed department head. The draft appraisal scores shall not be discussed with employees during this review period.

3. Each elected official and appointed department head shall review the draft appraisal scores for internal equity within their office or department. It is the responsibility of the elected official or appointed department head to verify that all divisions within his/her office or department are comparably appraised and not to alter any of the individual appraisal scores given by the immediate supervisor. (For example: An elected official or appointed department head may determine that a given division within his/her office or department has appraisal scores that are noticeably higher or lower than the rest of the office or department. The elected official or appointed department head would notify the division head of the anomaly and ask that it be further reviewed before resubmitting the drafts.)
4. Each elected official and appointed department head shall provide a copy of the draft appraisal scores to the Human Resources Department to review for county-wide equity. The same process and rules as outlined in number 3 above shall apply to the county-wide review by the Human Resources Department.
5. The Human Resources Department shall notify elected officials and appointed department heads when the equity check is complete and instruct them to proceed with performing the final appraisals with their employees.
  - a. The performance appraisal is an interactive event where the employee and the immediate supervisor review and discuss the employee’s previously agreed upon performance plan.
  - b. During the appraisal meeting, the employee and the immediate supervisor shall also establish the performance plan for the next performance period.
  - c. The employee will verify that the appraisal has been completed by signing and dating the form. Signing the appraisal form does not necessarily signify the employee’s agreement with the appraisal only that it was reviewed and discussed with him/her. The employee may request that the appraisal be reviewed at the next higher supervisory level by so indicating on the form.
6. Each elected official and appointed department head shall provide the original of each employee’s completed and signed final appraisal form to the Human Resources Department.

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7. Annually in October the Human Resources Department shall prepare and distribute to elected officials and appointed department heads (may be electronic) a schedule of Performance Appraisal events with specific dates and deadlines for the current appraisal period.

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<b>DISCIPLINARY ACTIONS</b>	<b>Replaces: Rule #21</b> <b>Adopted: 11-24-2015</b> <b>Revised: 10-21-2015</b>	<b>1 of 6</b>

**I. PURPOSE:**

The purpose of this policy is to establish a process of progressive discipline. Progressive discipline is designed to provide a structured corrective action process to improve and prevent a recurrence of undesirable employee behavior and performance issues. Such a process ensures that employees are afforded adequate notice and opportunity to correct unacceptable behavior.

**II. APPLICABILITY:**

This policy applies to all Gila County employees except Elected Officials.

**III. POLICY:**

Gila County wishes to create and maintain a work environment that promotes efficiency, productivity, and positive reinforcement of actions through work standards met or exceeded. The County advocates the use of progressive discipline as a means toward maintaining a positive work environment. However, the seriousness of an offense may dictate overriding progressive discipline, and serious offenses may lead to administrative suspension or immediate dismissal. When circumstances dictate, a combination of disciplinary actions may be used.

**SIGNATURE:**

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**CHAIRMAN, BOARD OF SUPERVISORS**

\_\_\_\_\_  
**DATE**

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#### IV. PROCEDURES:

##### A. General

1. Causes for disciplinary actions include, but are not limited to:
  - a. Fraud in securing appointment;
  - b. Incompetence;
  - c. Neglect of duty;
  - d. Insubordination;
  - e. Sleeping while on duty;
  - f. Disorderly conduct;
  - g. Malicious gossip or false accusations which tend to destroy friendly relations between the County and the public or between employees or in any way hinder County operations;
  - h. Dishonesty;
  - i. Absence without leave;
  - j. Commission or conviction of a felony or misdemeanor involving moral turpitude which would affect the employee's suitability for continued employment;
  - k. Discourteous treatment of the public and/or co-workers;
  - l. Willful disobedience;
  - m. Engaging in prohibited political activity;
  - n. Misuse of government property;
  - o. Possessing, dispensing or being under the influence of a narcotic, barbiturate, marijuana, tranquilizing or hallucinogenic drug, alcohol, or other controlled substances on duty, except in accordance with medical authorization;
  - p. Seeking to obtain financial, sexual or political benefit from another employee with his/her consent induced by wrongful use of force or fear, or under color of official right;
  - q. Discrimination or harassment based upon race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability, genetic information, or Vietnam era or disabled veteran status;
  - r. Revocation, suspension or loss of Arizona driving privileges where having an Arizona Driver's License is a requirement for the position;
  - s. Revocation, suspension or loss of certification issued by a governmental entity where such certification is a requirement for the position;
  - t. Engaging in sexual harassment of an employee;
  - u. Inefficiency;
  - v. Unsatisfactory attendance;
  - w. Mishandling of County funds;

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- x. Falsification or unauthorized use of County records;
  - y. Unauthorized possession of firearms, weapons or explosives on County property;
  - z. Unsafe actions;
  - aa. Any other conduct or performance which constitutes cause for disciplinary action.
2. Sworn law enforcement officers employed by the Sheriff's Office shall be subject to being placed on administrative leave with or without pay consistent with these policies upon being formally charged with the commission of a felony offense.

**B. Types of Disciplinary Action**

Behavior that is illegal or violent will not be subject to the progressive discipline process and may be reported to local law enforcement agencies. All disciplinary actions must be discussed with Human Resources (HR) prior to implementing the disciplinary action. All disciplinary actions must be documented and the original sent to HR to be placed in the employee's file.

1. Verbal Warning

A verbal warning creates an opportunity to bring attention to existing performance, conduct, or attendance issues with the employee. Expectations and steps that must be taken to improve performance or resolve the issue should be discussed here. Verbal warnings must be documented and sent to HR.

2. Written Reprimand

A written reprimand is a formal notice to an employee that further disciplinary action will be taken unless their behavior or performance improves. A copy of the written reprimand is to be forwarded to the HR Department for placement into the employee's personnel file. A Performance Improvement Plan (PIP) may be applicable to assist the employee in meeting expectations.

3. Suspension

- a. Before an employee with regular status can be suspended, the Appointing Authority shall give the employee written notice of the charges, a summary of the Appointing Authority's basis for the charges, and an opportunity for the employee to present a written response. The employee's response shall be made not later than three working days after the employee receives the notice of the charges, unless extended in writing by the Appointing Authority.
- b. The Appointing Authority may suspend any employee with regular status for cause, but not before attempting to serve the employee personally or by registered

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or certified mail, return receipt requested (addressee only), with written notice of the specific reasons for suspension in sufficient detail to inform the employee of the facts, with a copy to the Director. The Appointing Authority shall include a statement of the employee's right to appeal. The action is not effective until one of the following occurs:

- i. The employee signs for receipt of the suspension letter personally served or served by mail; or,
  - ii. Three working days have passed since the letter was mailed to the employee; or,
  - iii. An attempt is made to personally serve the suspension letter, but the employee refuses to sign for the letter. Such attempt to personally serve the letter shall be witnessed.
- c. Except as otherwise provided by statute or policy, suspensions shall not exceed a total of thirty working days during any twelve (12) month period. The twelve (12) month period begins with the first day of the first suspension.

#### 4. Demotion

- a. A regular status employee may be demoted for cause by an Appointing Authority to any regular status position, provided the employee meets the minimum qualifications for such class.
- b. Before an employee with regular status can be demoted, the Appointing Authority shall give the employee written notice of the charges, a summary of the Appointing Authority's basis for the charges, and an opportunity for the employee to present a written response. The employee's response shall be made not later than three working days after the employee receives notice of the charges, unless extended in writing by the Appointing Authority.
- c. The Appointing Authority may demote any employee with regular status only for cause, but not before attempting to serve the employee personally or by registered or certified mail, return receipt requested (addressee only), with written notice of the specific reasons for demotion in sufficient detail to inform the employee of the facts, with a copy to the Director. The Appointing Authority shall include a statement of the employee's right to appeal. The action is not effective until one of the following occurs:

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- i. The employee signs for receipt of the demotion letter personally served or served by mail; or
  - ii. Three working days have passed since the letter was mailed to the employee; or
  - iii. An attempt is made to personally serve the demotion letter, but the employee refuses to sign for the letter. Such attempt to personally serve the letter shall be witnessed.
- d. Except as otherwise provided in these policies, a demoted employee shall not be required to serve a probationary period in the position to which demoted.

5. Dismissal

Recommendations for dismissal must be approved by the Human Resources Director before the following steps occur:

- a. Before an employee with regular status can be dismissed, the Appointing Authority shall give the employee written notice of the charges, a summary of the Appointing Authority's basis for the charges, and an opportunity for the employee to present a written response. The employee's response shall be made not later than three working days after the employee receives notice of the charges, unless extended in writing by the Appointing Authority.
- b. The Appointing Authority may dismiss any employee with regular status for cause, but not before attempting to serve the employee personally or by registered or certified mail, return receipt requested (addressee only), with written notice of the specific reasons for dismissal in sufficient detail to inform the employee of the facts, with a copy to the Director. The Appointing Authority shall include a statement of the employee's right to appeal. The action is not effective until one of the following occurs:
  - i. The employee signs for receipt of the dismissal letter personally served or served by mail; or
  - ii. Three working days have passed since the letter was mailed to the employee; or
  - iii. An attempt is made to personally serve the dismissal letter, but the employee refuses to sign for the letter. Such attempt to personally serve the letter shall be witnessed.

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- c. If an employee is on an approved period of leave with pay, the action will be effective at the end of the approved period of leave with pay, and the dismissal letter shall be served on the employee in accordance with this subsection.
  - d. Dismissal During Probation
    - i. An employee on original probation may be dismissed without the right of appeal.
    - ii. An employee on promotional probation may not be dismissed without the right of appeal.
6. Administrative Leave

Nothing in this policy shall preclude the Appointing Authority from immediately placing an employee on administrative leave pending implementation of procedures under this section, but no pay shall be withheld for such period.

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<b>GRIEVANCE PROCESS</b>	<b>Replaces: Rule #22 (a)</b> <b>Adopted: 11-24-2015</b> <b>Revised: 10-21-2015</b>	<b>1 of 4</b>

**I. PURPOSE:**

The purpose of the grievance process is to afford Gila County employees a written and systematic means of obtaining further consideration of disputes after every reasonable effort has failed to resolve them through informal discussions initiated with their immediate supervisor.

**II. APPLICABILITY:**

This policy applies to all Gila County employees except Elected Officials.

**III. POLICY:**

It is the policy of Gila County to establish a means through which employees may obtain consideration of grievances or problems in matters over which the Appointing Authority has complete or partial jurisdiction and for which redress is not provided elsewhere in these policies.

**SIGNATURE:**

\_\_\_\_\_  
**CHAIRMAN, BOARD OF SUPERVISORS**

\_\_\_\_\_  
**DATE**

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#### **IV. PROCEDURES:**

##### **A. General**

1. If an employee complaint of unlawful discrimination or harassment based upon race, color, religion, sex (including pregnancy), national origin, age (40 or older), disability, genetic information, or Vietnam era or disabled veteran status is not resolved through the procedures outlined in Policy BOS-HRS-110, EEO, Unlawful Discrimination, Harassment and Retaliation the employee may file a grievance with the Gila County Personnel Commission (Commission) in accordance with Policy BOS-HRS-615, Grievance Process, section B.
2. If the employee alleges misinterpretation or misapplication of the policy, departmental work rules, unsafe or unhealthy working conditions, an employee complaint may be filed in accordance with Policy BOS-HRS-615, Grievance Process, section C.
3. If an employee alleges improper suspension, demotion, reduction in pay, or dismissal on any grounds including alleged unlawful discrimination, Policy BOS-HRS-620, Appeals Procedure, shall be used.

##### **B. Grievance Procedure for Claims of Discrimination or Harassment**

1. Within ten (10) calendar days after an employee has been informed of a remedial action taken in response to an allegation of unlawful harassment or discrimination filed under Policy BOS-HRS-110, the employee may grieve the action by requesting a review of the determination by the Commission. The employee must request the review and relief requested on the Employee Grievance form and submit it to the Human Resources Director. The Commission shall designate one of its members to investigate and hear the complaint and provide the Commission with a report. The Commission shall review the report on the complaint and issue a final determination in writing upholding or reversing the report. The Director shall furnish a notice of the final determination to the employee and the Appointing Authority within ten (10) calendar days of the determination by the Commission.

##### **C. Grievance Procedure for Other Issues**

1. The grievance procedure may not be used:
  - a. By employees on original probation, except in cases alleging illegal discrimination or compelled participation in any election campaign for public office or partisan political activity; or,

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- b. For matters involving compensation, classification schedules, classes of positions, personnel records, performance appraisals, reprimands or employee counseling; or,
- c. For matters involving dismissal, demotion, or suspension.

All time frames specified on the form shall be met. If the immediate supervisor or department head fail to meet the time frame requirements, the employee has the right to take the grievance to the next step. If the employee fails to meet the time requirements, the grievance shall be deemed abandoned.

2. The four steps of the grievance process are as follows:

- a. **Step 1:** Using the “Employee Grievance form”, the employee shall state the grievance and the remedy requested. A copy shall be given to the immediate supervisor and a copy sent to the Director within five (5) working days of the incident giving rise to the grievance. The immediate supervisor shall respond in the designated portion of the form and send a copy to the employee and the Director within five (5) working days of receipt.
- b. **Step 2:** If the employee disagrees with the supervisor’s response, the Employee Grievance form shall be sent to the Appointing Authority within five (5) working days of the supervisor’s response to Step 1. The Appointing Authority shall respond by completing the designated section of the form and sending a copy to the employee and the Director within five (5) working days of receipt of the employee’s Step 2 grievance. If the employee disagrees with the Appointing Authority’s response and desires to continue the grievance process, the specific reason shall be indicated on the form. The employee may then proceed to Step 3.
- c. **Step 3:** Within five (5) working days of receipt of the Appointing Authority’s response, the employee shall submit the Employee Grievance form to the Director. The Director shall complete his/her section of the form by making a recommendation and returning it to the employee, with a copy to the Appointing Authority, within five (5) working days of receipt of the employee’s Step 3 grievance. If either the employee or the Appointing Authority disagrees with the recommendation of the Director at Step 3, and desires to continue the grievance process, the employee or Appointing Authority shall indicate the disagreement on the Employee Grievance form. An appeal to Step 4 must be filed within ten (10) working days of receipt of notice of action taken by the Director.
- d. **Step 4:** The Employee Grievance form shall be resubmitted to the Director who will notify the Commission within five (5) working days. The Appointing

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Authority or designee shall be considered the respondent and shall be served with a copy of the form.