

PULASKI COUNTY PERSONNEL POLICY MANUAL

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ARTICLE 1 - REGULATIONS

SECTION 1. PURPOSE:

- A. Pulaski County employees are "at-will" employees. County employment is not for a specific period of time and employment may be terminated at any time, without notice (except for unpaid wages earned through termination date) and with or without cause.
- B. It is the purpose and intent of the Personnel Policy to establish uniform personnel policies and benefits for all Pulaski County employees. The provisions of this policy are not intended to create a contract of employment and may be modified at any time by the Pulaski County Quorum Court.
- C. Additional policies and practices may be adopted by individual elected officials and department heads, as long as they do not conflict with the personnel policy established by the Quorum Court. Such departmental policies shall be in writing and posted within the department or otherwise made known to each department employee.
- D. No representative of Pulaski County has the authority to enter into any agreement of employment for a specific period of time or to make any agreement contrary to these policies.

SECTION 2. DEFINITIONS:

- A. County Employee: Any individual providing labor to Pulaski County for salary or wages normally payable from county funds.

When used in this manual, words importing the singular number or the masculine gender shall be deemed to include the plural, as well as the singular, and the female as well as the male.

- B. Scheduled Overtime: Provision for overtime monies in the budgets of agencies, departments or offices for payment to the employees who are required by those agencies, departments, or offices to work beyond their normal daily/weekly work shift during seasonal, rush periods or to handle the inordinately heavy work loads that those departments experience during periods of each year.
- C. Unscheduled or Non-Scheduled Overtime: The occasional period of time which a county employee may work beyond his daily/weekly work shift which has not been scheduled or authorized by the elected official or department head. Such unauthorized work does not result in accrual of compensatory time or paid overtime.
- D. Hourly Pay: Salaries paid at an hourly rate to all regular part-time, temporary full-time, and temporary part-time employees. Salaries paid shall be commensurate with the value of the work performed, but shall not exceed \$10.50 per hour, unless approved by the County Judge

or authorized by a specific appropriation by the Quorum Court, such appropriation containing a maximum number of authorized hours and a maximum per hour wage rate. The responsible elected official or his/her designated representative shall certify the number of hours worked, the hourly rate of pay, and the total compensation due each employee on each payroll.

- E. Workday, Working Day, Regular Workday, Normal Workday: Eight hours of work by an employee during a twenty-four (24) hour period; provided, any elected (or appointed) County official may amend or modify this definition by an express written policy for that official's office, which must be filed with the Quorum Court for distribution by the County Clerk to all other elected officials.
- F. Workweek, Work Period: Forty (40) hours of work by any civilian county employee during any seven (7) consecutive calendar day period. For law enforcement personnel, one hundred seventy-one (171) hours of work in any twenty-eight (28) consecutive day period.
- G. Date of Hire: Date employee starts to work in pay status.
- H. Date of Termination: For payroll purposes, the last day worked.
- I. Compensatory Time: Leave time earned by county employees for hours worked by such employees (at the request and with the approval of the elected or appointed official or his/her department head) over the employee's regular workweek, and such compensatory time is given in lieu of overtime wages.

SECTION 3. OFFICE HOURS AND COMPENSATION:

All offices and departments of Pulaski County shall be open for business from 8:00 a.m. until 5:00 p.m., normally, Monday through Friday. This does not preclude an office from opening prior to 8:00 a.m. or closing later than 5:00 p.m. or opening on weekends and holidays due to work requirements. In order to receive full wages, all full-time civilian employees are expected to work at least 40 hours each workweek in the performance of his/her county duties or use paid leave in a sufficient amount to total 40 hours. The term "workweek" shall mean 40 hours of work by a civilian county employee during any seven consecutive calendar day period. Any county elected official may amend or modify his office's hours of work, days of work, and schedules of work by the adoption of any express policy for that office (which is filed with the Quorum Court for distribution by the County Clerk to all other elected officials) in order to fulfill its responsibility of providing adequate service to the public, as long as 40 hours are worked by each employee. Hours worked in excess of a 40-hour workweek shall be handled as follows:

- A. Overtime Pay: All county employees working overtime (i.e., hours actually worked in excess of 40 hours a week for civilian employees and 171 hours per 28 consecutive day period for law enforcement) shall be paid in accordance with applicable law. Payment of overtime wages to county employees of any agency, department, or office shall be paid out of overtime monies appropriated to such agency, department, or office for that particular purpose. No overtime hours shall be accrued without prior approval from the county elected

official and/or the department head. Overtime pay shall not be regularly paid, nor paid over a prolonged period of time, and it is the established policy of the county to pay overtime only when there is no other feasible means of handling seasonal periodic fluctuations in workloads of an office. Any employee who works overtime without the knowledge and consent of his/her respective elected official and/or department head will not be compensated. Overtime is paid to county employees for time worked in excess of the regular workweek at the rate of 1 1/2 times the regular rate of pay. Overtime shall not be accumulated, but shall be paid to the employees at the end of the pay period worked. Twenty (20) hours is the maximum number of overtime hours that an employee can work per week.

- B. Compensatory Time: County civilian employees who are authorized to work scheduled overtime receive compensatory time off in lieu of overtime pay for actual hours worked in excess of forty (40) hours per workweek, or for work performed on an unscheduled workday, as provided below. No right to compensatory time shall accrue without prior scheduling and authorization from the elected official or department head. No right to compensatory time off shall accrue in excess of the time applicable to the employee provided by the Fair Labor Standards Act. Any compensatory time accrued shall be reported each pay period through the payroll department reporting process. No compensatory time off or overtime pay will be provided for unreported compensatory time. Department heads must receive prior approval for their own compensatory time from the elected official over their department. All non-exempt, sworn law enforcement personnel are compensated for one hundred, seventy-one hours of work in a twenty-eight (28) consecutive day period. Law enforcement personnel accrue compensatory time at the rate of one to one and one-half for actual hours worked in excess of one hundred seventy-one (171) hours of work in any twenty-eight (28) consecutive day period.
1. Compensatory time is accrued at the rate of one and a half hours for each hour worked. (Compensatory time accrued prior to April 15, 1986 was accrued at the rate of one hour per hour worked.) Department heads and elected officials shall not approve more than 10 hours compensatory time per pay period, except for emergency response activities or pre-scheduled seasonal activities.
 2. Employees may not accrue more than 240 hours of compensatory time; except those employees in a public safety activity, an emergency response activity or a seasonal activity may accrue a maximum of 480 hours of compensatory time. Any employee who has accrued the maximum number of compensatory hours shall be paid overtime pay for any additional hours worked, according to the provisions of paragraph A (Overtime Pay).
 3. When an employee leaves a department and transfers to another department within County government prior to the transfer, he shall be paid overtime pay for accrued compensatory time at the pay rate, and out of the budget of the department from which he is transferring.

Compensatory time may not be transferred by an employee from one department to

another nor transferred with an employee who is promoted from a non-exempt position into an exempt position. Compensatory time will be paid directly from the budget of the department from which the employee is transferring without the necessity of an Ordinance requesting additional funds. Accrued vacation and sick leave is transferred with the employee into the new Department. The Comptroller's Office will verify that this expenditure does not exceed departmental personnel appropriation and if it does, will prepare an overall county ordinance (clean-up ordinance) to properly allocate funds at the end of each year.

4. Employees who accrue compensatory time shall be permitted to use such time within a reasonable period after requesting use of such time, if the use of compensatory time does not unduly disrupt the operations of the department.
5. Authorization to earn compensatory time must be properly documented and approved by the Elected Official or Department Head on the "Employee Time Worksheet" and submitted to the Payroll Department. Positions exempted from compensatory time are identified on the employee time worksheet.
6. Positions Exempt From Compensatory Time - All classified employees Grade 13A or above and all unclassified employees with a starting salary equivalent of 13A or above are exempt from receiving compensatory time. Other management positions may be exempted from receiving compensatory time at the discretion of the elected official/department head, if applied uniformly within the department.

SECTION 4. HIRING:

- A. The Quorum Court shall establish the number and compensation of all county employees. The job title, classification, and annual pay rate shall be specified for each position of a department or office in the annual budget.
- B. Positions cannot be advertised as vacancies, nor may persons be hired into positions until said positions are authorized by the Quorum Court.
- C. The County Judge shall hire all county employees except those employed by other elected officials. However, the County Judge and other elected officials may delegate hiring authority to those department supervisors under their jurisdiction.
- D. No new or vacated regular, full-time positions may be filled until that vacancy has been processed through the Human Resources Department.
- E. All employees shall perform the duties of their job commensurate with the job descriptions prepared through the classification process and on file in the Human Resources Department.
- F. **Nepotism** - No elected or appointed official may hire a member of his/her family to a position directly or indirectly responsible to such official. For the purpose of this section,

member of family shall be defined as Mother, Father, Son, Daughter, Husband, Wife, Brother, Sister, Mother-in-law, Father-in-law, Brother-in-law, Sister-in-law, Uncle, Aunt, Nephew, Niece, First Cousin, Grandfather, Grandmother, Grandson, and Granddaughter, stepchildren, and step-parents. In addition, no person may be hired if a member of his/her family has supervisory authority over that employee.

- G. **New Hire Orientation** - All newly hired appointees and/or employees during their first week of employment shall receive an orientation of policies and benefits that directly affect the employees. The responsibility of orientation and areas to be covered include the following:

Human Resources Department

- I. Personnel Policy
- II. Benefits Explanation and Enrollment
- III. Salary Administration
- IV. Evaluation Period
- V. JOS Procedure

Hiring Department

- I. Departmental Operations
- II. Rules and regulations - absenteeism, hours of work, etc.
- III. Any other information deemed important to the department.

- H. **Criminal Background Check:** A criminal background check shall be obtained from the Arkansas State Police prior to any person being hired for, or promoted into, the following positions: department head; any employee who would have access to county funds; and upper level employees (to be determined by the hiring elected official and/or department head). These background checks shall be ordered upon the offer and acceptance of employment but prior to hiring (contingent upon satisfactory results). Such background checks shall be paid from the budget of the hiring department.

SECTION 5. TYPES OF APPOINTMENTS:

Positions in Pulaski County Government are filled by five (5) types of appointments, which are as follows:

- A. **Regular full-time:** Appointees and/or employees designated regular full-time are hired to work a full workweek on a non-seasonal basis.
- B. **Regular Part-Time:** Appointees and/or employees designated as regular part-time are hired to work less than a full workweek on a non-seasonal basis.
- C. **Temporary Full-Time:** Appointees and/or employees designated as temporary full-time are hired to work a full workweek during seasonal and/or peak periods.
- D. **Temporary Part-Time:** Appointees and/or employees designated as temporary part-time are hired to work less than a full workweek during seasonal and/or peak periods.
- E. **Acting Temporary Full-Time:** Existing, regular full-time employees, appointed for emergency reasons to an existing vacant higher grade regular full-time position, other than their usual position, for a period not to exceed sixty (60) calendar days, subject to re-appointment. This sub-section does not apply to vacancies in elected positions filled by Quorum Court appointment.
Temporary Full-Time, Temporary Part-Time, and Regular Part-Time employees are not

eligible for benefits (other than those protected under the Arkansas Public Employees Retirement System) that are afforded to Regular Full-Time employees.

SECTION 6. ADMINISTRATION:

- A. Administration of and compliance with the provisions of this ordinance are management responsibilities of elected officials and others with hiring authority, as specified in Section 4-C, for their office.
- B. All hiring authorities shall complete a Personnel Appointment or Status Change Form notifying the Human Resources Department of all changes of an employee's employment status as they occur.
- C. The Human Resources Department shall establish and maintain a personnel file for each employee hired. In the interest of uniformity and to assure compliance with state and federal laws affecting personnel records, the Human Resources Department will specify the minimum records to be submitted by hiring officials to the Human Resources Department. Additional records may be maintained by hiring officials, provided that the protection of privacy of county employees is strictly maintained. Any person or persons responsible for violation of the privacy guarantees of any employee in connection with the maintenance of personnel records shall be subject to dismissal or other accountable treatment commensurate with their position.
- D. The Human Resources Department shall maintain personnel records for all employees including, but not limited to the following:
 - 1. County employment application.
 - 2. Personnel Appointment or Status Change forms
 - 3. Medical insurance records.
 - 4. Worker's Compensation and Unemployment Insurance records.
 - 5. Records required by Arkansas Public Employees Retirement System.
 - 6. Records required by Internal Revenue Service.
 - 7. Records required by state or federal categorical grants.
 - 8. Any documents relating to job performance.
 - 9. Employee performance reviews and/or evaluations.

SECTION 7. JOB OPPORTUNITY SYSTEM:

To ensure equal employment opportunities for all job applicants, the following procedures shall be followed by all elected officials and/or department heads.

Definition of Job Applicant for purposes of this section: Any County employee or any individual outside county government who completes and submits to the Human Resources Department, a County employment application and other required documents/forms for a posted position within the specified recruitment period shall be considered a job applicant.

- A. Officials with hiring authority will notify the Human Resources Director of all full-time job vacancies by submitting a Personnel Position Vacancy Requisition.

- B. The Human Resources Department will develop and distribute a job vacancy announcement for each position. These job vacancy announcements will be posted on a bulletin board located outside the Human Resources Office for a minimum of five (5) consecutive work days and distributed to each County department for posting within the department.
- C. The hiring official may request that applicants for the position be limited to County employees or that applications be accepted from both County employees and the general public simultaneously.
- D. In the event that the vacancy announcement produces no applicants who meet minimum qualifications, the hiring official must request, in written memorandum form, that the position vacancy announcement be "extended" for an additional posting period not less than five days and not exceeding ten days.
- E. No applicant (county employee or "outside" county applicant) who is selected to fill a regular full time position will be placed in such position until after the "close date" of the vacancy announcement posting.
- F. Each vacancy announcement posted for a regular full-time position will have an open and close date. Applications for the posted vacancy will not be accepted after the closing date as indicated on the individual vacancy announcement. Position vacancy announcements will be posted a minimum of five (5) consecutive work days and not exceeding ten (10) consecutive work days unless authorized by the Human Resources Director.
- G. All completed employment applications for posted job vacancies must be submitted to the Human Resources Department to be considered a valid application. It will be the responsibility of the Human Resources Department to screen and evaluate applications and supporting documents and to determine the process by which applications will be referred to the hiring official.
- H. When an applicant is selected for the ("closed") position vacancy, the hiring authority will be responsible for completing a Personnel Appointment ("Status Change Form") and forwarding it to the Human Resources Department for verification. After verification of this form for accuracy and completeness, the form is forwarded to the Payroll Department. This process must be completed before the payroll may be processed.
- I. The Human Resources Department should be notified of the hiring decision and all applications should be returned to the Human Resources Department following the selection process.
- J. Should (within 180 days or 6 months of the last posting period close date) a vacancy occur within the same department for the same position; same meaning, **1**) grade assignment; **2**) job classification or title, and **3**) minimum qualifications requirements, that department, may

request to select from the "pool" of applicants who were referred for the particular position during the 180-day period. A position vacancy requisition and the request to select from the pool must be submitted to the Human Resources Director in written memorandum form.

- K. County employment application forms must include the following language: I am in compliance with the Military Selective Service Act by registering with the Selective Services System or I am exempted from registration because of provisions of the Act as follows:

I am a female I am a current member of the armed forces on active duty.
 I am under age 18 I am 26 years or older
 I am an exempted resident alien, or other (specify) _____.

SECTION 8. SALARY ADMINISTRATION:

- A. **Regular Full-Time Salaries:** Regular full-time salaries are established pursuant to the Classification Compensation System as authorized in the annual budget. No regular full-time position may be filled until it has been properly evaluated and assigned a pay grade. All new, regular full-time county employees on the county payroll less than six (6) months will be paid at Step "A" of the approved grade unless a different step is requested and approved as follows:

County elected officials may hire a new employee at any step up through Step "D", within the appropriate grade, if in the opinion of the hiring official, the employee meets the "exceptionally well qualified criteria" outlined in Section 8F herein, and provided the county official has the appropriation and funds available to effect the salary adjustments. The Quorum Court may appropriate the necessary funds, if not available in official's budget. This provision shall be used only when hiring or promoting an exceptionally well qualified individual, whose background and experience qualifies him/her to perform the job with very little or substantially less orientation and training than would be the case for another qualified applicant. Individuals who have applied for employment according to policy, but have not yet accepted an offer which has been extended, are eligible for consideration for a higher entry level step.

- B. **Temporary Full-Time, Temporary Part-Time and Regular Part-Time Salaries:** The salaries for part-time and temporary positions shall be determined by relating the work to be performed to already identified and classified positions. Specific salaries established shall be no higher than Step "A" of those related positions.
- C. Part-Time and Temporary employees who are temporarily placed into and paid out of a regular full-time, budgeted position are to be paid at Step "A" of the grade regardless of whether a higher step is budgeted. Thirty calendar days is the maximum period of time part-time and temporary employees can be paid out of a budgeted regular full-time position.
- D. Acting temporary full-time appointments shall be made only in an emergency situation (i.e., an unanticipated sudden vacancy in a key management position), and may be treated as a promotion for salary purposes, except that the "exceptionally well qualified" rule shall not

apply. Fringe benefits (i.e., leave, medical insurance, etc.) of employees so appointed shall not be affected. Such appointments may be made without the usual advertising, but a Status Change Form shall be processed prior to effective date.

E. Responsibility for the Salary Administration Program:

The various organizational levels have specific responsibility for the Salary Administration Program as follows:

1. Pulaski County Quorum Court:

- a. Approve objectives, procedures and policies for the Salary Administration Program.
- b. Annually approve salary structures and salary budgets.

2. Pulaski County Judge:

- a. Review recommended adjustments to the salary structures for all positions and present to the Quorum Court for approval.
- b. Review recommended annual salary budgets and present to the Quorum Court for approval.
- c. Review recommended changes to county-wide compensation policies and procedures, and present to the Quorum Court for approval.
- d. Direct administration of the compensation and position evaluation programs and policies throughout Pulaski County Government.

3. Human Resources Director:

- a. Manage and administer the classification/compensation and personnel administrative programs for Pulaski County.
- b. Work with all elected officials and department heads to ensure that compensation policies and regulations are communicated, understood, and utilized by conducting training sessions for all hiring officials on personnel policies and procedures as necessary.
- c. Obtain or develop competitive salary data on an annual basis and recommend appropriate salary structure adjustments to the County Judge.
- d. Prepare, revise, and maintain all official personnel information and records for Pulaski County.
- e. Prepare a yearly salary survey of comparable workforce to present to County Judge

for recommendation to Quorum Court.

- f. Review, evaluate, and recommend to the County Judge all non-elected positions in an organized pattern, such that all positions will be reviewed as needed.

4. Elected/Appointed Official and Department Heads:

- a. Maintain a thorough knowledge of Pulaski County's personnel policies and procedures, and apply them appropriately. Each elected official shall see that hiring officials within their offices (those responsible for personnel actions, such as hiring, preparation of job classification information, and processing of personnel matters) attend, training sessions conducted by the Human Resources Department. Each elected official shall see that hiring officials within their offices also give employees an orientation on the county personnel policy upon being hired, and give an orientation to all existing employees on any and all changes to the County Personnel Policy.
- b. Keep subordinates informed of pertinent aspects of Pulaski County personnel policies and procedures, and assure compliance.
- c. Advise the Human Resources Director of any significant changes in the scope or responsibility of positions under their supervision.
- d. Coordinate all personnel matters with the Human Resources Department, including processing of all personnel actions as required.
- e. Prepare and forward to the Human Resources Department, questionnaires and descriptions of job requirements, minimum qualifications, etc., as required for evaluating new positions and/or re-evaluating existing positions.
- f. Conduct, at a minimum, an annual performance review for each employee under their direct supervision. All evaluation forms used by the elected officials must first be approved by the County Civil Attorney's Office.

- F. Exceptionally Well Qualified Criteria: For purposes of this section, exceptionally well-qualified is defined as follows: Any employee of Pulaski County or applicant for employment with Pulaski County who has combination of work experience, formal and on-the-job training, formal education, tenure with Pulaski County or work experience with another governmental agency which enables that individual to master the essential functions of the specific job within a substantially shorter time period and with substantially less orientation/training than another minimally qualified employee or applicant.

Any current employee or any applicant who is offered employment with the County may be deemed to be "Exceptionally Well-Qualified" by the elected official or department head and may be advanced or hired up to Step D of the assigned grade for the position for classified positions and up to 12.48 percent (12.48%) above minimum of the specific range for unclassified, non-judicial positions and Law Clerk positions. The following are the

guidelines used for determining if an employee/applicant meets the criteria for the exceptionally well-qualified status. All other raises for unclassified employees must be done through Ordinance by the Quorum Court.

Appropriated funds must be available to effect Step (pay) increases. Justification for the increase must be made in writing and submitted to the Human Resources Director for signature along with the Appointment/Status change form.

1. Current full-time employees (within the graded structure).

Any full-time regular employee not currently at the Step D pay level may be advanced to a pay step not to exceed Step D at any time during the employee's tenure with the county. Such pay advancement is at the discretion of the elected official/department head. The elected official/department head may consider (but are not limited to) the following factors when determining the advanced pay level:

- a. The employee has acquired the minimum training necessary to master the essential functions of his/her job.
- b. The employee has previous employment experience within the county in a different position.
- c. The employee has a combination of related work experience, training and/or education which exceeds the minimum requirement as stated on the classification/specification job description (per Human Resources Department records).
- d. Any combination of A, B, and C above.

Current full-time, non-judicial employees (within an unclassified pay range).

Any full-time, regular employee not currently at least 12.48 percent (12.48%) above the minimum pay range assigned to that position may be advanced to a pay level not to exceed 12.48 percent above the minimum at any time during the employee's tenure with the County. Such pay advancement is at the discretion of the elected official/department head. The elected official/department head may consider (but are not limited to) the same factors used in determining the advanced pay level for classified positions.

Current full-time employees within the Law Clerk positions.

Any full-time employee within a Law Clerk position not currently at least 12.48 percent (12.48%) above the starting salary assigned to that position may be advanced to a pay level not to exceed 12.48 percent above the minimum at any time during the employee's tenure with the County. Such pay advancement is at the discretion of the elected

official/department head. The elected official / department head may consider previous years of experience in that capacity.

2. New Hires:

It is the intent of Pulaski County to maintain and administer a competitive compensatory/pay system to attract and retain qualified applicants and employees. Therefore hiring officials are encouraged to hire employees at the beginning/minimum pay level for the specified position with consideration of future pay step advancement. Conversely, hiring officials should consider pay compression issues when determining the entry pay for new employees.

However the hiring official may make exceptions to applicants who are deemed to be “exceptionally well-qualified” and offer an entrance (starting) salary above the minimum pay level up to step D or up to 12.48 percent above the minimum. Justification for the exception must be made in writing and submitted to the Human Resources Director for signature approval along with the appointment/status change form.

The following is a guideline to be used in determining the appropriate pay level (not to exceed step d):

- a. Any combination of related work experience and formal training that exceeds the required minimum as stated on the Classification/Specification (Job Description).
- b. Any combination of related work experience and formal training that is considerably (2-4 years) above the minimum requirements as stated on the Classification/Specification Job Description).
- c. Work experience within another County government agency performing the same or similar duties.
- d. Work experience within a governmental agency at the Federal, State or Municipal Level or within a non-profit public agency.
- e. Any combination of a-d above.

SECTION 9. NON-DISCRIMINATION:

- A. Discrimination against any person because of political or religious opinions or affiliations, or because of age, race, sex, national origin, handicap, disability, or other non-merit factors is prohibited. Any employee who believes he or she is the victim of discrimination or harassment because of any of the prohibited reasons shall report such allegations of harassment or discrimination to his or her immediate supervisor. If the immediate supervisor is the offending official, such alleged discrimination or harassment shall be reported to that official's immediate supervisor, or to the Human Resources director.
- B. Each elected official, department head, and supervisor is responsible for promoting and for actively supporting equal employment opportunity. These officials are responsible for investigating any allegations of discrimination or harassment reported by any employee under their supervision. These officials are responsible for taking or recommending prompt corrective action if the allegations of discrimination or harassment are sustained.
- C. Sexual Harassment Policy: Pursuant to the guidelines on sex discrimination issued by the

Equal Employment Opportunity Commission, the county endorses the following policy:

1. It is against the policies of this county for any employee, male or female, to sexually harass another employee by (a) making sexual advances or requests for sexual favors or other verbal or physical conduct of a sexual nature, a condition of an employee's continued employment, or (b) making submission to or rejections of, such conduct the basis for employment decisions affecting the employee, or (c) creating an intimidating, hostile, or offensive working environment by such conduct.
2. Sexual harassment is defined as:
 - a. Sexual advances, including fondling or any other similar physical contact of a sexual nature.
 - b. Requests or demands for sexual favors, whether subtle or blatant, accompanied by an implied or stated promise of preferential treatment or negative consequence concerning another's employment status.
 - c. Sexually oriented comments, innuendos or actions, including comments about bodily appearance, where such goes beyond mere courtesy.
 - d. Engaging in any type of sexually-oriented conduct that would unreasonably interfere with another's work performance.
3. Normal, courteous, mutually respectful, pleasant, non-coercive interactions between men and women that are acceptable to both parties are not considered to be sexual harassment.
4. Any employee who believes he or she has been the subject of sexual harassment must report the alleged act immediately to his/her immediate supervisor (or the next level supervisor if the supervisor is alleged to have committed the act) or the Human Resources Director. An investigation of all complaints will be undertaken immediately. Any supervisor, agent or other employee who has been found by the county, after appropriate investigation, to have sexually harassed another employee, shall be subject to appropriate sanctions, depending on the circumstances, from a warning in his or her file, up to and including termination.

D. Americans with Disabilities Act (ADA) POLICY: Pursuant to the Americans with Disabilities Act (ADA) of 1990, the county endorses the following policy:

1. It is the intent of Pulaski County to ensure that no qualified individual, because of a disability, is discriminated against with regard to any term or condition of employment, provided that such individual can perform the essential functions of the job with or without reasonable accommodation. The County, upon request, will provide reasonable accommodation in compliance with the Americans with Disabilities Act (ADA).

2. Definitions:
 - a. Disability is defined as (1) a physical or mental impairment that renders the individual unable to perform, or significantly limits the individual's ability to perform one or more major life activities as compared to an average person in the general population; (2) a record of such an impairment; or (3) being regarded as having such an impairment.
 - b. Qualified individual is defined as an individual with a disability who satisfies the requisite skill, experience, education and other job-related requirements of the employment position such individual holds or desires, and, who, with or without reasonable accommodation, can perform the essential functions of such position.
 - c. Reasonable accommodation is defined as a modification or adjustment to a job, the work environment, or the way things usually are done that enable a qualified individual with a disability to enjoy an equal employment opportunity.
3. Any individual who believes s/he requires a reasonable accommodation to perform the essential functions of his/her position should notify his/her supervisor or elected official. All such requests will be handled on a case-by-case basis.
4. To the extent that other provisions of this policy interfere with the provision of a reasonable accommodation, such provisions, at the discretion of the supervisor or elected official, may be deemed inapplicable.

SECTION 10. EVALUATION PERIOD:

- A. All newly hired County employees shall serve a one-year evaluation period. The purpose of this period is to allow the hiring official time to observe the employee's performance and ability to perform the job.
- B. While all County employees are employees-at-will and are evaluated yearly, new hires are evaluated on a quarterly basis during the first year of employment.
- C. After completion of six- (6) months-continuous full-time, regular employment, employees are entitled to use their accumulated leave with pay (see Section 18 Administrative Leave). Rehires are treated as new hires for this and all purposes in this policy.
- D. County employees who transfer, are promoted or demoted into new positions must serve a six-month evaluation period in the new position. Use of leave accumulated is permitted for these employees during their evaluation period, if they have already completed six- (6) months continuous employment with the County.
- E. Quarterly evaluation reports are required to be filed in the Human Resources Department on all employees during the evaluation period. Copies of the evaluation report will be given to the employee; the supervisor and a copy will be placed in the official personnel file.

SECTION 11. ATTENDANCE: UNAUTHORIZED ABSENCE:

Employees are expected to be at their workstation on time and to work the number of hours scheduled. Employees who are absent from work without prior authorization or who are tardy reporting to work have the responsibility to immediately advise their supervisor of the circumstances. The supervisor will determine if the circumstances are understandable and infrequent and assess if it is necessary to require the use of earned compensatory leave, annual leave time, or to report as unauthorized absence. Employees who are absent or tardy without authorization can be docked (not-paid) for the time in question and then be reported as unauthorized absent (UA) on the department "Payroll Worksheet" which is submitted to the payroll department. Employees are not in pay status if assigned "Unauthorized Absence". Unauthorized Absence is to be assigned in fifteen (15) minutes minimum increments for the period determined as appropriate by the supervisor. Recurring unauthorized absence will lead to disciplinary action up to and including termination.

If an employee anticipates being tardy or absent, the employee has the responsibility to personally notify their supervisor in advance of the work period. If this responsibility cannot be met, they are to notify their supervisor immediately upon reporting to work and explain why they could not notify prior to the start of the work period. Employees who are absent for two consecutive workdays without personally notifying their supervisor will be considered as having voluntarily resigned their position.

SECTION 12. SEPARATIONS:

- A. **RESIGNATION:** Any employee contemplating resignation is urged to discuss this decision with his supervisor before submitting his letter of resignation to the hiring official. Employees are requested to give two weeks notice of resignation to provide the county an opportunity to find a suitable replacement. A copy of the resignation shall be forwarded to the Human Resources Department along with a Personnel Status or Change Form.

- B. **TERMINATION:** In the event that any full-time, regular employee is terminated, voluntarily or involuntarily, the department head or elected official will complete the appropriate Personnel Action Forms. Terminated employees are entitled to be paid for time worked, and for leave time earned to the effective date of the termination. Termination pay shall be paid as a lump sum including time worked, vacation leave and compensatory time.

- C. **LAY-OFF:** Should circumstances cause a need for a county wide reduction in the number of county employees, the decision to lay off employees shall be made by the County Judge for those departments under his/her jurisdiction and the other elected officials for their departments.

Laid off employees, who are rehired within a period of one year, may be reinstated to their former position at the salary level closest to that earned at the time of lay off (if available) with rights relating to rate of leave time accrual. Pulaski County cannot guarantee that the same or similar position (or same or similar salary) will be available upon return.

SECTION 13. REHIRES:

Rehires (other than laid off employees and returning called to active duty veterans [see 18F. Military Leave]) shall be considered as new employees and treated the same as any other new employee with reference to salary, employee benefits, rate of accrual for leave purposes, and any other applicable provisions for new employees.

SECTION 14. PROMOTIONS, DEMOTIONS, TRANSFERS:

- A. **PROMOTIONS (Lower Grade / Range to Higher Grade / Range):** An incumbent of a classified (graded) position or an unclassified non-judicial position (within an unclassified pay range) who applies for and is promoted into a position of a higher classified grade or higher unclassified range must receive a pay increase of at least four (4) percent. The incumbent's salary is placed at the classified step in the higher grade that will accommodate the four percent increase or at the unclassified salary level that is four (4) percent above the previous salary. The promoted incumbent may receive a pay increase above four percent provided that the increase does not exceed Step D of the higher classified grade or 12.48 percent above the minimum unclassified salary range. Salary increases above four percent up to Step D for classified grades or up to 12.48 percent above salary range minimums are permitted at the discretion of the elected official or department head, but only with written justification for the increase provided to the Human Resources director and if funds are available in the department's current budget appropriation.
- B. **DEMOTIONS (Higher Grade / Range to Lower Grade / Range):** A demotion may be voluntary at the initiation of the employee or involuntary at the discretion of the elected official or department head. If the demotion is voluntary, an incumbent of a higher graded position or higher unclassified range may be placed into a lower graded position or lower unclassified range at the employee's request and with the approval of the elected official/department head. If the incumbent is being demoted into a graded position, the incumbent's salary in the lower grade may be placed at the step closest to the employee's previous salary in the higher graded position, but may not exceed it. If the employee is being demoted into an unclassified range, the employee may be placed at a salary that is at least two (2) percent lower than the previous salary. If the demotion is involuntary, an elected official/department head may demote an employee as a disciplinary action or as part of a department reorganization. The salary of the demoted employee is determined by the elected official/department head, but may not exceed the previous salary. Before the involuntary demotion is made the employee's supervisor must advise the employee of the planned demotion and provide the employee with a description of the duties of the new position.
- C. **Lateral Transfer (Same Grade Classification):** A lateral transfer may be made by an incumbent of a classified (graded) position into the same department or to another county department. The employee who transfers will remain at the same grade and step (same pay level), with the approval of the hiring department's elected official/department head.
- D. **Unclassified (Ungraded) Position Without a Pay Range Transfer to Classified (Graded) Position:** An incumbent of an unclassified position that has no assigned pay range who

applies for and transfers into a classified position may do so at no loss of pay. The employee's salary within the classified pay scale will be placed at the grade/step closest to the employee's previous salary, provided that the new salary shall not be a decrease.

- E. **Unclassified Judicial Position Transfer to another Unclassified Judicial Position:** An incumbent of an unclassified judicial position may transfer into a vacant judicial position without a loss of pay. Such a transfer may only be made at the discretion of the elected official/department head.

County employees of other departments who transfer into unclassified judicial positions must begin at the Judicial starting salary for the specified position.

For any transfer that requires additional pay, the department must have enough money in its budget to pay for the increase.

SECTION 15. EXIT INTERVIEWS:

In a continuing effort to improve our County government and the employment practices that are in place, each supervisor should complete an exit interview on any full time regular employee who has given notice of intention to quit or resign. Exit interview forms along with instructions are available in the Human Resources Office.

SECTION 16. EMPLOYEE ETHICS AND CONDUCT:

- A. Hiring officials and supervisors are expected to orient and train employees in concepts and responsibilities of public service. Consequently, employees are expected to demonstrate honesty, integrity, and diligence. This should result in the performance of duties in a courteous, impartial manner wherein personal feelings or prejudices do not influence decisions or productivity. Conditions or actions which would not conform to appropriate conduct include, but are not limited to, the following:
1. Absenteeism; absence without cause, unauthorized or excessive absence, absence from work without reporting, leaving the assigned work area without prior approval.
 2. Misuse or abuse of attendance policies including but not limited to, leave of absence, sick leave, work-related injury leave, persistent tardiness.
 3. Two consecutive absences without notification in advance of work period is considered a voluntary resignation.
 4. Insubordination: failure, refusal, or unreasonable delay in implementing instructions issued by supervisors. Displaying disrespect to those in positions of authority.
 5. Falsification of work or county records. Breach of confidence or security.
 6. Conflict of interest activity including secondary employment which might hinder job performance or duties. If questions arise as to whether outside activities come within

these provisions the appropriate Department Head/Elected official has the responsibility to issue written approval or disapproval of such activity to the employee.

7. Solicitation or acceptance of personal gifts or fees in the course of work.
 8. Use of alcohol on county premises or equipment, or being on duty while under the influence of alcohol.
 9. Use or possession of illegal drugs on the county premises or equipment; or being on duty while under the influence of illicit drugs.
 10. Unauthorized possession of a firearm while on duty or county property.
 11. Operation or misuse of county equipment, vehicles, or property in a manner where damage occurs or the possibility exists for serious injury to oneself, another employee or the public.
 12. Any other acts of an employee or the employee's failure to act in a responsible, reasonable manner, which reflect upon the employee's fitness for the job and/or which adversely affect the County or the County's reputation.
 13. Theft of county funds or property.
 14. Inappropriate political activity generally defined below.
- B. County employees are encouraged to be active in and informed about politics and to exercise their vote freely at every election. However, to ensure impartiality and non-partisan public service, certain actions which constitute inappropriate political activity include, but are not limited to:
1. Use of official authority as an employee to benefit any candidate.
 2. Soliciting funds or distributing campaign material while on duty.
 3. Displaying campaign material on county property or county vehicle.
 4. Participating in any partisan or non-partisan activity while on duty.
 5. Use of county offices or equipment for political purposes.
- C. If desired, a county employee who is a candidate for any elective office may take leave without pay, as specified in Section 18G, to seek office.

SECTION 17. DISCIPLINARY ACTION:

The goal of every County employee, whether in a management or subordinate position, should be efficient job performance and smooth running departments. From time to time, this goal may not be realized because of the behavior or performance of employees within the various Departments. In

that event, the Department head or supervisor should counsel those employees whose conduct or performance is deficient.

The County does not have a formal, progressive disciplinary procedure. Managers are directed to use suggested methods of communication with the employees in their departments to improve performance. These communications may be in the form of oral counseling, written instructions for improvement, probation, and suspension with or without pay, or discharge.

Depending on the nature of the deficiency in either conduct or performance, any one or a combination of the suggested communications may be appropriate. If the manager or department head has not been authorized by the elected official to terminate employees, all information leading to a recommendation for discharge must be provided to the elected official by the manager. "All information" includes any information generated either by the supervisor, department head, or the employee.

SECTION 18. ADMINISTRATIVE LEAVE BENEFITS:

Administrative leave benefits are earned only by regular full-time employees and begin accruing at date of hire. Most leave benefits are of monetary value to the employee and to county government; therefore, an accounting system within the payroll department accounts for the accrual of leave benefits and the use of leave benefits for each full-time regular employee. No employee shall be allowed to "borrow" against unearned leave, nor shall any additional leave be granted to any employee over and above types and/or amounts set forth herein.

- A. Vacation Leave: After six months of continuous full-time, regular employment, employees are entitled to request vacation leave with pay. Vacation leave shall accrue in accordance with the schedule shown below for each bi-weekly pay period, including any introductory periods, as long as the employee is in pay status.

Vacation leave with pay shall not be granted to emergency, contract, extra help, temporary, or part-time employees.

	VACATION LEAVE BI-WEEKLY ACCRUAL HOURS	VACATION LEAVE ANNUAL ACCRUAL HOURS
Under 3 years	3 Hours 5 Minutes	80 Hours
3+ to 5 years	3 Hours 42 Minutes	96 Hours
5+ to 12 years	4 Hours 37 Minutes	120 Hours
12+ to 20 years	5 Hours 32 Minutes	144 Hours
Over 20 years	6 Hours 55 Minutes	180 Hours

Vacation leave may be accumulated by an employee; however, no employee may carry forward from one calendar year to the next calendar year in excess of 240 hours vacation leave. Accrued vacation hours in excess of 240 hours shall be lost if not used before December 31 of each calendar year. Employees may transfer excess vacation leave to their Department's Catastrophic Leave Bank.

Vacation leave is calculated in the pay system as follows:

**PULASKI COUNTY VACATION LEAVE
CALCULATION TABLE**

Biweekly Hours/Minutes Hundredths	Pay Periods Per Year	Hundredths	Hours/ Minutes	# of 8 hour Days Yearly
3:05 3.08	x 26 =	80.08	80:08	10
3:42 3.70	x 26 =	96.20	96:12	12
4:37 4.62	x 26 =	120.07	120:07	15
5:32 5.54	x 26 =	144.04	144:04	18
6:55 6.92	x 26 =	179.92	179:55	22.5

Employees should make their request for vacation leave to their supervisor at least three (3) weeks in advance to allow the supervisor to prepare to have the employee's duties performed while on vacation. To the extent possible, the wishes of the employee shall be considered regarding when vacation leave shall be authorized. However, employees should be advised that under certain circumstances, the employee may be required to change the length and the date of his vacation to meet the needs of the county.

When an employee is terminated, dies, resigns, or retires, he/she shall be paid in a lump sum for all unused vacation days he/she has accrued up to that date, provided he/she has been a full-time, regular employee for at least six (6) months. However, in no case shall he/she be paid for more than a maximum of 240 vacation hours carried over from the previous year, plus accrued and unused vacation for the current year. In the event of an employee's death, payment shall be made to his/her estate. If an employee should be terminated or resign prior to the completion of six (6) months full-time regular employment, all accrued vacation shall be forfeited.

- B. SICK AND FAMILY LEAVE: Sick and Family Leave is earned by regular, full-time employees of Pulaski County. The purpose of Sick and Family Leave is to allow employees to recover from a short-term illness or injury and to allow them to provide care for a family member who has suffered an illness or injury. The accrual and usage of Sick and Family Leave is a privilege whereby an employee may be paid if he/she must be away from work under the conditions described. Employees are encouraged to "build" their sick leave balances and to use it properly to reduce the chances of any break in receipt of pay should illness or injury occurs. Unused Sick and Family Leave is not paid.

Employees may use one-half (1/2) of accrued Sick and Family Leave to provide care for a family member who has suffered an illness or injury. Family members for the purpose of this section are defined as: dependent children, spouse, parent, grandparent, and grandchild. The elected official may require the employee to provide substantiation (proof) of illness or injury in all cases, whether the illness involves the employee only or the employee as a caregiver in cases of family members' illness/injury.

Paid Sick and Family Leave shall not be authorized until after completion of the first six (6) months of employment. Sick and Family Leave does not accrue if the employee is not in a pay status during any extended period of his/her employment. Extended leave is defined as any continuous period of ten (10) or more days.

Paid Sick and Family Leave shall accrue in accordance with the schedule shown below for each bi-weekly period of regular, full-time employees.

SICK LEAVE ACCRUAL	BI-WEEKLY ACCRUAL HOURS	ANNUAL ACCRUAL HOURS	# OF 8 HOUR DAYS YEARLY
	3 Hours 42 Minutes	96 Hours	12

Maximum accrual of Sick and Family Leave with pay shall be 720 hours. Records of sick leave accrued and used shall be maintained by each department. Each department will be responsible for bi-weekly reporting of usage of all Sick and Family Leave hours on the "Employee Time Worksheet". This worksheet is submitted to the County Comptroller/Payroll Department on a bi-weekly basis.

Sick and Family Leave may be authorized for the following reasons:

1. Personal illness or injury of the employee or employee's immediate family member.
2. Medical, dental or eye examination or treatment of the employee or employee's immediate family member.
3. Any other employee medical/health reason recommended by a physician or health professional.

An employee is required to provide a statement from his/her physician or health professional regarding the nature, length, and extent of an illness or injury, if requested by the elected official, department head and/or supervisor. Failure to provide such a statement when requested may result in disciplinary action.

During an extended illness, it is the responsibility of the employee to inform his/her

supervisor of the status of such extended illness, at least every two weeks, or more frequent as required by the supervisor. In the case of illness or injury of more than three (3) consecutive workdays the employee may be required to notify the employer of anticipated return to work date and provide a physician's statement indicating date(s) of treatment, length of disability and work limitations, if applicable.

Evidence of abuse of Sick and Family Leave shall justify reasonable investigation, denial of unjustifiable claims (i.e., denial of Sick and Family Leave pay, denial of holiday pay), and disciplinary action. Approval of Sick and Family Leave for scheduled workdays immediately preceding or immediately following a holiday may require a physician's statement to verify illness or injury. Abuse on the scheduled workday immediately preceding and/or immediately following a holiday, will result in denial of holiday pay. Where there is a pattern of Sick and Family Leave usage abuse, the County may verify the illness of the employee by telephone calls or personal visits to the employee at his/her residence. If such calls or visits fail to substantiate illness or injury, the County shall request verification by a physician that the reported illness or injury occurred. Additionally, each subsequent illness or injury within the following 90 day period in which the employee has requested Sick and Family Leave must be verified by a physician.

- C. EMERGENCY (BEREAVEMENT AND CATASTROPHIC) LEAVE: Emergency leave is to be authorized by the elected officials or department head in circumstances related to the death or notification of imminent death of a member of the employee's immediate family or the employee's spouse's immediate family. Emergency Leave may also be granted for catastrophic events affecting the employee or the employee's immediate family.

Catastrophic events for the purpose of this section are defined as destruction of the employee's residence or property by wind, fire, water, or other acts of nature.

Immediate family is defined as: spouse, child, grandchild, parent, grandparent, sister, brother, son-in-law, daughter-in-law, mother-in-law, and father-in-law. The immediate family of the spouse is included in this definition.

This shall be paid leave not to exceed four (4) working days per emergency or catastrophic event.

- D. Maternity Leave: Requests for maternity leave shall be in writing and addressed to the hiring official. The employee may use sick or vacation leave if she so chooses, so that she may be paid. She may also choose to request leave pursuant to the Family and Medical Leave Act for additional leave without pay, up to an aggregate of 12 weeks.
- E. Jury Duty and Witness Leave: In recognition of a Pulaski County employee's civic obligations, an employee shall be excused from work with pay if subpoenaed to be a witness or required to serve as a juror in any court of record on any day the employee is scheduled to work. If this occurs, the employee must immediately notify his or her supervisor and present the subpoena or notice to such supervisor. If the employee is excused as a juror or witness

prior to 12:00 noon, he or she shall report to the regular place of duty for work. Employees excused from work with pay forfeit any right to jury duty pay for that day; however employees retain their right to retain witness pay under all circumstances.

F. Military Leave:

1. Annual Military Training Leave: Full-time employees of Pulaski County who are members of the National Guard or any of the reserve branches of the US Armed Forces shall be granted leave at the rate of fifteen (15) working days per calendar year, plus necessary travel time for annual training purposes. Up to fifteen (15) military leave days may be carried over to the succeeding year for a maximum of thirty (30) days military leave days for any calendar year.
 - a. A copy of the employee's orders must be attached to each request for military leave and should be presented to the employee's elected county official or department head and the Human Resources Department prior to the first day the leave commences.
 - b. Military leave for annual training or other official duties will be granted without loss of pay and shall be in addition to regular vacation time.

2. Active Duty for Military Service: Full-time employees of Pulaski County who are members of the National Guard or any of the reserve branches of the US Armed Forces who are drafted or called to active duty in the Armed Forces of the United States or who volunteer for military service, shall be placed on leave without pay unless the employee elects to use his accrued annual leave. All accrued, unused annual and sick leave held by the employee at the time of military leave will be reinstated at the time the employee returns to Pulaski County employment unless the employee requested and received a lump-sum payment for the accrued, unused annual leave when placed on military leave without pay. The employee does not

accumu

If the employee has coverage under a health plan in connection with the person's position of employment, the employee may elect to continue such coverage as provided for under COBRA and shall be required to pay no more than one hundred and two percent (102%) of the premium under the plan. Health benefits continue for the lesser of either eighteen-months (18) from when military leave commences or a period ending on the day after the employee fails to return to work within the time frame allowed under USERRA (discussed below under Reinstatement).

Please refer to the Arkansas Public Employees Retirement System Handbook for details regarding retirement benefits.

3. Active Duty for the Purpose of Specialized Training: Full-time employees of Pulaski County who are members of the National Guard or any of the reserve branches of the US Armed Forces who volunteers or is ordered to active duty for the purpose of

special training, shall be placed on leave without pay for the period of training unless the employee elects to use annual military training leave or his accrued annual leave.

annual All accrued, unused annual and sick leave at the time of military leave will be reinstated at the time the employee returns to Pulaski County employment unless the employee requested and received a lump-sum payment for the accrued, unused leave when placed on military leave without pay. The employee does not accumulate annual or sick leave during the leave without pay period.

4. Reinstatement: Any person whose absence from a position of employment is necessitated by reason of service in the uniformed services shall be entitled to reemployment rights and benefits if-

a. Such person has notified the employee's elected county official or Department head and the **Human Resources Department** of their intent to return to a position of employment within the following allotted times-

(1) If military service was fewer than 31 days, the employee must report to the employer at the beginning of the first regularly scheduled workday after the effective date of his release from active duty.

(2) If military service is more than 30 days, but fewer than 181 days, the employee must report to the employer within 14 days after the effective date of his release from active duty.

(3) If military service is more than 180 days, the employee must report to the employer within 90 days after the effective date of his release from active duty.

b. The cumulative length of absence and of all previous absences from a position of employment by reason of service in the uniformed services does not exceed five years (certain exceptions are provided for under USERRA);

c. The employee is released from the military under honorable conditions.

d. An employee who enlists or reenlists for a second consecutive tour of military duty shall be deemed to have forfeited his reemployment rights.

In addition, pursuant to USERRA an employer is not required to reemploy a person if the employer's circumstances have so changed as to make such reemployment impossible or unreasonable; or such employment would impose an undue hardship on the employer.

Pursuant to USERRA, the reinstated employee will not lose any seniority rights with respect to leave accrual rates, salary increases, reduction-in-force policies, or other benefits and privileges of employment.

5. Reemployment Positions: According to 38 United States Code Section 4313, a person entitled to reinstatement as indicated above, shall be promptly reemployed as followed:
- a. In the case of a person whose period of service in the uniformed services was for less than ninety-one (91) days, in the position of employment in which the person would have been employed if the continuous employment of such person had not been interrupted by such service, the duties of which the person is qualified to perform; or in the position which the person was employed prior to such service.
 - b. In the case of a person whose period of service in the uniformed services was for more than ninety (90) days, in the position of employment in which the person would have been employed if the continuous employment had not been interrupted by such service, or a position of like seniority, status and pay, the duties of which the person is qualified to perform; or in the position of employment in which the person was employed prior to such service or a position of like seniority, status and pay, the duties of which the person is qualified to performed.

6. Emergency Situations: An employee who is called to active duty in emergency situations as declared by the Governor of the State of Arkansas or President of the United States shall be granted leave with pay. The period of leave with pay will not exceed thirty (30) working days per each emergency situation. Periods beyond the thirty (30) day limit may be charged to annual leave at the employee's option and if necessary, to leave without pay. Military leave for emergency situations is granted in addition to annual military leave for training purposes and normal annual leave. The employee does not accumulate annual or sick leave during any additional leave without pay period.

“Emergency Situations” shall mean any case of invasion, disaster, insurrection, riot, breach of peace, or imminent danger thereof, threats to the public health or security, or threats to the maintenance of law and order.

- G. Leave Without Pay (LWOP Status):

- 1a). **Requests for Leave Without Pay**: Leave without pay (LWOP) may be authorized by the elected official/department head for a period not to exceed ninety (90) calendar days per year. Leave without pay must be used concurrently with Workers' Compensation Leave (WC) and Family Medical Leave (FMLA). When used concurrently with (WC) and FMLA the LWOP will begin after the employee has exhausted all available sick leave (Accrued vacation/annual leave may be used before LWOP begins, if requested by the employee). The only exception to this policy may be found in the military leave policy, (Please refer to the military leave policy for further details). The employee must request LWOP in writing, (except when being used for Workers' Compensation Leave and Family Medical Leave). In

all instances LWOP shall be reserved for extraordinary purposes and shall be granted solely at the discretion of the elected official and/or department head.

- 1b). The Family and Medical Leave Act was enacted in February 1993 with an effective date of August 5, 1993. As a public employer, Pulaski County is required to comply with the provisions of the FMLA but the Act does not pre-empt our current policy providing greater leave rights. This Act provides that employers must provide up to 12 weeks (60 work days) of unpaid leave during any 12 month period to employees who have been employed at least one year prior to their request under the Act for one or more of the following family or medical situations:
1. Because of a birth of a son or daughter of the employee and in order to care for such son or daughter.
 2. Because of the placement of a son or daughter with the employee for adoption or foster care.
 3. In order to care for the spouse, son, daughter or parent of the employee, if such spouse, son, daughter, or parent has a serious health condition.
 4. Because of a serious health condition that make the employee unable to perform the functions of the position of such employee.

During any period that an eligible employee takes leave under the FMLA, the employer shall maintain coverage under any group health plan for the duration of such leave at the level and under the conditions coverage would have been provided if the employee had continued in employment continuously for the duration of such leave. The employer may recover the premium that the employer paid for the employee under such group health plan during any period of unpaid leave under the FMLA if the employee fails to return to work after the period of leave under the Act has expired or if the employee fails to return for a reason other than the continuation, recurrence or onset of a serious health condition that entitles the employee to leave under sections 3 and 4 above, or other circumstances beyond the control of the employee.

Effective January 16, 2009, the FMLA was amended creating two additional categories of covered conditions permitting an eligible employee to take FMLA leave.

1. An eligible employee may now take up to 26 weeks FMLA leave (130 work days) for a family member who is a member of the Armed Services with a serious illness or injury incurred in the line of duty during active military duty. This provision expands the definition of family members to the service member's spouse, parents, son or daughter, brothers, sisters, grandparent, aunts, uncles, and first cousins.
2. Eligible employees who are service members or who are family members may take up to 12 weeks (60 work days) FMLA leave for any "qualifying exigency" related to the service member's active duty. 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, and additional activities not encompassed in the other categories as agreed to by the employer and employee.

Questions concerning the interpretation or application of any provision of the FMLA should be directed to the County Attorney through the Human Resources Office. Copies of the Act are available for employee inspection and copying in the Human Resources Office and in the County Attorney's Office.

- 2). **Disciplinary Leave without Pay:** Department Heads and Elected Officials may place an employee on Leave without Pay as a disciplinary measure.
- 3). **LWOP for the purpose of seeking elective office:** Leave without pay for the purpose of seeking elective office shall be granted upon request, up to a period of nine (9) months. Such leave must be requested to become effective on or before the date such employee files for office. The position shall be held open until the first Monday after such employee is eliminated from the preferential primary election or if the employee is involved in the general election, until the first Monday after that election. Failure of the employee on leave to request a reinstatement to regular employment within this time period shall be deemed forfeiture of the vacated position.

A Personnel Status Change form must be completed and submitted to Human Resources to begin and end LWOP status.

NOTICE: ANY EMPLOYEE IN ANY LEAVE WITHOUT PAY STATUS (OTHER THAN UNDER THE FAMILY MEDICAL LEAVE ACT) DURING A COMPLETE CALENDAR MONTH MUST PAY THE INDIVIDUAL (EMPLOYEE ONLY) GROUP HEALTH AND LIFE INSURANCE PREMIUM FOR THAT MONTH BY REIMBURSEMENT OF PREMIUM TO PAYROLL.

- H. Personnel Status Change forms are necessary to authorize the following: Maternity Leave, Annual Military Training Leave, Military Leave, Leave without Pay, Injury Leave, Family Medical Leave (FMLA) and Administrative leave with pay.
- I. **Holidays:** The following days are hereby declared to be the official holidays applicable to Pulaski County government:

**New Year's Day
January 1**

**Martin Luther King Jr. Birthday
3rd Monday in January**

**George Washington's Birthday (Presidents' Day)
3rd Monday in February**

Memorial Day
Last Monday in May

Independence Day
July 4

Labor Day
First Monday in September

Veteran's Day
November 11

Thanksgiving
4th Thursday in November and the Friday following

Christmas Eve Day
December 24

Christmas Day
December 25

Employee Birthday - Discretionary holiday
(See Paragraph 3. below)

1. When one of the listed holidays falls on a Saturday or Sunday, the preceding Friday or the following Monday, as the case may be shall be observed as the holiday.

A holiday is considered to be an eight (8) hour day.

2. All employees whose regularly scheduled day off occurs on a holiday shall be required to take their holiday off within 180 calendar days following the scheduled holiday.

Supervisors shall schedule days off in lieu of holidays for the employees and shall inform the employees of the schedule and observance of all provisions.

The purpose of holidays is to give employees the time off. Any unused holidays remaining at the end of the employee's employment with the county will be lost. Employees will not be paid for unused holiday time.

3. Birthday: Discretionary holiday. Regular full-time employees will be assigned eight (8) holiday hours effective on their birth date to use as a holiday. This discretionary holiday is lost if not taken within the calendar year. Birthdays falling within the month of December are an exception and can be taken during December or within the 90 calendar days following birth date.

4. In order to qualify for holiday pay, an employee must work his/her last scheduled working day prior to, and his/her first scheduled working day following the holiday, unless absent with the prior approval of the immediate supervisor.
5. Approval of sick leave for scheduled workdays immediately preceding or immediately following a Holiday may require a Doctor's statement to verify illness. Vacation leave can be used for workdays immediately preceding or immediately following a Holiday only if this leave was pre-approved.

EXCEPTIONS: All county offices shall be closed on all days declared to be official holidays, except for the employee's birthday, and all persons employed thereby shall not be required to work on such official holiday. In addition to those holidays enumerated herein, the County Judge may, by executive proclamation, proclaim additional holidays in observance of special events or extraordinary occasions. This shall not apply to those employees that are essential to the preservation and protection of public peace, health, and safety. When these essential employees are required by their supervisor to work when the county offices are closed for a holiday (excluding New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, the Friday following Thanksgiving, Christmas Eve Day, and Christmas Day) or by other declaration, these employees shall receive time and ½ their regular rate of pay for the hours worked on the holiday. When essential employees are required to work on New Year's Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, the Friday following Thanksgiving, Christmas Eve Day, or Christmas Day, these employees shall receive two times their rate of pay for hours worked on the holiday.

- J. **Inclement Weather:** All employees shall report to work on time during periods of snow, ice, etc., unless the County Judge announces on radio and/or television that county offices shall be closed or open at a later time. Employees, deemed by their supervisor, to be performing essential services to the public shall be required to report for duty as scheduled. Compensatory time shall be authorized for employees under these circumstances.

Those employees not reporting to work on time or at all, shall at the discretion of the supervisor have the amount of time missed (rounded up to the nearest 15 minutes) designated as unauthorized absence and deducted from the paycheck or deducted from accrued vacation leave or compensatory time.

- K. **Administrative Leave With Pay** – The elected official may place employees on administrative leave with pay for up to ten (10) work days for the purposes of conducting an investigation or for employees who are involved in pending court cases. If it becomes necessary to extend the time period beyond ten (10) days, the elected official will be required to prepare a status report for the Quorum Court regarding the existing situation and reason for extension.

SECTION 19. BENEFITS: OTHER THAN LEAVE:

- A. Benefits are earned only by full-time, regular employees. All full-time, regular employees (in pay status) of Pulaski County may, at their option, participate in the various insurance benefits offered to the county by the contract carrier. Health and life insurance are provided

for all regular full time County employees. Dependent health insurance coverage is available at the employee's expense. Employees should contact the Human Resources Department for current information on rates, plans, etc.

B. Worker's Compensation:

The Arkansas Workers' Compensation law assures each Pulaski County employee medical care and protection from total loss of income due to a work-related injury or illness.

Any employee who sustains a work-related injury has the responsibility to immediately report the incident to his supervisor. Any injury, regardless of the severity or whether or not medical attention is required, should be reported. A **Report of Injury Form** must be completed and submitted to the Benefits Manager in the Human Resources Department within three (3) working days. The supervisor or department designee will assist the employee in completing this form and other required workers' compensation claims and notification forms. Injury reporting forms are available in each department and in the County Human Resources Department. Exceptions to the requirement for immediate reporting shall be allowed only in circumstances preventing the employee from reporting, such as hospitalization or severe injury. When a work-related injury requires medical attention, the employee is to be immediately directed to one of the medical providers authorized for treatment of work-related injuries. The list of authorized medical providers will be maintained by the Human Resources Department and posted at county worksite locations as notice to employees.

Any employee who has a work-related injury and is not authorized to return to work by the attending physician is to be placed on Injury Leave status on the "Employee Time Worksheet" which is submitted to the Payroll Department. During the first seven (7) calendar days the employee remains in pay status and will be compensated full pay for regularly scheduled work days.

Full pay from the county stops with the eighth calendar day and workers' compensation benefits begin. Workers' compensation benefits are paid directly to the employee on a bi-weekly basis by Pulaski County's workers' compensation carrier. The employee may choose to supplement the workers' compensation benefit amount up to full salary by continuously using their accrued sick or vacation leave up to the 90 calendar days are exhausted.

For the first ninety calendar days, the employee continues to accrue sick and vacation (not holiday leave benefits. Health and Life insurance premiums previously paid as a benefit by the county are continued through the last calendar day of the month that the 90th day falls. Ninety calendar days from the date of injury is the maximum period an employee is carried in Injury Leave status. A Personnel Status Change form is submitted to Human Resources at the county are continued through the last calendar day of the month that the 90th day falls. such time the employee returns to work or when the ninety days exhausts, whichever comes first. If the ninety days exhausts, the employee will be notified by the Human Resources Department of their right to continue their health insurance coverage by paying their own

premium.

Employees who are on work-related injury leave shall participate only in activities expressly permitted by the attending physician. They shall not participate in activities causing a delay in their recovery.

If the attending physician has determined that the employee is able to return to work, the employee will immediately provide a copy of the release to the supervisor. The department head will determine the return to work date. Employees who fail to return to work as designated are considered to have resigned. Injury leave employees returning to work as scheduled are reinstated.

NOTICE: UNLESS RENDERED PHYSICALLY OR MENTALLY UNABLE TO DO SO, INJURED EMPLOYEES MUST PROMPTLY REPORT ALL WORK-RELATED INJURIES, NO MATTER HOW MINOR, TO THEIR IMMEDIATE SUPERVISOR, DEPARTMENT HEAD, OR ELECTED OFFICIAL.

- C. Retirement: Under the general laws of the State of Arkansas, employees of Pulaski County are members of, and may receive benefits from, the Arkansas Public Employees Retirement System (APERS).
- D. Deferred Compensation: All county employees may participate in an optional plan to defer part of their earnings to an account which will earn interest until retirement.
- E. Credit Union: Pulaski County employees have two credit unions whose benefits are accessible through payroll deduction.
- F. Termination of Benefits: All terminated and leave without pay status (LWOP) employees, for whatever reason are responsible for contacting their hiring official and the Human Resources Department for information concerning their insurance, etc., (if eligible). All benefits cease whenever an employee is dropped from the payroll. It is the separated employees' responsibility to maintain the premium for their health insurance within the applicable COBRA provisions. If an individual subsequently returns to pay status, appropriate forms must be completed in the Human Resources Office (allowing for any waiting periods before benefits will be restored).

FOR FURTHER INFORMATION REGARDING EMPLOYEE BENEFITS, CONTACT THE HUMAN RESOURCES DEPARTMENT.

SECTION 20. WORK PERFORMANCE EVALUATION:

A work performance evaluation will be made by the supervisor on the anniversary date of hire each year for all county employees.

The work performance evaluation will indicate whether the employee's performance is exceptional, exceeds acceptable, acceptable, needs improvement, or is unsatisfactory.

For employees who have some marginal work habits, this provides an opportunity for the supervisor to make some recommendation for improvement.

The work performance evaluation form comes with three copies, one for the official personnel file, one for the supervisor, and one for the employee.

SECTION 21. REIMBURSEMENT OF ALLOWABLE EXPENSES:

All county employees shall be entitled to receive reimbursement of allowable expenses incurred and pre-authorized by the appropriate county official or supervisor in the conduct of county affairs.

Reimbursement for the purchase of meals, lodging, and other allowable expenses shall be based on actual expenses incurred, as defined by the Travel Policy adopted by the Quorum Court. The proper forms for reimbursement are available in the Comptroller's Office and are subject to county ordinances specifying rate and per diem maximums.

Any official or employee utilizing a privately owned motor vehicle in the conduct of county affairs may be reimbursed at a rate as authorized by county ordinance. Reimbursement shall be based on official miles driven and the county shall not assume responsibility whatsoever for any maintenance, operational cost, accidents, fines, tolls, and parking fees incurred by the owner of the vehicle while on official business for the county. Where more than one county employee is transported in the same vehicle, only one owner shall be entitled to mileage reimbursement. Proper documentation is required.

SECTION 22. FINANCIAL OBLIGATIONS:

All employees are expected to keep their personal financial affairs in good order.

SECTION 23. OUTSIDE EMPLOYMENT:

An employee shall not engage in outside employment, including self-employment, where such employment would constitute a conflict of interest or would adversely affect the employee's work performance in the county. No outside employment shall be conducted either on County time or County premises.

SECTION 24. HEALTH AND SAFETY:

The county shall make all reasonable provisions for the safety and health of its employees during the hours of employment, but it is understood the individual employee has responsibility with regard to preventing accidents to him or co-employees during the hours of employment.

No employee shall be required to work with machinery or equipment that is unsafe. If an employee is asked to operate such equipment that is considered unsafe, the following procedure shall be observed:

- A. The employee shall first notify his supervisor of the equipment he considers unsafe, specifying reasons.

- B. The supervisor shall then investigate the unsafe equipment and take the necessary corrective steps, provided that the condition is judged by the supervisor to be sufficiently unsafe to warrant correction before performance of work.
- C. If the employee does not agree with the supervisor at Step "B" (above), he may request the next level of supervision to make concurrent judgment.
- D. The department head shall request the County Judge's Office or other elected official's office to make a judgment if the condition is further questioned.

SECTION 25. IMPLEMENTATION:

The Human Resources Department is hereby authorized to publish any instructions necessary for the implementation of this ordinance.

SECTION 26. APPOINTMENT OF EMPLOYEES TO FILL VACANCIES IN ELECTED OFFICES:

If pursuant to applicable law, a county employee is appointed to fill a vacancy in an elected county office, such shall have the right to return to his or her latest vacated position as an employee upon either resignation from or expiration of said appointment. Such return shall be at and include whatever grade/step/salary increases would have normally occurred had that person remained in the latest vacated position as a county employee.

This right of return in no way, however, affects the rights of the county or an existing or future elected official to terminate the employment of any employee appointed to fill a vacated elected office and subsequently returned to the latest vacated position as an employee.

Additionally, any employee employed to fill the position vacated by the employee so appointed, shall be notified that employment is temporary and subject to the appointed employee's subsequent election to return to the previous position. The employee, so employed, shall receive full fringe benefits afforded to full-time, regular employees.

SECTION 27. USE OF COUNTY VEHICLES:

- A. No county, state, district or other official or employee, who has access to, uses, or is assigned any county vehicle shall use same for any personal use or purpose except for the following:
 - 1. Commuting to and from work when required to do so for legitimate county business reasons by the responsible elected official.
 - 2. "De minimis" personal use (such as a stop for lunch between business stops).
 - 3. Any employee using a county vehicle for personal use as described by No.

1 and 2 above, must keep accurate records of mileage used and report same to the Payroll Department. Forms for reporting may be obtained from the Payroll Department.

- B.
 - 1. Any county employee or elected official using a county vehicle will comply with all regulations prescribed by the Internal Revenue Service.
 - 2. All vehicles will be clearly marked as belonging to Pulaski County government, with the exception of law enforcement personnel whose duties require an unmarked vehicle. All such vehicles will be marked with the county logo in decals at least 12 inches in diameter.
- C. Any employee or official found to be in violation of this rule, may have access to county vehicles removed or restricted.

ARTICLE II - SALARY ADMINISTRATION PROGRAM

SECTION 1. BASIC POLICY:

It is the compensation policy of Pulaski County to establish and maintain salary levels which reflect position responsibilities, are competitive with the external market and capable of attracting, retaining, and motivating competent employees.

SECTION 2. OBJECTIVES OF THE SALARY ADMINISTRATION PROGRAM:

The county's salary administration program establishes and maintains sound, practical guidelines and procedures for effective salary administration. The guidelines and procedures are designed to create a better understanding of the principles of salary administration and Pulaski County's salary administration program and to permit delegation of authority and responsibility for the administration of salaries within the framework of the salary policy. Specifically, the objectives of the salary administration program are:

- A. To compensate each employee based on the value of his or her contribution to the success of the county and in relation to his or her assigned position responsibilities and to provide opportunities for advancement, without regard to race, color, handicap, disability, religion, age, sex, or national origin.
- B. To pay salaries that are fully competitive, in order to retain qualified personnel and to attract competent applicants.
- C. To provide a uniform method for determining the relative value of all positions and for documenting the position responsibilities; this shall ensure a proper relationship between salaries paid for similar requirements and responsibilities within Pulaski County and shall provide a basis for comparing position responsibilities and compensation levels with other employers in the same labor market.

All employees shall be advised of the county's salary administration policy and shall be kept informed of compensation matters affecting their salaries, in an effort to assure them that they are being treated equitably.

SECTION 3. ELEMENTS OF SALARY ADMINISTRATION:

The basic elements of Pulaski County's salary administration program consist of:

- A. **Position Evaluation:** Establishes written position descriptions, which define the duties and responsibilities of each position, and groups positions of similar value into the same category or grade.
- B. **Salary Ranges:** Establishes the minimum and maximum dollar limits to be paid each year for each position classified within a given salary grade based on competitive salary information and the relative value of each position to the county.

- C. Budgetary Consideration: Establishes a method of effectively relating salary administration requirements to budgeted salary expenditures as approved by the Quorum Court.

SECTION 4. GRANTS MANAGEMENT - SALARY ADMINISTRATION:

The Pulaski County Office of Grants Administration is responsible for the proper Financial administration of all grant financial assistance being sought, received or accounted for under the auspices of Pulaski County.

Refer to the Grant Accounting and Administrative Procedures Manual, Section 7 (A-D) for procedural guidelines relating to Grant Personnel Requirements. Expenditures of all grant funds require approval by the Pulaski County Quorum court and the County Judge.

SECTION 5. SHIFT DIFERENTIAL COMPENSATION POLICY SHERIFF/DETENTION MEDICAL DIVISION:

Purpose

To establish uniform procedures and guidelines for compensating employees of Pulaski County who work in medical staff positions. Pulaski County recognizes that agencies and organizations that employ medical personnel, routinely schedule such personnel to work more than one shift during any twenty-four hour period and further that such agencies/organizations provide extra compensation for those who work certain designated shifts.

It is the intent of the county to provide compensation above the regular base salary for those medical staff employees who are assigned to work a designated shift (which may be deemed to be a less desirable one) within a twenty-four (24) hour period.

Eligibility

Shift Differential Compensation is limited to employees of the Pulaski County Sheriff Department/Medical Division who are employed in positions deemed to be professional medical.

Definitions of Shifts:

1. Day Shift (A-Shift). Work hours that occur between the hours of 7:00 a.m. and 3:00 p.m.
2. Evening Shift (B-Shift). Work hours that occur between 3:00 p.m. and 11:00 p.m.
3. Night Shift (C-Shift). Work hours that occur between 11:00 p.m. and 7:00 a.m.

Procedures:

A. GENERAL PROVISIONS

Eligible employees assigned to an evening shift (B-Shift) or a night shift (C-Shift) shall be compensated at an hourly rate above the regular base hourly rate for the specific position. The shift differential hourly rate will be paid beginning the first hour of the designated shift.

If an employee works into the next unscheduled or undesignated shift, the employee must work at least four (4) hours into the unscheduled shift before the hourly shift differential will be paid.

Such compensation is defined as **Shift Differential Pay**.

B. SHIFT DIFFERENTIAL HOURS OF PAY

Shift Differential is paid only on hours worked, including overtime hours meeting the shift differential provision. Shift differential may not be paid on hours **not worked** such as vacation, holiday, compensatory hours and sick leave hours.

C. RATE OF SHIFT DIFFERENTIAL PAY

The hourly rate for shift differential pay will be determined by the Pulaski County Sheriff Administration and approved by the Quorum Court. Shift differential rates will be uniformly paid to all eligible medical staff employees meeting the shift differential hourly rate requirements.

D. TIME KEEPING/PAYROLL REPORTING

The Sheriff Department is responsible for establishing and maintaining time records and For reporting time and leave records to the Pulaski County Comptroller Department/Payroll Division in accordance with established county payroll procedures.

ARTICLE III – POSITION EVALUATION AND CLASSIFICATION

SECTION 1. BASIC POLICY:

In order to pay salaries, which reflect assigned position responsibilities, Pulaski County shall use uniform and standardized methods to determine the relative worth of each position.

SECTION 2. OBJECTIVES OF POSITION EVALUATION:

Effective personnel administration requires that management be guided by equitable policies in appraising the contributions of individual employees and in compensating them in accordance with their contribution. In determining how much a position is to be paid, the relative worth of the position as compared to other positions within the organization must be considered. **Position evaluation** determines the worth of each position in an organization.

The objectives of the position evaluation plan are:

- A. To provide a systematic, fair, and factual basis for sound ranking of positions to ensure that all employees are compensated fairly in relation to all other positions employed by Pulaski County.
- B. To provide a basis for determining salary differentials which reflect position requirements and responsibilities, and the proper relationship to salaries paid for similar requirements and responsibilities, both within Pulaski County and throughout the defined competitive labor market.
- C. To provide position descriptions which shall aid managers, supervisors, and elected/appointed officials in the selections, placement, and promotion of employees according to experience, training, ability and performance.
- D. To provide employees and applicants with information about positions, duties, responsibilities, and promotional opportunities.
- E. To provide supervisor, managers, and elected/appointed officials with a starting point for realigning positions, making new position assignments, or conducting an analysis of work flow procedures.
- F. To provide a framework for assuring equitable treatment of all positions to coincide with Pulaski County's equal employment opportunity efforts.

SECTION 3. METHOD OF EVALUATION:

To establish and maintain equitable relationships, all regular full-time positions shall be analyzed and evaluated on the basis of position descriptions and other relevant factors concerning each position.

Pulaski County uses a point factor evaluation plan for all positions, based on factor analysis. The factor analysis feature makes it possible to compare each position, factor by factor, with other similar positions throughout Pulaski County and with other positions evaluated at other points in time. **(The Coulter Evaluation System, adopted July, 1999 is currently used).**

SECTION 4. DESCRIPTION OF PLAN:

Position Evaluation Plan: Pulaski County’s Position Evaluation Plan involves separately rating each position using each of the “factors” contained in the plan. Points are assigned for each factor, based on a weighted numerical matrix, and the value of the points assigned for each factor is combined to produce the total point evaluation.

This plan is specifically designed to measure the “value” of a Position in terms of its internal relationship to all other positions. The content of each of the factors in the Position Evaluation Plan is described below:

1. JOB-RELATED KNOWLEDGE AND SKILL REQUIREMENTS

This factor addresses the level of knowledge/skills required in Order to perform the job at an acceptable level. The factor considers (a) knowledge/skills acquired through schooling, vocational or professional training, or other formal education program, and (b) knowledge/skills acquired as a result of prior work experience, on-the-job training programs, internships, etc. The factor focuses on increasing job demands for (a) written communications, arithmetic, and other basic skills, and (b) special technical or professional knowledge.

2. PROBLEM SOLVING AND COMPLEXITY REQUIREMENTS

This factor addresses the degree to which the incumbent is normally required to gather and use information, analyze and solve problems, make judgments and reach conclusions. The factor is intended to measure (a) progressively increasing requirements for assembling and interpreting information, and (b) progressively increasing requirements to make decisions in areas where judgment, rather than reliance on past precedent or other direction, is required.

3. JOB-RELATED COMMUNICATION AND INTERPERSONAL SKILL REQUIREMENTS

This factor addresses the interpersonal contacts with others (co-workers, the public, vendors, etc.) in which the incumbent must engage to perform the job. The factor focuses on the basic interpersonal and communication skills (giving and receiving information, persuading, instructing, showing sensitivity to others, etc.) required in performing the job.

4. JOB IMPACT

This factor addresses the degree to which decisions are made, or actions taken, by the incumbent can affect other people, other County departments, or overall County operations. The factor focuses on whether the incumbent, in performing his or her normal duties, directly affects or impacts (a) County citizens, visitors, or the general public, (b) other employees, (c) equipment or materials, (d) the operations of his/her department, or the County, or (f) the public image of County government. The factor is defined in terms of the probable impact of judgments that might be made by the incumbent.

5. JOB STRUCTURE/WORK DIRECTION PROVIDED

This factor addresses the amount of supervision the incumbent receives, defined in terms of immediate guidance and detailed instructions, as contrasted to relatively broad, long-range assignments. Consideration is given to the resourcefulness, independence of action, and creativity required by the job, as well as the extent of written guidelines and instructions governing the incumbent's activities.

6. SUPERVISORY/MANAGERIAL RESPONSIBILITY

This factor addresses areas normally associated with "supervisory and managerial" positions. The factor is intended to identify the varying requirements these jobs pose for: (1) planning and scheduling work activities, (2) monitoring and evaluating work progress, and (3) carrying out follow-through to ensure that work is completed in an acceptable manner. The factor also considers the number and type of subordinate levels associated with the position being evaluated, and the size of the total group for which the incumbent has responsibility (not just those reporting directly to the supervisor or manager, but all those under his or her area of responsibility).

7. PHYSICAL DEMANDS ON THE JOB

This factor addresses the type of physical demands placed on the job. The factor considers characteristics of the job such as (a) the typical amount of weight lifted, handled, or carried, (b) the work positions of the incumbent must assume (confined sitting, standing, walking, etc.), (c) the basic physical motions the incumbent must carry out (reaching, stretching, etc.) and (d) the degree of visual strain and fatigue that the job produces.

8. ACCIDENT OR HEALTH HAZARDS ASSOCIATED WITH THE JOB

This factor addresses the types of accidents or health hazards associated with the job. It considers factors that cannot be associated with the job. It considers factors that cannot be eliminated from the job completely by the use of safety devices or by following prescribed safety procedures. The factor focuses on risks associated with the equipment, physical environment, people, or materials with which the incumbent must work in order

to perform the job.

9. PHYSICAL WORK ENVIRONMENT

This factor considers the degree to which, as an unavoidable part of the job, the incumbent must work under conditions that are normally viewed as undesirable or disagreeable in the context of a County government or similar organizations. The factor focuses on features of the physical work environment linked directly with carrying out the job's activities (e.g., heat or cold, dust, fumes, odors, unpleasant sights, etc.).

SECTION 5 - PROCEDURE FOR REQUESTING NEW POSITIONS AND CHANGES TO EXISTING POSITIONS:

A. Regular Full Time (Classified) Positions

1. All requests for new regular, full time positions and requests for evaluating existing full time positions shall be submitted in written format to the Human Resources Department. Appropriate forms for submitting requests will be provided by the Human Resources Department.
2. The Human Resources Department will be responsible for:
 - a. Utilizing the County's adopted Position Evaluation Plan (Coulter Evaluation Plan, adopted 1999) to evaluate positions for determining classification and grade assignment.
 - b. Writing and maintaining job descriptions for all positions evaluated through the Position Evaluation Plan.

B. Regular Full Time (Unclassified) Positions

1. All requests for new unclassified positions shall be submitted in written format to the Human Resources Department.
2. The requesting department will be responsible for providing a written job description for the requested position, a recommended salary and detailed justification for creating the position.
3. The Human Resources Department will be responsible for:
 - a. Reviewing and assessing the request with all accompanying documentation.
 - b. Identifying other positions within the County that are comparable in duties and responsibilities to the requested unclassified position.
 - c. Making recommendations to the County Judge and the Quorum Court regarding the placement status of the requested position.

C. Change of Status for Existing Positions; Classified to Unclassified

1. All requests to change the status of a regular time classified position to the status of a regular full time unclassified position shall be made in written format to the Human Resources Department.
2. The requesting department will be responsible for providing a job description for the position if different than the one maintained in the Human Resources Department and documented justification for the request.
3. The Human Resources Department will be responsible for:
 - a. Reviewing and assessing the request with all accompanying Documentation.
 - b. Identifying other positions within the County that are comparable in duties and responsibilities to the position specified in the request for status change.
 - c. Making recommendations to the County Judge and the Quorum Court regarding the placement status of the requested position.

D. Dates for Submitting Requests

1. With the exception of grant funds, requests for new regular full time positions (classified and unclassified), requests to unclassify existing full time regular classified positions, requests for position reclassification, and requests to increase the salary of an unclassified position that does not have an unclassified salary range shall be considered annually; during the budget process of the current calendar year (beginning in October).
 - a. Requests for new regular full time positions (classified, unclassified or judicial); requests to unclassify existing classified positions; requests for position reclassification; and requests to change the salary range of unclassified positions shall not be submitted to the Quorum Court for consideration, through the Comptroller or the Quorum Court staff, unless such requests have been evaluated and a recommendation made by the Human Resources Department.

For a position to be considered during the annual budget process the request and all required documentation must be submitted to the Human Resources Department by June 1st of the current calendar year.

Requests submitted past June 1st of the current calendar year may not be considered until the following calendar year.

2. Approval of all new positions, reclassifications/upgrades, and change of status (classified to unclassified) positions remain with the Pulaski County Quorum Court.

SECTION 6. PROCEDURE FOR REQUESTING EVALUATION OF NEW POSITIONS:

Requests for evaluation of new regular full-time positions shall be directed to the Human Resources Department on forms provided for that purpose and shall include all information required by the Human Resources Department. The Human Resources Department will conduct the evaluation and forward the resulting recommendation to the County Judge's Office and to the requesting official. The elected official has the responsibility to request the Quorum Court Coordinator to draft an ordinance which shall be submitted to the Quorum Court for consideration if there is justification for a new position to be authorized. **(The Human Resources Department does not make recommendations regarding staffing requirements).**

SECTION 7. PROCEDURE FOR REQUESTING EVALUATION OF EXISTING POSITIONS:

Elected/appointed officials or department heads shall notify the Human Resources Department of any and all situations in which:

- A. Positions in their area of responsibility have undergone significant changes, with specific duties added or deleted.
- B. The elected official/department head has experienced difficulty in hiring qualified individuals because of the grade assignment.
- C. The elected official/department head has experienced unacceptable or unusual turnover in a position because of the grade assignment.

Elected/appointed officials and/or department heads shall notify the Human Resources Director in writing of any such situations, detailing hiring/turnover problems encountered, providing written documentation of changes, etc., and requesting re-evaluation.

The Human Resources Department shall provide the elected official/department head with appropriate forms.

The Elected/appointed officials initiating the request may **suggest** a title which is descriptive of the major functions being performed. However, the Human Resources Department shall manage and control the assignment of titles, in order to provide titles which shall denote both function and organizational level in a consistent manner.

The Position Description will be prepared by the Human Resources Department and should describe the functions, duties, and responsibilities of the position as concisely as possible, providing a clear, complete picture of the position. The Position Description contains simple direct statements and avoids ambiguous terms. The description should be as specific as possible and state the assigned duties and responsibilities precisely, although it should not be assumed to preclude alternative duties assigned.

After approval of the Position Description with the position's immediate supervisor and elected official/department head, the position is evaluated by the Human Resources Department using the *Coulter Point Factor Evaluation Method*.

Since most positions vary in duties and degrees of responsibility, comparisons can be made only

by evaluation. Considerations of personalities, performance levels, qualifications, or experience of specific person performing, or who has performed the work, are to be avoided. **Position evaluation is concerned only with the position's requirements.**

For purposes of consistency, the degree selected for each factor is based on the level of responsibility and proficiency which is expected from a satisfactory, fully qualified employee. Each position receives a total point value which is then compared to other position evaluations, both within and outside the department, to assure that the final evaluation of each position is properly related to all other positions throughout Pulaski County.

The final approved evaluation of each position summarizes what the position is worth in terms of total evaluation points. This total is used to determine in which salary range group the job belongs.

The Human Resources Department will forward the recommendation to the County Judge's Office and to the requesting official. The elected official has the responsibility to request the Quorum Court Coordinator to draft an ordinance which shall be submitted to the Quorum Court for consideration if a grade change is indicated. Once a position has been evaluated, that position cannot be reconsidered within six months.

Once a position evaluation has been recommended and approved by the Quorum Court, the position classification and salary grade assignment shall remain in effect until the duties and responsibilities undergo sufficient changes to warrant re-evaluation.

All upgrades will be made effective the first day of the next pay period following the Quorum Court approval. On positions that are "down-graded" (red-lined) the affected positions will be filed and retained by the Human Resources Office. The employee who holds the position at the time of the "down-grade" shall retain that title, grade, and pay. When the "down-graded" position becomes vacant, it will be advertised and filled at the lower grade.

SECTION 8. REQUESTS FOR RE-EVALUATION:

Elected/appointed officials or department heads shall notify the Human Resources Department of any and all situations in which:

- A. Positions in their area of responsibility have undergone significant changes, with specific duties added or deleted.
- B. The elected official/department head has experienced difficulty in hiring qualified individuals because of the grade assignment.
- C. The elected official/department head has experienced unacceptable or unusual turnover in a position because of the grade assignment.

- D. All upgrades will be made effective the first day of the next pay period following the

Quorum Court approval.

- E. On down grades the affected positions will be kept on file by the Human Resources Department. The employee holding the position at the time of the downgrade shall retain that position title, grade, and pay. When the down graded position becomes vacant, it will be advertised and filled at the lower grade.

Elected/appointed officials and/or department heads shall notify the Human Resources Director in writing of any such situations, detailing hiring/turnover problems encountered, providing written documentation of changes, etc., and requesting re-evaluation.

The Human Resources Department shall provide the elected official/department head with appropriate forms and shall review the position description and evaluation. The Human Resources Department will forward the request and recommendation to the County Judge's Office and to the requesting official. The elected official has the responsibility to request the Quorum Court Coordinator to draft an ordinance, which shall be submitted to the Quorum Court for consideration if a grade change is indicated. Once a position has been evaluated, that position cannot be reconsidered within six months.

SECTION 9. NORMAL REVIEW CYCLE:

Positions and the related job duties change because of re-organization, added or deleted programs, and the shifting of responsibilities within the various departments of the Pulaski County Government.

Many of these changes are not "grade determining", but are merely more or less of the same level of responsibility, requiring the same level of knowledge, skill, or ability. It would be time consuming and costly to prepare a new position description each time a minor change in duties is made.

When changes in position duties occur within a Department, it will be the responsibility of the Department Head to make minor pen and ink changes in position descriptions. However, if "major" changes such as supervisory responsibilities being added or deleted, new programs and/or work responsibilities added or deleted, then the Human Resources Department will schedule the position for re-evaluation before the vacancy is filled.

SECTION 10. PULASKI COUNTY PERSONNEL ADVISORY AND APPEALS COMMITTEE:

The Pulaski County Personnel Advisory committee will be comprised of one representative from the following elected officials: County Judge, Sheriff, Circuit County Clerk, Treasurer, Assessor, Prosecuting Attorney, Municipal Court Judge and Quorum Court. The elected officials will select their representative and an alternate to serve on the committee. The alternate will only serve in the absence of the appointed representative. The Personnel Classification/Compensation Manager will serve as a non-voting adviser on the Committee and provide any training needed on the classification process.

The committee will make recommendations regarding enactment of the Coulter study. The committee will also serve as an appeals committee after the Coulter plan is enacted. The appeals committee will only meet if there is a dispute between an elected official and the Human Resources Department on the Classification of an employee. Any recommendations by the Personnel Committee will be forwarded to the Quorum Court, which can accept or reject them. The Quorum Court will continue to have the final authority on all personnel policy and classification issues.

The Quorum Court office will forward all personnel-related ordinances and pertinent information to the committee members.

Note: This Committee was initiated by the Quorum Court for the purpose of serving as an advisory board during the implementation of the Coulter Evaluation System – 1999 (only).

This section (ordinance) expired December 31, 1999

ARTICLE IV - SALARY RANGES

SECTION 1. BASIC POLICY:

Pulaski County has established its classification/compensation plan through Personnel Policy adopted as an Ordinance by the Quorum Court. The classified salary ranges along with judicial position starting salaries are adopted by Ordinance as part of the annual County budget. Raises for full-time employees are contingent on those specific funds being appropriated by the Quorum Court. If funds for raises are appropriated, full-time regular classified employees will be paid at the next highest step in their respective grade of the compensation plan. Salaries for unclassified employees and elected officials, if raises are granted for classified employees, will also increase four percent (4%). The effective date of authorized raises will be specified in the adopted annual budget.

Note: The Quorum Court may appropriate funds for raises of other percentage rates. The County's Pay Plan and salary increases will be appropriately adjusted in accordance with County policy.

SECTION 2. SALARY RANGE STRUCTURE AND APPLICATION:

Position Evaluation groups positions of similar or equal value into salary grades. Salary offers made to new hires are based on the definitions contained within the guidelines defined below.

Each salary grade will have a salary range with a minimum and maximum salary level as follows:

- A. Minimum of Range (Step A): The minimum is sufficiently high to attract competent applicants to fill the positions within the range. Applicants who possess the minimum qualifications for the position may be hired and shall be paid at the minimum of the assigned salary range except for "exceptionally well qualified" applicants (or promoted employees whose step may be determined otherwise as noted herein).
- B. Promotions (If Budgeted and Approved): The following criteria should be met when promoting an existing employee above the minimum of the salary range:

Newly promoted employees shall be assigned to Step "A" of the new grade as long as that employee receives at least a four percent (4%) promotion increase. If however, a move to Step "A" of the new grade does not give the employee a 4% salary increase, the employee should be assigned to Step "B", etc. The intent of this section is to allow a newly promoted employee an increase in salary of at least 4%. The employee must assume a position with a higher grade (and thus greater duties and responsibilities) in order to be termed a promotion. A step increase(s), if granted to an incumbent in his present or like position and grade, does not constitute a promotion. However, provisions of Article I, Section 8-A of this ordinance, dealing with hiring up through Step "D" may also be applied to an employee to be promoted if all requirements noted therein are met.

- C. Unclassified to Classified - Salary Determination: Any unclassified employee whose position has been evaluated and classified is placed into the classified grade then slotted into the step not less than but equal or closest to their current salary. Any unclassified employee who applies for a classified vacancy and is hired into the classified position is considered as a "new hire" (Step A-D) not as a "promotion" for salary administration purposes.
- D. Step Progression: A salary or step increase may be withheld by the supervisor/elected official if the affected employee exhibits an unsatisfactory job performance record. If at the next increase cycle the employee does not again merit an increase, the employee should be terminated. (All unsatisfactory job performance must be documented and submitted to the Human Resources Department).
- E. Vacated Positions: All vacated positions shall revert to Step "A" of the assigned grade, except in the case of a promotion, whereby the four percent (4%) rule shall apply.
- F. Demotions (Higher grade to lower grade): When assigning the lower grade and salary, demotions, either voluntary or involuntary; are slotted into an existing lower graded vacancy at a step to be determined by the department head/elected official (refer to Article I - Section B for procedural instructions). The original hire date and associated benefits are maintained.

SECTION 3. UPDATING SALARY RANGES:

In order to maintain a competitive salary structure, trends in salary levels shall be researched each year. The Human Resources Department shall survey as many positions as possible. Competitive salaries for management positions shall be measured throughout the community among a combination of national, regional, and industry competitors. Data for non-management positions shall be collected from competing organizations having similar positions. Comparisons shall be made on the basis of periodic surveys conducted in conjunction with the major employers in the areas and industries with whom Pulaski County competes for employees.

SECTION 4. SALARY RANGE REVISION PROCEDURES:

Revision of the salary ranges is based upon the following procedure:

- A. Competitive data for Pulaski County is gathered by the Human Resources Director. If the data indicates the general salary line has shifted, the salary structure as a whole, rather than individual salary ranges, shall be proposed to be revised to preserve internal relationships produced by position evaluations.
- B. The Human Resources Director shall recommend adjustments to the salary structure and submit such recommendations to the County Judge.
- C. The County Judge considers recommendations made by the Human Resources Director for further submittal to the Quorum Court for recommendations and their considered approval.