

ARIZONA Department of Emergency and Military Affairs POLICY	POLICY LETTER NO. 20.17	
	DATE 20 Nov 24	OPR DEMA-HRO
SUBJECT: Progressive Discipline and Corrective Action	REGULAR POLICY LETTER DISTRIBUTION (POLICY LETTER 10.01)	

1. Applicability: This policy applies to all state employees of the Arizona Department of Emergency and Military Affairs (DEMA).

2. Purpose: Provide a structured corrective action process to improve and prevent a recurrence of undesirable employee behavior and performance issues, in alignment with the agency’s mission and vision and with established Standards of Conduct, and code of ethics. This policy also establishes a process for temporary relief of duties or reassignment of an employee during an investigation into misconduct.

3. References:

- a. A.R.S. § 41-773, Causes for dismissal or discipline for employees in covered service
- b. A.R.S. § 41-742(D)(5), State personnel system; covered and uncovered employees; application; exemptions
- c. A.R.S. § 41-745, Covered and uncovered service
- d. R2-5A-402, Salary Administration
- e. R2-5A-501, Standards of Conduct
- f. R2-5A-B604, Administrative Leave
- g. R2-5A-801, Disciplinary Actions, General
- h. R2-5A-802, Procedures for Review by the Director
- i. R2-5B-303, Suspension
- j. R2-5B-304, Involuntary Demotion
- k. R2-5B-305, Dismissal

4. Policy:

4.1. Authority:

- a. The Adjutant General holds primary authority and responsibility over the conduct of all employees within DEMA.
- b. DEMA reserves the right to combine or skip steps in the discipline process depending on the nature of the offense.
- c. Uncovered employees serve at the discretion of the appointing authority and may be dismissed at will. Uncovered employees cannot grieve or appeal disciplinary actions or terminations.

4.2. Procedures:

- a. Managers and supervisors shall address minor performance issues through the AZ Performs Employee Appraisal Process.
- b. Employee misconduct shall be addressed using the procedures set forth in this policy.
- c. All performance-related meetings, statements, and relevant information should be documented to ensure an accurate account is recorded.
- d. If further review or an investigation is deemed necessary, supervisors shall contact the State HRO for guidance.
- e. DEMA may use information from the Arizona Department of Public Safety (DPS) to evaluate the fitness of employees.


4.3. Administrative Leave and Reassignments:

- a. In cases of alleged misconduct involving criminal activity or egregious behavior or during a disciplinary or termination process, supervisors may recommend that an implicated employee be placed on Administrative Leave with Pay.
- b. Requests for Administrative Leave with Pay must be approved through the chain of command and submitted to the State HRO for review. Only the Adjutant General can approve a request for an employee to be placed on Administrative Leave with Pay.
- c. If Administrative Leave with Pay is not granted, the employee may be temporarily reassigned to other duties during the investigation.
- d. Employees shall be returned to their normal work status and location upon the completion of the investigation, if deemed appropriate.

4.4. Discipline:

- a. Supervisors should consult with the State HRO when determining disciplinary action.
- b. When recommending disciplinary action, supervisors should consider an employee's past disciplinary issues, their past performance, and any mitigating or aggravating circumstances surrounding the basis for the proposed disciplinary action.
- c. The progressive disciplinary action steps include (using ADOA forms or templates):
 - 1) Counseling using a Memorandum of Concern (ASPS/HRD TA8.17) or verbal warning.
 - 2) Letter of Reprimand (ASPS/HRD TA8.19).
 - 3) Suspension (ASPS/HRD TA8.12) or demotion (ASPS/HRD TA8.13) and final written warning.
 - 4) Recommendation for termination/dismissal (ASPS/HRD TA8.14).
- d. Major disciplinary actions, such as suspensions over 80 working hours, involuntary demotions, or dismissals, must be reviewed by the Arizona Department of Administration, Human Resources Division.

5. Administration: Point of Contact (POC) for this policy is the State Human Resources Officer, 602-689-7491.


KERRY L. MUEHLENBECK
Major General, AZ ANG
The Adjutant General