

State of Arizona
Department of Emergency & Military Affairs
1 October 2007

DEMA DIRECTIVE 20.1

HUMAN RESOURCES

State Human Resources Administration

This directive supersedes DEMA Directive 22.01, dated 1 December 2002

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INTRODUCTION

The Administrative Services Office of the Department of Emergency and Military Affairs provides Arizona State related Human Resources and peripheral support missions to the Department. The Administrative Services Office is organized to provide adequate personnel support to free all functional sections from many human resources related administrative tasks. For this reason, human resources functions are centralized. The Administrative Services Officer is responsible for ensuring that all actions concerning covered State service employees are in accordance with the Arizona Department of Administration (ADOA) Personnel Rules. The Administrative Service Officer is also responsible for all actions concerning non-covered employees.

All references to the Administrative Services Officer, Human Resources Office and Human Resources Officer in this Directive are made to specify the personnel function of the DEMA Administrative Services Office.

Covered employees have rights and benefits provided to them in the ADOA Personnel Rules. The Rules should be consulted for this information, as no attempt has been made to fully duplicate that information here. Covered employees have certain protections, and the DEMA Administrative Services Officer must be consulted prior to any action regarding a covered position or employee. For covered employees this manual is to be used in conjunction with the ADOA Personnel Rules, as matters addressed in the ADOA Personnel Rules may not be repeated here.

The DEMA Administrative Services Officer is the only official in this agency authorized to articulate policy, publish decisions or disseminate information concerning State human resource matters. Further delegation is not permitted.

The DEMA Administrative Services Officer is the only person authorized to conduct business of the Department with the ADOA Human Resources Division. Managers and supervisors having a need to discuss matters with ADOA staff members will coordinate their requirements with the Administrative Services Officer.

Comments and recommendations on this Directive are invited. Questions concerning agency policies or this manual should be directed to the Administrative Services Officer. Requests for copies of forms mentioned in this manual should be directed to the Administrative Services Office.

The Administrative Services Officer is authorized to make clerical, format, spelling and other administrative corrections and updates to this directive, as required, that do not alter or create new policy. Such revisions shall be distributed in accordance with DEMA Policy Letter 10.01.

The policies and procedures contained in this Directive do not create a contract, implied or expressed, with any DEMA employee. All non-covered DEMA employees are employed at will. DEMA reserves the right to modify these policies and procedures in whole or in part, with or without notice, at any time.

DEFINITIONS

The following terms are used throughout this manual.	
Appointing Officer:	DEMA Administrative Services Officer, designated by The Adjutant General to effect a State hire, also referred to as Human Resources Officer.
Division Director:	Specifically refers to the Director, Army National Guard; Director, Air National Guard; Director, Division of Emergency Management; and Director, Joint Programs Division.
Nominating Officer:	Designated by the Administrative Services Officer. The nominating officer is the senior officer in the major work section responsible for signing the hiring forms once a selection is made.
Selecting Officer:	May be appointed by the Nominating Officer to conduct the interviews and make the initial recommendation for hire.
Major Commander/Director:	Commander or Director responsible for overall management of an entire functional area or division, specifically: The Adjutant General (Department level) Director, Army National Guard Director, Air National Guard Director, Division of Emergency Management Director, Joint Programs Division Commander, 161 ARW Commander, 162 FW Commander, Camp Navajo Commander, WAATS

ABBREVIATIONS

The following abbreviations are used in this Directive:	
ADEM	Arizona Division of Emergency Management
ADOA	Arizona Department of Administration
AERFund	Arizona National Guard Emergency Relief Fund
A.R.S.	Arizona Revised Statute
ASO	Administrative Services Officer
ASRS	Arizona State Retirement System
AZ ANG	Arizona Air National Guard
AZ ARNG	Arizona Army National Guard
BAH	Base Allowance for Housing
BAS	Basic Allowance for Subsistence
EAP	Employee Assistance Program
EEO	Equal Employment Opportunity
EHE	Employees Helping Employees
FLSA	Fair Labor Standards Act
FMLA	Family and Medical Leave Act
HRIS	Human Resources Information Solution (System)
HRMS	Human Resources Management System
LWOP	Leave Without Pay
OJT	On the Job Training
PASE	Performance Appraisal for State Employees
PDQ	Position Description Questionnaire
POMSO	Plans, Operations, and Military Support Office
PPMR	Papago Park Military Reservation
PSPRS	Public Safety Personnel Retirement System
SAD	State Active Duty
SIDPERS	Standard Installation Division Personnel Reporting System
TAG	The Adjutant General
USERRA	Uniformed Services Employment and Reemployment Rights Act
VOCO	Verbal Order of the Commanding Officer

CHAPTER 1 - THE PERSONNEL FILE SYSTEM

1.1 GENERAL

The official personnel file for each employee is maintained at the Administrative Services Office. All original documentation must be maintained in the official file. This is done with the intent of ensuring privacy, format standardization, and simplifying the administrative load at the operational level. Immediate and intermediate supervisors are encouraged to keep their personal files to a minimum.

1.2 SUPERVISOR LEVEL FILES

It is necessary that the only records kept at the work section level be limited to copies of the following:

1. Time and Attendance records.
2. A duplicate of the Non-Covered Performance Evaluation or PASE (covered) Rating Summaries and checklists.
3. Position Description Questionnaire (PDQ).
4. Records of counseling concerning problem areas and/or exceptional performance.

Immediate supervisors may wish to keep personal performance notes. Those may not be kept in an individual personnel file. Files kept by the supervisors at section or unit level are unofficial and contents must comply with these provisions and ADOA guidelines. Such files should contain copies of laudatory notes and other positive performance information in addition to relevant negative performance information. Any information filed under an individual's name may be subject to the Privacy Act provisions and be releasable under applicable laws.

1.3 THE OFFICIAL PERSONNEL FILE

Original copies of all personnel actions, Performance Evaluations/PASE's, résumé and job application, training records, and official correspondence are retained in the official personnel file. Such information is available only to agency personnel with a need to know; to ADOA Personnel Division officials in their line of duty; to members, staff, and hearing officers of the Personnel Board, if appropriate; to the employee or his/her representative upon written authorization by the employee; and to officials empowered to subpoena records for legal proceedings.

The official file has the following format:

- Section 1. DEMA 303 for new hire, status changes, position changes, transfers, termination; Application for Employment, résumé, and related documents ; Certificate of Appointment ; HRMS Notification Forms; SF-301; SF-302; resignation letter.
- Section 2. New Hire Checklist; Statement of Understanding; Selective Service Affidavit; Loyalty Oath; signed DEMA policy Letters; Personnel File Access Request forms; Overtime Election; other related documents required.
- Section 3. W-4/A-4; Automatic Deposit Authorizations; Documentation for any/all other Additions or Deductions to Payroll; Employment Verification Requests.
- Section 4. Awards; Letters of Commendation/Reprimand; Training Certificates.
- Section 5. Performance Evaluations/PASE's; Merit Increase Recommendations.
- Section 6. Benefit Enrollment Forms; Leave Payment Forms; Address Changes.

1.3.1 Employee Medical Files

A separate file will be maintained by the Administrative Services Officer for State employees, which will include all documents relating to employee medical conditions. Items that will be retained in this file will be the following:

1. Emergency Notification Record.
2. Medical Leave of Absence records.
3. Applications for Annual Leave donations.
4. Family Medical Leave Act (FMLA) records.
5. Short Term Disability and Long Term Disability records.
6. Any other medically related records.

1.3.2 Workers Compensation Claims and Correspondence

A separate file will be maintained by the Administrative Services Officer for State employees, which will include all documents relating to employee industrial leaves.

1.3.3 Driving/Specialty License Files

A separate file will be maintained by the Administrative Services Officer for State employees, which will include all documents relating to Department of Motor Vehicles driving records inquiries and to obtaining and retaining Commercial Driver's Licenses.

1.3.4 Background Investigation Files

A separate file will be maintained by the Administrative Services Officer for State employees, which will include documents relating to fingerprinting, criminal background investigations and security clearances.

1.4 DISPOSITION OF FILES

Active files are maintained in the Administrative Services Office. Upon separation, the official personnel file will be retained in that office for one complete calendar year after the year in which the employee separated. After that time, it will be transferred to the Agency records holding area for storage and eventual destruction in accordance with applicable records retention guidelines.

Directives of the Arizona Department of Library, Archives and Public Records govern all records disposition. Pending legal action may extend the retention period.

1.5 EMPLOYEES TRANSFERRING TO ANOTHER STATE AGENCY

When an employee is transferred to another State agency, his/her official file is also transmitted to that agency according to ADOA Personnel procedures. The Administrative Services Officer determines if any portion of the file should be copied for agency retention prior to transmittal. A DEMA Form 022 Transfer of Employee Personnel File will accompany the file. After the receipt portion is completed and returned, a final copy will be filed in the agency files for not less than five years.

1.6 PERSONNEL AND POSITION ACTIONS

Personnel and position actions usually begin with the immediate supervisor and are processed through the Administrative Services Office. A copy of any fully processed action is returned to the supervisor.

1.7 EMPLOYEE INFORMATION CARD FILE

Every employee of the agency has an information card filed in the personnel office. Upon separation, the card will be retained for a period of time in accordance with directives of the Arizona Department of Library, Archives and Public Records.

1.8 ACCESS TO PERSONNEL FILES

Personnel files will be maintained as confidential in accordance with procedures established by statute, the Arizona Department of Library, Archives, and Public Records and appropriate ADOA guidelines. The only persons who may access an employee personnel file are the employee, anyone who has written authorization from the employee, anyone in the employee's line of supervision, State Human Resources officials in the normal line of duty, officials acting in response to court orders or subpoenas, or an official of an agency of the Federal or State government when deemed appropriate by the Administrative Services Officer. An individual requesting to review an employee personnel file will be required to complete and submit to the Administrative Services Officer a Personnel File Access Request Form. The completed form will be maintained in Section 2 of the Official Personnel File.

Personnel files may not be removed from the Administrative Services Office, and nothing may be removed from the file. If approved by the Administrative Services Officer, copies of requested file items will be provided within three working days.

CHAPTER 2 - POSITION STATUS

2.1 GENERAL

The ADOA Human Resources Division establishes the official class and compensation level for a position. A position may have a working title established by the Major Commander/Director. Any reorganization or any substantive change in duties, responsibilities or authority of the position requires an updated Arizona State Position Description Questionnaire (PDQ) (ADOA form HRCF-402; download at www.azdema.gov or www.hr.state.az.us). Any such actions must be coordinated with the Administrative Services Officer.

It should be noted that the Administrative Services Officer should be contacted during the study/proposal phase of any action affecting positions to insure proper action and implementation. It is also recommended that the Administrative Services Officer be used in the research phase as a resource or in other such feasibility studies.

2.2 CHANGING A POSITION STATUS

At times it is necessary to make a change in a position. There are several types of changes that can be made:

1. Establish a new position
2. Abolish a position
3. Change position classification or grade

To establish or change a position, a new PDQ must be completed. The completed PDQ together with a current and proposed organizational diagram and a memo explaining the reasons for the classification action, are to be sent to the Administrative Services Officer for review, approval and submission to ADOA.

In the preparation of the PDQ, the duties, activities and responsibilities of the position must be adequately described. The analyst who processes the request will only know what the documents indicate. It is very important that all of the facts be included. It is not intended that the job description be necessarily limited to the space on the form. Be thorough in the description. It is essential to consult with the Administrative Services Officer in the preparation of such a request.

To abolish a position that is no longer valid or needed, a memo requesting abolishment, including the position number and the reason, is to be sent to the Administrative Services Office for processing.

2.3 FORMS

The Arizona State Position Description Questionnaire, form HRCF-402, is to be used for all position establishment or classification actions. The PDQ form requires the signature of the incumbent if the position is occupied, and the position's first line supervisor, as indicated on the form. The Administrative Services Officer will generally sign for the agency. The PDQ form is available from the Administrative Service Office or www.azdema.gov or www.hr.state.az.us.

CHAPTER 3 - NON-COVERED EMPLOYMENT

3.1 GENERAL

Due to the unique and varied missions of this Agency and the National Guard, the statutes provide for a number of categories of employees in DEMA. Arizona State Service employees who are referred to as “covered” employees are competitively hired and appointed to positions that are covered by the ADOA Personnel Rules. All other employees of the agency who are appointed to positions that are established under various statutory exemption provisions of A.R.S. 41-771 are referred to as “non-covered” employees.

By simple definition, a non-covered employee is one whose benefits and rights do not fall under the ADOA Personnel Rules. As such, The Adjutant General (TAG) is not bound to the application of the ADOA Personnel Rules for these positions and has the final decision in all matters regarding these positions and personnel.

A careful distinction should be made when applying the term “exempt” to non-covered employees. Non-covered positions are established as being exempt from the Personnel Rules pursuant to various sections of A.R.S. 41-771. This use of the term “exempt” should not be confused with determining the Fair Labor Standards Act (FLSA) classification of positions as being either Exempt or Non-Exempt from FLSA premium overtime eligibility. See Chapter 9.4.2 for additional information on this subject.

3.2 CATEGORIES OF NON-COVERED EMPLOYMENT

There are several categories of non-covered employment. An employee's benefits and rights are contingent on the category of their position. These categories are set forth in A.R.S. 41-771. The sub-sections for those affecting DEMA are shown below in parenthesis.

These positions are appointees of The Adjutant General and serve at his pleasure. They accrue benefits and protection granted by TAG and none other. They receive neither protection nor guidance from the ADOA Personnel Rules. The ADOA Personnel Rules may be considered in personnel actions not otherwise covered by agency policies or rules.

3.2.1 Special Appointed Positions

State officers and members of boards and commissions who are appointed by the legislature or the governor. This section affects the following positions:

<u>Position #</u>	<u>Title</u>
AMA0672,3,4,5,6AIO	Judges, Military Court of Appeals

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3.2.2 Special Categories (B.1, B.3)

TAG sets specific job requirements and the incumbent is responsible to TAG for compliance. This section affects the following positions:

<u>Position #</u>	<u>Title</u>
AMA0002AHO	Director, Division of Emergency Management
AMA0003AHO	Director, Army National Guard
AMA0004AHO	Director, Air National Guard
AMA0005AHO	Director, Joint Programs Division
AMA0421AHO	Resources Manager

3.2.3 Confidential Relationship (B.2)

Individuals in these positions have a direct confidential reporting relationship to an exempt/non-covered official of the Agency. Under this provision, all Active Guard and Reserve (AGR) personnel and Federal Technicians are considered equivalent to an exempt/non-covered (State) employee for reporting purposes.

3.2.4 National Guard Pre-Requisite (A.7, A.12)

Many non-covered positions in DEMA require National Guard membership. These positions are statutorily exempted from ADOA Personnel Rules. A.R.S. Section 41-771.A.7 exempts traditional guardsmen as well as guard members on State Active Duty. A.R.S. Section 41-771.A.12 exempts full time State employees of this department who are subject to being called to federal service.

In those instances where a position which has been identified as requiring National Guard membership cannot be filled by a qualified National Guard member, a comparable non-covered position that does not require National Guard membership may be established. Upon becoming vacant, every attempt should be made to recruit a qualified National Guard member and return the position to its previous classification status.

In those positions where National Guard membership is required, the appropriate uniform will be worn. This implies that the uniform will be worn in accordance with regulations. Responsibility for enforcing this falls on the commander.

Brigade/Wing Commanders may approve State employees being a member of any military unit under their command. The appropriate Director, Army or Air National Guard must approve permission for a State employee to hold a military position in another Brigade/Wing in writing. A copy of this approval must be sent to the Administrative Services Officer for placement in the individual's personnel file.

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Military grade inversions, while discouraged, are permitted within the Officer or Enlisted corps when approved in writing by the Brigade/Wing Commander. A copy of the approval must be sent to the Administrative Services Officer. However, a grade inversion, which would result in an Officer being supervised by an Enlisted person, is prohibited.

Commanders of each unit that has a large number of non-covered, National Guard membership-required State employees, (Camp Navajo, 161ARW, 162FW, PPMR Security), will prepare a list of positions which should be classified under each category (paragraph 3.2.4). The commanders will also advise the Administrative Services Officer of any desired or required changes. The Administrative Services Officer will maintain these lists.

3.2.5 ADEM Emergency Positions (Executive Order)

All positions established and used in response to an Emergency Declaration are non-covered. Personnel hired into these positions do not accrue benefits except those specifically granted at the time of employment. They serve at the pleasure of TAG and have no protection under this directive or the ADOA Personnel Rules.

3.2.6 Part Time (B.4)

These are non-covered positions that are part time only.

3.2.7 Temporary (B.5)

These are non-covered positions that are temporary or established for the purpose of conducting a special project, study or investigation. They have a maximum life of five years.

3.2.8 Policy Making (B.7)

These are non-covered positions that are determined by the ADOA Director to be directly or indirectly engaged in establishing policy or enforcement standards.

CHAPTER 4 - THE HIRING PROCESS

4.1 GENERAL

Requests to recruit will be submitted using the Personnel Request, DEMA Form 006. When a vacancy occurs, it is up to the supervisor to determine when the job is to be filled. It takes approximately one month to fill most positions. In order to minimize the lapse in time between vacancy and filling it is essential to act as soon as it is known that there will be a vacancy. It is recommended that supervisors obtain the letter of resignation as soon as possible, and begin the process to fill a position prior to the incumbent's departure.

The process for filling a position varies according to whether the position is covered or non-covered. In both cases a Personnel Request, DEMA Form 006, must be completed and sent to the Administrative Services Office. The Nominating Officers establish any special criteria or special standards to include specific skills and verify the availability of funds and authority to fill the vacancy.

4.2 COVERED VACANCIES

In the case of a covered position, the Administrative Services Officer may announce the vacancy as a promotional opportunity for current employees of the Department of Emergency and Military Affairs. Copies of the announcement will be forwarded to all section heads for posting. If there is not a sufficient pool of promotional qualified candidates, a broader scope hiring list will be requested.

Hiring lists for all covered positions are prepared for the agency by the Administrative Services Office using the Hiring Gateway database system. The criteria used to screen applicants for the vacancy are derived from the published qualification standards and any specific knowledge, skills, abilities identified as necessary to perform the duties of the position. It is the requirement of the Nominating or Selecting Officer to provide accurate requirements to ensure the best possible candidates can be identified (see Section 4.4 of this Chapter).

At least three candidates from the Hiring List must be interviewed if available. Each hiring list has an expiration date (usually 30 days). The list will not be valid beyond that date unless it has been extended or re-issued in writing.

The Hiring List will specify the Nominating Officer. While the Nominating Officer may designate a Selecting Officer to interview and/or make an initial recommendation, the designated Nominating Officer is responsible for assuring the correct procedure. In either case, when the Nominating Officer receives the hiring list, it is important that all instructions are complied with and that the hiring list is properly completed; otherwise an illegal hire may occur. Sections 4.5 and 4.6 of this Chapter will also apply to this process.

The entry level salary for all covered positions will be the minimum entry level for the specific position class and grade unless the selected candidate is entitled to a higher pay rate due to their current permanent or reinstatement status within Arizona State service. If the Nominating Officer wishes to offer an entry level salary above the stated minimum, an ADOA Form 301 must be completed and forwarded to the Administrative Services Office. After the Administrative Services Office receives the properly completed request package, it usually will take 1-3 days to obtain an approval from ADOA if it is adequately justified. Contact the Administrative Services Officer and discuss this procedure before offering any increased starting salary to any candidate.

Offers of employment are extended by the Appointing Officer. Any offer of employment to a candidate for a position that requires a license, security clearance, pre-placement physical (see Section 4.7 of this Chapter), or has any other condition that must be met before the candidate can fully start to perform the duties of the position must be made as a Conditional Offer of Employment. The Nominating Officer is to contact the Administrative Services Office for any necessary guidance.

Once the position has been accepted, the Administrative Services Office will notify the unsuccessful candidates in writing. The Nominating Officer returns the hiring list, supplemental materials received with the list, and applications to the Appointing Officer to verify the legality of the hire (see Section 4.9 of this Chapter). The Appointing Officer may then issue a Certificate of Appointment.

Personnel working in the Phoenix Metropolitan area will be in-processed at the PPMR Administrative Services Office; those in Tucson and Camp Navajo will be in-processed at those locations. Arrangements will be made through the Administrative Services Office for in-processing of employees at other outlying locations. See Section 4.8 of this Chapter and Chapter 7 for further information regarding in-processing.

4.3 NON-COVERED VACANCIES

In the case of a non-covered vacancy, use of a competitive hiring process is highly recommended, but not required. If a competitive process is used, the Administrative Services Office will prepare a job announcement based on the current PDQ on file, and publish and distribute it for maximum dissemination. The Administrative Services Office will screen applicant résumés (see Section 4.4 of this Chapter) and forward those of qualified candidates to the Nominating Officer. The Nominating Officer may designate a Selecting Officer to interview and/or make an initial recommendation. Sections 4.5 and 4.6 of this Chapter will also apply to this process.

Offers of employment are extended by the Appointing Officer. Any offer of employment to a candidate for a position that requires a license, security clearance, pre-placement physical (see Section 4.7 of this Chapter), or has any other condition that must be met before the candidate can fully start to perform the duties of the position, must be made as a Conditional Offer of Employment. The Nominating Official is to contact the Administrative Services Officer for any necessary guidance.

The Nominating Officer prepares a Request for Personnel Action, DEMA Form 303, and forwards it with any supplemental materials received with the applications or resumes to the Appointing Officer to verify the legality of the hire. The Appointing Officer may then issue a Certificate of Appointment. Once the position has been accepted, the Administrative Services Officer will notify the unsuccessful candidates in writing.

Personnel working in the Phoenix Metropolitan area will be in-processed at the PPMR Administrative Services Office; those in Tucson and Camp Navajo will be in-processed at those locations. Arrangements will be made through the Administrative Services Office for in-processing of employees at other outlying locations. See Section 4.8 of this Chapter and Chapter 7 for further information regarding in-processing.

4.4 CANDIDATE QUALIFICATIONS GUIDELINES

In order for an applicant to be designated as a qualified candidate, the application/résumé must indicate possession of the knowledge, skills and abilities identified in the PDQ as being necessary for the position. The application/résumé must also provide documentation of qualifications, ratings or licenses listed on the announcement.

National Guard membership in the specified area of the job requirements will be considered as relevant experience. Current National Guard membership must be verified by the Nominating Officer prior to appointment and certified in writing if required for the position.

4.5 INTERVIEW GUIDELINES

The Nominating Officer may designate a Selecting Officer to conduct an interview board and make an initial hiring recommendation. Ideally, the interview board should consist of at least three members. In no case shall the board consist of less than two members. Each panel member should be of equal or higher grade than the vacant position. The Nominating Officer has the option of including a member of the Human Resources Office on the interview panel. Individuals from outside the Department of Emergency and Military Affairs, who have technical or specialized expertise related to the position, may be included on interview boards.

Questions asked of candidates during interviews must be submitted to the Administrative Services Office prior to scheduling interviews. The Administrative Services Officer reviews the questions to ensure compliance with the PDQ and legal guidelines and coordinates with the Nominating Officer to discuss any recommendations for revisions. Approved interview questions can be used for a position for up to twelve months after review. Interview questions that have not been reviewed within the previous twelve months should be brought to the attention of the Administrative Services Officer.

The Nominating Officer ensures that candidates are contacted and scheduled for interview. It is the responsibility of the Nominating Officer to ensure that each interviewed candidate completes the following forms at the time of interview:

1. Application for Employment
2. Authorization to Release
3. Employment Reference Form

If a position requires an incumbent to drive a vehicle (personal, State, Federal, or otherwise), candidates must also at the time of interview provide a copy of their driver's license and complete the following forms:

1. Arizona Motor Vehicle Division "Consent to Release Motor Vehicle Record"
2. Motor Vehicle Driver's License Record (DEMA Form 070)

Both forms must be completed in their entirety in order to prevent delays in the hiring process.

After the last interview has been conducted, all documents are to be returned to the Administrative Services Office, where they are maintained for a period of time in compliance with State and DEMA records retention schedules (see Section 4.9 of this Chapter).

4.6 REVIEW OF APPLICANT'S RECORDS

The Administrative Services Officer conducts reference checks for the selected candidate(s) and reports the findings and/or results to the Nominating Officer. For candidates with current and valid military security clearances, the Nominating Officer can request that the reference checks be waived.

The ASO may contact the previous employer(s) and, if a State employee, review the employee's Official Personnel File prior to an offer of appointment. Department of Motor Vehicle records will be checked when travel/operation of a vehicle is indicated in the PDQ. A DPS fingerprint check and/or security background check may be performed for employees as required by statute and/or military regulations.

4.7 PRE-PLACEMENT PHYSICALS

Certain job classes and positions have been determined to require a physical screening prior to employment. In those cases, only a Conditional Offer of Employment may be made and the employee may not begin work until the results of the physical have been returned and declared eligible for employment in the position. The requirement for a pre-placement physical is documented in position files in the Administrative Services Office.

The hiring proceeds as normal up to the point where the Nominating Officer is prepared to make his/her recommendation. The Nominating Officer then:

1. Contacts the Administrative Services Officer and identifies the candidate, social security number and telephone number, and arranges for any required physical exam to be scheduled.
2. Contacts the top candidate(s) and instructs him/her to contact Occupational Health Services as soon as possible to schedule an exam. Indicate that the exam must be scheduled within three days.

The results of the exam are normally received by the Administrative Services Office within 2 business days, except when a candidate has medical issues that require further examination. Upon receipt of the results, the Nominating Officer will be notified and a start date is determined (see Section 4.8 of this Chapter). If the candidate is not deemed eligible for employment, the procedure repeats with the second best candidate.

If a candidate is identified by Occupational Health Services as having a condition that would require an accommodation to perform the duties of the position, a determination will be made if the accommodation would be reasonable and available at the work site. This decision will be based on the information contained in the Essential Function Worksheet portion of the PDQ and made jointly by the Administrative Services Officer and the Nominating Officer.

4.8 START DATE

Every attempt should be made to have a new employee in-process on the first work day. If applicable, be sure to allow time for a pre-employment physical (3-5 days) when establishing a start date.

Both Federal and State statutes require completion of various forms and/or elections made on the first work day. Any Nominating Officer that allows a new employee to start work before the required in-processing items are completed is in violation of the law and places the Agency at risk of a fine. No Nominating Officer may start a new employee before they are properly in-processed.

4.9 RECORD KEEPING

All materials sent to the Nominating Officer, as well as all documents generated as a result of recruiting and hiring, must be returned to the Administrative Services Office where they will be maintained for a period of time compliant with State and DEMA records retention schedules. All recruitment and selection records are to be objective in nature and must relate to job performance. The following items will be submitted to the Administrative Services Office:

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1. Completed Interview Scheduling/Score Form
2. Interview notes from each panel member for all interviewed candidates
3. Application for Employment for all interviewed candidates
4. Authorization to Release for all interviewed candidates
5. Employment Reference Check Form for all interviewed candidates
6. Arizona Motor Vehicle Division Consent to Release Motor Vehicle Record and
DEMA Form 070 Motor Vehicle Driver's License Record, if relevant
7. A copy of letters to non-selected candidates

Directives of the Arizona Department of Library and Archives govern all records disposition. Pending legal action may extend the retention period.

CHAPTER 5 - EMERGENCY EMPLOYMENT

5.1 GENERAL

In the event of an emergency requiring additional personnel for the period of the emergency, the following procedures are applicable.

5.2 ARMY AND AIR NATIONAL GUARD

The Army and Air National Guard will hire (activate) new personnel in a State Active Duty status according to procedures contained in OPLAN ARIZONA (see also Chapter 20 of this directive). Civilian employees are hired on an hourly pay basis, charged directly to the emergency, and will meet any civilian personnel requirements.

5.3 DIVISION OF EMERGENCY MANAGEMENT

The DEMA Division of Emergency Management will employ additional personnel according to the procedures outlined in this section.

5.3.1 Non-covered Positions

The Division of Emergency Management Director will determine a list of positions which may be required in the event of an emergency. The Administrative Services Officer will coordinate with ADOA Human Resources Division personnel to establish these non-covered positions as a reserve pool to be used in the event of an emergency proclamation.

5.3.2 Resource Personnel List

The Division of Emergency Management Director and the Administrative Services Officer will mutually develop a list of available personnel for emergency employment. The Division of Emergency Management Director will keep this list current. All Major Commanders and Directors are responsible for assisting in the recruiting/development of this list as it pertains to their program areas.

5.3.3 Hiring Into Non-covered Positions

When an emergency is declared, the Division of Emergency Management Director will determine which positions require an immediate hire, which are to be filled with existing agency personnel and which require new personnel. Determinations will be based on considerations of anticipated length of emergency, urgency of hire, availability of additional qualified personnel, etc. These determinations will be provided to the Administrative Services Officer to perform the following tasks as required:

1. Place current State Service employees into Emergency Appointment, Special Detail or Mobility Assignments.
2. Recruit and in-process additional new personnel into non-covered positions.
3. Return State Service employees to prior employment status when additional new personnel are available and/or at the end of the emergency requirement.
4. Notify the payroll section of these actions for proper accounting.

5.4 FUNDING OF EMERGENCY POSITIONS

State personnel are generally assigned to only one program and charged entirely to that program.

In the event of an emergency proclamation, the appropriate Director/Major Commander may approve emergency appointment of a State Service employee to another position funded entirely by the emergency proclamation. The Administrative Services Officer, when notified in writing of the requirement to assign an individual to a Special Detail or Emergency Appointment, will process the appropriate paperwork and notify the Joint Programs Division, Resource Management payroll unit, which will ensure proper accounting for charging to the appropriate account.

Under exceptional circumstances, the Director, Division of Emergency Management may approve employment funded out of more than one program. In such cases, the Director will designate the proportions and payroll will make payment according to Labor Distribution practices approved by ADOA Finance and Accounting.

CHAPTER 6 - THE NEW EMPLOYEE

6.1 GENERAL

When a person is newly employed, it is the responsibility of the supervisor to fully explain the duties of the position, to orient the new employee to the work environment, and to explain his/her status as a new employee. In the Phoenix Metropolitan Area, the Administrative Services Office will provide all administrative support for in-processing and explain the status and benefits of State Service. All other geographic areas will be handled at those locations.

It is imperative that the new employee receives an explanation of his/her duties and responsibilities. Two vehicles are essential in this regard, both the Position Description Questionnaire (PDQ) and the relevant performance review document.

The PDQ describes the duties of the position. The Administrative Services Office will maintain the master copy of these documents on file. When a new employee is hired, a copy of the PDQ may be provided to the supervisor to use as a basis for the explanation of duties. An additional copy may be made to retain in the supervisor's file if he/she should desire.

6.2 PERFORMANCE REVIEWS FOR STATE EMPLOYEES

An accurate and impartial appraisal of individual performance is essential to employees and the Agency. Performance reviews assess the level of each employee's work results and skills competence. Performance reviews are also important to identify developmental needs and for planning developmental actions. See also Chapter 12 of this directive.

6.2.1 Covered Employees

The Performance Appraisal for State Employees (PASE) is the basis for an employee's rating, retention and any available salary/merit increase. The factors to be evaluated under the PASE system should be discussed with the new employee during the first week of employment. Annual reviews are conducted for the performance period of May 1 through April 30.

6.2.2 Non-Covered Employees

The Performance and Development Review provides valuable information to employees regarding their performance, and allows supervisors to develop and communicate a plan for development or special training. It can also be used as a basis for pay increases. The factors to be evaluated under this system should be discussed with the new employee during the first week of employment. Annual reviews are conducted for the performance period of November 1 through October 31.

6.3 ENTRY LEVEL SALARY

6.3.1 Covered Employees

In accordance with ADOA Personnel Rule R-2-5-303H, new employees will begin at the entry level of the grade designated for the position. ADOA Personnel Rules have designated specific exceptions (i.e. special recruitment rates, promotions, etc.); the Agency will honor these. Persons transferring from other State agencies will do so at the salary level specified in the ADOA Personnel Rules.

6.3.2 Non-Covered Employees

The Adjutant General may make exceptions for the entry level pay for non-covered positions based on experience and/or difficulty in recruiting at the entry level.

6.4 TRAINING

The supervisor will determine all general training requirements as well as training unique to a position. Supervisors will establish an on-the-job training (OJT) program if/as necessary for each new employee and will document the key completion elements of that program.

All employees new to State government are required by statute to attend the course “Standards of Conduct in the Public Sector” within 6 months of the start of their employment. In addition, all new employees must also complete the courses “Welcome to State Service” and “Preventing Inappropriate Behavior and Workplace Harassment.” All supervisors of State employees are required by statute to complete the Supervisor Academy series of courses.

Also see Chapter 13 of this directive.

6.5 OUTSIDE EMPLOYMENT

It is understood that many employees may hold second jobs. Employees are required to notify their supervisor of any secondary employment they may have using ADOA Form DOA-5250.1, and the Division Director must approve such employment in advance. Questions regarding any conflict of interest must be resolved and approved by the Division Director. This is not intended to impair any employee from enhancing his/her income, but rather to protect employees from actual or perceived conflicts of interest.

In addition, State employees are not permitted to work at the State Fair or any other State agency. Requests for exception to work at the Arizona Exposition & State Fair (Veteran’s Memorial Coliseum and Exposition Center) must be forwarded through the Administrative Services Officer.

Any National Guard Member who is employed by any State agency can be called to State Active Duty for the State.

It is the responsibility of supervisors to ensure that each employee understands these provisions.

CHAPTER 7 - IN-PROCESSING NEW EMPLOYEES

7.1 GENERAL

Every attempt should be made to have a new employee in-process on the first work day. In establishing a start date, be sure to allow time for a pre-employment physical if required (3-5 days on average, although exceptions do occur).

Newly hired personnel at Camp Navajo will be in-processed at Camp Navajo. Employees at 162nd FW (Security, Civil Engineering, and Fire Department) will be in-processed at the 162nd FW. In the Phoenix Metropolitan area and all other outlying areas, newly hired personnel will be in-processed in the PPMR Administrative Services Office.

The office providing in-process service must have all new employees complete forms A-4, W-4, I-9, and ADOA CSE-Form (Child Support/Spousal Maintenance Certification). These forms are self-explanatory. The New Employee Personal Information Form must be also be completed by all new employees. Critical demographic information is contained on this form. Employees eligible for benefits are required to complete and sign enrollment forms as well. The Administrative Services Officer will inform Camp Navajo and 162nd FW in-processing liaisons of additional forms and/or policy letters which are required to be signed and/or completed by new employees.

7.2 NEW EMPLOYEE ORIENTATION

7.2.1 Objectives

The main objectives of the Orientation Program are:

1. To assist each new employee in becoming acquainted with fellow employees and to provide an early understanding of the organization and functions of the Department of Emergency & Military Affairs and how his/her job fits into it.
2. To inform each new employee of the requirements, rules, procedures and benefits pertaining to his/her job.
3. To demonstrate to each new employee that the Agency is interested in him/her and is anxious to provide all the information needed to perform the job satisfactorily.
4. To treat each new employee in a manner that will help instill feelings of pride in his/her job and loyalty to the Agency.

7.2.2 Procedure

1. The immediate supervisor should prepare and orient the new employee on the first day before he/she begins discharging his/her duties. For consistency, an Orientation Checklist will be developed by the Nominating Officer to ensure every aspect pertinent to working in the Division/Section/Unit is addressed with every new employee. In the case of employees transferred to a supervisor's organization from elsewhere in the Agency, use of the Checklist is optional but may be beneficial for some employees.
2. Orientation is conducted on an individual basis by the supervisor. A relaxed, friendly atmosphere will encourage the new employee to ask questions if he/she does not understand some of the discussion.
3. Many of the items on the Checklist should be discussed with the new employee on the first day of work. The supervisor may want to delay some of the items until later in order to prevent confusion with too much information on the first day. It is the responsibility of the supervisor to assure that all applicable items are discussed with the new employee during the first week of employment.
4. Upon completion of the Checklist, the supervisor obtains the employee's signature on the form. The supervisor also signs the form and forwards it to the Administrative Services Office to become part of the employee's permanent file.
5. Nominating Officers will be responsible for assuring that all subordinate supervisors understand and use this procedure.
6. In addition to the use of the Checklist, supervisors will schedule all new employees to attend, within the first six months of employment, the DEMA New Employee Orientation Seminar conducted by the Administrative Services Officer, as well as the courses "Preventing Inappropriate Behavior and Workplace Harassment" and "Standards of Conduct in the Public Sector" offered by the training division of ADOA (Arizona Government University).

7.3 CHANGES IN PERSONNEL INFORMATION

When it is necessary to change or update any information in an employee's official personnel file, the appropriate form(s) and/or documentation must be completed and submitted to the Administrative Services Office. The individual authorized to make such a change must sign the form(s).

CHAPTER 8 - LEAVE AND HOLIDAYS

8.1 GENERAL

Employee leave benefits and holidays for covered employees are governed by ADOA Personnel Rules. For non-covered employees, employee leave benefits and holidays are governed by DEMA Policies and ADOA Policies for Non-System A Agencies. Special attention must be given to the relationship between holidays/leave and overtime. This is addressed in Chapter 9. All requests for leave are to be made in advance by written application. Failure to have prior written approval can result in the leave not being approved and considered as Unauthorized Leave Without Pay.

8.2 SICK/ANNUAL LEAVE

Eligible employees accrue sick and annual leave only when in paid status at least half of a pay period. Sick and annual leave are not earned until the end of the pay period and cannot be advanced.

The following example shows the importance of timing and leave accrual:

Mr. Employee has a sick leave balance of five hours and is ill one day of the pay period, reporting eight hours sick leave time. Since he only has five hours of sick leave accrued, five hours sick leave time is consumed (bringing his sick leave balance to zero) and the remaining three hours are deducted either from compensatory or annual leave. If he has no available compensatory and annual leave accruals, he will instead be placed on leave without pay (LWOP) for three hours. At the conclusion of that pay period, 3.70 hours sick leave will then be added to the sick leave balance of zero.

It is important that leave be reported for the purpose for which it is used. The Payroll Department will make necessary adjustment for over-usage and report them back to the supervisor.

Accrual rates for full time employees are stated below. Eligible part time employees who work 1/4 time, 1/2 time, or 3/4 time will accrue a proportional amount of leave. Eligible part time employees who work a percentage of full time other than 1/4 time, 1/2 time, or 3/4 time will accrue leave at the next lower rate.

8.2.1 Sick Leave

Sick leave is any approved period of paid absence for:

1. Illness or injury which renders an employee unable to perform official duties. Non-disabling injuries or illnesses do not qualify for sick leave.
2. Disability caused by pregnancy, childbirth, miscarriage or abortion.

3. Examination or treatment(s) by a licensed healthcare practitioner.
4. Illness, injury, examination or treatments by a licensed health care practitioner of your spouse, dependent child or parent. Sick leave for this purpose cannot exceed 40 hours per calendar year, and is to be coded on timesheets as "Family Sick Leave."

Sick leave is accrued at 3.7 hours per pay period and can be used with supervisor's approval for an authorized reason.

8.2.2 Annual Leave

Annual leave includes all periods of approved absence with pay, which are not chargeable to another category of leave.

8.2.2.1 Accrual Rates – Covered Employees

Covered employees accrue annual leave in accordance with the following schedule:

- Less than 3 years credited service: 3.7 hours accrued per pay period
- 3 years but fewer than 7 years credited service: 4.62 hours accrued per pay period
- 7 years but fewer than 15 years credited service: 5.54 hours accrued per pay period
- 15 years or more credited service: 6.47 hours accrued per pay period

Annual leave can be accumulated and carried over into the next calendar year, provided no more than 240 hours are accumulated as of the last day in a calendar year. Annual leave balances in excess of 240 hours will be forfeited unless an exception is authorized. Requests for exception must be coordinated through the Administrative Services Officer prior to the first week of December.

8.2.2.2 Accrual Rate – Non-Covered Employees

Non-covered employees accrue annual leave at the rate of 6.47 hours per pay period. Annual leave can be accumulated and carried over into the next calendar year, provided no more than 320 hours are accumulated as of the last day in a calendar year. Annual leave balances in excess of 320 hours will be forfeited unless an exception is authorized. Requests for exception must be coordinated through the Administrative Services Officer prior to the first week in December.

8.3 HOLIDAY LEAVE

8.3.1 Holidays Observed

State employees receive 10 paid holidays per year:

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1. New Year's Day (January 1)
2. Martin Luther King Jr. Day (the third Monday in January)
3. Presidents' Day (the third Monday in February)
4. Memorial Day (the last Monday in May)
5. Independence Day (July 4)
6. Labor Day (the first Monday in September)
7. Columbus Day (the second Monday in October)
8. Veterans' Day (November 11)
9. Thanksgiving Day (the fourth Thursday in November)
10. Christmas Day (December 25)

If a holiday falls on a Sunday, the holiday is observed on the following Monday. If it falls on a Saturday, it is observed on the preceding Friday.

8.3.2 Holiday Compensation

An employee who is regularly scheduled to work on a day on which a holiday is observed is entitled to be absent with pay for the number of hours regularly scheduled to work, unless required to work to maintain essential State services.

An employee who is required to work on a day on which a holiday is observed will receive, at the current pay rate, both holiday pay (up to the maximum of eight hours) and one hour of pay for each hour worked.

An employee who is not regularly scheduled to work on a day on which a holiday is observed will receive holiday pay (up to the maximum of eight hours) provided the employee is in paid status on their regularly scheduled shifts immediately preceding and following the day on which the holiday is observed. However, for employees on 9/80 alternative work schedules, when observance of a holiday is on an employee's ECON Day the observance of the holiday shall be moved to the next day (exception: if the holiday is observed on a Friday, the observance of the holiday shall be moved to the previous day).

Part time employees who work 1/4 time, 1/2 time, or 3/4 time are entitled to a proportional amount of holiday pay. Part time employees who work a percentage of full time other than 1/4 time, 1/2 time, or 3/4 time are entitled to holiday pay at the next lower rate. An employee who works less than 1/4 time is not entitled to holiday pay.

Seasonal, temporary, emergency and clerical pool employees will receive holiday pay provided they are in paid status on their regularly scheduled shifts immediately preceding and following the day on which the holiday is observed.

8.3.3 Administration

Paid holidays are to be recorded as such on employee timesheets. An employee may not receive more than eight hours of holiday pay for any holiday.

8.4 ADMINISTRATIVE LEAVE

The Adjutant General may authorize an employee to be absent with pay on administrative leave during a state of emergency declared by the Governor or in other emergency situations such as extreme weather conditions, fire, flood, or malfunction of publicly-owned or controlled machinery or equipment. The Adjutant General may grant administrative leave to relieve an employee of duties temporarily during the investigation of alleged wrongdoing by the employee. TAG approval of administrative leave is coordinated through the Administrative Services Officer.

8.5 CIVIC DUTY LEAVE

Upon substantiated application, an employee shall receive absence with pay as civic duty leave while serving as a juror, complying with a subpoena, voting, or serving as a member of a governmental board, commission, or similarly constituted governmental body.

Except for voting pursuant to A.R.S. §16-401 (primary elections) or A.R.S. § 16-402 (general elections), an employee granted civic duty leave shall report for duty with the employing agency whenever the employee's presence is not required for the civic duty, unless:

1. The distance to the work location would preclude timely reporting for the civic duty;
or,
2. The employee cannot return to work at least one hour before the end of the work shift.

An employee who is subpoenaed as a witness by any court or administrative, executive, or judicial body in this State may be absent with pay unless the testimony or evidence to be given relates to the employee's commercial, business, or personal matters.

Employees who are granted civic duty leave when called for jury duty or subpoenaed as a witness shall remit any monies to the employing agency, except for mileage allowance. Employees must submit to the Agency Comptroller Office a statement showing any juror or witness payments received, and will be required to provide payment in that amount to the Agency Comptroller.

An employee serving as a member of a governmental board, commission, or similarly constituted governmental body may be absent with pay while performing official duties with the body.

8.6 BEREAVEMENT LEAVE

An employee may be absent with pay for up to 24 regularly scheduled work hours due to the death or funeral of a spouse, natural child, adopted child, foster child, stepchild, natural parent, stepparent, adoptive parent, one who functioned “in loco parentis,” grandparent, grandchild, brother, sister, brother-in-law, sister-in-law, mother-in-law, father-in-law, son-in-law, or daughter-in-law. Bereavement leave may be extended for an additional 16 work hours if the employee travels out-of-state for the funeral.

8.7 MILITARY LEAVE

An employee who requests absence with pay on military leave under A.R.S. 26-168, 26-171, or 38-610 shall submit a copy of the orders for duty with the request for military leave. A full-time employee may be absent with pay for military purposes for up to 240 regularly scheduled work hours in any two consecutive Federal fiscal years. This is the equivalent of three 40-hour workweeks per Federal fiscal year. Military leave for part-time employees will be prorated proportionally on the number of hours in the employee’s regularly scheduled biweekly pay period.

In determining the number of hours of military leave available to a full-time employee in one Federal fiscal year (October 1 to September 30), the number of hours utilized in the immediately preceding Federal fiscal year is to be deducted from 240 hours. The difference is the number of hours of military leave available for the employee in the current Federal fiscal year.

An employee on military leave whose initial military duty day commences in the later hours of the established civilian workday should not be required to report to his/her civilian job before entering military control. Often, a travel status is entered for the purpose of reporting to active duty the next calendar day. When travel commences in the later part of the established civilian work day and the employee does report to work, the travel time under military control will be charged to annual or compensatory leave in lieu of military leave. In absence of any available leave, the employee will be placed on LWOP.

8.7.1 Firefighter Military Leave

Full-time firefighters (106 hours per pay period) may be absent with pay for military purposes for up to 318 regularly scheduled work hours in any two consecutive years.

8.8 LEAVE WITHOUT PAY (LWOP)

It is imperative that the Administrative Services Office be notified immediately when an employee goes on a LWOP status for more than half of a pay period (40 hours for a full time employee). Do not wait until the Time and Attendance Report is submitted to inform the Administrative Services Office.

8.8.1 Benefits

As long as the employee is in a paid status sufficient to deduct employee benefit premiums, he/she will continue to receive insurance benefits. Once a partial paycheck is inadequate to meet the premium requirements, an employee may be required to pay both the employee and employer benefit premiums. Employees entering or returning from LWOP status should contact the Administrative Services Office for guidance and assistance in completing the relevant benefits forms.

An employee may elect to change his/her coverage during LWOP, but the change must be requested at the time he/she enters LWOP status. Failure to pay the required premiums when due will result in cancellation of benefits.

An employee on LWOP in excess of half of a pay period (40 hours for full time employees) does not accrue annual or sick leave for that pay period.

8.8.1.1 Military Leave of Absence

Employees on LWOP for military service are provided continued benefits through the Uniformed Services Employment and Reemployment Rights Act (USERRA). USERRA provides extended health care coverage for up to twenty-four (24) months. The employee may continue benefits coverage for a maximum of twelve (12) months by paying both the employee and employer portions of premiums. After the 12-month period, the employee may elect COBRA coverage up to a maximum of eighteen (18) months. This combination allows for up to 30 months of continued coverage.

8.8.1.2 Industrial Injury or Illness

Employees on LWOP due to an industrial injury or illness may continue health coverage for a maximum of six (6) months from the date of injury by paying the employee portion of premiums. After the 6-month period, the employee must pay both the employee and employer premiums until the employee returns to work or is determined to be eligible for Medicare or Long Term Disability, whichever comes first.

8.8.1.3 Non-Occupational Medical Leave

Employees on LWOP for a health related reason that is not work related, may continue health care coverage for a maximum of thirty (30) consecutive months by paying both the employee and employer portions of monthly premiums until the employee returns to work or is determined to be eligible for Medicare or Long Term Disability, whichever occurs first. See Section 8.9.7 under Family and Medical Leave for additional information on benefits during FMLA approved medical leaves of absence.

8.8.1.4 All Other Leaves of Absence

Employees on LWOP for reasons other than military service, industrial injury/illness or non-occupational medical leave may continue health care coverage for a maximum of six (6) months by paying both the employee and employer portions of monthly premiums. See Section 8.9 for information on Family Medical Leave.

8.8.2 Administration

When an employee enters LWOP status, the Human Resources Office is responsible for:

1. Informing the employee of his/her benefits options during LWOP.
2. Informing the employee of the amount and due date of premiums to be paid.
3. Informing the employee that failure to pay the required premiums will result in cancellation of insurance.
4. Receiving premium payments from employees and forwarding to the Department of Administration with documentation required by ADOA.

8.9 FAMILY AND MEDICAL LEAVE

In accordance with the Family and Medical Leave Act (FMLA), the Department of Emergency & Military Affairs will grant job-protected, unpaid family and medical leave to eligible employees for up to 12 weeks per 12-month period for any one or more of the following reasons:

1. The birth of a child. In order to care for such child or the placement of a child with the employee for adoption or foster care, leave for this reason must be taken within the 12-month period following the child's birth or placement with the employee.
2. In order to care for an immediate family member i.e., spouse, child or parent of the employee, if such immediate family member has a serious health condition.
3. The employee's own serious health condition that makes the employee unable to perform the function of his/her position.

8.9.1 Definitions

8.9.1.1 12-Month Period means a rolling 12-month period measured backward from the date leave is taken and continuous with each additional leave day taken.

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8.9.1.2 Spouse does not include unmarried domestic partners. If both spouses work for the State of Arizona, their total leave in any 12-month period may be limited to an aggregate of 12 weeks if the leave is taken for either the birth or placement for adoption or foster care of a child or to care for a sick parent.

8.9.1.3 Child means a child either under 18 years of age, or 18 years of age or older who is incapable of self-care because of a mental or physical disability. An employee's "child" is one for whom the employee has actual day-to-day responsibility for care and includes a biological, adopted, foster or stepchild.

8.9.1.4 Serious Health Condition means an illness, injury, impairment, or a physical or mental condition that involves:

1. Any period of incapacity or treatment in connection with or consequent to inpatient care, i.e., an overnight stay in a hospital, hospice or residential medical care facility.
2. Any period of incapacity requiring absence from work for more than three calendar days and that involves continuing treatment by a health care provider.
3. Continuing treatment by a health care provider for a chronic or long-term health condition that is incurable or which, if left untreated, would likely result in a period of incapacity of more than three calendar days.
4. Prenatal care by a health care provider.

8.9.1.5 Continuing Treatment means the employee or family member in question is:

1. Treated for two or more times for the injury or illness by a health care provider. Normally this would require visits to the health care provider or to a nurse or physician's assistant under direct supervision of the health care provider.
2. Treated for the injury or illness two or more times by a provider of health care services, e.g. physical therapist, on referral from or under the direction of a health care provider.
3. Treated for the injury or illness by a health care provider on at least one occasion, which results in a regimen of continuing treatment under the supervision of the health care provider.
4. Under the continuing supervision of, but not necessarily being actively treated by a health care provider due to a long-term or chronic condition or disability which cannot be cured.

8.9.2 Coverage and Eligibility

An eligible employee, for the purposes of the FMLA, is an employee who:

1. Is a State service employee.
2. Has been employed by the State of Arizona for at least 12 months.
3. Has been employed for at least 1,250 hours of service during the 12-month period immediately preceding the commencement of the leave; the minimum of 1,250 hours of service is determined according to the principles of the Fair Labor Standards Act, and are determined by actual hours worked. Actual hours worked does not include any type of leave.

If at any time the employee notifies employer that he/she will not be returning to work, FMLA leave entitlement shall cease.

8.9.3 Intermittent or Reduced Leave

An employee may take leave intermittently (a few days or a few hours at a time) or on a reduced leave schedule to care for an immediate family member with a serious health condition or because of a serious health condition of the employee when "medically necessary".

1. "Medically necessary" means there must be a medical need for the leave and that the leave can best be accomplished through an intermittent or reduced leave schedule.
2. The employee may be required to transfer temporarily to a position with equivalent pay and benefits that better accommodates recurring periods of leave when the leave is planned, based on scheduled medical treatment.

An employee may take leave intermittently or on a reduced leave schedule for birth or placement for adoption or foster care of a child with the written approval of the corresponding Division Director.

For part-time employees and those who work variable hours, the FMLA entitlement is calculated on a pro rata basis. A weekly average of the hours worked over the 12 weeks prior to the beginning of the leave will be used for calculating the employee's normal workweek.

8.9.4 Paid Leave

An employee on Medical Leave may choose to use available accrued annual, compensatory and/or sick leave. An employee on Family Leave may choose to use available accrued annual leave, compensatory leave, and/or available accrued sick leave for family purposes as described in section 8.2.1.

Pursuant to 29 CFR 825.206, an employee on family/medical leave who is exempt/excluded from overtime will have deductions from his/her salary for any hours taken within a workweek, without affecting the exempt/excluded status of the employee.

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When an employee has used accrued leave time for a portion of Family Leave or Medical Leave, the employee may request an additional period of leave without pay to be granted so that the total of paid and unpaid leave provided equals 12 weeks.

8.9.5 Notice Requirement

An employee is required to give 30 days notice in the event of a foreseeable leave. A "Request for Family Medical Leave" form is to be completed by the employee and returned to the DEMA State Human Resources Office, Attn: DEMA/JP-P. In unexpected or unforeseeable situations, an employee is to provide as much notice as is possible, usually verbal notice within one or two business days of when the need for leave becomes known, followed by a completed "Request for Family Medical Leave" form.

If an employee fails to give 30 days notice for a foreseeable leave with no reasonable excuse for the delay, the leave may be denied until 30 days after the employee provides notice.

8.9.6 Medical Certification

When leave is taken because of the employee's or a covered family member's serious health condition, the employee must submit a completed "Physician or Practitioner Certification" form to the Administrative Services Office. The employee must provide medical certification within 15 days after requested or as soon as is reasonably possible.

Agency management may require a second or third opinion (at its own expense), periodic reports on the employee's status and intent to return to work, and a fitness-for-duty report to return to work.

All documents related to the employee's or family member's medical condition will be held in strict confidence. These documents will be maintained in the employee's medical records file, not in the employee's personnel file.

8.9.7 Effect on Benefits

An employee granted leave under this policy will continue to be covered under the employee's group health insurance plan under the same conditions as coverage would have been provided if they had been continuously employed during the leave period.

Employee contributions will be required either through payroll deduction or, during LWOP, by direct payment to ADOA-HITF. Payments must be sent to DEMA/JP-P for processing and will be forwarded to the ADOA Benefits Office. The employee will be advised in writing at the beginning of the leave period as to the amount of the required payment and asked to identify their payment choice. Employee contribution amounts are subject to any change in rates that occur while the employee is on leave. If an employee's contribution is more than 30 days late, the State may terminate the employee's insurance coverage.

If the employee fails to return from unpaid family/medical leave for reasons other than the continuation of a serious health condition of the employee or a covered family member or

circumstances beyond the employee's control (certification required within 30 days of failure to return for either reason), agency management may seek reimbursement from the employee for the portion of the premiums paid by the State on behalf of that employee (also known as the employer contribution) during the period of leave.

An employee is not entitled to seniority or benefit accrual during periods of unpaid leave, but will not lose anything accrued prior to leave.

8.9.8 Job Protection

If the employee returns to work within 12 weeks following a Family Medical Leave, the employee will be reinstated to the employee's former position or to an equivalent position with equivalent pay, benefits, status and authority.

The employee's restoration rights are the same as they would have been had the employee not been on leave. Thus, if the employee's position would have been eliminated or the employee would have been terminated, without the leave, the employee would not have the right to be reinstated upon return from leave.

NOTE: If any discrepancies exist between this directive and the Family Medical Leave Act, Arizona Revised Statute(s), and/or any other State policies or Rules, the FMLA, Arizona Revised Statute(s) and/or State policy or Rules will prevail over this directive.

8.9.9 Family Medical Leave Forms To Be Submitted By the Employee

1. Request for Family Medical Leave
2. Family Member/Serious Health Condition or Employee Serious/Health Condition
3. Physician or Practitioner Certification

8.9.10 Approval/Disapproval

Approval/Disapproval of Family Medical Leave is by the Administrative Services Officer.

8.10 DONATED ANNUAL LEAVE

Department of Emergency & Military Affairs has established the following guidelines and procedures for the contribution and transfer of annual leave.

8.10.1 Policy

A State employee may donate annual leave to another State employee in the same agency, or to a family member of the donating employee who is employed in another State agency. The recipient may use the donated annual leave to care for the recipient or an immediate family member who has an extended seriously incapacitating illness or injury.

A recipient employee or family member may use a maximum of six consecutive months of annual leave donated for each qualifying occurrence unless the recipient employee or family member applies for Long Term Disability (LTD) by the end of the fifth month. The recipient employee or family member then may continue to use donated annual leave until an LTD determination is made.

8.10.2 Definitions

8.10.2.1 Donor means an employee who is eligible to donate leave to another individual and does so in writing.

8.10.2.2 Employee means any employee eligible to accrue leave.

8.10.2.3 Extended means a period of three or more weeks of absence from the job due to illness or injury.

8.10.2.4 Family Member means the employee's spouse, natural child, adopted child, foster child, stepchild, natural parent, stepparent, adoptive parent, grandparent, grandchild, brother, sister, sister-in-law, brother-in-law, son-in-law, daughter-in-law, mother-in-law, father-in-law, aunt, uncle, nephew, or niece.

8.10.2.5 Immediate Family Member means the employee's parent, spouse and child, whether natural, adopted, foster or step.

8.10.2.6 Medical Statement means a written document, on appropriate letterhead, which reflects a *full diagnosis of the illness* and a *prognosis to include anticipated date of recovery*, provided by a licensed health care practitioner.

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

8.10.3 Responsibility

The approving authority for transfers of donated annual leave is the Administrative Services Officer.

8.10.4 Eligibility

1. The donating and receiving employees must be eligible to accrue and use annual and sick leave.
2. The donating and receiving employees must be employees of the same agency, or a family member employed at another State agency.

3. The illness or injury must be seriously incapacitating and extended.
4. The receiving employee who is seriously incapacitated or ill must have exhausted all sick and annual leave.
5. If an immediate family member is the one seriously incapacitated or ill, the receiving employee must have used all annual leave and 40 hours of sick leave, if available and not previously used for family sick leave.

8.10.5 Procedures

1. The employee wishing to receive donated annual leave will send a memo to the immediate supervisor requesting such donation, accompanied by a medical statement. (A fill-in-the-blank memo is available from the Administrative Services Office.)
2. The Administrative Services Officer will coordinate with the supervisor to prepare a Recommendation for Approval memo.
3. The Administrative Services Officer will review the information and inform the employee of approval or disapproval.
4. If the request cannot be approved, the Administrative Services Officer will inform the employee of the reason.
5. If the request is approved, the Administrative Services Officer will inform the payroll office that transfer of annual leave is authorized.
6. Following approval, an informational notice may be announced by the Administrative Services Officer. Information notices are limited to identifying the employee with the need for leave and will refer prospective donors to the Administrative Services Officer for donation forms. There shall be no suggestion of pressure on employees to donate leave.
7. By sending a donation form to the Payroll Office, a donor may contribute one or more hours of annual leave.
8. A recipient employee who subsequently receives a partial medical release to return to work may continue to receive transferred annual leave until the employee receives a full medical release from a licensed health care practitioner.
9. The Payroll Office maintains documents and transfers donated leave to the employee's payroll record. The Payroll Office will assure that all annual leave will be used on a proportional basis and will return any unused annual leave on a proportional basis. The Payroll Office will also maintain an adequate audit trail.

10. The dollar value of annual leave donated will be adjusted proportionately in relation to the salary of the employee donating leave. For example: A higher grade employee making \$20 per hour donates to a lower grade employee making \$10 per hour. The recipient will actually get 2 hours of time (1 hour at \$20 = 2 hours at \$10 per hour).
11. All unused leave donated to the recipient is returned to the donors in the order received, on a pro-rata basis, if the recipient separates from State service, recovers prior to using all leave donated or the need for leave ends otherwise.
12. Once the need for leave is terminated, the leave donation payroll documentation will be maintained at the Payroll Office for the official payroll files.

8.11 INTERVIEWING TIME

Subject to the operational needs of the Department of Emergency & Military Affairs, supervisors are encouraged to allow employees time off (travel plus interview time) with pay to go to an interview and/or a physical examination for another job offered by other Arizona State agencies or universities. Requests for time off with pay should be submitted at least one day in advance if possible, and approval depends on the unit's ability to provide time off. Supervisors shall approve requests in compliance with this policy. Authorized time off with pay for interviews under this policy shall not exceed two hours. If more time is needed, the employee will be required to use annual leave, earned compensatory time or leave without pay.

Hiring supervisors are encouraged to conduct interviews by telephone when the applicant lives more than 50 miles from the interview site. However, if the candidate is a current Agency employee and the hiring supervisor determines that a face-to-face interview is in the best interest of the Department, the supervisor will, subject to operational needs, grant the employee time off with pay (travel time and interview time) without requiring the employee to use annual or compensatory leave or leave without pay.

No reimbursement shall be granted for mileage or meals, nor will State or Federal vehicles be authorized for use.

At their supervisor's discretion, clerical pool, temporary, and seasonal employees may request and take leave without pay to interview for positions at other Arizona State agencies or universities. Requests for leave without pay should be submitted at least one day in advance if possible, and approval depends on the unit's ability to provide time off.

8.12 RECOGNITION LEAVE

The Adjutant General has the authority to grant a limited amount of Recognition Leave to employees of the agency. The number of days leave available is governed by ADOA Personnel Rule R2-5-423.

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This leave is treated as an award for performance and is only granted in writing. The award letter serves as the authorizing document for the leave. Use of the leave must be coordinated with the employee's supervisor and must be requested and approved in writing prior to use. All Recognition Leave must be used within 1 year from the date of award letter or it is forfeited.

The Administrative Services Officer will administer the Recognition Leave program. More information is contained in Chapter 19 of this directive.

CHAPTER 9 - TIME, ATTENDANCE AND COMPENSATION

9.1 GENERAL

Reporting of daily time and attendance, including accounting for paid and/or unpaid leave, is required for all DEMA State employees (excluding SAD). All relevant pay categories must be reported for each payroll period including, but not limited to:

1. Days/dates and hours worked
2. Sick leave
3. Annual leave
4. Military leave
5. Leave without pay
6. Compensatory leave
7. Administrative leave
8. Overtime

9.2 ATTENDANCE REPORTING

As of the second Friday of each pay period, each employee must complete an Agency Bi-Weekly Timesheet (Form HRIS04) and submit the completed form for supervisory approval and signature. Once signed, the timesheet must be forwarded to the Agency Comptroller Office, DEMA/JP-C.

It is imperative that timesheets are correct and on time. Delays and amendments may cause delay in pay or errors in payroll. If an employee is not available for signature at the end of the reporting period, it is the responsibility of the supervisor to document the hours worked, write "Employee not available for signature" in the employee signature block, and forward the timesheet to the Agency Comptroller Office.

It is imperative that timesheets accurately reflect hours actually worked. The day displayed on the timesheet refers to the workday that begins on that day. Falsifying hours on a timesheet may result in disciplinary action.

9.2.1 Records

Time and attendance records are maintained by the State's automated Human Resources Information Solution (HRIS). It is the employee's responsibility to report discrepancies to the Agency Comptroller Office. Any discrepancies must be reported within 30 calendar days of the pay or the

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entry on the pay stub will be considered correct and will not be modified. By current State statute, any overpayments made to an employee become due and payable to the State, in total, as soon as they are identified. Should it be necessary to amend the timesheet after it has been submitted a revised timesheet marked with "Amended" must be sent to the Agency Comptroller Office: Attention: DEMA/JP-C.

Current leave balances are printed on each employee's pay stub. Although the computer accounts for leave balances to the fourth decimal place, it prints the balance to the second decimal place.

Paid Military Leave appears on the pay stub, and application for Military Leave, military orders and other support documents will be maintained by the Agency Comptroller Office per established records retention laws.

9.3 REGULAR COMPENSATION

Compensation for State employees will be in accordance with the ADOA approved pay schedules, the Fair Labor Standards Act and, when applicable, ADOA Personnel Rules.

9.4 OVERTIME: NON-EXEMPT EMPLOYEES

9.4.1 Eligibility

State employees who are in positions that have been reviewed and determined by ADOA to be subject to the provisions of the Fair Labor Standards Act (FLSA) are identified as non-exempt (NE). The position numbers end with the letter "N". Employees in these positions must receive premium overtime compensation (1.5 times the normal pay rate) for time actually worked in excess of 40 hours per assigned workweek. (Time worked means on duty; non-duty paid status is not considered the normal pay rate in computing overtime liability). Neither management nor the worker has the option of assigning or working overtime without premium compensation.

9.4.2 Compensation

It is the responsibility of all supervisors to ensure that the work schedule is controlled to avoid unnecessary overtime liabilities. In order to assure compliance with fiscal constraints, the administrative procedures outlined in this chapter must be strictly adhered to.

Employees in positions that are classified as FLSA non-exempt, who earn overtime pursuant to A.R.S. 23-391(A), may be paid in cash or by compensatory leave at the option of the employee. The standard form of payment will be cash unless the employee elects (and management agrees to offer) compensatory leave. The employee elects the form of payment desired by completing a Cash/Comp Election Form (DEMA Form 051). If an employee wishes to change his/her election, the employee must complete a new Election Form and submit it to the Administrative Services Office. The effective date of the change will be the first day of the next pay period following the receipt of the election form by the State Human Resources Office.

9.4.3 Responsibilities

1. Administrative Services Officer - Advise TAG on provisions of FLSA, ADOA Human Resources Division Rules and their impact on the total work force; develop guidelines; clarify policy; distribute payroll checks.
2. Agency Comptroller - Advise TAG on preparation of payroll; monitor implementation; maintain Payroll records.
3. Directors/Major Commanders - Approval of all overtime assignments.
4. Supervisors – Preparation, validation and submission of timesheets to the Agency Comptroller. Additionally, all supervisors are expected to reduce or eliminate the need for overtime by:
 - a. Rescheduling low-priority work.
 - b. Planning for and/or controlling variations in peak workloads.
 - c. Implementing work improvement methods that reduce the required work-hours per unit of work.
 - d. Assigning work in a manner that makes the most effective use of available resources.
 - e. Scheduling annual leave so that appropriate staffing levels are maintained.
 - f. Allowing employees to flex hours within the workweek.

9.4.4 Administration

9.4.4.1 Approval of Overtime

The respective Director/Major Commander must give prior approval for all overtime assignments. The Director/Major Commander may approve overtime for a program area for a stipulated period of time when scheduled overtime is regular and recurring. All approval of overtime must be in advance and in writing.

9.4.4.2 Eligibility

FLSA Status Codes on the HRC-302 Classification Action Request for an employee's position will be used to establish eligibility for overtime compensation. Covered or Non-Covered status is not a factor in determining eligibility for overtime.

9.4.4.3 Compensation

Overtime compensation at the premium rate is made only for time actually worked in excess of 40 hours per workweek. Holidays and leave status do not contribute in the computation of premium overtime compensation.

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Presented below are four sample workweeks, the calculation of the hours worked, and the compensation owed in each case.

Example One:

<u>SAT</u>	<u>SUN</u>	<u>MON</u>	<u>TUE</u>	<u>WED</u>	<u>THU</u>	<u>FRI</u>	<u>Hrs Worked</u>
		8	8	9	9	8	42

Paid 40 hours straight time and 2 hours at 1½ time.

Example Two:

<u>SAT</u>	<u>SUN</u>	<u>MON</u>	<u>TUE</u>	<u>WED</u>	<u>THU</u>	<u>FRI</u>	<u>Hrs Worked</u>
		10	8	8SL	8	8	34

Paid 42 hours straight time. (8 hours charged against Sick Leave)

Example Three:

<u>SAT</u>	<u>SUN</u>	<u>MON</u>	<u>TUE</u>	<u>WED</u>	<u>THU</u>	<u>FRI</u>	<u>Hrs Worked</u>
		8	6	9	8	9	40
			(2AL)				

Paid 42 hours straight time. (2 hours charged against Annual Leave)

Example Four:

<u>SAT</u>	<u>SUN</u>	<u>MON</u>	<u>TUE</u>	<u>WED</u>	<u>THU</u>	<u>FRI</u>	<u>Hrs Worked</u>
		8H	8AL	8	10	8	26

Paid 42 hours straight time. (8 hours Holiday Pay and 8 hours charged against Annual Leave)

9.4.5 Management Controls

Workloads and employee work schedules are to be managed so that overtime liability is minimized. This can be accomplished by adjusting employee work schedules so that the 40-hour weekly maximum is not exceeded. For example, if an employee works ten hours on Monday, the employee's work days can be reduced appropriately Tuesday through Friday so no overtime liability is incurred (see below).

Example One:

<u>SAT</u>	<u>SUN</u>	<u>MON</u>	<u>TUE</u>	<u>WED</u>	<u>THU</u>	<u>FRI</u>	<u>Hrs Worked</u>
		10	8	8	7	7	40

Paid 40 hours straight time. No overtime incurred.

Example Two:

<u>SAT</u>	<u>SUN</u>	<u>MON</u>	<u>TUE</u>	<u>WED</u>	<u>THU</u>	<u>FRI</u>	<u>Hrs</u> <u>Worked</u>
		10	8	8	8	6	40

Paid 40 hours straight time. No overtime incurred.

9.4.6 Assignment of Overtime

When overtime is required, and there is more than one employee of the same classification and the same agency unit qualified to do the work, overtime will be authorized in the following order:

1. To those who request it.
2. On a rotational basis among those who are willing to work overtime.
3. On a rotational assignment basis in the absence of the first two alternatives.

9.4.7 Compensatory Leave Administration

The maximum amount of compensatory leave that can be accumulated is 240 hours. Compensatory leave earned and not taken will be reimbursed at the employee's rate of pay as of the date of separation.

9.4.8 Compensatory Leave for Emergency Activities

Employees who earn compensatory leave while assigned to emergency activities will be paid all compensatory leave earned while on such duty prior to restoration or return to their normal activities.

9.5 OVERTIME: EXEMPT EMPLOYEES

9.5.1 Eligibility

State employees who are in positions that have been reviewed and determined by ADOA to be exempt from the provisions of the Fair Labor Standards Act (FLSA) are identified as exempt (EX). These position numbers end with the letter "E". Pursuant to A.R.S. 23-391(A)(2), employees in these positions shall receive one hour of compensatory leave for each hour worked in excess of 40 hours per workweek, until the employee's compensatory leave balance reaches the maximum allowed. When the maximum balance is reached, the employee shall neither be required nor allowed to work more than 40 hours per workweek. (Time worked means on duty; non-duty paid status is not considered the normal pay rate in computing comp time liability). Neither management nor the worker has the option of assigning or working overtime without compensation.

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9.5.2 Administration

The Major Commander/Director must approve all compensatory time in advance, in writing. Compensatory leave should be taken as soon as possible after it is earned. The maximum amount of compensatory leave that can be accumulated is 240 hours. Compensatory time earned and not taken will be reimbursed at the employee's rate of pay as of the date of separation.

9.6 OVERTIME: EXCLUDED EMPLOYEES

Employees who are in positions that have been reviewed and determined by ADOA to be EXCLUDED from the provisions of the FLSA are not eligible to receive premium overtime or compensatory time. These position numbers end with the letter "O". Employees in these positions receive no additional compensation for working more than 40 hours per workweek. However, they may be eligible to take occasional partial day absences, with supervisory approval, without experiencing a reduction in pay. Questions regarding excluded employee partial day absences are to be directed to the Administrative Services Office.

9.7 FIREFIGHTERS

The standard work period for Firefighters is 106 hours per 14 days. This period will begin on Saturday, coincident with each pay period, and conclude on Friday with the end of the pay period. Time worked in excess of 106 hours per pay period will be paid at the premium rate (1.5 times the regular pay rate).

The Fire Chief position is not exempt from the provisions of FLSA.

The maximum amount of compensatory leave that can be accumulated by firefighters is 480 hours. Compensatory time earned and not taken will be reimbursed at the employee's rate of pay as of the date of separation.

9.8 RESOLUTION OF ASSOCIATED PROBLEMS

Employees may utilize the Agency's Grievance Procedure to resolve issues associated with overtime. See Chapter 15 of this Directive.

9.9 ALTERNATIVE WORK SCHEDULES

9.9.1 Authority

The standard workweek is comprised of five 8-hour days (referred to as a 5-eight schedule), resulting in 80 hours being worked in ten workdays. A.R.S. 41-783.17 authorizes an Agency director (TAG) to approve alternative work schedules as long as Agency functions are maintained. A.R.S. 38-401 requires State offices to be open for transaction of business from 8:00 a.m. until 5:00 p.m. each day from Monday through Friday, except on holidays.

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9.9.2 Purpose

Alternative work schedules can have the effect of enhancing employees' working environment, maximizing resources, improving general air quality conditions, promoting off-peak driving, encouraging car pooling and public transportation use, reducing commuter trips, and conserving energy resources.

9.9.3 Overtime

Alternative work schedules do not affect the requirements of the Fair Labor Standards Act. Regardless of the work schedule, supervisors are required to monitor and report their employees' hours in excess of 40 hours per workweek.

9.9.4 Alternative Schedules

9.9.4.1 "9/80" Schedule

A 9/80 schedule consists of working 80 hours in nine workdays rather than ten workdays. The schedule is comprised of eight 9-hour days, one 8-hour day, and an "ECON Day." The ECON Day can be scheduled to regularly fall on one of the following days:

1. The first Monday of the pay period
2. The second Monday of the pay period
3. The first Friday of the pay period
4. The second Friday of the pay period

For schedules with the ECON Day on a Monday, the alternate workweek begins at 12:00 noon on Monday and concludes at 11:59 a.m. the following Monday. For schedules with the ECON Day on a Friday, the alternate workweek begins at 12:00 noon on Friday and concludes at 11:59 a.m. the following Friday.

The approved 9/80 schedules from which to choose are as follows (the "/" represents the break in pay weeks):

ECON Day on 1st Monday (dates are examples):

	<u>MON</u>	<u>TUE</u>	<u>WED</u>	<u>THU</u>	<u>FRI</u>	<u>SAT</u>	<u>SUN</u>	<u>MON</u>
First Week	June 4 ECON	June 5 9	June 6 9	June 7 9	June 8 9	June 9 OFF	June 10 OFF	June 11 4/
Second Week	June 11 /5	June 12 9	June 13 9	June 14 9	June 15 8	June 16 OFF	June 17 OFF	June 18 ECON

ECON Day on 2nd Monday (dates are examples):

	<u>MON</u>	<u>TUE</u>	<u>WED</u>	<u>THU</u>	<u>FRI</u>	<u>SAT</u>	<u>SUN</u>	<u>MON</u>
First Week	June 4 /4	June 5 9	June 6 9	June 7 9	June 8 9	June 9 OFF	June 10 OFF	June 11 ECON
Second Week	June 11 ECON	June 12 9	June 13 9	June 14 9	June 15 9	June 16 OFF	June 17 OFF	June 18 4/

ECON Day on 1st Friday (dates are examples):

	<u>FRI</u>	<u>SAT</u>	<u>SUN</u>	<u>MON</u>	<u>TUE</u>	<u>WED</u>	<u>THU</u>	<u>FRI</u>
First Week	June 1 /4	June 2 OFF	June 3 OFF	June 4 9	June 5 9	June 6 9	June 7 9	June 8 ECON
Second Week	June 8 ECON	June 9 OFF	June 10 OFF	June 11 9	June 12 9	June 13 9	June 14 9	June 15 4/

ECON Day on 2nd Friday (dates are examples):

	<u>FRI</u>	<u>SAT</u>	<u>SUN</u>	<u>MON</u>	<u>TUE</u>	<u>WED</u>	<u>THU</u>	<u>FRI</u>
First Week	June 1 ECON	June 2 OFF	June 3 OFF	June 4 9	June 5 9	June 6 9	June 7 9	June 8 4/
Second Week	June 8 /4	June 9 OFF	June 10 OFF	June 11 9	June 12 9	June 13 9	June 14 9	June 15 ECON

An employee on a 9/80 schedule is required to utilize a 9/80 timesheet, available from the Agency Comptroller Office, for completion and submittal each pay period. Timesheet submittal procedures for an employee on a 9/80 schedule are the same as those described in Section 9.2 of this chapter.

9.9.4.2 “4-Ten” Schedule

A 4-ten schedule consists of working 80 hours in eight workdays rather than ten workdays. The schedule is comprised of eight 10-hour days per biweekly pay period. Just as with a standard 5-eight schedule, the workweek starts each Saturday at 12:00 midnight and ends on 11:59 p.m. the following Friday. Examples of 4-ten schedules include, but are not limited to, the following:

	<u>SAT</u>	<u>SUN</u>	<u>MON</u>	<u>TUE</u>	<u>WED</u>	<u>THU</u>	<u>FRI</u>
Example 1	OFF	OFF	OFF	10	10	10	10
Example 2	10	10	OFF	OFF	OFF	10	10
Example 3	10	10	10	10	OFF	OFF	OFF

9.9.5 Administration

Employees may request an alternative work schedule of their supervisors. As well, a supervisor may require an employee to work an alternative schedule. It is the responsibility of each supervisor to ensure his/her employees' schedules enable their work unit to be available and functioning Mondays through Fridays.

Prior to implementation of alternative work schedules, requests must be approved in advance by the appropriate Division Director. Alternative work schedules must be coded into the State HRIS to ensure accurate payroll. Therefore, supervisors must submit a DEMA Form 303 Personnel Action Request to the Administrative Services Office any time their employees have a change in schedule.

9.9.6 Holidays

An employee may not receive more than eight hours of holiday pay for any holiday. Employees on alternative work schedules may take annual leave, leave without pay or may flex the appropriate number of hours to another day(s) within the same pay week to make up for the difference in the eight hours of holiday pay and their regularly scheduled 9- or 10-hour workday.

9.10 TELEWORK

9.10.1 Authority

Executive Order 2003-11 encourages eligible State employees to telework when able/authorized, particularly on high pollution days.

9.10.2 Purpose

Telework is an alternative work arrangement that allows select employees to work at home one or more days per week. Telework arrangements have been found to reduce air pollution and gasoline consumption, and increase employee productivity and morale.

9.10.3 Conditions of Employment

Conditions of State employment remain the same for employees who telework as for non-telecommuting State employees. Employee pay, benefits and employer-sponsored insurance coverage do not change as a result of telework.

Since the employee's home work space is an extension of the Agency work space, the State's liability for job-related accidents will continue to exist during the approved work schedule and in the employee's designated work location. To ensure that safe working conditions exist, the State will retain the right to make on-site inspections at mutually agreed upon times.

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While teleworking, the employee should be reachable via telephone, within reason, during agreed upon work hours. Teleworkers must notify their office if they leave their telecommuting location.

9.10.4 Equipment and Supplies

In most instances, the teleworker will provide his/her own equipment. The State does not assume liability for loss, damage or wear of employee-owned equipment. State equipment in the home office may not be used for personal purposes.

Office supplies will be provided by the State and are to be obtained during the teleworker's in-office work period. Out-of-pocket expenses for supplies normally available in the office will not be reimbursed. The State will not provide office furniture.

State-owned software shall not be duplicated. To insure hardware and software security, all software for telecommuting must be approved by the supervisor, manager, and DEMA Resource Manager before installation, and only approved websites may be contacted.

Restricted-access materials shall not be taken out of the office or accessed through the computer unless approved in advance by the supervisor and manager.

9.10.5 Administration

The opportunity to telework is a management option; telework is not a universal employee benefit. Not all positions are conducive to telework; not all employee work styles are conducive to telecommuting. The employee, supervisor or manager may terminate a telework arrangement without cause.

Agency employees are required to comply with the State of Arizona Telecommuting Program and policies, which require the following prior to engaging in telework:

1. Supervisor approval
2. Completion of State of Arizona Telecommuting Program training
3. Approved telework agreement

Training materials and telework agreements are available from the Administrative Services Office. All completed telework agreements must be submitted to the Administrative Services Office. Any changes to the telework agreement or work space must be reviewed and approved by the supervisor and manager in advance of the changes. All changes must be submitted in writing to the Administrative Services Office.

Telecommuting is not a substitute for child care. Teleworkers with small children shall make arrangements for child care during the agreed upon work hours.

Telework hours must be reported on an employee's timesheet using the appropriate pay code to accurately record the number of telecommute hours each pay period.

9.11 EMERGENCY RECALL

The nature of DEMA's mission is to be able to respond to unforeseen emergencies, including but not limited to acts of nature or man that can threaten the citizens, property or general good of the state. To fulfill this mission, employees may be required as a condition of their employment to have the ability to be recalled to the workplace with little or no advance notice in order to staff emergency operations. This requirement is considered to be part of the employee's position duties and is neither separately nor additionally compensated. The requirement may or may not be specifically identified in the employee's Position Description Questionnaire (PDQ) for his/her position.

9.11.1 Rules and Limitations

1. Any employee recalled to the workplace outside his/her regularly assigned work hours will be paid at his/her regular hourly rate of pay for the time worked on the special duty assignment AND transit time to and from the workplace. If this time causes the employee to exceed 40 work hours in a pay week, the hours will be identified as overtime hours pursuant to FLSA.
2. If an employee is contacted for recall and conducts official business via telephone, email, etc. without reporting to a work site, the regular rate of pay applies for that period of official business.
3. Recall roster tests or other recall related activities that test the ability to meet readiness directives may be conducted. Response times will be tracked to establish the length of time to achieve contact with specific milestone percentages of the work force. At no time will an individual be subject to disciplinary action for failing to meet a specific response time during a roster test.
4. Employees advised of being recalled need to coordinate all changes in their availability with their first line supervisor.
5. Pagers, cell phones, or two-way radios may be used to lessen the burden on employees and to facilitate a more timely response from employees.
6. Employees are free to engage in personal activities at all times during off-duty hours. Secondary employment must be pre-approved in accordance with Section 6.5 of this directive.

9.12 STIPENDS

9.12.1 General

DEMA has various positions that afford employees an opportunity to earn additional compensation based on special additional skill training, proficiency certification, or after-hours availability. These stipends are frequently limited to employees assigned to specific job classes and/or geographic areas and require the approval of their assigned first line supervisor and division manager.

9.12.2 Stipends

A stipend is a monetary amount added to an employee's base pay. It is not included during calculations of pay raises unless the stipend rate is also identified to be increased. It is calculated in the determination of overtime hourly pay rates.

The receipt of stipend compensation is contingent upon the employee voluntarily satisfying all prerequisite training, testing (minimum/passing grade), and actual certification in the expertise. Certification must be renewed and kept current in order for the stipend to continue.

CHAPTER 10 - INDUSTRIAL ILLNESS AND INJURY

10.1 GENERAL

ADOA Division of Risk Management covers State employees in the event of job-related illness or injury. There is no policy number, we are self-insured. State agencies are subject to OSHA reporting requirements.

It is important all job-related injuries or illnesses are reported to ADOA within 48 hours by calling (602) 542-9675 or (800) 837-8583. These phone numbers are answered 24 hours per day, seven days per week.

10.2 FORMS AND PROCEDURES

10.2.1 Supervisor's Report of Industrial Injury

The **Supervisors Report of Injury/Illness** is completed on **all** incidents. The supervisor must complete the Supervisor's Report of Injury/Illness at the time of the incident and forward the completed form to the Administrative Services Office.

Regardless of whether the employee seeks medical attention, the form is completed and must be forwarded to the Administrative Services Office. The form is used as a First Aid Report and is kept on file for one year in case of a re-occurring injury.

10.2.2 Employer's Report of Industrial Injury

The **Employer's Report of Industrial Injury** is a form printed by the Industrial Commission. If an employee seeks medical treatment for the injury/illness, the supervisor will notify the Administrative Services Office immediately. The Administrative Services Office will complete the Employer's Report of Industrial Injury and submit the completed form to ADOA Division of Risk Management.

A delay in submission could result in a delay or denial of compensation, so it is imperative that supervisors inform the Administrative Services Office immediately upon learning that medical treatment was required for an employee's injury or illness.

10.3 INDUSTRIAL LEAVE OF ABSENCE

If an employee is unable to work due to an industrial injury, the injured worker is placed on Industrial Leave of Absence and can use sick leave, annual leave, and/or leave without pay until ADOA Risk Management pays compensation to the employee for loss of wages.

For every day of normally scheduled work that the injured worker cannot work and is authorized compensation by ADOA Risk Management, the employee's timesheet will be amended from eight/nine/ten hours sick/annual leave (depending on regularly scheduled work day) to two hours sick/annual leave and six hours Industrial LWOP. Risk Management treats all workdays as eight-hour days for compensation.

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Workers Compensation pays $66\frac{2}{3}$ percent of an employee's salary. Should the combination of Worker's Compensation and sick/annual leave not adequately match the normal take-home pay of the employee, he/she has the option of using more sick/annual leave to make up the difference.

Worker's Compensation Benefit Schedule:

<u>Days Off</u>		
Injury/Incident	1	Normal work day
Unable to Work	2 to 7	Sick/annual leave or LWOP
Unable to Work	8 to 14	Worker's Compensation
Unable to Work	15+	Receive Worker's Compensation pay from Day 2 forward

10.4 EMPLOYEE BENEFITS

An employee shall continue to receive full leave accruals while receiving Worker's Compensation as long as the employee is in paid status (sick or annual leave) for two hours per day. Once leave is exhausted, an employee may be placed on Industrial LWOP.

An employee who is on LWOP due to an industrial disability may continue to participate in the Health Benefit Plan for a maximum of six months from the date of illness or injury by paying the employee contribution. At the end of this six month period, an employee who remains on leave without pay due to industrial disability may continue to participate in the Health Benefit Plan by paying both the employer and employee contributions, until the employee returns to work or is determined to be eligible for Medicare coverage or Long Term Disability, whichever occurs first.

10.5 ADMINISTRATIVE RESPONSIBILITY

10.5.1 Supervisor Responsibilities

The supervisor is responsible for completing the required forms, conducting an investigation, and implementing corrective actions to remove any hazards from the workplace. The supervisor is also responsible for maintaining contact with the injured worker and developing a modified work schedule and/or duties if required.

10.5.2 Administrative Services Office Responsibilities

The Administrative Services Office is responsible for monitoring employee recovery and coordinating with the Payroll Office to ensure proper payment amounts to the employee. The ASO is also required to advise the ADOA Division of Risk Management of any new information regarding an employee's claim.

CHAPTER 11 - RESERVED

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CHAPTER 12 - EMPLOYEE PERFORMANCE

12.1 GENERAL

Supervisors evaluate employees for the express purpose of aiding the employee to better understand the mission of the department and specific work unit, and to help the employee improve his/her contribution toward the accomplishment of that mission. The purpose of the evaluation process is to provide a formal means of communication between the employee and the supervisor with the end goal of helping the employee to improve as well as providing the supervisor an insight into the work of the employee. When used properly, the evaluation process is a positive tool for all participants.

An employee's direct supervisor is responsible for conducting that employee's performance appraisals. The person to whom the direct supervisor reports is responsible for reviewing the process. The appropriate Division Director will approve exceptions to this in writing.

12.2 PERFORMANCE REVIEWS FOR STATE EMPLOYEES

12.2.1 Covered Employees

The Performance Appraisal for State Employees (PASE) is the basis for an employee's rating, retention and any available salary/merit increase. The factors to be evaluated under the PASE system should be discussed with the new employee during the first week of employment. Annual reviews are conducted for the performance period of May 1 through April 30.

PASE is designed to be flexible in order to meet agency needs. It includes two ways of rating job performance. One is the goals and objectives evaluation method. The other is the checklist evaluation method. These may be used individually or combined and applied to rate either individual or team performance. The key concept of PASE is that the employee's rating is based on predetermined job performance standards. The evaluation forms are designed to record planned job standards, observed work activities and earned ratings. The procedure manual and corresponding forms can be obtained through the Administrative Services Office or downloaded at www.azdema.gov or www.hr.state.az.us.

12.2.2 Non-Covered Employees

The Performance and Development Review provides valuable information to employees regarding their performance, and allows supervisors to develop and communicate a plan for development or special training. It can also be used as a basis for pay increases. The factors to be evaluated under this system should be discussed with the new employee during the first week of employment. Annual reviews are conducted for the performance period of November 1 through October 31.

12.3 RECORD KEEPING

The supervisor prepares the checklists and any specific evaluation criteria with the employee and the reviewer. The supervisor will retain these documents during the evaluation period. When the evaluation process has been completed, the appraisals and related materials are forwarded to the Administrative Services Officer, who will enter the performance ratings into the HRIS system. The original will remain in the employee's personnel file. A copy will be provided to the employee by the supervisor.

12.4 DISAGREEMENT WITH THE EVALUATION

If an employee disagrees with his/her evaluation and desires to file a grievance, DEMA Form 018 Request for Resolution of Employee Grievance must be completed to initiate the grievance procedure. See Chapter 15 of this directive for full details on the DEMA Grievance Procedure.

CHAPTER 13 - TRAINING

13.1 GENERAL

The Administrative Services Office for the Department of Emergency & Military Affairs is responsible for making ADOA State Training programs available to DEMA employees. Special requests for courses are made to the Administrative Services Officer.

Employees are encouraged to take courses appropriate to their positions. For courses other than those offered through the ADOA State Training and Education Section or ADOA Risk Management, determination of leave status will be made on a case by case basis through the supervisor to the Administrative Services Officer. This includes courses taken on military duty status, or courses of indirect effect on the position occupied. All requests for Education Leave will be made in writing to the Administrative Services Office.

13.2 SPECIFIC TRAINING PROGRAMS

13.2.1 Arizona Government University (AzGU)

All employees are encouraged to participate in the programs and courses offered by AzGU. Certain courses, as indicated below, are mandated by statute. Enrollment in AzGU courses can be processed online at www.azgu.gov or in the Administrative Services Office. In addition to the courses listed below, a wide range of courses are offered by AzGU to improve employee skills and to qualify employees for access to certain State systems (e.g. AFIS, HRIS, etc.). Some AzGU courses are available as online training.

13.2.1.1 Welcome to State Service

This course provides a summary of State rules, benefits and procedures to introduce employees to State service.

13.2.1.2 Standards of Conduct in the Public Sector

All new State employees must complete this course within the first six months of employment, pursuant to A.R.S. 38-591 and 38-592.

13.2.1.3 Preventing Inappropriate Behavior and Workplace Harassment

This seminar must be completed within the first six months of employment. Employees may be required to repeat this course if directed by management.

13.2.1.4 Supervisor Academy

All individuals responsible for supervising State employees are required to complete the Supervisor Academy, pursuant to A.R.S. 41-763.

13.2.2 DEMA New Employee Orientation Seminar

This seminar is presented quarterly by the Administrative Services Officer. It is designed to give the new DEMA employee an overview of the Agency and an explanation of employee expectations, benefits and requirements. All new employees are required to attend during their first six months with the agency.

13.2.3 DEMA Supervisor Training

This seminar is presented semi-annually by the Administrative Services Office and is required of all new supervisors. It is designed to orient the new supervisor to practices and processes regarding employee relations and personnel processes, techniques and regulations. Topics include employee discipline, EEO, Sexual Harassment, performance management, and other topics.

13.2.4 Defensive Driving and Van Safety

Defensive driving and van safety courses are available through AzGU and DEMA Loss Prevention. State employees who operate vehicles in the course of duty are required to successfully complete one or both of these training classes. See DEMA Directive 7.1 Loss Control for additional information.

13.2.5 Specialized Programs

Training requirements unique to a work area may be available through a variety of sources. Each Major Commander/Director is responsible for making such programs available to the work force as needed. The Administrative Services Office and AzGU training staff are available to assist in locating other training course offerings and training materials.

CHAPTER 14 - DISCIPLINARY ACTION

14.1 GENERAL

Discipline is the management skill whereby a manager coaches an employee on the improvements necessary to fulfill his/her duties and accomplish the mission of the Agency. An adverse action is any action which may have a negative impact on the employee's career and/or compensation. Examples are reprimands, suspensions, demotions, and dismissals.

14.2 RESPONSIBILITIES

Immediate Supervisor - First Line responsibility for the employee; identify problem/discipline areas; recommend corrective actions to include adverse actions; initiate any action regarding employee status, to include adverse actions.

Intermediate Supervisors - Provide Immediate Supervisor with necessary training and assistance to ensure appropriate decisions and actions.

Major Commander/Director - Development, distribution, and compliance with policy; determination of action to be taken after receiving appropriate staff advice, with TAG approval when required.

Administrative Services Officer (ASO) - Provide technical advice; prepare policy; provide coordination with any outside body; maintain records of actions taken.

14.3 ADMINISTRATION

14.3.1 Reprimands

Prior to finalizing any action, all official reprimands are to be coordinated with the Administrative Services Officer for technical correctness, propriety and consistency. Any documents intended for inclusion in the individual's personnel file must so state. Such documents are maintained in the Administrative Services Office and constitute the only official documentation of such action.

14.3.2 Actions Affecting Pay

All actions affecting pay (demotion, suspension or termination) will follow the procedure below:

1. The supervisor will discuss the problem and recommendations with the Administrative Services Officer. The ASO reviews the relevant documentation and applicable rules and policies.

2. If conditions appear to merit an adverse action, a written memorandum of the proposed action and the reasons for the action are sent to the Administrative Services Officer. Emphasis at this step is that this is a proposal and the employee has not yet been advised.
3. The Administrative Services Officer will further inquire into the merits of the proposal. This process may include the JAG, ADOA Human Resources and/or the Attorney General's Office, and may include an investigation or informal hearing if necessary.
4. Action is taken based on results of the inquiry. Only TAG or the four Division Directors (in the absence of TAG) can approve and sign an adverse action affecting pay.

14.3.3 Demotion, Suspension or Termination of Covered Employees

The steps outlined in Section 14.3.2 will be taken, followed by:

1. The employee will be given written notice of the intent to dismiss, demote or suspend and each of the allegations. This notice will include the following:
 - a. All specific charges against the employee and a general description of the evidence supporting the charges.
 - b. A statement which:
 - Advises the employee of his/her right to respond to the allegations.
 - Requests a written response.
 - Lists the name of the person who should receive the response.
 - Specifies the time limit in which to respond. Three working days from the date the notice is delivered to the employee should be sufficient time for a response. The response time may be extended, provided the extension is due to unusual circumstances and is mutually agreeable to agency management and the employee.
2. Failure of the employee to respond in the designated time period will result in the employee forfeiting the right to submit a response. In preparing the written response, the employee has a right to representation at his/her own expense. Present policies and practices regarding representatives who are State employees remain in effect.
3. An investigation may be conducted if the employee's response indicates such an investigation is warranted.

4. Once the pre-dismissal/demotion/suspension process is completed, all of the supporting documentation, including any audio tape recordings, must be retained by the agency Administrative Services Office in accordance with ADOA Record Retention requirements.

14.4 "WHISTLEBLOWER PROTECTION"

In an effort to protect from retaliation any employee who discloses improprieties to proper authorities, statutes require that supervisors provide a copy of A.R.S. 38-532 to an employee upon request. Care must be taken to insure that any disciplinary or corrective correspondence complies with these statutory provisions. Again, coordination with the Administrative Services Officer is essential to ensure such compliance. The following actions require compliance with these provisions:

1. All formal disciplinary letters.
2. Memos of concern, warning letters, letters of instruction or similar written communications.
3. Letters documenting formal performance counseling sessions.

CHAPTER 15 - GRIEVANCE AND EEO COMPLAINT PROCEDURES

15.1 PURPOSE

The grievance procedure is established to provide an equitable, prompt, systematic and confidential means of resolving grievances regarding work related matters directly and personally affecting an employee. The grievance must pertain to a matter subject to control of The Adjutant General. The terms “days” and “workdays” in this chapter refers to normal Agency workdays.

It should be noted that the most effective method of resolving any problem is by following the supervisory chain. The grievance procedure should not be viewed as the primary avenue for problem resolution.

15.2 CONFIDENTIALITY

Any discussion regarding a grievance shall be restricted to those individuals who are responsible for responding to the complaint and those having knowledge pertinent to the investigation, resolution, and/or response. The preparation, submittal, review, and response to an employee grievance are confidential and will be treated as such. **Grievances will not be placed in an employee’s official Personnel File.**

15.3 CONTENTS OF RESPONSES

Upon receiving the written grievance at each level, the supervising authority will investigate the grievance and respond to it. This response will include the findings of his/her impartial investigation. It will also state the employee’s next step in the grievance process.

15.4 AMENDMENTS

Once a grievance is advanced to any step beyond the immediate supervisor, it may not be amended. If additional documentation is submitted by the grievant after the initiation of the grievance, the reviewing official may remand the grievance to the appropriate previous level for reconsideration. It is the employee’s responsibility to provide documentation to support the allegations raised in the grievance.

15.5 RETALIATION

No person shall directly or indirectly use any official authority or influence in any manner to discourage the use of this procedure, nor shall any employee suffer retaliation in any form as a result of using this procedure.

15.6 PROCEDURE FOR COVERED STATUS EMPLOYEES

General provisions and restrictions of the grievance procedure for Covered status employees are contained in R2-5-701 and R2-5-702 of the Department of Administration Personnel Rules.

15.6.1 Matters Subject to Employee Grievance

This procedure may be used by Covered status employees to obtain consideration of grievances concerning allegations of discrimination prohibited by A.R.S. 41-1463, non-compliance with Department of Administration Personnel Rules, non-compliance with DEMA policy, or other work-related matters which directly and personally affect the employee. Examples of work-related matters subject to grievance include, but are not limited to: safety; health; working conditions; materials or equipment; supervisory practices considered improper or unfair; disciplinary actions such as suspensions of 40 hours or less, reprimands, or memos of concern; or any other matters subject to the authority of The Adjutant General and for which no other method of redress is provided or prohibited in the Personnel Rules.

A Covered status employee may submit a grievance concerning an overall performance evaluation or specific rating, but may not submit a grievance concerning the receipt of a performance decrease, the non-receipt of a performance increase or special performance award, the amount of any increase or decrease, or the use of any job-related supplemental rating factors to determine the receipt or amount of an increase, decrease, or special performance award.

A Covered status employee may not submit a grievance challenging the following management rights, but may submit a grievance concerning the manner of their administration insofar as these personally affect the employee:

- 1) The Agency's right to direct its employees.
- 2) The Agency's right to hire, promote, transfer, assign, and retain employees.
- 3) The Agency's right to maintain efficiency of government operations and to determine the methods, means, and personnel by which these operations are to be conducted.

This procedure shall not be used in matters for which another method of review is available, including but not limited to:

- 1) Retirement, Life Insurance, or Health Insurance;
- 2) Suspension for more than 40 working hours, demotion, or dismissal resulting from disciplinary action;
- 3) Any examination, certification, or appointment;
- 4) Any classification action;
- 5) Any reduction in force action.

A Covered status employee may not submit a grievance concerning any matter not subject to the control of the Agency, except for complaints alleging a violation of the Department of Administration Personnel Rules.

15.6.2 Verbal Discussion

Prior to initiating a written grievance, the employee must have a verbal discussion with his/her immediate supervisor to attempt to resolve the problem. If the employee fails to take this step, the grievance will not be accepted through the formal grievance procedure. It is the employee's responsibility to ensure that Step I of the grievance procedure must be submitted within 10 working days after the occurrence of the action being grieved, and that these 10 working days are not extended by the date on which the verbal discussion takes place.

15.6.3 Time Off for Preparation

After the verbal discussion, an employee is allowed up to four hours with pay to prepare the grievance and/or confer with their official representative on the grievance. Employees must obtain prior supervisory approval for time off, which will be subject to the operational needs of the unit. The time an employee devotes to attending meetings scheduled by management to discuss the grievance is considered work time and is not included in the four hour limitation specified above. It is the employee's responsibility to advise his/her supervisor of the time, date, and approximate duration of the meetings so as not to unduly conflict with or impede the operational needs of the unit.

15.6.4 Representation

At any step in the grievance procedure following the verbal discussion with the immediate supervisor, an employee may select a representative to assist in the preparation of the formal grievance and subsequent responses to management. The representative may advise and/or speak for the employee during meetings concerning the grievance which are determined by management to be necessary. The employee must identify in writing on DEMA Form 018 Resolution of Grievance the selected representative by name, title and organization. Any cost for representation is at the employee's own expense.

If the representative is a State employee, that individual must request and receive approval from the representative's supervisor for annual or compensatory leave to represent the grievant(s).

A group of employees with identical issues and proposed resolutions may file a "group" grievance. All persons must sign the grievance, and the group must designate and identify a contact person. All correspondence and communications will be directed to the contact person. While some grievants may not continue the grievance at subsequent steps, new grievants may not be added once the initial grievance has been filed.

15.6.5 Formal Written Procedure

The grievance procedure for Covered status employees is designed to ensure that employees can receive a response from The Adjutant General within 40 workdays from the initial submission of a properly submitted grievance, including extensions. The time at any step may be extended by The Adjutant General with concurrence of the grievant, providing it does not potentially extend the process past the 40 workday requirement.

The employee must sign the grievance each time it is forwarded to the next step, and include a memorandum explaining in detail why the previous response is not satisfactory.

The grievance and/or its documentation will not become part of an employee's official Personnel File.

Step I – Immediate Supervisor:

Utilizing DEMA Form 018 Request for Resolution of Employee Grievance, the employee must submit a written grievance to his/her immediate supervisor within ten (10) workdays after the occurrence of the action of the matter being grieved. The date the action occurred is not counted when determining the time limit. The date of occurrence of a suspension is the first day of the suspension. The grievant must:

- (1) Submit a complete statement of all the facts and circumstances involved in the alleged violations, presented in a logical and orderly manner, including names, dates, names of other persons present or having knowledge of the grievance issues, and documentation to substantiate the allegations.
- (2) If the grievance alleges non-compliance with the Department of Administration Personnel Rules, identify the precise Department of Administration Personnel Rule violated and a statement as to how the employee perceives the rule was violated.
- (3) Submit a statement as to what specific redress is being sought.

The immediate supervisor has three (3) workdays from the receipt of a grievance to respond in writing to the grievant. The supervisor is strongly encouraged to immediately acknowledge receipt of a grievance. Prior to making a written response, the immediate supervisor must review the grievant's issues and facts pertinent thereto as well as applicable policies and procedures.

The supervisor's response must conclude with a statement informing the employee of the right to forward the grievance to Step II. The immediate supervisor will return the original grievance and all attachments with the Step I response to the employee. The supervisor shall keep a copy of all documents.

Step II – Program Manager/Unit Commander:

If the grievant is dissatisfied with the Step I response, he/she has five (5) workdays from the date of receipt of the response to forward the grievance to the appropriate Program Manager/Unit Commander. A signed memorandum stating specific reasons why the previous response is unsatisfactory must accompany the entire grievance package. The Program Manager/Unit Commander has five (5) days from receipt of the grievance package to respond to the employee's issues in writing. The response must conclude with a statement informing the employee of the right to elevate the grievance to the next step. The Program Manager/Unit Commander shall keep a copy of his/her response prior to returning the grievance package to the employee.

Step III – Division Director:

If the grievant is dissatisfied with the Step II response, he/she has five (5) workdays from the date of receipt of the response to forward the grievance to the appropriate Division Director. A signed memorandum stating specific reasons why the previous response is unsatisfactory must accompany the entire grievance package. The Division Director has seven (7) days from receipt of the grievance package to respond to the employee's issues in writing. The response must conclude with a statement informing the employee of the right to elevate the grievance to the next step. The Division Director shall keep a copy of his/her response prior to returning the grievance package to the employee.

Step IV – The Adjutant General:

If the grievant is not satisfied with the Step III response, he/she may advance the grievance to The Adjutant General. This must be done in writing within five (5) days of receipt of the Step III response. A signed memorandum stating specific reasons why the previous response is unsatisfactory must accompany the entire grievance package. Upon receipt of the grievance package, The Adjutant General has ten (10) days to investigate and respond in writing.

This is the final step and the response must state that it is the final decision for all grievances, except for those that allege discrimination or non-compliance with the Department of Administration Personnel Rules. For grievances alleging discrimination or non-compliance with the ADOA Personnel Rules, The Adjutant General must state in the response that the employee, if not satisfied with the response, has five (5) days to forward the complaint to the Director of the Department of Administration. The response must also provide the name and address of the Director of the Department of Administration. The Adjutant General shall keep a copy of all documents in the grievance package.

Step V – Arizona Department of Administration:

If the grievant has alleged discrimination or non-compliance with the ADOA Personnel Rules, he/she has five (5) workdays from the date of receipt of the Adjutant General's response to forward the grievance to the Director of the Department of Administration (ADOA). A signed memorandum stating specific reasons why the previous response is unsatisfactory must accompany the entire grievance package. The ADOA Director has twenty (20) workdays to review the allegations and issue a written response.

15.7 PROCEDURE FOR NON-COVERED STATUS EMPLOYEES

15.7.1 Matters Subject to Employee Grievance

This procedure may be used by Non-Covered status employees to obtain consideration of grievances concerning allegations of discrimination prohibited by A.R.S. 41-1463, non-compliance with DEMA policy, or other work-related matters which directly and personally affect the employee. Examples of work-related matters subject to grievance include, but are not limited to: safety; health; working conditions; materials or equipment; supervisory practices considered improper or unfair; disciplinary actions such as suspensions, reprimands, or memos of concern; or any other matters subject to the authority of The Adjutant General and for which no other method of redress is provided.

A Non-Covered status employee may submit a grievance concerning an overall performance evaluation or specific rating, but may not submit a grievance concerning the receipt of a performance decrease, the non-receipt of a performance increase or special performance award, the amount of any increase or decrease, or the use of any job-related supplemental rating factors to determine the receipt or amount of an increase, decrease, or special performance award.

A Non-Covered status employee may not submit a grievance challenging the following management rights, but may submit a grievance concerning the manner of their administration insofar as these personally affect the employee:

- 1) The Agency's right to direct its employees.
- 2) The Agency's right to hire, promote, transfer, assign, and retain employees.
- 3) The Agency's right to maintain efficiency of government operations and to determine the methods, means, and personnel by which these operations are to be conducted.

This procedure shall not be used in matters for which another method of review is available, including but not limited to:

- 1) Retirement, Life Insurance, or Health Insurance;
- 2) Any classification action.

A Non-Covered status employee may not submit a grievance concerning any matter not subject to the control of the Agency.

15.7.2 Verbal Discussion

Prior to initiating a written grievance, the employee must have a verbal discussion with his/her immediate supervisor to attempt to resolve the problem. If the employee fails to take this step, the grievance will not be accepted through the formal grievance procedure. It is the employee's

responsibility to ensure that Step I of the grievance procedure must be submitted within 10 working days after the occurrence of the action being grieved, and that these 10 working days are not extended by the date on which the verbal discussion takes place.

15.7.3 Time Off for Preparation

After the verbal discussion, an employee is allowed up to four hours with pay to prepare the grievance and/or confer with their official representative on the grievance. Employees must obtain prior supervisory approval for time off, which will be subject to the operational needs of the unit. The time an employee devotes to attending meetings scheduled by management to discuss the grievance is considered work time and is not included in the four hour limitation specified above. It is the employee's responsibility to advise his/her supervisor of the time, date, and approximate duration of the meetings so as not to unduly conflict with or impede the operational needs of the unit.

15.7.4 Representation

At any step in the grievance procedure following the verbal discussion with the immediate supervisor, an employee may select a representative to assist in the preparation of the formal grievance and subsequent responses to management. The representative may advise and/or speak for the employee during meetings concerning the grievance which are determined by management to be necessary. The employee must identify in writing on DEMA Form 018 Resolution of Grievance the selected representative by name, title and organization. Any cost for representation is at the employee's own expense.

If the representative is a State employee, that individual must request and receive approval from the representative's supervisor for annual or compensatory leave to represent the grievant(s).

A group of employees with identical issues and proposed resolutions may file a "group" grievance. All persons must sign the grievance, and the group must designate and identify a contact person. All correspondence and communications will be directed to the contact person. While some grievants may not continue the grievance at subsequent steps, new grievants may not be added once the initial grievance has been filed.

15.7.5 Formal Written Procedure

The grievance procedure for Non-Covered status employees is designed to ensure that employees can receive a response from The Adjutant General within a reasonable period of time.

The time limits at each step will be adhered to unless both parties at the step involved grant an extension in writing. If a response is not reached within the specified time and no extension is granted, the grievant may proceed to the next step with a written request.

If both parties agree to meet with a neutral third party in attempt to reach a resolution, conflict resolution may be used to resolve the grievance at any point in the process after initiation of Step I and prior to initiation of Step IV. If conflict resolution is requested, the response times will be suspended for a period of time mutually agreed upon by the grievant and the supervisory

authority at that level. If the parties are unable to reach an agreement through conflict resolution, the grievance procedures and timelines will be resumed and adhered to.

The employee must sign the grievance each time it is forwarded to the next step, and include a memorandum explaining in detail why the previous response is not satisfactory.

The grievance and/or its documentation will not become part of an employee's official Personnel File.

Step I – Immediate Supervisor:

Utilizing DEMA Form 018 Request for Resolution of Employee Grievance, the employee must submit a written grievance to his/her immediate supervisor within ten (10) workdays after the occurrence of the action of the matter being grieved. The date the action occurred is not counted when determining the time limit. The date of occurrence of a suspension is the first day of the suspension. The grievant must:

- (1) Submit a complete statement of all the facts and circumstances involved in the alleged violations, presented in a logical and orderly manner, including names, dates, names of other persons present or having knowledge of the grievance issues, and documentation to substantiate the allegations.
- (2) Submit a statement as to what specific redress is being sought.

The immediate supervisor has three (3) workdays from the receipt of a grievance to respond in writing to the grievant. The supervisor is strongly encouraged to immediately acknowledge receipt of a grievance. Prior to making a written response, the immediate supervisor must review the grievant's issues and facts pertinent thereto as well as applicable policies and procedures.

The supervisor's response must conclude with a statement informing the employee of the right to forward the grievance to Step II. The immediate supervisor will return the original grievance and all attachments with the Step I response to the employee. The supervisor shall keep a copy of all documents.

Step II – Program Manager/Unit Commander:

If the grievant is dissatisfied with the Step I response, he/she has five (5) workdays from the date of receipt of the response to forward the grievance to the appropriate Program Manager/Unit Commander. A signed memorandum stating specific reasons why the previous response is unsatisfactory must accompany the entire grievance package. The Program Manager/Unit Commander has five (5) days from receipt of the grievance package to respond to the employee's issues in writing. The Program Manager/Unit Commander shall keep a copy of his/her response prior to returning the grievance package to the employee.

Step III – Division Director:

If the grievant is dissatisfied with the Step II response, he/she has five (5) workdays from the date of receipt of the response to forward the grievance to the appropriate Division Director. A signed memorandum stating specific reasons why the previous response is unsatisfactory must accompany the entire grievance package. The Division Director has seven (7) days from receipt of the grievance package to respond to the employee's issues in writing. The Division Director shall keep a copy of his/her response prior to returning the grievance package to the employee.

Step IV – The Adjutant General:

If the grievant is not satisfied with the Step III response, he/she may advance the grievance to The Adjutant General. This must be done in writing within five (5) days of receipt of the Step III response. A signed memorandum stating specific reasons why the previous response is unsatisfactory must accompany the entire grievance package. Upon receipt of the grievance package, The Adjutant General has ten (10) days to investigate and respond in writing.

This is the final step and the response must state that it is the final decision for all grievances. If the grievant has alleged discrimination, the Adjutant General's response shall indicate in the response that if the employee is not satisfied with the response, he/she may contact the federal Equal Employment Opportunity Commission. The Adjutant General shall keep a copy of all documents in the grievance package.

CHAPTER 16 - SEPARATION

16.1 GENERAL

The separation of an employee is a critical time for the work section. For this reason it is necessary that all steps be taken to provide for a smooth transition as well as to allow the separating employee a proper transition in his/her career. It is the responsibility of the supervisor to ensure a smooth exit for the departing employee, as well as the initiation of proper steps for a replacement.

16.2 OUTPROCESSING

When a person voluntarily separates as an employee at the Department of Emergency and Military Affairs, the following actions are to be taken:

1. A letter of resignation is to be forwarded to the Administrative Services Office at least 10 working days prior to the date of separation. Any employee in covered employment status who fails to provide a resignation letter and notice of 10 working days may be denied reinstatement rights per ADOA Personnel Rule R2-5-901-A. The resignation letter must include the termination date, reason for separation and, in the case of a transfer to another State agency, the name of that agency.
2. A resignation from a covered employee may be withdrawn only in writing by personal delivery to the agency head no later than the end of the next working day after the employee gives notice of resignation. If a withdrawal is not submitted by this time, the resignation will be final unless both the agency head and the employee agree that the resignation may be withdrawn. (See ADOA Personnel Rule R2-5-901-D)
3. The supervisor is responsible to collect any keys, badges, identification cards, State property, and to conduct any out-briefing procedures unique to the position being vacated.
4. If the employee desires to withdraw his/her contributions from the Arizona State Retirement System (ASRS) or the Public Safety Personnel Retirement System (PSPRS), he/she must call the ASRS refund section at (602) 240-2000 or the PSPRS refund section at (602) 255-5575. The respective office will mail the necessary refund election form to the employee's home address. The refund election form must be completed, notarized and returned to the DEMA Administrative Services Office to place final pay contributions on the form.

16.3 ADMINISTRATION

The Administrative Services Office will coordinate any transfers to other State agencies as well as any retirement or insurance activities as may be required.

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Separations as a result of adverse actions must be closely coordinated through the Administrative Services Office. Current State statutes require that any employee who is involuntarily terminated must receive their final paycheck within three regular business days after their final workday.

When the recruitment of a new employee is desired to fill the vacancy, the Administrative Services Office is to be notified as soon as practical in accordance with the provisions of Chapter 4 of this directive.

An employee who voluntarily separates will be issued his/her last regular paycheck on the regular pay schedule. As a general rule, any balances of annual leave, holiday earned, comp time, and/or recognition leave will be paid no later than the pay cycle subsequent to the last regular check.

The departing employee must schedule an out-processing appointment with the Administrative Services Office prior to their last day with the agency. Departing employees whose normal work site is Camp Navajo or the 162nd FW must schedule an out-processing appointment with the appropriate liaison at those locations.

CHAPTER 17 - EMPLOYEE ORGANIZATIONS

17.1 GENERAL

The Department of Emergency and Military Affairs recognizes no union or other organization as a bargaining unit or representation entity for its State employees. Although employees are free to join any organization not contrary to the code of conduct for State employees or A.R.S. provisions, these organizations are not acknowledged as official entities.

Employees are encouraged to present their concerns to their supervisory chain for resolution. Most problems can be resolved through a cooperative, informal procedure, which is beneficial both to the employee and the Agency.

Employees may have representation at hearings and proceedings; however, a union or association will not be recognized as an official representative or agent. Further, an employee is not entitled to representation during any internal administrative investigation.

CHAPTER 18 - EMPLOYEE ASSISTANCE PROGRAMS

18.1 EMPLOYEE ASSISTANCE PROGRAM (EAP)

The State of Arizona's Employee Assistance Program (EAP) has a goal to help employees achieve and maintain their highest level of job performance. The EAP program provides free, confidential short-term counseling to help identify employees' concerns. Also, when appropriate, EAP may make a referral to an outside organization, facility, or program that can assist the employee.

The EAP is available for employees who have issues related to alcohol and/or drugs, stress, depression, grief, family and other matters that affect their lives and who are seeking guidance and the opportunity to become fully productive members of the workforce.

The EAP can also provide comprehensive counseling and referral services to help employees achieve a balance between their family and other personal responsibilities. Job effectiveness can be affected when employees are faced with mental or emotional problems, family responsibilities, financial or legal difficulties, or dependent care needs.

EAP provides both individual and family counseling to deal with the many challenges facing families today. The EAP is designed to provide support, assistance and resources to address family issues constructively and positively.

Employees may use the Employee Assistance Program during normal duty hours without loss of sick or annual leave. Time spent with outside referrals will be on sick or annual leave.

18.2 EMPLOYEE SUPPORT PROGRAMS

Domestic or economic crisis needs/services such as emergency financial loans or grants and supplemental assistance for clothing and/or food baskets are available. The Employees Helping Employees (EHE) Program is available for all State employees. The Arizona National Guard Emergency Relief Fund (AERFund) is for those employees who are members of the Arizona National Guard or other military reserve components.

Questions or requests for information about these programs should be referred to the Administrative Services Office. National Guard members should contact their respective Commander/First Sergeant for referral to the State Command Sergeant Major's Office.

18.3 CONFIDENTIALITY OF PARTICIPATION

Confidentiality is essential in such matters. Supervisors must use extreme caution to insure that confidentiality is not violated. Employees and supervisors may contact the EAP, EHE or AERFund directly or through the Administrative Services Office. The direct contact information for these organization representatives are:

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1. EAP –
(877) 327-2362 (ComPsych)

2. EHE –
(866) 234-0316
www.azehe.org

3. AERFund –
(602) 267-2604 (State CSM)
(602) 267-2731 (Fund Administrator)
www.aerfund.org

CHAPTER 19 - EMPLOYEE AWARDS

19.1 GENERAL

The Adjutant General has established an awards program to recognize outstanding employee performance. These awards are open to all DEMA State employees who are eligible to accrue annual leave. The time frames for the award nomination/selection will be based on calendar year quarters.

Any DEMA State employee may be nominated for award consideration using the nomination form provided by the Administrative Services Office. Supervisors may nominate employees who are not in their chain of command. In these cases, the employee's first line supervisor and Division Director must sign the nomination form prior to submission.

A nominator may submit a nomination packet for more than one award category during the same quarter.

The nominations are to be sent to the Administrative Services Office. The Selection Committee will review all nominations and recommend their selection to the Adjutant General for final determination. Recognition will be extended at the quarterly town hall meeting held at PPMR and/or at a general employee meeting at the selected employee's work site if other than at PPMR.

The Administrative Services Officer will notify Payroll of the selection for proper recognition leave accounting.

19.2 THE SELECTION COMMITTEE

The Selection Committee will be comprised of the DEMA Administrative Services Officer (chair) and not less than one representative of each Nomination Area identified in 19.3. Representatives will be designated by the Major Commander, Director, or through coordination with the various senior leadership representatives for areas that cross divisional lines.

All discussions, evaluations and voting that takes place during Selection Committee meetings will remain confidential.

19.3 NOMINATION AREAS

To promote inclusion of employees located in all geographic areas of the agency, the following nomination areas are established. Each area will solicit and submit nominations for candidates from within their area. Each nomination area will provide not less than one member to serve on the Selection Committee.

Tucson/WAATS/Southern Region (all)

Phoenix Sky Harbor and all Air National Guard employees statewide

Camp Navajo/Northern Region (all)

Division of Emergency Management (statewide)

Facilities Management Office (statewide)

Papago Park Military Reservation/Administration and Security

19.4 SERVICE AWARDS

DEMA State employees will be awarded recognition for length of service with the State of Arizona. Recognition in the form of a certificate and a service pin will be awarded for service at the conclusion of each five years beginning with the fifth year.

19.5 PERFORMANCE AWARDS

Outstanding Employee of the Quarter

Outstanding Employee of the Year

Outstanding Supervisor of the Year

Outstanding Employee Performance (civic)

Professional Achievement Award (individual)

Professional Achievement Award (team)

19.5.1 Outstanding Employee of the Quarter

The DEMA Outstanding Employee of the Quarter Award recognizes exemplary employee performance. This recognition is open to all State employees of DEMA. Those so recognized will receive an award plaque and one day (eight hours) recognition leave to be taken at the discretion of the employee, with supervisor approval, within twelve months from when it is awarded. Employees who are nominated but not selected for a specific quarter will automatically be reconsidered for the following quarter without being resubmitted.

Selection of the Employee of the Quarter will be based on the following:

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- 19.5.1.1 **SUPPORT FOR NOMINATION:** State what this employee has accomplished to support the Agency mission.
- 19.5.1.2 **ROLE MODEL:** Explain why the Nominee is admired and considered a model for others to follow.
- 19.5.1.3 **PRODUCTIVITY/QUALITY:** Give example(s) showing how Nominee exceeds the productivity and/or quality standards for the unit, or what changes the nominee has implemented to improve the overall productivity and/or quality of the unit.
- 19.5.1.4 **SAVINGS:** Explain what methods the Nominee has implemented to save time or money in the agency.
- 19.5.1.5 **SERVICE:** Describe the actions the Nominee has taken to demonstrate outstanding service to other Department units, outside organizations, co-workers or others with whom the Department does business.
- 19.5.1.6 **MORALE:** Show what steps the Nominee has taken to improve the morale in your unit.
- 19.5.1.7 **TEAMWORK:** Describe how the Nominee has cooperated with fellow employees to achieve Department objectives.
- 19.5.1.8 **OTHER:** Include any other facts or statements that will support your nomination including safety record if appropriate.

Incomplete nomination packages may adversely affect the nomination during the selection review process.

19.5.2 Outstanding Employee of the Year

The Outstanding Employee of the Year Award recognizes exceptional employee performance. Nominees are those employees who were selected Employee of the Quarter during the calendar year. Those so recognized will receive an award plaque and one day (eight hours) recognition leave to be taken at the discretion of the employee, with supervisor approval, within 12 months from when it is awarded.

19.5.3 Outstanding Supervisor of the Year

The DEMA Outstanding Supervisor of the Year Award is to recognize exceptional leadership, management, and general supervisory skills. This recognition is open to all State employees of DEMA who are designated as a supervisor. The nomination must describe outstanding leadership and supervisory skills, versus technical skill or other performance factors. Those so recognized will receive one day (eight hours) recognition leave to be taken at the discretion of the employee, with supervisor approval, within 12 months of when it is awarded.

Selection of the Supervisor of the Year will be based on the following:

- 19.5.3.1 **SUPPORT FOR NOMINATION:** State what this supervisor has accomplished to support the Agency mission.
- 19.5.3.2 **ROLE MODEL:** Explain why the Nominee is admired and considered a model for others to follow.
- 19.5.3.3 **PRODUCTIVITY/QUALITY:** Give example(s) showing how Nominee exceeds the productivity and/or quality standards for the unit, or what changes the nominee has implemented to improve the overall productivity and/or quality of the unit.
- 19.5.3.4 **SAVINGS:** Explain what methods the Nominee has implemented to save time or money in the agency.
- 19.5.3.5 **SERVICE:** Describe the actions the Nominee has taken to demonstrate outstanding service to other Department units, outside organizations, co-workers, subordinates, or others with whom the Department does business.
- 19.5.3.6 **MORALE:** Show what steps the Nominee has taken to improve the morale in the unit.
- 19.5.3.7 **TEAMWORK:** Describe how the Nominee has led his/her work unit to achieve Department objectives.
- 19.5.3.8 **OTHER:** Include any other facts or statements that will support your nomination including safety record if appropriate.

19.5.4 Outstanding Employee Performance (Civic)

This award is only given when, in the opinion of the Selection Committee, evidence that an individual's involvement and participation in civic/community activities warrant recognition of their unselfish giving of their off duty time in support of the community and its residents. For an employee to be considered for this award category they must also have average or above average ratings in all rated elements of their performance appraisal. The criteria identified in paragraph 19.5.1 are used to evaluate the employee's duty performance documented in the nomination packet. However, in the review and scoring process, the committee can determine that this level of recognition is recommended. TAG concurrence is required for this award. Those so recognized will receive one day (eight hours) recognition leave to be taken at the discretion of the employee, with supervisor approval, within 12 months of when it is awarded. The recipient will further receive an award plaque and his/her unit will receive a plaque for public/office display.

19.5.5 Professional Achievement Award (Individual)

This award is only given when, in the opinion of the Selection Committee, an individual's duty performance warrants recognition of professional achievements and contributions that cause the employee to be viewed as a leader or pacesetter in their profession. The criteria identified in paragraph 19.5.1 is used to evaluate the nomination packet. However, in the review and scoring process, the committee can determine that this level of recognition is recommended. TAG concurrence is required for this award. Those so recognized will receive one day (eight hours) recognition leave to be taken at the discretion of the employee, with supervisor approval, within 12 months of when it is awarded. The recipient will further receive an award plaque and his/her unit will receive a plaque for public/office display.

19.5.6 Professional Achievement Award (Team)

This award is only given when, in the opinion of the Selection Committee, a team of individuals' duty performance warrants recognition of professional achievements and contributions that cause them to be viewed as able to accomplish the most challenging goals when working as a cohesive unit. The criteria identified in paragraph 19.5.1 is used to evaluate the nomination packet. However, in the review and scoring process, the committee can determine that this level of recognition is recommended. TAG concurrence is required for this award. Those so recognized may receive recognition leave to be taken at the discretion of the employee, with supervisor approval, within 12 months from when it is awarded. If recognition leave is awarded, the specific amount is to be determined at the time of award, based on the number of hours available for award (per Personnel Rule R2-5-423). A plaque will be awarded to the team for public/office display and each team member will also receive a certificate.

19.6 RECOGNITION PROGRAM FUNDRAISING

The DEMA Employee Recognition Selection Committee is to review and recommend to TAG any plans to accept gifts, raise funds and/or collect donations on behalf of the committee. The committee is also required to review and recommend to TAG any requests to distribute or spend any donated gifts, funds or donations that have been received by the committee.

General provisions for accounting and administering the financial resources of this program are provided in ADOA, GAO Technical Bulletin No. 00-1, issued 1/11/00.

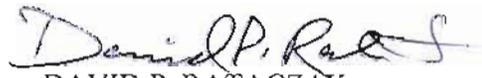
CHAPTER 20 - RESERVED

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BY ORDER OF THE GOVERNOR:

A handwritten signature in black ink, appearing to read "David P. Rataczak". The signature is written in a cursive style with a large initial "D".

DAVID P. RATA CZAK
Major General, AZ ARNG
The Adjutant General

