

Triangle J

Council of Governments



Personnel Policy

Effective Date: August 26, 2021

Triangle J Council of Governments

PERSONNEL POLICY

BE IT RESOLVED by the Board of the Triangle J Council of Governments that the following policies apply to the appointment, classification, benefits, salary, promotion, demotion, dismissal, and conditions of employment of the employees of the Triangle J Council of Governments.

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ARTICLE I. GENERAL PROVISIONS

Section 1. Purpose of the Policy

The purpose of this policy is to establish a personnel system that will promote a fair and effective means of employee recruitment and selection; develop and maintain an effective and responsible work force; and provide the means for removal of unsatisfactory employees. This policy applies to all TJCOG employees except as may be otherwise provided by written agreement.

Section 2. At Will Employment

Nothing in this policy creates an employment contract or term between the TJCOG and its employees. No person has the authority to grant any employee any contractual rights of employment. All employees of the TJCOG are considered “at will” employees, which means that employees are free to leave the TJCOG’s service at any time and that employees may be terminated at any time for any lawful reason.

Section 3. Merit

All appointments and promotions shall be made solely on the basis of merit. All positions requiring the performance of the same duties and fulfillment of the same responsibilities shall be assigned to the same class and the same salary range. No applicant for employment or employee shall be deprived of employment opportunities or otherwise adversely affected as an employee because of such individual’s race, religion, color, national origin, ethnicity, sex, pregnancy, gender identity or expression, sexual orientation, age, political affiliation, National Guard or veteran status, genetic information, or disability.

Section 4. Responsibilities of the TJCOG Board of Delegates

The TJCOG Board of Delegates shall be responsible for approving personnel policies, the position classification plan, and the pay plan, and may change the policies and benefits, as necessary. The Board of Delegates shall appoint the Executive Director and periodically evaluate his or her performance.

Section 5. Responsibilities of the TJCOG Executive Director

The TJCOG Executive Director shall be responsible to the TJCOG Board of Delegates for the administration and technical direction of the personnel program. The TJCOG Executive Director is authorized to hire, discipline, and dismiss employees in keeping with these policies. The Executive Director is responsible for recommending the pay and classification plan for Board approval.

The TJCOG Executive Director also has authority over the following functions:

- A. Recommending rules and revisions to the personnel system to the TJCOG Board of Delegates for consideration;
- B. Preparing and recommending necessary revisions to the pay plan;
- C. Determining which employees shall be subject to the overtime provisions of the Fair Labor Standards Act;
- D. Determining the design of the organization chart and designating which positions serve as department heads;
- E. Developing and administering such recruitment programs as may be necessary to obtain an adequate supply of competent applicants to meet the needs of the TJCOG;
- F. Adopting rules and regulations to further implement this personnel policy;
- G. Designating an employee to carry out the responsibilities of the Human Resources Officer; and
- H. Performing such other duties as may be assigned by the TJCOG Board of Delegates.

Section 6. Application of Policies, Plan, Rules, and Regulations

The personnel policy and all rules and regulations adopted pursuant thereto shall be binding on all TJCOG employees except as may be otherwise provided by written agreement or by action of the Board. An employee violating any of the provisions of this policy shall be subject to appropriate disciplinary action up to and including dismissal, as well as referral to law enforcement if criminal wrongdoing is suspected.

Section 7. Definitions

For the purposes of this policy, the following words and phrases shall have the meanings respectively ascribed to them by this section:

Allocated Position: A position approved by the Board of Delegates and assigned a specific job title, salary grade, salary range, duties, and minimum qualifications in the classification and pay plans.

Authorized Position: An allocated position that is funded. Appointments to authorized positions are made through a competitive selection process. All TJCOG positions are subject to budget review and approval each year by the Board of Delegates.

Continuous Service: Employment with the TJCOG without a break in service, not including extended medical leaves of absence. Continuous service in regards to the Health Insurance for Retirees only includes regular full-time employees.

Exempt: A person excluded from the minimum wage and maximum hour requirements of the Fair Labor Standards Act (hereinafter the "FLSA") as set forth therein.

Grievance: A written claim or complaint by an employee based upon an event or condition that affects the circumstances under which an employee works, allegedly caused by misinterpretation, unfair application, or lack of established policy pertaining to employment expectations.

Immediate Family: The employee's spouse, child, parent or step-parent, brother, sister, grandparent, grandchild, son-in-law, daughter-in-law, mother-in-law or father-in-law, or guardian. Step relationships of the previous list are also part of this definition.

Non-exempt: A person subject to the overtime provisions requirements of the FLSA as set forth therein.

Pay Status: A designation for an employee that is working or is on paid leave (vacation leave or sick leave). An employee on unpaid leave is not in pay status.

Probationary Employee: A person appointed or promoted to a regular full-time or part-time authorized position who has not successfully completed the designated probationary period.

Probationary Period: The initial six (6) months of employment or promotion representing the period of observable work performance to determine the suitability and ability of the employee to satisfactorily perform the duties and responsibilities of the position. The Probationary Period may be extended up to an additional six (6) months but shall not exceed twelve (12) months.

Regular Full-Time Employee: A person appointed to a full-time authorized position, for which a workweek equals 37.5 or more hours.

Regular Part-Time Employee: A person appointed to a part-time authorized position and who normally works less than 37.5 hours per workweek.

Temporary Employee: A person hired to perform additional extra help, to fill a temporary vacancy, or to provide project support when there is no reasonable expectation that project funding will be on-going; many work on a seasonal or short-term basis. Temporary employees are paid on an hourly basis only for hours actually worked, may not work more than 37.5 hours per workweek, and must work less than 1000 hours in a one-year period.

Trainee An employee status when an applicant is hired (or employee promoted) who does not meet all the requirements for the position. During the duration of a trainee appointment, the employee is on probationary status.

ARTICLE II. POSITION CLASSIFICATION PLAN

Section 1. Purpose

The position classification plan provides a complete inventory of all allocated positions in the TJCOG service, and an accurate description and specification for each class of employment. The plan standardizes job titles, each of which is indicative of a definite range of duties and responsibilities.

Section 2. Composition of the Position Classification Plan

The classification plan shall consist of:

- A. a grouping of positions in classes which are approximately equal in difficulty and responsibility, which call for the same general qualifications, and which can be equitably compensated within the same range of pay under similar working conditions;
- B. class titles descriptive of the work of the class;
- C. written job descriptions for each class of positions; and
- D. an allocation list showing the class title of each position.

Section 3. Use of the Position Classification Plan

Class specifications shall describe the type and scope of work performed, but additional duties may be assigned by the supervisor and/or Executive Director. The classification plan shall be used:

- A. as a guide for recruiting and examining applicants for employment;
- B. in determining lines of promotion and in developing employee training programs;
- C. in determining the salary to be paid for various types of work;
- D. in determining personnel costs for departmental budgets; and
- E. in providing uniform job terminology.

Section 4. Administration of the Position Classification Plan

The TJCOG Executive Director shall insure a periodic review of portions of the classification plan and recommend appropriate changes to the Board of Delegates.

Section 5. Authorization of the Position Classification Plan

The TJCOG Executive Director shall recommend placement of each allocated position to the appropriate class in the classification plan. The position classification plan shall be approved by

the TJCOG Board of Delegates and maintained by the Human Resources Officer. Copies will be available to all the TJCOG employees for review upon request.

New positions shall be established upon recommendation of the TJCOG Executive Director and approval of the TJCOG Board of Delegates, after which the TJCOG Executive Director shall either allocate the new position into the appropriate existing class or revise the position classification plan to establish a new class to which the new position may be allocated.

Section 6. Request for Reclassification

Any department head who considers a position within their department to be misclassified, shall submit a written request for reclassification to the Human Resources Officer.

Upon receipt of such request, the Human Resources Officer shall study the request, determine the merit of the reclassification request, and recommend to the Executive Director any necessary revisions to the classification of the position.

Section 7. Working Titles

Working titles for staff indicate an employee's functional responsibility, particularly when the classification title alone is not sufficiently descriptive. Classification titles are broad and are used to distinguish a grouping of similar positions across a variety of settings, whereas a working title is specific to an actual position and more accurately represents the scope of a position to potential candidates.

The Executive Director must approve all TJCOG working titles.

ARTICLE III. THE PAY PLAN

Section 1. Definition

The pay plan includes the basic salary schedule and the "Assignment of Classes to Grades and Salary Ranges" adopted by the TJCOG Board of Delegates. The salary schedule consists of amounts for minimum, midpoint and maximum rates of pay for all classes of positions.

Section 2. Administration and Maintenance

The TJCOG Executive Director shall be responsible for the administration and maintenance of the pay plan. All employees covered by the pay plan shall be paid at a rate within the salary range established for the respective position classification, except for employees in trainee status or employees whose existing salaries are above the established maximum rate following transition to a new pay plan.

The pay plan is intended to provide equitable compensation for all positions reflecting differences in the duties and responsibilities, the comparable rates of pay for positions in private and public employment in the relevant labor market, the impacts of inflation, the financial conditions of the TJCOG, and other factors. To this end, from time to time the Executive Director shall make comparative studies of all factors affecting the level of salary ranges and will recommend to the TJCOG Board of Delegates such changes in salary ranges as appear to be pertinent. Such assignments will be made by increasing or decreasing the assigned salary grade for the class when the action is approved by the TJCOG Board of Delegates.

Section 3. Starting Salaries

Starting salaries will generally be set at the bottom of the salary range applicable to the position, unless a higher salary is approved by the Executive Director based on the applicant's exceptional qualifications or organizational need. Starting salaries will be determined based on organizational, market, internal equity and budgetary considerations.

Section 4. Trainee Designation and Provisions

Applicants being considered for employment or TJCOG employees who do not meet all of the requirements for the position for which they are being considered may be hired, promoted, demoted, or transferred to a "trainee" status. In such cases, a plan for training, including a time schedule, must be prepared by the department head.

"Trainee" salaries shall be one or two grades below the minimum salary established for the

position for which the person is being trained. A new employee designated as "trainee" shall concurrently serve a probationary period. However, probationary periods shall be no less than six months and trainee periods may extend from three to eighteen months. A trainee shall remain a probationary employee until the trainee period is satisfactorily completed. The supervisor will recommend to the department head and Executive Director when the trainee has successfully completed the trainee period.

If the training is not successfully completed to the satisfaction of the supervisor, the trainee shall be transferred, demoted, or dismissed. If the training is successfully completed, the employee shall be paid at least at the minimum rate established for the position for which the employee was trained.

Section 5. Probationary Pay Increases

Probationary employees shall receive a 5% salary increase upon successful completion of the probationary period as described in Article IV Section 4 of this policy. Upon successful completion of the probationary period, the individual would be eligible for merit increases after the person has been in the position for a full year.

Section 6. Performance Pay

Upward movement within the established salary range for an employee is not automatic but rather based on specific performance-related criteria. Procedures for determining performance levels and performance pay increases or other performance-related movement within the range shall be established in procedures approved by the TJCOG Executive Director.

Regular employees are eligible to receive annual bonuses for special achievement. The maximum amount for annual bonuses for special achievement shall not exceed \$1500 in a fiscal year and is subject to availability of funds and implementation procedures established by the Executive Director.

Section 7. Salary Effect of Promotions, Demotions, Transfers, and Reclassifications

Promotions. When an employee is promoted, the employee's salary shall increase at least 5%. The Executive Director will approve the specific salary based on funds available and the employee's qualifications and experience. The purpose of the promotion pay increase is to recognize and compensate the employee for taking on increased responsibility.

Demotions. When an employee is demoted to a position for which qualified, the salary shall be set at the rate in the lower pay range which provides the smallest decrease in pay if demotion is not the result of disciplinary action. If the current salary is within the new range, the employee's salary may be retained at the previous rate. If the demotion is the

result of disciplinary action, the salary shall be decreased at least 5%, or to the maximum of the new range, whichever is lower.

Transfers. The salary of an employee reassigned to a position in the same class or to a position in a different class within the same salary range shall not be changed by the reassignment.

Reclassifications. An employee whose position is reclassified to a class having a higher salary range shall receive a pay increase of at least 2.5% or an increase to the minimum of the new pay range, whichever is higher.

If the position is reclassified to a lower pay range, the employee's salary shall remain the same. If the employee's salary is above the maximum established for the new range, the salary of that employee shall be maintained at the current level until the range is increased above the employee's salary.

Section 8. Salary Range Revisions

A salary range revision is a change in the salary range assigned to a specific class of positions. The change may be based upon a review of salaries in the relevant labor market, recruitment and retention data, increased complexity in job content, or an increase or decrease in available funding. The Executive Director will consider salary equity relative to job responsibilities, organizational financial conditions, and other management needs when determining whether to recommend to the Board of Delegates a salary range revision.

Section 9. Transition to a New Salary Plan

The following principles shall govern the transition to a new salary plan:

- A. No employee shall receive a salary reduction as a result of the transition to a new salary plan, unless required by a reduction in available funds.
- B. All employees being paid at a rate lower than the new minimum rate established for their respective classes shall have their salaries raised to the new minimum rate for their classes.

Section 10. Effective Date of Salary Changes

Approved salary changes shall become effective on the date specified in the salary change notice submitted by the supervisor and authorized by the Executive Director.

Section 11. Overtime Pay Provisions

Employees of the TJCOG can be requested and may be required to work hours in excess of their regularly scheduled hours as necessitated by the needs of the TJCOG and determined by the department head.

To the extent that local government jurisdictions are so required, the TJCOG will comply with the Fair Labor Standards Act (FLSA). The TJCOG Executive Director shall determine which jobs are "non-exempt" and are therefore subject to the Act in areas such as hours of work and work periods, rates of overtime compensation, and other provisions.

It is the policy of the TJCOG to compensate non-exempt employees for overtime worked by granting compensatory time off rather than monetary payment, whenever possible.

Non-exempt employees will be compensated at a straight time rate for hours up to the FLSA established limit for their position (usually 40 hours in a 7-day period). Hours worked beyond the FLSA established limit will be compensated at the appropriate overtime rate. In determining eligibility for overtime in a work period, only hours actually worked shall be considered.

Whenever practicable, supervisors will schedule time off on an hour-for-hour basis within the applicable work period for non-exempt employees. When time off within the work period cannot be granted, overtime worked will be compensated in accordance with the FLSA and the TJCOG's administrative policy.

Employees in positions determined to be "exempt" from the FLSA will not receive pay for hours worked in excess of their normal work periods. These employees may be granted compensatory leave by their supervisor in accordance with TJCOG's administrative policy. Employees will receive compensatory time off for hours worked over 40 per week. This will be compensated at straight time rate for hours. Such compensatory leave is not guaranteed to be taken and ends without compensation upon separation from the organization.

Section 12. Payroll Deduction

Deductions shall be made from each employee's salary as required or allowed by law. Additional deductions may be made upon the request of the employee on determination by the TJCOG Executive Director as to the capability of payroll software and appropriateness of the deduction.

Section 13. Hourly Rate of Pay

The annual salary on the pay plan annually adopted by the TJCOG Board of Delegates will apply to all regular employees. Hourly rates for employees appointed for less than full-time service will be pro-rated and determined by converting the established full-time salary to an hourly rate.

Section 14. Longevity Pay

Employees hired prior to January 1, 2013 shall receive longevity pay on the last pay date before Thanksgiving of each year. Service time for longevity payments shall be calculated based on the hire date into a regular position with the Triangle J Council of Governments. Regular employees who are eligible receive longevity pay based on the total number of completed years of service as of December 31 of the calendar year in which the check is issued. Part time employees who are eligible to receive longevity pay pro-rated based on the average number of hours worked per week. Longevity pay amounts shall be calculated as follows:

Years of Service	Longevity Amount
5 - 9	\$ 600
10 - 19	\$ 900
20 +	\$ 1,200

ARTICLE IV. RECRUITMENT AND EMPLOYMENT

Section 1. Equal Employment Opportunity Policy

It is the policy of the TJCOG to foster, maintain and promote equal employment opportunity. The TJCOG shall select employees on the basis of the applicant's qualifications for the job without regard to age, sex, race, color, religion, national origin, disability, political affiliation, sexual orientation gender identity or expression, or marital status. The TJCOG shall also offer compensation and opportunity for training, advancement and promotion to current employees without regard to age, sex, race, color, religion, national origin, disability, political affiliation, sexual orientation, gender identity or expression, or marital status.

Section 2. Implementation of Equal Employment Opportunity Policy

This Equal Employment Opportunity Policy and its implementation will be reviewed regularly to assure that equal employment opportunity based on reasonable, job-related requirements is being actively followed to the end that no employee or applicant for employment shall suffer discrimination because of age, sex, race, color, religion, disability, national origin, political affiliation, sexual orientation, gender identity or expression, or marital status. Notices with regard to equal employment opportunity matters shall be posted in conspicuous places on the TJCOG premises in places where notices are customarily posted.

Section 3. Recruitment, Selection and Appointment

Recruitment Sources. When position vacancies occur, the TJCOG shall publicize these opportunities for employment, including applicable salary information and employment qualifications. Information on job openings and application procedures will be advertised in order to create a qualified and diverse pool of applicants. In addition, notice of vacancies shall be communicated to the TJCOG employees. Individuals shall be recruited from a geographic area as wide as necessary and for a period of time sufficient to ensure that well-qualified applicants are obtained for the TJCOG service. The North Carolina Division of Employment Security shall normally be used as a recruitment source.

Job Advertisements. Employment advertisements shall contain assurances of equal employment opportunity and shall comply with Federal and State statutes.

Application for Employment. All persons expressing interest in employment with the TJCOG shall be given the opportunity to file an application for employment for vacant positions.

Application Reserve File. Applications shall be kept in an inactive reserve file for a period of two years, in accordance with the North Carolina Records Retention and Disposition Schedule.

Selection. Department heads shall make such investigations and conduct such examinations as necessary to assess accurately the knowledge, skills, and experience qualifications required for the position. All selection devices administered by the TJCOG shall be valid measures of job performance.

Appointment. Before any commitment is made to an applicant either internal or external, the department head shall make recommendations including the position to be filled, the salary to be paid, and the reasons for selecting the candidate over other candidates to the TJCOG Executive Director.

Section 4. Probationary Period

A person appointed or promoted to a regular full-time or part-time position shall serve a six-month probationary period. During the probationary period, supervisors shall monitor an employee's performance and communicate with the employee concerning performance standards and progress. Before the end of the probationary period, the supervisor shall conduct a performance evaluation conference with the employee and discuss accomplishments, strengths, and needed improvements. A summary of this discussion shall be documented in the employee's personnel file. The supervisor shall recommend to the Executive Director in writing whether the probationary period should be completed, extended, or the employee transferred, demoted, or dismissed. Probationary periods may be extended for a maximum of six additional months but shall not exceed twelve months in total. An employee who successfully completes the probationary period will be considered a regular employee of the TJCOG.

Disciplinary action, including demotion, suspension, and dismissal, may be taken at any time during the probationary period. An employee who does not successfully complete the probationary period may be transferred or demoted to a position in which the employee shows promise of success. If no such position is available, the employee shall be dismissed. Probationary employees retain all other rights and benefits such as the right to use of the grievance procedures, except when demoted, suspended, or dismissed.

Section 5. Promotion

Promotion is the movement of an employee from one position to a position in a class assigned to a higher salary range. It is the TJCOG's policy to create career opportunities for its employees whenever possible. The TJCOG will balance three goals in the employment process: 1) the benefits to employees and the organization of promotion from within; 2) providing equal employment opportunity and a diversified workforce to the community; and 3) obtaining the best possible employee who will provide the most productivity in that position. Therefore, except where previous TJCOG experience is essential or exceptional qualifications of an internal candidate so indicate, the TJCOG will consider external and internal candidates. Candidates for promotion shall be chosen on the basis of their qualifications and their work records. When a

position is advertised externally, internal candidates shall apply for promotions using the same application process as external candidates.

Section 6. Demotion

Demotion is the movement of an employee from one position to a position in a class assigned to a lower salary range. An employee whose work or conduct in the current position is unsatisfactory may be demoted provided that the employee shows promise of becoming a satisfactory employee in the lower position. Such demotion shall follow the disciplinary procedures outlined in this policy.

Section 7. Transfer

Transfer is the movement of an employee from one position to a position in a class in the same salary range. If a vacancy occurs and an employee in another department is eligible for a transfer, the employee shall apply for the transfer using the usual application process. The department head wishing to transfer an employee to a different department or classification shall make a recommendation to the TJCOG Executive Director with the consent of the receiving department head. The Executive Director has the authority to make transfers he/she feels are in the best interest of the organization. Any employee transferred without requesting the action may appeal the action in accordance with the grievance procedure outlined in this policy. An employee who has successfully completed a probationary period may be transferred into the same classification without serving another probationary period.

ARTICLE V. CONDITIONS OF EMPLOYMENT

Section 1. Work Schedule

Supervisors, in consultation with department heads, shall establish work schedules, with the approval of the TJCOG Executive Director, which meet the operational needs of the department in the most cost-effective manner possible. The work week is 37.5 hours and must be met with a combination of time worked, approved vacation/sick/compensatory leave, or holiday leave. Alternative and flexible work schedules should be established in accordance with TJCOG's administrative policy. For FLSA and timekeeping purposes, the TJCOG workweek begins on Sunday at 12:01 AM and ends at midnight on Saturday.

Section 2. Political Activity

Each employee has a civic responsibility to support good government by every available means and in every appropriate manner. Each employee may join or affiliate with civic organizations of a partisan or political nature, may attend political meetings, may advocate and support the principles or policies of civic or political organizations, in accordance with the Constitution and laws of the State of North Carolina and in accordance with the Constitution and laws of the United States. However, no employee shall:

- A. Engage in any political or partisan activity while on duty;
- B. Use official authority or influence for the purpose of interfering with or affecting the result of a nomination or an election for office;
- C. Be required as a duty of employment or as condition for employment, promotion or tenure of office to contribute funds for political or partisan purposes;
- D. Coerce or compel contributions from another employee of the TJCOG for political or partisan purposes;
- E. Use any supplies or equipment of the TJCOG for political or partisan purposes; or
- F. Be a candidate for nomination or election to an elected office, or hold an elected position in a TJCOG member organization.

Any violation of this section shall subject the employee to disciplinary action up to and including dismissal.

Section 3. Outside Employment

The work of the TJCOG shall have precedence over other occupational interests of full-time employees. Outside employment for salaries, wages, or commission and self-employment must be reported in advance to the employee's supervisor, who in turn will report it through the department head to the Executive Director. The Executive Director will review such employment for possible conflict of interest and decide whether to approve the work. Conflicting outside employment is grounds for disciplinary action up to and including dismissal.

The TJCOG understands that employees in positions that are less than full-time may also hold outside employment. It is expected that these employees will coordinate outside activities in a manner that will meet the TJCOG's business needs. Part-time employees are expected to disclose outside employment to their immediate supervisor for purposes of determining if there is a conflict of interest.

Section 4. Employment of Relatives

The hiring and employment of immediate family in regular positions with the TJCOG is subject to the conditions of this section. "Immediate Family" is defined in Article I, Section 7. The TJCOG prohibits the employment of any person into a regular position who is an immediate family member of individuals holding the following positions: TJCOG Board Member, TJCOG Executive Director, or Finance Officer. Otherwise, the TJCOG will consider employing family members or related persons in the service of the TJCOG, provided that such employment does not:

- A. result in a relative supervising a relative in the supervisory chain as outlined in the organizational chart;
- B. result in a relative auditing the work of a relative; or
- C. create a conflict of interest with either relative and the TJCOG.

All employees have an ongoing duty to report to their immediate supervisor any immediate familial relationship with another employee or job applicant. In addition, job applicants are required to report any immediate familial relationship with a current employee upon application. Failure to report such a relationship may result in disciplinary action for an employee, and withdrawal of a job offer.

Section 5. Sexual Harassment

The TJCOG expects that each individual, regardless of gender, will be treated with courtesy and respect by all supervisors and by all fellow employees, and that explicit or implicit sexual overtures will be kept out of the workplace. To this end, sexual harassment at any level is forbidden, and evidence of sexual harassment may result in disciplinary action up to and including dismissal.

Unwelcome sexual advances, requests for sexual favors and other verbal or physical conduct of a sexual nature constitute sexual harassment when:

1. submission to the conduct is made, either explicitly or implicitly, a term or condition of an individual's employment or workplace success; or
2. submission to or rejection of such conduct is used as the basis for employment decisions affecting such individual; or
3. such conduct is sufficiently severe, persistent or pervasive so that it has the purpose or effect of unreasonably interfering with an employee's work or performance or creating an abusive, intimidating, hostile, or offensive work environment.

A "hostile environment" can be created through the actions of a single harasser or the conduct of a group. Examples of sexually harassing conduct include, but are not limited to, deliberate, unwelcome touching of a sexual nature or that takes on sexual connotations; suggestions or demands for sexual involvement accompanied by implied or overt promises of preferential treatment or threats; pressure for sexual activity; continued or repeated offensive sexual flirtations, advances or propositions; continued or repeated verbal remarks about an individual's body; sexually degrading words used toward an individual or to describe an individual; and the display of sexually suggestive objects or pictures. Sexual harassment does not include personal compliments welcomed by the recipient or social interactions or relations freely entered into by employees or prospective employees.

It is possible for sexual harassment to occur at various levels: between co-workers; between supervisors and subordinates; or imposed by non-employees, including visitors, on employees. In addition, sexual harassment can occur between members of the opposite sex or the same sex.

Sexual Harassment Complaint Procedure

Complaints of harassment or discrimination that is not sexual harassment should be brought to TJCOG through the general grievance policy.

A. Informal Resolution

Reports of sexual harassment, may be addressed informally through such methods as conferences or mediation, and TJCOG encourages the use of such procedures to the extent possible. If an informal process is used, the official responding to the complaint must notify the complainant in writing of his or her option to request formal procedures at any time and

must make a copy of this policy and other relevant policies available. In those circumstances where informal procedures fail or are inappropriate or where the complainant requests formal procedures, the complaints will be investigated promptly, impartially and thoroughly according to the following procedure.

B. Reporting Complaint

a. An employee or job applicant who believes he or she has been sexually harassed may make a complaint orally or in writing with any of the following:

- immediate supervisor;
- the human resources officer;
- Executive Director; or
- Any member of the Board of Delegates, if the complaint involves allegations of harassment by the Executive Director.

Any person receiving a complaint of sexual harassment should have another person present when hearing the complaint (with deference to the complainant's preference of witness or gender if possible under the circumstances). If it is not possible to have another person present, the complaint should be recorded if reasonably practicable, with consent of the complainant.

b. Complaints should be filed as soon as possible but no longer than 30 days after disclosure or discovery of the facts giving rise to the complaint. Complaints filed outside the thirty days will be investigated under this policy to the extent practicable. However, employees should recognize that delays in reporting may significantly impair the ability of the employer to investigate and respond effectively to such complaints.

c. Any supervisor who receives a sexual harassment complaint or has reason to believe an employee is being sexually harassed shall notify the human resources officer immediately. If the human resources officer is the accused harasser, the report shall be made to the executive director. Any supervisor who fails to report promptly allegations or claims of sexual harassment may be subject to disciplinary action.

2. Investigation

a. Upon receiving notification of a harassment complaint, the human resources officer will investigate and/or supervise the investigation of the complaint.

b. The investigator will impartially, promptly and thoroughly investigate the complaint. The investigator will interview (1) the complainant; (2) the accused harasser; and (3) any other persons the investigator has reason to believe may have relevant knowledge concerning the complaint.

c. Information will be shared only with individuals who need the information in order to investigate and address the complaint appropriately.

d. The investigation will review the factual information gathered through the investigation to determine whether the alleged conduct constitutes harassment giving consideration to all factual information, the totality of the circumstances, including the

nature of the verbal, physical, visual or sexual conduct, and the context in which the alleged incidents occurred.

3. Investigator's Report

a. The investigator will notify the complainant of the results of the investigation in writing within 15 days of receiving the complaint unless additional time is necessary to conduct an impartial, thorough investigation. The report to the complainant will specify:

- (1) whether the complaint was substantiated; and
- (2) if the investigator determines that sexual harassment has occurred, the investigator also will specify:
 - reasonable, timely, effective corrective action intended to end the harassment;
 - if needed, reasonable steps to address the effects of the harassment on the complainant; and
 - if needed, reasonable steps to protect the complainant from retaliation as a result of communicating the complaint.

b. The accused harasser will be informed of the results of the investigation in regard to whether the complaint was substantiated, whether the accused harasser violated TJCOG policy or law (regardless of whether the complaint was substantiated), and what, if any, disciplinary actions or consequences will be imposed upon the accused harasser.

If the complainant is not satisfied with the results of the investigation, the complainant may appeal using Step 3 of the Grievance Policy.

Section 6. Requests for Disability-Related Accommodations

The TJCOG is committed to equal opportunity in employment for qualified individuals with disabilities. The TJCOG will provide reasonable accommodations to any qualified employee with a disability unless the accommodation would impose an undue hardship on the organization or would change the essential functions of the position.

A disability is:

- a physical or mental condition that substantially limits one or more major life activities
- having a record or history of such a condition
- being thought of as having such a condition (perceived to have a disability) or
- an impairment that occurs in episodes or that is in remission if it substantially limits a major life activity when it is active

A qualified individual means an employee or applicant who can perform the essential functions of the job with or without reasonable accommodations.

The essential functions of the position are the fundamental duties or primary reason the position exists.

A reasonable accommodation is a modification or adjustment to a position, an employment practice, or the work environment that makes it possible for a qualified individual with a disability to perform the essential functions of the position.

Reasonable Accommodations may include, but are not limited to:

- Making existing facilities readily accessible to and usable by persons with disabilities;
- Job restructuring, modifying work schedules, reassignment to a vacant position;
- Acquiring or modifying equipment or devices, adjusting or modifying examinations, training materials, or policies, and providing qualified readers or interpreters;
- Making a website or digital information accessible; or
- Allowing leave as an accommodation.

Employees are responsible for requesting reasonable accommodations if necessary to perform the essential functions of the job. Requests for accommodations should be made to the employee's immediate supervisor or the Human Resources Officer. Information regarding a request for accommodations will be kept confidential and shared only with those with a legitimate job-related reason to know.

The Human Resources Officer is responsible for facilitating an interactive process between the employee and the supervisor to determine if a reasonable accommodation can be provided.

The HR Officer may request medical documentation of the employee's functional limitations. The employee may be asked to communicate how the disability impacts his or her ability to perform the essential functions of the job, and to suggest accommodations that would assist in performing the job. The employee's supervisor and/or department head may be asked to provide information on the essential functions of the position, the relative effectiveness of proposed accommodations, and/or the impact the requested accommodation will have on the operations of the department. The HR Officer may consult with the TJCOG attorney as needed to make an appropriate determination.

Upon completion of the interactive process, the Human Resources Officer, in consultation with the Executive Director, is responsible for assessing whether or not the employee's requested workplace accommodation is reasonable and determining what, if any accommodation is most appropriate for both the employee and TJCOG. While consideration is given to the employee's preference, TJCOG will choose from among reasonably effective accommodations and may select and implement the one that is

Section 7. Acceptance of Gifts and Favors

No employee of the TJCOG shall accept any gift, favor or thing of value that may tend to influence such employee in the discharge of the employee's duties or grant in the discharge of duty an improper favor, service, or thing of value.

Section 8. Employee Performance and Development Plans

Prior to the beginning of each fiscal year supervisors and/or department heads shall develop individual Employee Performance and Development Plans for each employee. The plans will specify expectations for employee performance and professional development. These plans shall be documented in writing and placed in the employee's personnel file. Supervisors shall conduct periodic performance conferences with each employee to review performance and make modifications to plans as needed based upon changing circumstances. Procedures for Employee Performance and Development Plans and conducting employee performance conferences shall be established by the Executive Director.

Section 9. Safety

Safety is the responsibility of both the TJCOG and employees. It is the policy of the TJCOG to establish a safe work environment for employees. The TJCOG shall establish a safety program including policies and procedures regarding safety practices and precautions and training in safety methods. Department heads and supervisors are responsible for ensuring the safe work procedures of all employees and providing necessary safety training programs. Employees shall follow the safety policies and procedures and attend safety training programs as a condition of employment. Employees who violate such policies and procedures shall be subject to disciplinary action up to and including dismissal.

Section 10. Substance Abuse Policy

It is the policy of the TJCOG that its workplace shall be drug-free in compliance with the Drug-free Workplace Act of 1988 (PL 100-690, Title V, Subtitle D). The TJCOG may, from time to time, establish policies and procedures related to employee substance abuse in order to insure the safety and well-being of citizens and employees, and to comply with any state, federal, or other laws and regulations. The TJCOG's existing "Drug Free Work Place Policy," heretofore adopted by the Board of Delegates, shall remain in full force and effect until otherwise altered or repealed by the Board.

ARTICLE VI. EMPLOYEE BENEFITS

Section 1. Eligibility

All employees are eligible for employee benefits as provided for in this policy. These benefits are subject to change at the TJCOG's discretion.

Section 2. Group Health Insurance

The TJCOG provides a group health insurance program for regular full-time and certain part-time employees.

Regular part-time employees who are scheduled to work 30 hours or more per week may, if they so desire, purchase available group health insurance through the TJCOG for themselves and/or for their qualified dependents. The TJCOG covers a pro-rated portion of the cost of health coverage for eligible part-time employees, calculated by the percentage of a full-time workweek the part-time employee is regularly scheduled to work.

Employees who qualify for group health insurance but opt to be covered on a partner's insurance are eligible for health insurance reimbursement from TJCOG. Employees can be reimbursed up to the amount of the monthly premium but not to exceed the amount as if they were covered by TJCOG. TJCOG requires annual certification from the employer of which they are covered under. Information concerning cost and benefits shall be available to all employees from the Human Resources Officer.

Section 3. Other Benefits

The TJCOG may make other benefits available to employees upon authorization of the TJCOG Executive Director or the TJCOG Board.

Information concerning benefits shall be available to all employees from the Human Resources Officer.

Section 4. Retirement

Employees expected to work for the TJCOG for at least 1,000 hours in a calendar year are required to join the North Carolina Local Governmental Employees' Retirement System upon becoming eligible. New hires who are current members of the NC Local or State Governmental Employees' Retirement Systems shall be covered under the retirement system by the TJCOG on their first day of employment. A separate handbook is available from the retirement system for further reference. In the event of conflict between the Retirement System policies/handbook and this manual, the Retirement System's policies/handbook will govern.

Section 5. Supplemental Retirement Benefits

The TJCOG may provide supplemental retirement benefits for its employees, with the TJCOG Board of Delegates approval.

Section 6. Medical Insurance for Retired Employees

Regular full-time employees hired and working prior to September 6, 2020 and who retire from TJCOG service and qualify for benefits under the provisions set forth in the Local Governmental Employee's Retirement System may continue health insurance for themselves under a policy selected by TJCOG and substantively equivalent to the coverage offered to current TJCOG employees. This policy continues coverage for retired employees until the retiree qualifies for Medicare, at which time Triangle J then provides a Medicare Supplement. TJCOG will pay the premium for the coverage for health, dental, and vision based on the equivalent years of service of the retired employee:

Retire with TJCOG Service:		Individual Health Insurance Premium:	
<u>At Least</u>	<u>Not More Than</u>	<u>TJCOG Pays</u>	<u>Employee Pays</u>
5 years	10 years	25 %	75 %
10 years	15 years	50 %	50 %
15 years	20 years	75 %	25 %
20+ years		100 %	0 %

Such employees may elect to purchase health insurance coverage for their families and shall pay the full cost of this dependent coverage. In the event of the death of a pre-65 retired employee who was receiving health insurance coverage, the spouse or dependent may elect to continue coverage under the policy selected by TJCOG following the expiration of their COBRA benefits by continuing to pay the full cost of this coverage.

For employees that were hired under the 2009 Personnel Policy where "Plan F" was listed as the supplemental Medicare plan, TJCOG will pay the deductible between Plan F and the current Medicare supplemental offering.

Section 7. Workers' Compensation

All employees of the TJCOG (regular and temporary) are covered under the N.C. Workers' Compensation Act. If an employee is injured during the course of his or her employment, the employee or employee's representative must report the accident to the employee's supervisor or Executive Director in writing immediately or as soon thereafter as practicable, but no more than 30 days after the accident.

Section 8. Educational Assistance Program (degree programs)

Full-time regular employees who have completed initial probation may apply for educational reimbursement for courses to complete a degree program and taken on their own time, which the TJCOG determines will improve their skills for their current job or prepare them for promotional opportunities within the TJCOG service.

As a condition of receiving tuition assistance from TJCOG with funding an Associate's, Bachelor's or Master's degree, the employee must enter into a Letter of Agreement requiring repayment of the tuition assistance if the employee leaves employment with the TJCOG before a date specified in the contract. Any reimbursement by TJCOG is intended to supplement and not take the place of other financial support.

Procedures for educational reimbursement are as follows:

- A. Any request for educational reimbursement must be approved by the department head in advance of course registration, based upon appropriate documentation.
- B. Upon the successful completion of a TJCOG-approved course, the TJCOG may pay the costs of tuition, additional course fees, books or other course materials incurred by the employee, not to exceed one thousand five hundred dollars (\$1,500) per fiscal year.
- C. If the employee fails to earn a grade of "C" or better in the course(s), he or she will not be eligible for educational reimbursement. TJCOG will not provide any reimbursement for audited classes.

ARTICLE VII. HOLIDAYS AND LEAVES OF ABSENCE

Section 1. Policy

The policy of the TJCOG is to provide vacation, sick leave, and holiday leave to all regular employees. Regular part-time employees will earn leave on a pro-rated basis. Employees shall accrue leave proportionately with each pay period.

Section 2. Holidays

The following days, and other such days as the TJCOG Board may designate, are holidays with full pay for employees of the TJCOG:

New Year's Day	Labor Day
Martin Luther King's Birthday	Veterans Day
Good Friday	Thanksgiving Thursday & Friday
Memorial Day	Christmas (two to three days)
Independence Day	Two Floating Holidays

Christmas holidays will be three days except when Christmas day falls on Saturday or Sunday when two holidays will be granted. The actual holidays to be observed will be published by the Executive Director by July 15 of each year. When any recognized holiday falls on Saturday or Sunday, the Executive Director will determine the dates to be observed.

Employees will be granted two floating holidays per calendar year. A floating holiday is a day off from work with full pay and can be taken on a day chosen by the employee. The floating holiday must be scheduled and approved in advance by the employee's supervisor. The floating holiday must be taken during the calendar year and will not roll over into another calendar year. If the employee is hired after July 1 of the calendar year, the employee will only receive one floating holiday that calendar year.

Section 3. Holidays: Effect on Other Types of Leave

Regular holidays which occur during a vacation, sick or other leave period of any employee shall not be considered as vacation, sick, or other leave.

Section 4. Vacation Leave: Accrual Rate

Regular full and part-time employees shall earn vacation leave on a bi-weekly basis based upon the following accrual schedule, prorated by the average number of hours in the workweek:

Years of Service	Days Accrued Per Year
0 - 1	12
2 - 4	14
5 - 9	17
10 - 14	20
15 - 19	23
20 plus	26

New regular employees will be credited with 12 days of vacation leave upon their initial date of employment prorated by the average number of hours they are scheduled to work per week. If an employee voluntarily resigns or is terminated from employment within the first year the TJCOG will deduct from the employee's final salary payment the dollar value of any vacation hours used in excess of the normal first year bi-weekly accrual rate.

Section 5. Vacation Leave: Maximum Accumulation

Vacation leave may be accumulated without any applicable maximum through the last payroll of the calendar year. Any employee with more than 240 hours of vacation leave shall have excess hours removed from vacation and shall be added to the employee's sick leave balance.

Employees are cautioned not to retain excess accumulated vacation leave until late in the year. Because of the necessity to keep all functions in operation, large numbers of employees cannot be granted vacation leave at any one time. If an employee has excess leave accumulation during the latter part of the year and is unable to take such leave because of staffing demands, the employee shall receive no special consideration either in having vacation leave scheduled or in receiving any exception to the maximum accumulation.

Section 6. Vacation Leave: Manner of Taking

Upon request, employees shall be granted the use of earned vacation leave, in advance, at those times designated by the supervisor which will least obstruct normal operations of the TJCOG. Department heads are responsible for ensuring that approved vacation leave does not hinder the effectiveness of service delivery. Vacation leave may be taken in quarter hour (1/4 hour) increments as desired by the employee, subject to approval by the supervisor.

Section 7. Vacation Leave: Payment upon Separation

Upon separation, an employee will be paid for accumulated vacation leave up to 240 hours, provided notice is given to the supervisor at least two weeks in advance of the effective date of resignation. Hours over 240 will be rolled to sick leave. Probationary employees will only be paid for their earned vacation leave. Any employee failing to give the notice required by this section shall forfeit payment for accumulated leave. The notice requirement may be waived by the TJCOG Executive Director when deemed to be in the best interest of the TJCOG. Employees who are involuntarily separated shall receive payment for accumulated vacation.

Section 8. Vacation Leave: Payment upon Death

The estate of an employee who dies while employed by the TJCOG shall be entitled to payment of all the accumulated vacation leave credited to the employee's account up to 240 hours.

Section 9. Sick Leave

Sick leave may be granted to an employee absent from work for any of the following reasons: sickness, bodily injury, medical or dental examinations or treatment, or exposure to a contagious disease, when continuing work might jeopardize the health of others. Sick leave may be taken in quarter hour (1/4 hour) increments.

Sick leave may be used when an employee must care for a member of his or her immediate family who is ill.

Sick leave may also be used for death in the employee's immediate family but may not exceed five days for any one occurrence. The actual number of days is subject to the approval of the Executive Director. Additional leave time required for such occurrence may be charged to vacation or other approved leave such as compensatory time when approved by the TJCOG Executive Director.

Sick leave may also be used to supplement Workers' Compensation Disability Leave both during the waiting period before Workers' compensation benefits begin, and afterward to supplement the remaining one third of salary, except that employee may not exceed the regular gross salary amount using this provision.

Sick leave may also be used to supplement Short Term Disability both during the waiting period before Short Term Disability benefits begin, and afterward to supplement the remaining 40% of salary, except that employee may not exceed the regular gross salary amount using this provision. Employees choosing not to fully supplement their Short-Term Disability will have benefits reduced to the sum of the 60% plus the supplement of their current eligibility. Refer to Section 17: Short Term Disability Coverage.

If the need for sick leave is known in advance, the employee should submit a leave request to the supervisor as soon as possible. If the sick leave was not anticipated in advance, the employee should notify his or her supervisor as soon as possible.

Any request for sick leave that may trigger Extended Medical Leave should be forwarded to the Human Resources Officer for review. The following are some common requests that should trigger a referral to HR:

- Request for intermittent leave due to an ongoing medical condition or medical treatment;
- Request for leave for surgery or other medical reason requiring hospitalization;
- Request for leave to care for family member with a health condition;
- Request for sick leave of two weeks or more.

Section 10. Sick Leave: Accrual Rate and Accumulation

Sick leave shall accrue at a rate of one day per month of service or twelve days per year for full-time regular employees, with a pro rata amount of sick leave accrued by part-time regular employees. Sick leave will be cumulative for an indefinite period of time and may be converted upon retirement for service credit consistent with the provisions of the North Carolina Local Governmental Employees' Retirement System, for eligible employees.

All sick leave accumulated by an employee shall end and terminate without compensation when the employee resigns or is separated from the TJCOG, except as stated for employees retiring.

Section 11. Sick Leave: Transfer

Employees joining the TJCOG from positions in other jurisdictions which are members of the North Carolina Local Governmental Employee's Retirement System or the North Carolina State Employee's Retirement System may request that their accumulated sick leave be transferred to TJCOG. Up to 240 hours of sick leave may be transferred, unless otherwise approved by the Executive Director.

Section 12. Sick Leave: Donation

Voluntary shared leave allows one employee to assist another employee in the case of a prolonged medical condition that exhausts the employee's available leave and would otherwise force the employee to be placed in leave without pay status, resulting in a loss of income and benefits. The receiving of shared leave must be approved by both the department head and Executive Director and is subject to denial. An employee must fill out an application with the Human Resource Officer to be considered for shared leave. Eligibility Requirements are outlined below.

The recipient must meet the following requirements:

- has successfully completed the probationary period;

- has a personal medical condition that requires absence from work for more than three consecutive work days as certified by a physician;
- has exhausted all sick leave, annual leave, and compensatory leave time;
- cannot receive more leave than needed for the medical condition as stated in writing by the employee's physician; and
- has not received shared leave within the past twelve months.

The donor must meet the following requirements:

- has successfully completed the probationary period;
- retains, after the donation, a combined annual leave and sick leave balance of no less than 240 hours;
- understands that the leave is irrevocable.

Employees out on workers' compensation leave or employees receiving disability insurance benefits are not eligible for shared leave. Leave is available for use on a current basis and is not retroactive beyond the current pay period. Leave donations will be kept confidential unless otherwise requested by the donor.

Section 13. Sick Leave: Medical Certification

Absences of more than five consecutive days must be supported by a physician's statement or other acceptable proof that the employee was unable to work due to personal illness/injury, medical appointment, or illness. The doctor's note requirement may be waived by the employee's supervisor for specific absences.

The supervisor, in consultation with the Executive Director, may require medical documentation for absences of less than five consecutive days for individual employees with a history of numerous absences or other administrative concerns.

Claiming sick leave under false pretense to obtain a day off with pay shall subject the employee to disciplinary action up to and including dismissal.

Section 14. Leave Pro-rated

Holiday, annual, and sick leave earned by regular part-time employees shall be determined by the following formula:

- A. The number of hours worked by such employees shall be divided by the number of hours in the full-time workweek (37.5 hours).
- B. The proportion obtained in step 1 shall be multiplied by the number of hours of leave earned annually by employees working the full-time workweek.
- C. The number of hours in step 2 divided by 12 shall be the number of hours of leave earned monthly by the employees concerned.

Section 15. Family and Medical Leave

The Family and Medical Leave Act (FMLA) entitles eligible employees who work for covered employers to take unpaid, job-protected leave for specified family and medical reasons. Triangle J Council of Governments is a covered employer under the regulation.

An eligible employee is one who:

- Works for a covered employer;
- Has worked for the employer for at least 12 months;
- Has at least 1,250 hours of service for the employer during the 12-month period immediately preceding the leave*; and
- Works at a location where the employer has at least 50 employees within 75 miles.

Because Triangle J has less than 50 employees, TJCOG employees are not eligible for FMLA benefits.

Section 16. Extended Medical Leave

The TJCOG chooses to provide eligible employees with an Extended Medical Leave (EML) program that closely resembles the FMLA guidelines. To be eligible for EML, an employee must have worked for the TJCOG for at least 12 months and have at least 1,250 hours of service for the TJCOG during the 12-month period immediately preceding the leave. The 12 months of service do not have to be consecutive - time previously worked for the TJCOG (including seasonal work) could, in most cases, be used to meet the 12-month requirement.

Under the TJCOG's Extended Medical Leave program, eligible employees may take up to 12 workweeks of extended medical leave in a 12-month period, as defined below, for one or more of the following reasons:

- The birth of a son or daughter or placement of a son or daughter with the employee for adoption or foster care;
- To care for a spouse, son, daughter, or parent who has a serious health condition;
- For a serious health condition that makes the employee unable to perform the essential functions of his or her job; or
- For any qualifying exigency arising out of the fact that a spouse, son, daughter, or parent is a military member on covered active duty or call to covered active duty status.
- If both parents work for the TJCOG and each wishes to take EML for the birth of a son or daughter or placement of a son or daughter for adoption or foster care, the parents together may only take a total of 12 weeks leave.

A serious health condition means an illness, injury or impairment, or physical or mental condition that involves any period of incapacity or treatment:

- requiring an absence from work of more than three full, consecutive calendar days that also involves continuing treatment by a health care provider;
 - Continuing treatment means one in-person visit to a health care provider within the first seven (7) days of incapacity and either a second visit within the first thirty days or a regimen of continuing treatment under the supervision of a health care provider.
- connected with inpatient care;
- due to pregnancy;
- due to a chronic health condition such as asthma, diabetes, epilepsy;
- that is long-term or permanent due to a condition for which treatment may not be effective; or
- Involving multiple treatments (and recovery from the treatments) for a condition that would likely result in an incapacity for more than three consecutive days if left untreated (e.g., physical therapy, chemotherapy, dialysis).

An eligible employee may also take up to 26 workweeks of leave during a "single 12-month period" to care for a covered service member with a serious injury or illness, when the employee is the spouse, son, daughter, parent, or next of kin of the service member. The "single 12-month period" for military caregiver leave is different from the 12-month period used for other Extended Medical Leave reasons.

An employee on Extended Medical Leave, may be paid (coordinated with the TJCOG's Vacation, Sick Leave, and Comp Time policies), unpaid, or a combination of paid and unpaid. Additional time away from the job beyond the 12-week period (26-week period for qualifying exigency) may be approved in accordance with the TJCOG's Leave without Pay policy.

Under some circumstances, employees may take Extended Medical Leave on an intermittent or reduced schedule basis. That means an employee may take leave in separate blocks of time or by reducing the time he or she works each day or week for a single qualifying reason. When leave is needed for planned medical treatment, the employee must make a reasonable effort to schedule treatment so as not to unduly disrupt the employer's operations. If EML leave is for the birth, adoption, or foster placement of a child, use of intermittent or reduced schedule leave requires the supervisor's approval.

The TJCOG has adopted the "rolling backward" method of calculating the Extended Medical Leave year. Under the "rolling" method, an employee's Extended Medical Leave entitlement is measured by looking back 12 months from the date of any Extended Medical Leave request. For example, if Extended Medical Leave is requested on July 1, the employee's Extended Medical Leave balance will be determined by looking back to see how much Extended Medical Leave has already been used over the previous 12 months.

The request for the use of leave must be made in writing by the employee and approved by the department head.

An employee who takes Extended Medical Leave under this policy will return to the same or an equivalent job upon conclusion of EML. The position will be the same or one which entails substantially equivalent skill, effort, responsibility, and authority.

When an employee is on Extended Medical Leave (maximum of 12 weeks in a year) the TJCOG will continue the employee's health benefits during the leave period at the same level and under the same conditions as if the employee had continued to work.

Other insurance and payroll deductions are the responsibility of the employee and the employee must make those payments for continued coverage of that benefit.

Section 17. Extended Medical Leave – Notice and Certification

When the need for Extended Medical Leave is foreseeable, the employee should give notice to the supervisor 30 days in advance. If 30 days' notice is not possible, notice must be given as soon as practicable.

As provided in Section 9 of this article, supervisors must forward to the Human Resources Officer any request for sick leave that may trigger Extended Medical Leave. The Human Resources Officer will review the request and meet with the employee to determine if Extended Medical Leave is appropriate.

Medical certification is required for Extended Medical Leave, other than leave for the birth of a child or placement of a child for adoption or foster care. A sample certification is available from your supervisor.

This certification should be furnished at least 30 days prior to the needed leave unless the employee's or family member's condition is a sudden one. The certification should be furnished as soon as possible (no longer than 15 days from the date of the employee's request). The certification and request must be made to the department head and filed with the Human Resources Officer.

The employee is expected to return to work at the end of the time frame stated in the medical certification, unless he/she has requested additional time in writing under the TJCOG Personnel Policy and the request has been approved.

Employees taking Extended Medical Leave for the employee's own illness or injury, other than leave for birth or adoption of a child, will be required to furnish a letter from their physician in order to return to work at the end of their leave, certifying that the employee is fit to carry out the essential functions of the employee's job. A sample certification letter can be obtained from the Human Resources Officer.

Section 18. Short-Term Disability Coverage

The short-term disability benefit provided by TJCOG is an employer-funded plan providing income replacement for employees unable to work due to illness, pregnancy or injury.

A weekly short-term disability benefit is provided for each employee that qualifies for health insurance at no cost to the employee. This benefit starts on the eighth day of a non-work-related disability and continues for a maximum of 26 weeks. To be eligible for these benefits, the employee must be "continuously disabled so as to be actually prevented from the performance of every duty of his or her occupation." The benefit payment is 60 percent of the employee's basic weekly salary.

When an employee is on Extended Medical Leave and Short-Term Disability concurrently, TJCOG will continue the employee's health benefits during the leave period at the same level and under the same conditions as if the employee had continued to work. The other 40% of insurance and payroll deductions are the responsibility of the employee and the employee must make those payments for continued coverage of that benefit.

An employee on either Extended Medical Leave (EML) and TJCOG-provided Short-Term Disability may, but is not required to, use accrued vacation leave, sick leave or comp time to supplement the disability benefit with 40 percent leave. If the employee elects to supplement, then benefit coverage would remain as if the employee had continued to work and no reimbursement payments would be necessary.

When the employee is only on Short-Term Disability after EML expires and does not supplement with leave, the employee is responsible for 40% of all the employer paid benefits. The employee must make payments for continued coverage health insurance benefits, as well as all other benefits.

Section 19. Leave Without Pay

A regular employee may be granted a leave of absence without pay for a period of up to twelve months by the TJCOG Executive Director. The leave shall be used for reasons of personal disability after both sick leave and vacation have been exhausted, sickness or disability of immediate family members, continuation of education, special work that will permit the TJCOG to benefit by the experience gained or the work performed, or for other reasons deemed justified by the TJCOG Executive Director.

The employee shall apply in writing to the supervisor for leave. Requests should be submitted at least 30 days prior to the need, unless circumstances prevent. The supervisor will review the request and make a recommendation to the Executive Director. The employee is obligated to return to duty within or at the end of the time determined appropriate by the TJCOG Executive Director. Upon returning to duty after being on leave without pay, the Executive Director will make an effort to return to the same position held at the time leave was granted or to one of like classification,

seniority, and pay. If the employee decides not to return to work, the supervisor shall be notified immediately. Failure to report at the expiration of a leave of absence shall be considered a resignation.

An employee ceases to earn leave credits on the date leave without pay begins. The employee may continue to be eligible for benefits under the TJCOG's group insurance plans at his or her own expense, subject to any regulation adopted by the TJCOG Board and the regulations of the insurance carrier. Other insurance and payroll deductions are the responsibility of the employee and the employee must make those payments for continued coverage of that benefit.

Section 20. Workers' Compensation Leave

Under the North Carolina Workers' Compensation Act, employees may be compensated for absence from work due to injury or illness covered by the Act, subject to the following leave provisions:

- 1) Employees may use sick leave, vacation leave, or compensatory time during any applicable waiting period prior to the commencement of workers' compensation benefits.
- 2) Employees who qualify for Workers Compensation benefits will be placed on Leave Without Pay status while receiving those benefits. The employee may also elect to supplement workers' compensation payments with sick leave, vacation, or compensatory time, provided that the combination of leave supplement and workers' compensation payments does not exceed normal compensation.
- 3) When workers' compensation leave extends long enough for the waiting period to be reimbursed, the employee may return the reimbursement check to the TJCOG and have leave hours re-instated for the value of the time reimbursed by Worker's Compensation.
- 4) Any period of leave for a Workers' Compensation injury that qualifies as a "serious health condition" under the TJCOG Extended Medical Leave Policy will run concurrently with Extended Medical Leave.
- 5) An employee on Workers' Compensation leave may be permitted to continue to be eligible for certain benefits under the TJCOG group insurance plans during the 12-week EML period.
- 6) Upon reinstatement, an employee's salary will be computed on the basis of the last salary plus any salary increase to which the employee would have been entitled during the absence covered by Workers' Compensation benefits.
- 7) After returning to work, employees shall be required to use sick or vacation leave for any additional absences for doctor visits, physical therapy, and other required medical care except where any full or partial workday absence may be eligible for Workers' Compensation

payment.

- 8) The TJCOG's personnel policies shall continue to apply to an employee on Workers' Compensation leave in the same manner as they would apply to an employee who continues to work, or is absent while on some other form of leave.
- 9) An employee is prohibited from moonlighting or performing other outside work during workers' compensation leave.
- 10) The ability to return to work will be assessed individually and on a case-by-case basis. The need for workplace accommodations will be reviewed using the interaction process in Section ___ of this manual. If business necessity requires the TJCOG to fill the position prior to the employee's return to work, the employee will receive priority consideration for qualified job openings for 6 months after their medical release to work.
- 11) Before an employee may return to work from a Workers' Compensation injury at full or light duty, the employee must provide a physician's note or Fitness for Duty certification to his/her supervisor indicating that he/she is released and capable of resuming duties, and what, if any restrictions are in place.

Section 21. Return to Work

The TJCOG has an established light duty return-to-work policy. A light duty assignment is defined as a temporary work assignment within the employee's physical abilities, knowledge and skills, which allows an employee to return to work performing different duties until the employee is able to return to his/her original position following an on-the-job injury. The light duty assignment temporarily addresses the restrictions placed on the employee by the treating physician. For work to be considered suitable light duty employment, the following conditions must be met:

- A. The employee must meet the required qualifications for the light duty assignment,
- B. The work must be a meaningful and productive part of the department's operations,
- C. The work must conform to the medical restrictions set by the medical care provider, and
- D. The light duty assignment and/or modified work schedule should not exceed ninety calendar days.

If the employee's regular department is unable to meet the employee's need for light duty, the employee's department is responsible for payment of the employee's salary and benefits while performing a light duty assignment in a different department that has been able to meet the employee's needs. The employee placed in a light duty assignment will be paid a salary that is equivalent to the salary of other employees holding the same position. The TJCOG cannot guarantee placement and is under no obligation to offer or create any specific position for purposes of offering placement. Employees in a light duty assignment are expected to comply

with the TJCOG policies and performance expectations as if they were working in their regular, full-time position.

An employee may choose to accept or refuse the Return to Work (modified duty) job offer. However, an employee who refuses a reasonable Light Duty offer is subject to termination. Rejection of the job offer might also result in cancellation of income benefits under Workers' Compensation Insurance

If an employee is unable to return to work at full duty after 90 calendar days, he/she may request a continuation of light duty. Approval beyond 90 calendar days will be based upon the individual assessment of the employee's ability to return to full duty within the immediate future as well as business necessity. An employee requesting an extension beyond 90 calendar days must submit updated information from the treating physician. The TJCOG reserves the right to consider a separation of employment for any employee who is out on Workers' Compensation leave for an extended period of time thus causing hardship for the department. The TJCOG will engage in the interactive process to determine whether a reasonable accommodation is possible for a qualified individual with a disability to enable them to perform the essential functions of the job, unless doing so causes an undue hardship to the TJCOG or a direct threat to employees or workplace safety.

Section 22. Military Leave

In accordance with federal and state laws, the TJCOG provides military leave to employees who are members of a United States Armed Forces Reserve organization or National Guard for absences to perform military duty, whether voluntary or involuntary. Absences to perform any military duty (including active duty, active duty training, inactive duty training such as scheduled drills and summer camp, full-time National Guard federal duty, fitness-for-duty examination, and funeral honors duty) are covered by this policy, unless the employee reaches the five-year maximum of military leave as established by the Uniformed Services Employment and Reemployment Rights Act (USERRA). This policy provides military leave to regular TJCOG employees unless their employment is for a brief, non-recurrent period and there is no reasonable expectation that such employment will continue indefinitely or for a significant period.

Employees should submit a request for military leave to the supervisor or department head as soon in advance of the military duty as possible. The request should be in writing and should be accompanied by a copy of the military orders. Employees must report back to work as soon after military duty as possible, consistent with federal and state laws.

If an employee does not return to work after military duty within the time provided by USERRA, the employee is subject to the personnel policies and practices normally applied to employees with unexcused absences. Employees may choose whether to use earned compensatory time, accrued vacation leave (leave with pay), leave without pay, or some combination thereof for these absences, and the provisions of that leave shall apply. Upon exhausting all other paid leave,

employees may request to use sick leave, if approved by the TJCOG Executive Director.

Regular employees choosing to use military leave may claim up to ten (10) days of differential pay per calendar year provided the days are recorded as military leave and the military basic pay is less than the employee's regular TJCOG pay. To claim differential pay, the employee must submit a copy of his/her military orders, pay vouchers, Leave and Earnings Statement and/or other appropriate documentation evidencing performance and compensation pertinent to the military duty.

On rare occasions when an employee may be called to perform any military duty (including active duty, active duty training, inactive duty training such as scheduled drills and summer camp, full-time National Guard federal duty, fitness-for-duty examination, and funeral honors duty) two times in one calendar year, the Executive Director may grant an additional 10 days of differential pay while the employee is on military leave, subject to the above provisions.

During the period of military leave, regular employees may continue health, vision, and dental insurance coverage up to twenty four months, provided they continue to pay their share of the premiums. As with any other unpaid leave, employees do not accrue vacation leave or sick leave during the period of leave without pay. However, the balance of such accruals on the date of commencement of the military leave will remain intact for the employee's return to work.

Section 23. Reinstatement Following Military Service

Employees who are separated or discharged from military service under honorable conditions and who apply for reinstatement within the established time limits are reinstated to the same position or one of like status, seniority, and pay with the TJCOG. If, during military service, an employee is disabled to the extent that the duties of the original position cannot be performed, the employee is reinstated to a position with duties compatible with the disability, if available. The employee's salary upon reinstatement is based on the salary rate just prior to leave, plus any general salary increase(s) implemented while on leave. The addition of a performance salary increase may be considered. Employees who are eligible for military leave have all job rights specified by the Uniformed Services Employment and Reemployment Rights Act (USERRA).

An employee's entitlement to the provisions of this section terminates upon the occurrence of any of the following events:

- 1) Such employee is separated from uniformed service with a disqualifying discharge;
- 2) Such employee is separated from uniformed service under other than honorable conditions, as characterized pursuant to regulations prescribed by the Secretary concerned;
- 3) The TJCOG's circumstances have so changed as to make such reemployment impossible or unreasonable as defined by USERRA; or such employee gives clear written notice s/he has no intention of returning to work.

Section 24. Civil Leave

A TJCOG employee called for jury duty or as a court witness for the federal or state governments, or a subdivision thereof, shall receive leave with pay for such duty during the required absence without charge to accumulated leave. The employee may keep fees and travel allowances received for jury or witness duty in addition to regular compensation; except, that employees must turn over to the TJCOG any witness fees or travel allowance awarded by that court for court appearances in connection with official TJCOG duties. While on civil leave, benefits and leave shall accrue as though on regular duty. Employees required to be in court for their own case, defendant or plaintiff, must use vacation leave or compensatory time.

Section 25. Parental School Leave

A TJCOG employee who is a parent, guardian, or person standing in loco parentis (in place of the parent) may take up to four hours of paid leave annually to involve him or herself in school activities of his or her child. This leave is subject to the following conditions:

1. The leave must be taken at a time mutually agreed upon by the employee and the employee's supervisor;
2. The TJCOG may require the employee to request the leave in writing at least 48 hours prior to the time of the desired leave; and
3. The TJCOG may require written verification from the child's school that the employee was involved at the school during the leave time granted.
4. For the purpose of this section, "school" means any public or private school grades K to 12, preschool, and childcare facility.

Paid leave taken by an employee to attend school activities of his or her child shall count towards the fulfillment of this provision by the Triangle J Council of Governments.

Vacation time can be taken by an employee to attend school activities of his or her child for any time beyond the four hours of parental school leave, subject to the vacation leave policies in this manual.

ARTICLE VIII. SEPARATION AND REINSTATEMENT

Section 1. Types of Separations

All separations of employees from positions in the service of the TJCOG shall be designated as one of the following types and shall be accomplished in the manner indicated: resignation, reduction in force, disability, voluntary retirement, death, or dismissal.

Section 2. Resignation

An employee may resign by submitting the reasons for resignation and the effective date in writing to the immediate supervisor as far in advance as possible. In all instances, the minimum notice requirement is two weeks. Failure to provide minimum notice shall result in forfeit of payment for accumulated vacation unless the notice is waived upon recommendation of the department head and approval by the TJCOG Executive Director.

One day of absence without contacting the immediate supervisor or department head may be considered a voluntary resignation, absent extenuating circumstances that prevented the employee from making contact. Sick leave will only be approved during the final two weeks of a resignation notice with a physician's certification or comparable documentation.

Section 3. Reduction in Force.

A reduction in force is a reduction in the number of positions due to lack of funding, elimination of a function, or other organizational needs. In the event that a reduction in force becomes necessary, consideration shall be given to the quality of each employee's performance, organizational needs, and seniority in determining which positions must be eliminated. Employees who are separated because of a reduction in force shall be given at least 30 days notice of the anticipated action if reasonably possible. No regular employee shall be separated because of a reduction in force while there are temporary or probationary employees serving in the same class in the department, unless the regular employee is not willing to transfer to the position held by the temporary or probationary employee.

Section 4. Disability

An employee who is unable to perform the essential functions of the job due to physical or mental impairment, even with reasonable accommodations, may be dismissed. Dismissal under this provision does not impact the employee's eligibility for any applicable disability benefits if the disability was incurred while employed.

Section 5. Voluntary Retirement

Employees must give notice of their intent to retire to their supervisors at least 60 days in advance, if possible. An employee who meets the conditions set forth under the provisions of the North Carolina Local Governmental Employee's Retirement System may elect to retire and receive all benefits earned under the retirement plan.

Section 6. Death

Separation shall be effective as of the date of death. All compensation due shall be paid to the estate of the employee.

Section 7. Dismissal

An employee may be dismissed in accordance with Article IX of this policy.

Section 8. Rehiring

An employee who resigns while in good standing or is separated because of a reduction in force may be rehired with the approval of the TJCOG Executive Director, subject to this Policy. An employee who is rehired in this manner shall be re-credited with his or her previously accrued sick leave and will resume vacation leave accrual at the rate earned prior to separation if rehired within five years of separation.

ARTICLE IX. UNSATISFACTORY JOB PERFORMANCE AND MISCONDUCT

Section 1. Disciplinary Action for Unsatisfactory Job Performance

A regular employee may be placed on disciplinary suspension, demoted, or dismissed for unsatisfactory job performance, if after following the procedure outlined below, the employee's job performance is still deemed to be unsatisfactory. All cases of disciplinary suspension, demotion, or dismissal must be approved by the TJCOG Executive Director prior to giving final notice to the employee.

Section 2. Unsatisfactory Job Performance Defined

Unsatisfactory job performance includes any aspect of the employee's job which is not performed as required to meet the standards set by the department head. Examples of unsatisfactory job performance include, but are not limited to, the following:

- A. Demonstrated inefficiency, negligence, or incompetence in the performance of duties;
- B. Careless, negligent or improper use of TJCOG property or equipment;
- C. Physical or mental incapacity to perform duties after reasonable accommodation;
- D. Discourteous treatment of the public or other employees;
- E. Failure to maintain satisfactory and harmonious working relationships with fellow employees, stakeholders, clients and the general public;
- F. Failure to adhere to TJCOG's Core Values;
- G. Absence without approved leave;
- H. Improper use of leave privileges;
- I. Pattern of failure to report for duty at the assigned time and place;
- J. Failure to produce work of acceptable quality, quantity or accuracy;
- K. Failure to complete work within time frames established;
- L. Failure to obtain or maintain current license or certificate required as a condition of the job; or
- M. Failure to meet work standards, or expectations in the employee's work plan, over a period of time.

Section 3. Communication and Warning Procedures Preceding Disciplinary Action for Unsatisfactory Job Performance

When an employee's job performance is unsatisfactory, or when incidents or inappropriate actions warrant, the supervisor should meet with the employee as soon as possible in one or more counseling sessions to discuss specific performance problems. A brief summary of these

counseling sessions should be noted in the employee's file by the supervisor. An employee whose job performance continues to be unsatisfactory after one or more counseling sessions should receive at least two written warnings from the supervisor, one of which may be the final written warning, before disciplinary action is taken. In each case, the supervisor should record the dates of discussions with the employee, the performance deficiencies discussed, the corrective actions recommended, and the time limits set. Such written warnings should be provided to the Human Resources Officer for inclusion in the employee's personnel file. If the employee's performance continues to be unsatisfactory, then the supervisor should use the following steps:

1. A final written warning from the supervisor serving notice upon the employee that corrected performance must take place immediately in order to avoid administrative leave with or without pay, demotion, or dismissal.
2. If performance does not improve, a written recommendation should be sent to the department head or the TJCOG Executive Director for disciplinary action such as administrative leave with or without pay, demotion, or dismissal. Any recommendation for dismissal must be approved by the TJCOG Executive Director.

Section 4. Disciplinary Action for Misconduct

With the approval of the TJCOG Executive Director, an employee may be placed on disciplinary leave without pay, demoted, or dismissed without prior warning for misconduct. Misconduct is defined as conduct that is illegal, unethical, dishonest, or can be reasonably expected to disrupt TJCOG operations or impair TJCOG's reputation or relationships in the community. Disciplinary leave without pay should not normally exceed three work days.

Examples of misconduct include, but are not limited to, the following:

- A. Fraud, theft or other illegal activities;
- B. Conviction of a felony or the entry of a plea of nolo contendere thereto;
- C. Falsification of records for personal profit, to grant special privileges, or to obtain employment;
- D. Misuse or gross negligence in the handling of TJCOG funds;
- E. Personal use of TJCOG equipment or supplies;
- F. Willful or wanton damage or destruction to property;
- G. Willful or wanton acts that endanger the lives and property of others;
- H. Possession of unauthorized firearms or other lethal weapons on the job;
- I. Brutality in the performance of duties;
- J. Violence or other aggressive threatening, intimidating, bullying, or disruptive behaviors whether by means of communication devices or by means of physical visits to the grounds or home of the targeted individual for the purpose of harassing an individual;
- K. Insubordination;
- L. Professional misconduct, including violation of the code of ethics of a professional organization providing certification;
- M. Reporting to work under the influence of alcohol or drugs or excessive use of alcohol or

partaking of illegal substances while on duty (prescribed medication may be taken within the limits set by a physician as long as medically necessary);

- N. Engaging in incompatible employment or serving a conflicting interest;
- O. Request or acceptance of gifts in exchange for favors or influence;
- P. Engaging in political activity prohibited by this policy;
- Q. Harassment of an employee or the public with threatening or obscene language and/or gestures;
- R. Harassment of an employee and/or the public on the basis of any protected class status,
- S. Stated refusal to perform assigned duties or flagrant violation of work rules and regulations; or
- T. Conduct unbecoming behavior to a TJCOG employee.

Section 5. Pre-dismissal Conference.

Before dismissal action is taken, whether for failure in personal conduct or failure in performance of duties, the TJCOG Executive Director or a department head will conduct a pre-dismissal conference. At this conference, the employee will receive an explanation of the charges and any supporting evidence and will have the opportunity to respond. The TJCOG Executive Director or department head will consider the employee's response, if any, to the proposed dismissal, and will, within three working days following the pre-dismissal conference, notify the employee in writing of the final decision. If the employee is dismissed, the notice shall contain a statement of the reasons for the action and the employee's appeal rights under the TJCOG's grievance procedure.

Section 6. Non-Disciplinary Administrative Leave

During the investigation, hearing, or trial of an employee on any criminal charge, or during an investigation related to alleged detrimental misconduct, or during the course of any civil action involving an employee, when suspension would in the opinion of the department head after consulting with the Executive Director be in the best interest of the TJCOG, the department head may place the employee on administrative leave for part or all of the proceedings as a non-disciplinary action. In such cases, the department head may:

- A. Temporarily relieve the employee of all duties and responsibilities and place the employee on paid or unpaid leave for the duration of the investigation, or
- B. Assign the employee new duties and responsibilities and allow the employee to receive such compensation as is in keeping with the new duties and responsibilities.

ARTICLE X. GRIEVANCE PROCEDURE AND ADVERSE ACTION APPEAL

Section 1. Policy

It is the policy of the TJCOG to provide a just procedure for the presentation, consideration, and disposition of employee grievances. The purpose of this article is to outline the procedure and to assure all employees that a response to their complaints and grievances will be prompt and fair.

Employees utilizing the grievance procedures shall not be subjected to retaliation or any form of harassment from supervisors or employees for exercising their rights under this policy. Supervisors or other employees who violate this policy shall be subject to disciplinary action up to and including dismissal from TJCOG service.

Section 2. Grievance Defined

A grievance is a claim or complaint by an employee based upon an event or condition, which affects the circumstances under which an employee works, allegedly caused by misinterpretation, unfair application, or lack of established policy pertaining to employment conditions.

Section 3. Purposes of the Grievance Procedure

The purposes of the grievance procedure include, but are not limited to:

1. Providing employees with a procedure by which their complaints can be considered promptly, fairly, and without reprisal;
2. Encouraging employees to express themselves about the conditions of work which affect them as employees;
3. Promoting better understanding of policies, practices, and procedures which affect employees;
4. Increasing employees' confidence that personnel actions taken are in accordance with established, fair, and uniform policies and procedures; and
5. Increasing the sense of responsibility exercised by supervisors in dealing with their employees.

Section 4. Procedure

When an employee has a grievance, the following successive steps are to be taken unless otherwise provided. The number of calendar days indicated for each step should be considered the maximum, unless otherwise provided, and every effort should be made to expedite the process. However, the time limits set forth may be extended by mutual consent, or by the investigator if necessary, to provide for a full and fair investigative process. The last step initiated by an employee shall be considered to be the step at which the grievance is resolved. A decision to rescind a disciplinary suspension, demotion or dismissal must be approved by the TJCOG Executive Director before the decision becomes effective. Mediation may be used at any step in the process.

Step 1. Informal Resolution. Prior to the submission of a formal grievance, the employee and supervisor should meet to discuss the problem and seek to resolve it informally within ten working days of the time the employee learns of the event or circumstance. Either the employee or the supervisor may seek other forms of mediation as a resource to help resolve the grievance. Mediation may also be used at any point in the process upon mutual agreement by affected parties. The supervisor shall give an employee an answer within ten working days of receipt of the issue.

Step 2. If no resolution to the grievance is reached informally, the employee who wishes to pursue a grievance shall present the grievance to the immediate supervisor in writing, with a copy to the Human Resources Officer or Executive Director. The grievance must be presented in writing within ten working days of the completion of the process outlined in Step 1. The supervisor shall respond in writing to the grievance within seven calendar days after receipt of the grievance. The supervisor should, and is encouraged to, consult with any employee of the TJCOG in order to reach a correct, impartial, fair and equitable determination or decision concerning the grievance. Any employee consulted by the supervisor is required to cooperate to the fullest extent possible.

The response from the supervisor for each step in the formal grievance process shall be in writing, signed by the supervisor and submitted to the Human Resources Officer. In addition, the employee shall sign a copy to acknowledge receipt thereof. The Human Resources Officer will notify the Executive Director that a grievance has been filed.

Step 3. If the grievance is not resolved to the satisfaction of the employee by the supervisor, the employee may appeal in writing, to the next level supervisor (program manager, department head, Executive Director, etc.), with a copy to the Human Resources Officer, within seven calendar days after receipt of the response from Step 2. The next level supervisor shall respond to the appeal in writing, stating the determination of decision within seven calendar days after receipt of the appeal. The next level supervisor will provide a copy of the response to the Human Resources Officer. The Human Resources Officer will notify the Executive Director that the grievance has been appealed to the next level supervisor.

Step 4. If the grievance is not resolved to the satisfaction of the employee at the end of Step 3, the employee may appeal in writing to the TJCOG Executive Director within seven calendar days after

receipt of the response from Step 3. The TJCOG Executive Director shall respond to the appeal in writing, stating the determination of decision within seven calendar days after receipt of the appeal. The TJCOG Executive Director's decision shall be the final decision and shall be provided to the Human Resources Officer. The TJCOG Executive Director shall notify the TJCOG Board of Delegates of any grievances reasonably likely to lead to legal action.

While employees are encouraged to use the grievance procedure, they shall also have the right to appeal directly to the TJCOG Executive Director. After reviewing the grievance, the Executive Director has the authority to render a decision or refer the grievance to any step in the grievance procedure.

If the employee's grievance is with the Executive Director, the employee can initiate this grievance procedure with the TJCOG attorney. An employee may contact the Human Resources Officer to obtain contact information for the TJCOG attorney.

ARTICLE XI. RECORDS AND REPORTS

Section 1. Personnel Actions

The Human Resources Officer, with the approval of the TJCOG Executive Director, will prescribe necessary forms and reports for all personnel actions and will retain records necessary for the proper administration of the personnel system. There shall be one set of official personnel files, centrally located. Any document not located there is generally not considered an official part of that employee's personnel record. These files shall contain documents such as employment applications and related materials, records of personnel actions, documentation of employee warnings, disciplinary actions, performance evaluations, retirement and insurance records, letters of recommendation, and other personnel-related documents.

Section 2. Remedies of Employees Objecting to Material in File

An employee who objects to material in his/her file may place a statement in the file relating to the material considered to be inaccurate or misleading. The employee may seek removal of such material in accordance with established grievance procedures.