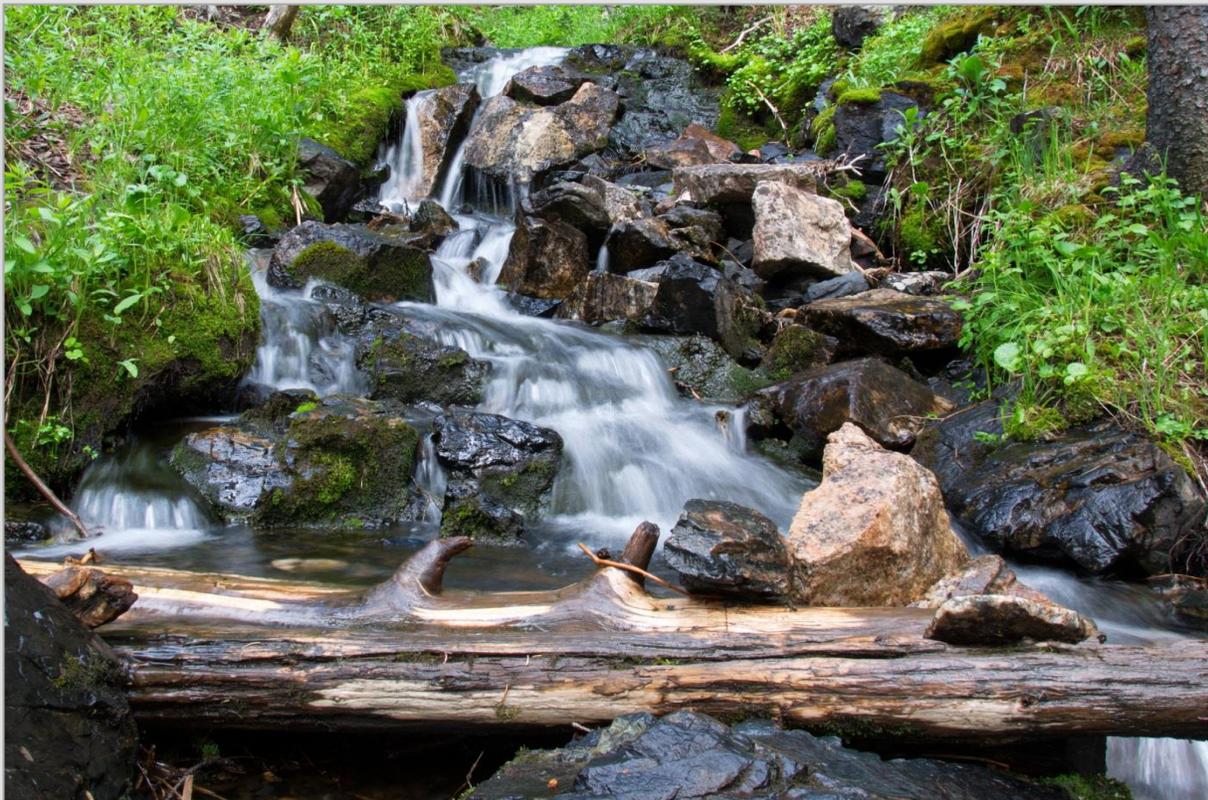




# Supervisor Handbook

Gunnison County, Colorado

Effective October 2, 2018



*Photo courtesy of Jeff Guy*

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# **PURPOSE and INTENT of the GUNNISON COUNTY SUPERVISOR HANDBOOK**

## **A. GENERAL**

**THE GUNNISON COUNTY SUPERVISOR HANDBOOK IS DESIGNED TO ACQUAINT SUPERVISORS WITH RESPONSIBILITIES AND PROCEDURES THAT ARE RELEVANT TO THEIR ROLE IN THE GUNNISON COUNTY ORGANIZATION. THESE RESPONSIBILITIES AND PROCEDURES ARE NOT ALL INCLUSIVE, BUT RATHER ARE INTENDED AS A SUMMARY. IN THIS OCTOBER 2, 2018 EDITION REPLACES ALL PREVIOUSLY ISSUED EDITIONS OF THE GUNNISON COUNTY SUPERVISOR HANDBOOK.**

## **B. INTERPRETATION AND MODIFICATION**

**THE RESPONSIBILITIES AND PROCEDURES WITHIN THIS HANDBOOK ARE NOT INTENDED TO ANTICIPATE EVERY CIRCUMSTANCE OR QUESTION. GUNNISON COUNTY RESERVES THE RIGHT TO INTERPRET AND MODIFY THESE RESPONSIBILITIES AND PROCEDURES WITHOUT PRIOR NOTICE WHEN DEEMED NECESSARY BY THE COUNTY IN THE COUNTY'S SOLE DISCRETION IN ORDER TO FULLY PROTECT THE COUNTY'S INTERESTS, THE INTEREST OF THE PUBLIC, AND TO MORE FULLY PROTECT THE SAFETY OF THE PUBLIC, INCLUDING EMPLOYEES GOVERNED BY THESE RESPONSIBILITIES AND PROCEDURES.**

## 1. SAFETY AND EMERGENCY

- 1-1 Safety and Emergency.** Pursuant to C.R.S. §24-33.5-709 (Local Disaster Emergencies), Gunnison County Resolution #2017-19 (a Resolution Amending Gunnison County Emergency and Disaster Management Procedures), Resolution #2006-17 (a Resolution Adopting the National Incident Management System (NIMS)), and the Gunnison County Emergency Operations Plan, all department heads are responsible for the following:
- Gunnison County Emergency Operations Plan (EOP) – department heads will review the EOP annually, including all Emergency Support Functions (ESFs) specific to their roles during emergencies.
  - Emergency Response Operations – department heads will support the response and recovery phases of any local emergency response operation via activation of all adopted local and interjurisdictional disaster emergency plans.
  - Emergency Operations Center (EOC) – department heads will designate employees to regularly participate in scheduled EOC trainings and exercises, and assist during planned/unplanned activations.

## 2. ORGANIZATION and ADMINISTRATION

### 2-1 Personnel Actions and Employee Records.

- (a) Personnel Action Forms.** Employment, salary, job classification, layoff and other related human resource matters shall be established and memorialized by individual Personnel Action Forms (PAF) maintained as a part of each employee's personnel file. Any change in an employee's personnel status or salary shall be made by a Personnel Action form.
- (b) Approval.** PAFs shall first be approved by the appropriate department head or designated representative before submission to Human Resources for further approval and verification that salary, title and grade are in agreement with the current Classification and Compensation Plan. Human Resources will also review the PAF for compliance with all policies and processes as established. The Finance office must also review the PAF for budgetary approval. After approvals from the department, Human Resources and Finance, the County Manager or his/her designated representative will review for final approval authorization. No Personnel Action change shall be reflected on the payroll until approved pursuant to the review procedure established.
- (c) Time and Leave Records.** Supervisors shall verify and submit all time records, vacation and other leave records for themselves and their employees, as required to Finance, by the established position deadlines. Finance shall collect and process all time records showing time worked, vacation, leaves, and accumulated compensatory time earned and taken, as appropriate. Human Resources shall monitor and maintain files on all employee time records.

- 2-2 Sick Leave Bank Board.** Due to the exchange of confidential information involved in sick-leave transfer requests, all Board members must provide signed HIPAA forms to Human Resources prior to accepting membership on the Board. Attendance during Board discussions and decisions related to individual sick-leave transfer applications is limited to the Board members and the Human Resources Manager, except that the Human Resources Manager does not participate in any vote to approve or deny transfer requests. During the first Board meeting following each annual election, the Board will review the established transfer request guidelines and designate a Chairperson and a Vice-chairperson.

## 3. EMPLOYMENT and CLASSIFICATION SYSTEM

- 3-1 Hiring Relatives.** No employee in a supervisory position shall be a relative (see glossary for definition) of an employee for whom: 1) They have supervisory and/or managerial responsibilities; 2) They have audit or financial approval authority; or 3) The relationship presents a potential or real conflict with the County's interests. If conflicting circumstances arise through a change in family status or living arrangement, department heads should consider management alternatives in consult with and final approval of the County Manager.
- 3-2 Employment Status.** All changes to employment status must first be completed according to Section 2-3(b) of the Gunnison County Employee Handbook, and supporting documentation must accompany all personnel actions.

## 4. COMPENSATION and BENEFITS

**4-1 Classification System.** In Gunnison County's basic compensation plan, pay grades currently range from 20 through 45 and, within each pay grade, there are eleven steps. These steps provide a salary range width of 34%, and the salary differential between like steps in each incremental grade varies from 5% to 6%. This increase between grades reflects the market rates and the differences in the complexity and scope of jobs assigned to the grades. All positions in the County are evaluated using a factor system. This system encompasses eight (8) factors to analyze all positions (see below for more information). To ensure that the dual goals of internal equity and external competitiveness of pay are met, the classification plan merges with the compensation plan. All positions are placed in the classification and compensation plan based upon evaluation of job descriptions and the external market data collected for benchmark positions.

The ongoing administration of the plan is conducted on two levels: 1) Surveys and comparable external salary information from similar communities; and 2) Classifications assessments using the outlined eight factors (see below). Both levels are reviewed periodically, and the resulting information may be used to make, in management's opinion, appropriate salary adjustments to positions.

A professional Human Resources Consultant is retained to perform classification assessments if a new position is created which is currently not classified, or if management feels that the responsibilities of an existing position have changed to the point that the classification needs to be reviewed and perhaps amended. The Human Resources Consultant will provide a recommendation; reclassification(s) are not final until approved by the County Manager. The actual job evaluation process involves determining which degree of each of the job evaluation factors applies to the position. The pre-calculated point values for the assigned factor degrees are then added to obtain a total numerical value for the position. Once evaluated, the position is ranked on the basis of the assigned job evaluation point totals and by the internal equity factor. This process considers the responsibilities outlined in the job description, and not the individual(s) currently performing the job. The eight factors evaluated are:

1. Knowledge required for the position;
2. Decision making;
3. Complexity;
4. Scope and effect;
5. Significance and purpose of personal contacts;
6. Physical demands;
7. Work environment; and
8. Kind, degree and character of supervision exercised.

**4-2 Merit Increases.** When appropriate, the employee's immediate supervisor shall process a Personnel Action Form stating the action to be taken. Until a Personnel Action Form has been approved and processed in accordance with County policy, the employee's pay grade status remains the same. All Personnel Action Forms for merit increases must be submitted with a copy of the current annual performance evaluation relative to the Personnel Action. A copy of each employee's annual performance evaluation must be kept in their individual Personnel File with Human Resources. All other Personnel Action Forms are required to be submitted with supporting documentation.

**4-3 Reclassification of Positions.** When the duties and responsibilities of a position have materially changed, a position reclassification may occur. No reclassification shall be proposed solely for the purpose of effecting a pay grade change or promoting or demoting an employee.

**(a) Procedure.** The appropriate department head shall make a specific request to Human Resources for a possible reclassification of a position. Appropriate forms will be completed and Human Resources will then present the request to the third-party professional consultant who will analyze the proposed position reclassification and make a final recommendation to the County.

**(b) Salary Adjustment.** Actual salary adjustments will be considered through the regular budget process. If the pay grade of a position is changed, incumbent employees may have a pay adjustment within the new grade on the basis of experience and qualifications subject to limitations. When a position is reallocated to a higher pay grade, the provisions governing rate of pay on promotion shall be used to set the salaries of incumbent employees. When a position is reallocated to another class of the same pay grade, the salaries of the incumbent employees shall remain unchanged. When a position is reallocated to a lower pay grade, the incumbent's salary shall not decrease and shall be placed where they fall within the approved range for the lower pay grade. If the incumbent's salary is higher than the highest step in the new grade, the rate of pay will be frozen until it falls back within the range.

- 4-4 Family Medical Leave Act.** If there is any circumstance that may qualify for the use of FMLA leave, an employee or their supervisor/manager must provide the completed FMLA paperwork to Human Resources 30 days in advance of the need to take FMLA leave when the need is foreseeable. When a 30-day notice is not possible, the employee or their supervisor/manager must provide notice as soon as practicable and generally at a minimum must comply with their supervisor's normal notification requirements for unexpected leave.

## 5. EMPLOYEE CONDUCT

- 5-1 Drugs and Alcohol.** Gunnison County has adopted a drug-free workplace policy with the goal to foster a work environment free from the effects of illegally used or possessed drugs and alcoholic beverages. Abuse of drugs and alcohol impairs employee judgment resulting in increased safety risks, employee injuries and faulty decision-making.

- (a) **Prescribed Drugs.** After proper inquiry related to all potential side effects from taking a prescribed drug, the supervisor will decide if the employee can remain at work and what work restrictions, if any, are deemed necessary.
- (b) **Drugs/Alcohol Influence and Violations.** All employees are expected to report to work in a fit mental and physical condition to perform their assigned duties. An employee shall not report for work or remain on duty while consuming, possessing or being under the influence of drugs and/or alcohol, except as expressly permitted by Section 5-3 of the Gunnison County Employee Handbook. Supervisors having knowledge of any violations to this policy will not permit the affected employee to remain on duty. This includes all worksites, business meetings, trainings and/or conferences except social events sponsored by the County or conference sponsors where alcohol may be served. However, at such events, County employees are expected to avoid intoxication and are prohibited from operating any motor vehicle after consuming alcohol.

If an employee has a reasonable basis to suspect that another employee is in violation of the County's policy, the employee shall report his/her suspicions to his/her supervisor. If the supervisor is not available, the employee shall report the concern to Human Resources. All such reports shall be held in confidence to the extent permitted by law. The supervisor or Human Resources shall take immediate steps to ensure compliance with this policy.

**Important:** Some Gunnison County departments may have additional procedures over and above those listed below in order to comply with state or federal rules/regulations/laws. For example, positions requiring the operation of a commercial motor vehicle or aircraft are subject to the most current drug/alcohol regulations and procedures established by the Department of Transportation. **Those laws, regulations and procedures will prevail in any conflict with the policies outlined below.**

- (c) **Reasonable Suspicion Testing Procedures.**

- (1) **Time Limits and Testing.** If determined that there is cause for testing, testing procedures will begin immediately unless circumstances render it impossible or impracticable to do so. Testing for alcohol must be conducted within two hours, and testing for drug suspicion must be conducted within eight hours following these steps:
- Scheduling the Test.** The supervisor, or designated representative, making the determination for testing should immediately contact Drug Test West, Inc. ([www.DrugTestWest.com](http://www.DrugTestWest.com) or (970) 901-9830) or other vendor authorized by the County to schedule an appointment for the suspect employee, and the suspect employee should be informed of their appointment time and testing location.
  - Leaving the Worksite.** The suspect employee should be encouraged to leave the worksite on foot, take public transportation, or be transported by a friend or family member. The supervisor, or designated representative, should contact law enforcement if the suspect employee leaves the worksite by operation of a motor vehicle, refuses to leave the worksite, or is viewed as a disturbance to the worksite or other staff.
  - Returning to Work.** The suspect employee will continue in a paid status, but will not return to work until after negative drug and/or alcohol test results are received by their supervisor, or until the employee is directed to do so subsequent to the County Manager's determination of action following any non-negative drug and/or alcohol test results.

- (2) **Delayed/Refused Testing.** If the suspect employee refuses to submit to a test or unduly

delays the administration of testing, the supervisor should inform them that these actions are considered an admission of guilt and will be cause for disciplinary action. Any reason(s) for delayed/refused testing within these timeframes must be documented. At the County Manager's discretion, the employee may be suspended with or without pay pending the determination of additional actions, up to and including termination.

**(3) Periodic Testing Following a Positive Result.** Any employee who has been found to be in violation of this policy may be subject to periodic unannounced testing for up to one year following the most recent violation or a date recommended by their assigned substance abuse counselor, whichever is longer.

**(4) Documentation.** Supervisors must thoroughly document all situations where reasonable suspicion of drugs or alcohol is found, and they must provide all records of observed behavior, test results, documentation of refusals, employee referrals to counseling, records related to process, and similar such documents to Human Resources for maintenance in the employee's personnel file.

**5-2 Personal Tool Usage.** Any person's tools, defined as those items necessary in the performance of the duties of any County employee and which are supplied by the employee and remain that employee's personal property, shall be covered by the County's insurance carrier against fire, theft, water damage, loss in vehicular accident, building collapse, or other reasonable damage while used and/or stored in or on County property, including County vehicles.

The employee must maintain a detailed written inventory of such items, including replacement values, and provide this inventory to his/her direct supervisor. The supervisor shall determine whether the estimated values are appropriate using recognized criteria such as Kelly's Blue Book, Ebay or other recognized valuation sources. The inventory must be accepted by signature of an authorized supervisor before the County will provide insurance for any such items. Copies of the approved inventory shall be retained by the employee, their supervisor and another copy sent to the Finance office. Any items to be added to or deleted from this inventory must be noted on a revised written inventory, which must be accepted by signature of an authorized supervisor before the County will cover any additional items. *Items not on the inventory list will not be covered by insurance at the County's expense.*

**5-3 Performance Evaluations.** All Gunnison County employees (with the exception of elected officials, the County Manager and the County Attorney) are required to complete an annual individual performance evaluation. When evaluating employees, supervisors should create Individual Success Plans for their subordinate employees based on their job descriptions and the department's Strategic Business Plan measures. Copies of performance evaluations must accompany County Personnel Action Forms and be submitted to Human Resources annually, regardless of whether or not the Personnel Action includes an annual salary merit increase. Copies of each employee's annual performance evaluations are located in their individual personnel files with Human Resources.

## 6. DISCIPLINARY ACTION

**6-1 Review Status.** As a result of unacceptable conduct or unsatisfactory performance, an employee may be placed on Review Status and given the opportunity to improve or correct performance or conduct, except in circumstances where, in the opinion of the department head or the County Manager, the type of misconduct involved requires immediate disciplinary action. Behavior that may require immediate disciplinary action includes, but is not limited to, conduct that threatens the public health, safety or welfare of a coworker or citizen, racial, religious or sexual harassment, or conduct which may materially harm the financial or policy interests of the County.

**(1) Initial Notice.** Any appropriate department head or designated representative may place an employee on Review Status, which the department head or designee initiates by issuing a Personnel Action Form listing the change in status and the period of time that the status will be in effect. The appropriate department head or designated representative shall also contemporaneously prepare a written Performance Improvement Plan and provide a copy to the employee. The Performance Improvement Plan shall contain:

- The specific employee deficiencies;
- Substantiation of the deficiencies;
- Corrective action to be taken;
- Trainings that might be helpful;
- The deadline for correction of deficiencies; and
- The possible consequences of not making the corrections.

- (2) Employee Responsibilities.** Once the review period begins, the employee must show immediate and continued improvement in order to avoid further disciplinary action.
- (3) Supervisor Responsibilities.** The supervisor of the employee on Review Status should prepare periodic written progress reviews of the employee's performance.
- (4) Record of Review Status.** The initial notice of placement on Review Status, the Performance Improvement Plan, and all written progress reviews will be made a part of the employee's permanent personnel file housed in Human Resources.
- (5) Determination.** The placement of an employee on Review Status does not prevent Gunnison County from terminating the employee or taking any other appropriate disciplinary action at any time. NOTHING IN THIS SECTION CONSTITUTES AN AGREEMENT OF EMPLOYMENT FOR A SPECIFIC PERIOD OF TIME OR IS INTENDED TO AFFECT THE AT-WILL EMPLOYMENT RELATIONSHIP.

**ACKNOWLEDGEMENT OF RECEIPT**

**I HAVE RECEIVED A COPY OF THE SUPERVISOR HANDBOOK DATED OCTOBER 2, 2018. I UNDERSTAND THAT I AM TO BECOME FAMILIAR WITH ITS CONTENTS. FURTHER, I UNDERSTAND:**

- **EMPLOYMENT WITH GUNNISON COUNTY IS AT-WILL. I HAVE THE RIGHT TO END MY WORK RELATIONSHIP WITH THE ORGANIZATION, WITH OR WITHOUT ADVANCE NOTICE FOR ANY REASON. THE ORGANIZATION HAS THE SAME RIGHT.**
- **THE HANDBOOK IS NOT ALL INCLUSIVE, BUT IS INTENDED TO PROVIDE ME WITH A SUMMARY OF SOME OF THE ORGANIZATION'S GUIDELINES.**
- **THIS EDITION REPLACES ALL PREVIOUSLY ISSUED HANDBOOKS. THE NEED MAY ARISE TO CHANGE THE GUIDELINES DESCRIBED IN THE HANDBOOK, EXCEPT FOR THE AT-WILL NATURE OF EMPLOYMENT. THE ORGANIZATION THEREFORE RESERVES THE RIGHT TO INTERPRET THEM OR TO CHANGE THEM WITHOUT PRIOR NOTICE.**
- **I RECOGNIZE THAT THE EXECUTION OF THIS ACKNOWLEDGEMENT IS NOT A BINDING AGREEMENT OF EMPLOYMENT.**

\_\_\_\_\_  
Printed Employee Name

\_\_\_\_\_  
Employee Signature

\_\_\_\_\_  
Date