



Administrative Services Committee Commission Chamber- 11/24/2014- 1:15 PM Meeting

ADMINISTRATIVE SERVICES

1. Motion to approve the minutes of the Administrative Services Committee held on November 10, 2014. ☐ Attachments

2. Motion to approve an Ordinance to amend the Personnel Policies and Procedures Manual of Augusta, GA Code Section 1-7-51; to approve edits to the following sections of Chapters III, V and VIII of the Personnel Policies and Procedures Manual relating to Augusta Regional Airport Personnel: 300.001, 300.002, 300.011, 300.012, 300.013, 300.014, 500.001, 500.104, 500.108, 500.121, 500.308, 500.316, 800.001, 800.004, 800.005, 800.009, 800.010, 800.013 and 800.014, to repeal all manual provisions, Code Sections and Ordinances and parts of Code Sections and Ordinances in conflict herewith; to provide an effective date and for other purposes. (Requested by Commissioner Smith) ☐ Attachments

3. Motion to approve an Ordinance to amend the Augusta, GA Code Title One Chapter Three Article One Section 1-3-6 and 1-3-7 relating to the powers of the Augusta Aviation Board and the powers, duties, salary and title of Airport Manager; to repeal all Code Sections and Ordinances and parts of Code Sections and Ordinances in conflict herewith; to provide an effective date and for other purposes. (Requested by Commissioner Smith) ☐ Attachments

4. Approval to award the RFP for the Worker's Compensation Third Party Administrator to Cornel pending final negotiation of contract by the Law Department. ☐ Attachments



**Administrative Services Committee Meeting
11/24/2014 1:15 PM
Minutes**

Department: Clerk of Commission

Caption: Motion to approve the minutes of the Administrative Services Committee held on November 10, 2014.

Background:

Analysis:

Financial Impact:

Alternatives:

Recommendation:

**Funds are Available
in the Following
Accounts:**

REVIEWED AND APPROVED BY:



Administrative Services Committee Meeting Commission Chamber - 11/10/2014

ATTENDANCE:

Present: Hons. Lockett, Chairman; Davis, Vice-Chairman; Fennoy and Hasan, members.

Absent: Hon. Deke Copenhaver, Mayor.

ADMINISTRATIVE SERVICES

1. Discuss adoption of the 2012 Land Bank Act. (Referred from October 27 Administrative Services Committee) **Item Action:**
Approved

Motions

Motion Type	Motion Text	Made By	Seconded By	Motion Result
Defer	Motion to delete. Motion Passes 4-0.	Commissioner Mary Davis	Commissioner Ben Hasan	Passes

2. Motion to approve an Ordinance to amend Augusta, GA Code Sections 1-1-23 and 1-1-27 relating to employee or public official conflicts of interest to allow for exceptions to be approved by the Augusta, Georgia Commission on a case-by-case basis; to repeal all Code Sections and Ordinances and parts of Code Sections and Ordinances in conflict herewith; to provide an effective date and for other purposes. Waive Second Reading (**Requested by Commissioner Grady Smith**) (Referred from November 4 Commission meeting) **Item Action:**
Approved

Motions

Motion Type	Motion Text	Made By	Seconded By	Motion Result
Delete	Motion to delete. Motion Passes 4-0.	Commissioner Mary Davis	Commissioner Ben Hasan	Passes

3. Motion to **approve** recommendation #2 of the Interim Administrator relative **Item**
Item # 1

to the Disparity Study to consult with Attorney Colette Holt to help implement the goals to make program successful subject to costs associated with the consultation be presented to the Commission and the remainder recommendations referred back to committee. (Approved by Administrative Services Committee October 27, 2014) (Referred from November 4 Commission meeting) **Action:** Rescheduled

Motions

Motion Type	Motion Text	Made By	Seconded By	Motion Result
Defer	Motion to approve forwarding this item to the full Commission with no recommendation. Motion Passes 4-0.	Commissioner Mary Davis	Commissioner Ben Hasan	Passes

4. Motion to approve the minutes of the Administrative Services Committee held on October 27, 2014. **Item Action:** Approved

Motions

Motion Type	Motion Text	Made By	Seconded By	Motion Result
Approve	Motion to approve. Motion Passes 4-0.	Commissioner Mary Davis	Commissioner Ben Hasan	Passes

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Administrative Services Committee Meeting

11/24/2014 1:15 PM

Ordinance amending PPPM to approve edits to sections of Chapters III, V and VIII of PPPM relating to Augusta Regional Airport Personnel

Department: Clerk of Commission

Caption: Motion to approve an Ordinance to amend the Personnel Policies and Procedures Manual of Augusta, GA Code Section 1-7-51; to approve edits to the following sections of Chapters III, V and VIII of the Personnel Policies and Procedures Manual relating to Augusta Regional Airport Personnel: 300.001, 300.002, 300.011, 300.012, 300.013, 300.014, 500.001, 500.104, 500.108, 500.121, 500.308, 500.316, 800.001, 800.004, 800.005, 800.009, 800.010, 800.013 and 800.014, to repeal all manual provisions, Code Sections and Ordinances and parts of Code Sections and Ordinances in conflict herewith; to provide an effective date and for other purposes. (Requested by Commissioner Smith)

Background:

Analysis:

Financial Impact:

Alternatives:

Recommendation:

**Funds are Available
in the Following
Accounts:**

REVIEWED AND APPROVED BY:

ORDINANCE NO. _____

AN ORDINANCE TO AMEND THE PERSONNEL POLICIES AND PROCEDURES MANUAL OF AUGUSTA, GA CODE SECTION 1-7-51; TO APPROVE EDITS TO THE FOLLOWING SECTIONS OF CHAPTERS III, V AND VIII OF THE PERSONNEL POLICIES AND PROCEDURES MANUAL RELATING TO AUGUSTA REGIONAL AIRPORT PERSONNEL: 300.001, 300.002, 300.011, 300.012, 300.013, 300.014, 500.001, 500.104, 500.108, 500.121, 500.308, 500.316, 800.001, 800.004, 800.005, 800.009, 800.010, 800.011, 800.013 AND 800.014, TO REPEAL ALL MANUAL PROVISIONS, CODE SECTIONS AND ORDINANCES AND PARTS OF CODE SECTIONS AND ORDINANCES IN CONFLICT HERewith; TO PROVIDE AN EFFECTIVE DATE AND FOR OTHER PURPOSES.

WHEREAS, Augusta, Georgia desires to update and amend the Code as related to Chapters III, V, and VIII of the Personnel Policies and Procedures Manual so as to allow the Augusta Aviation Commission and the Airport Executive Director to exercise more authority over Augusta Regional Airport personnel;

THE AUGUSTA, GEORGIA COMMISSION, ordains as follows:

SECTION 1. Appendix B to the Augusta, Georgia Code as incorporated in AUGUSTA, GA. CODE Section 1-7-51, also known as the Augusta, Georgia Personnel Policy and Procedures Manual is hereby amended by striking the following sections of the version of the Manual passed on December 6, 2011 (via Ordinance Number 7311): Sections 300.001, 300.002, 300.011, 300.012, 300.013, 300.014, 500.001, 500.104, 500.108, 500.121, 500.308, 500.316, 800.001, 800.004, 800.005, 800.009, 800.010, 800.011, 800.013 and 800.014. The sections being stricken are shown on Exhibit A attached hereto. Such sections shall be replaced with identically numbered sections as shown on Exhibit B attached hereto.

SECTION 2. This ordinance shall become effective on the first day of the first month following adoption in accordance with AUGUSTA, GA. CODE Section 1-7-51.

SECTION 3. All ordinances or parts of ordinances in conflict herewith are hereby repealed.

Adopted this _____ day of _____, 20 ____.

As its Mayor

Attest:

Lena J. Bonner, Clerk of Commission

Seal:

CERTIFICATION

The undersigned Clerk of Commission, Lena J. Bonner, hereby certifies that the foregoing Ordinance was duly adopted by the Augusta-Richmond County Commission on _____, 20__ and that such Ordinance has not been modified or rescinded as of the date hereof and the undersigned further certifies that attached hereto is a true copy of the Ordinance which was approved and adopted in the foregoing meeting(s).

Lena J. Bonner, Clerk of Commission

Published in the Augusta Chronicle.

Date: _____

First Reading:

Second Reading:

Exhibit A

STRIKE:

CHAPTER III.

GRIEVANCES, DISCIPLINE, & APPEALS

Section 300.001 Grievance and Discipline Policy Objective and Scope of Chapter

Objective: It is the practice of Augusta, Georgia to:

1. Provide fair, equitable, and timely grievance procedures for all regular employees;
2. Facilitate free discussion of employment concerns between employees and supervisors to foster better understanding of administrative policies, procedures, and practices;
3. Promote reaching a fair and equitable decision and doing so in a climate of mutual understanding and objective fact finding; and to
4. Assure that those who file grievances are not retaliated against.
5. To establish a uniform, fair, and standardized means by which Augusta, Georgia may administer a program of disciplinary procedures and guidelines.

Scope:

1. These grievance and discipline procedures apply to all regular full-time employees, with the exception of temporary employees, some elected officials, and members of the Senior Executive Service (SES). Additionally, contract employees and persons in Grant Funded positions are not covered.
2. "Airport Employee" is an employee subject to the authority of the Augusta Aviation Commission. For Airport Employees, where "Administrator" appears in this Chapter it shall mean the Executive Director of the Augusta Regional Airport.
3. Augusta, Georgia reserves the right to depart from this grievance policy in its sole discretion. All employees are employed at will, and both they and Augusta, Georgia may terminate the employment relationship at any time, with or without cause, without following any specific procedure.

Section 300.002 - Grievance Policy Definitions

A "grievance" is a disagreement regarding an interpretation and/or application of administrative rule, regulation, policy, plan or procedure which exists under the personnel administration system of Augusta, Georgia which an employee feels is unjust or unfair.

Except as otherwise defined, a "working day" for this policy is defined as any day of business between working hours of 8:00 a.m. and 5:00 p.m. excluding Saturday, Sunday and Augusta, Georgia observed Holidays. A "working day" for Airport Employees is defined as any calendar day between the hours of 8:00 a.m. and 5:00 p.m. including Saturday, Sunday and Augusta, Georgia observed Holidays.

Section 300.011 - Discipline

1. Disciplinary action may be taken against an employee when a rule of Augusta, Georgia the Federal Aviation Administration (FAA), Transportation Security Administration (TSA) or the Department is violated, when work performance is not satisfactory, when counter-productive or inappropriate behavior is exhibited, or violation of lawful orders, work rules/standards, organizational Standard Operating Procedures (SOPs), federal laws, administrative rules, organizational policies and procedures, ordinances, and/or statutes. A discipline program should exhibit promptness, impartiality, consistency, and fairness, where employees know what to expect as the result of certain behaviors on the job (See Recommended Guidelines for Disciplinary Actions Table I).
 2. Augusta, Georgia generally follows a policy of progressive discipline. The purpose of a progressive disciplinary procedure is to give the employee adequate notice and opportunity to correct any deficiencies, and its focus is on prevention of future violations rather than on punishment. The disciplinary action taken is normally to be the least serious action needed to prevent future instances of inappropriate behavior. If inappropriate behavior continues, the employee can expect further and more serious discipline. This policy does not restrict the imposition of a suspension, demotion, or termination in matters that are outside the progressive discipline policy.
- Augusta, Georgia reserves the right to depart from this discipline policy in its sole discretion. All employees are employed at will, and both they and Augusta, Georgia may terminate the employment relationship at any time, with or without cause, without following any specific procedure.
3. Airport Employees do not have the ability to appeal their termination to the Personnel Board. For Airport Employees, the Airport Executive Director is the final decision maker for all disciplinary matters.

Types of Discipline:

The types of disciplinary action, in order of their severity, are:

A. Informal Discipline

~~1) Letter of Warning~~

~~A Letter of Warning is a type of informal disciplinary action and may be used to admonish an employee for committing a minor violation. It is often used when verbal counseling, admonishments, on the job training, and/or guidance has failed to provide the necessary corrective action. The "Notice of Warning Letter" (See Form HR-ER-1) provides documentation that the counseling occurred, outlining the shortcomings or violations and then offering recommendations for improvement. Informal discipline documentation is maintained at the department level.~~

~~Informal disciplinary actions are not subject to the grievance or appeals processes.~~

~~B. Formal Discipline~~

~~1) Written Reprimand~~

~~A Written Reprimand is an admonishment given to the employee in writing, and is always placed in the official personnel file in Human Resources. This form of discipline is more serious than a Letter of Warning, but less serious than a suspension. A Written Reprimand often serves as the type of discipline given for a repeated offense of minor violations or for the first offense of a moderately serious infraction. The "Notice of Written Reprimand" (See Form HR-ER-II) will be completed by the Department Director and forwarded to Human Resources for inclusion in the employee's official personnel file. If a Letter of Warning or any other relevant disciplinary actions has been issued previously, a copy may be attached as supporting documentation. The letter of Written Reprimand may be used to support further disciplinary actions for a period no longer than three (3) years from the date of receipt.~~

~~2) Performance Improvement Plans~~

~~The Performance Improvement Plan (PIP) is designed to facilitate constructive discussion between a staff member and his or her supervisor and to clarify the work performance to be improved. It is implemented, at the discretion of the supervisor and Department Director, when it becomes necessary to help a staff member improve his or her performance.~~

~~A PIP will be conducted for period of ninety (90) days and must be approved by the Department Director. If an employee shows improvement but not enough that the employee meets the status of "satisfactory", the PIP may be extended for a period of ninety (90) days within a one (1) year cycle for a total of no more than two (2) PIP plans. If an employee does not show improvement after the initial PIP~~

or does not meet the status of "satisfactory" after two (2) PIPs, the Department Director can recommend the employee for demotion or termination.

3) ~~Suspension Without Pay~~

~~A suspension is the most severe form of discipline, short of demotion or termination, and involves time off without pay. It is used when a written reprimand has not corrected the inappropriate behavior or when an offense is more serious than that warranting a reprimand. A suspension may last from one (1) to thirty (30) days depending on the seriousness of the infraction. Any suspension shall utilize the "Notice of Proposed Disciplinary Action" form (Form HR-ER III) and must be approved by the Department Director, or equivalent, prior to issuance to the employee. A copy will be processed through the HR Director.~~

4) ~~Demotion With A Pay Reduction~~

~~Performance Based Demotion~~

~~An involuntary demotion may occur based on poor performance and is appropriate where:~~

- ~~1. The employee's inability to perform current job duties has been demonstrated and documented in the employee's record through one or more PIPs;~~
- ~~2. The employee's record is otherwise satisfactory and no other active rule violations exist, e.g. attendance, punctuality, etc.;~~
- ~~3. The employee is qualified for the lower grade or alternative position;~~
- ~~4. The employee has the ability, is qualified, and a vacancy exists, the employee may be demoted to another position which may be in a lower pay grade or transferred to another job within the employee's functional unit; and~~
- ~~5. The Director of Human Resources has provided final approval for a demotion. This requirement is not applicable to Airport Employees.~~

~~If an employee has been promoted or transferred in the last year and the employee is not performing at a level expected in the new job, then the employee may request to return to the previous job or a job similar to the previous job and their salary will return to what it was prior to the promotion or transfer. The availability of such a job may depend upon mitigating circumstances, such as whether the job has already been filled within the same department. Augusta, Georgia will assist the employee in finding a suitable job that corresponds to their experience, skills, and knowledge. Should the job previously held by the employee be filled and no other comparable position exists, the employee will be placed on lay off status until a comparable position may be found. However, if within six (6) months a comparable position is not found the employee will be placed on permanent lay off status.~~

~~Performance-Based Demotions with pay reductions may be considered in cases where moving the person out of their current position is more appropriate than termination.~~

~~Conduct-Based Demotions~~

~~An involuntary demotion may also occur based on poor or unacceptable conduct. With this type of demotion, a Performance Improvement plan is not necessary or required.~~

- ~~1. Unacceptable personal conduct violations are outlined in the violations and recommended disciplinary actions in Table I. These conduct violations may include but are not limited to: personal conduct that disrupts work or the work environment, jeopardizes the safety of persons or property, or creates other serious disruptions in the workforce.~~
- ~~2. There are circumstances in which unacceptable or bad conduct could warrant imposing disciplinary action that is more severe than suspension but less severe than termination. An acceptable alternative disciplinary action for this type of conduct can be demotion in lieu of termination.~~

~~Provided the employee is qualified, a funded vacancy exists, and the Department Director believes that demotion would be a more appropriate disciplinary action than termination; the employee may be involuntarily demoted to another position which may be in a lower pay grade or transferred to another job within the employee's functional unit. In either case the demotion in pay and/or grade would require a minimum ten percent (10%) reduction in base pay. For all employees, except Airport Employees, prior to demotion, the proposed action must be reviewed and approved by the Director of Human Resources.~~

~~5) Termination~~

~~Termination from employment is the most severe form of discipline. It is normally used when an employee has been disciplined repeatedly and commits yet another infraction. It may also be used when the employee has committed any infraction that falls outside progressive discipline, regardless of disciplinary history. For every termination (except for Airport Employees) the "Notice of Proposed Termination" form should be filled out completely by the Department Director and should be delivered to the HR Director for review and processing. Except for Airport Employees, the request for termination will be approved/disapproved by the HR Director who will issue a final "Notice of Decision." For Airport Employees, the Airport Executive Director will issue a final "Notice of Decision" with respect to terminations and will deliver such form to the HR Director for such terminations to be processed.~~

Section 300.012 Discipline Guidelines and Procedure

1. ~~An employee for whom formal disciplinary action (i.e. written reprimand, PIP, suspension, demotion, or termination) is being considered should, when possible, be allowed notice prior to imposition of such action by the use of the "Notice of Proposed Disciplinary Action" form. The employee will have five (5) working days in which to respond in writing or orally to the Department Director explaining why the action should not be taken. Failure to respond within that period will not delay administering of the disciplinary action.~~
2. ~~Suspensions (for any reason), terminations, and demotions are permanent actions and will be retained in the official personnel file indefinitely.~~
3. ~~Any disciplinary action recommending a suspension, demotion, or termination must be in writing and must be approved by the HR Director prior to disciplinary action being imposed. This requirement is not applicable to Airport Employees as all disciplinary actions of such employees shall be made by the Airport Executive Director or his/her designee.~~
4. ~~An effective discipline program is characterized by the uniform application of rules and regulations. Generally, like offenses should result in similar disciplinary actions. At the same time, the supervisor administering the discipline may consider additional factors such as years of service and internal consistency.~~
5. ~~It is recognized that similar offenses may result in different disciplinary actions, depending on work history, circumstances, and the severity of the offense. For example, an employee who is charged with "absence without approved leave" (AWOL) for a two week absence may be terminated while an employee who is charged with AWOL for a two hour absence may only receive a one day suspension. Both employees are charged with the same offense, but receive different disciplinary actions.~~
6. ~~Other factors that may influence the severity of disciplinary action include, but are not limited to, the following: the length of the employee's service, the quality of the employee's service, the cost involved, and the cooperation of the employee in the investigation of the specific incident. Ensuring that disciplinary actions are administered in a fair, consistent, and non-discriminatory manner is ultimately the responsibility of the HR Director (Airport Executive Director for Airport Employees).~~
7. ~~An employee may not be punished more than once for the same offense by any other management official of Augusta, Georgia. Previous offenses may, however, be taken into account when considering future discipline. Disciplinary actions by law enforcement or any other outside agency does not prohibit Augusta, Georgia from also taking disciplinary action. For example, if an employee is issued a citation by law enforcement during the investigation of an "at fault" accident, this does not prohibit Augusta, Georgia from imposing disciplinary action as well.~~

8. In determining the proper level of disciplinary action, which would be suitable to a particular offense, refer to the "Recommended Guidelines for Disciplinary Actions. This Table of Guidelines (Table I) provides examples of misconduct but may not be all-inclusive. Augusta, Georgia has the right to discipline an employee for offenses not specifically listed. If an act or violation is of a very serious nature, intermediate levels of progressive discipline may be bypassed with more severe penalties imposed.
9. In addition to a thorough narrative with any supporting evidence as necessary, supporting the reason(s) for the charges or offense in question, the Department Director should cite any applicable "Violation Reference" code found on the table of guidelines. (HR-ER Form). More than one reference may be cited in making record of the disciplinary action. The specific action or punishment to be taken is at the discretion of the Department Director; particularly egregious violations may bypass the progressive discipline process.

Note: The Personnel Board shall consider only Appeals of employees as it relates of dismissals or terminations. For non-Airport Employees, decisions of the Personnel Board may be appealed to the Administrator. Airport Employees do not have the right to appeal to the Personnel Board.

Review and Approval Process for non-Airport Employees

Formal Discipline	Submitter	Approver	Time to Appeal	1st Appeal	2nd Appeal
Written Reprimand	Supervisor/ Manager	Department Director	5 Days	HR Director	None
PIP	Supervisor/ Manager	Department Directors	5 Days	HR Director	None
1-3 Days Suspension	Supervisor/ Manager	Department Director	5 Days	HR Director	None
4 Days or more Suspension	Department Director	HR Director	5 Days	Administrator	None
Demotion	Department Director	HR Director	5 Days	Administrator	None

Termination	Department Director	HR Director	5 days	Personnel Board	Administrator
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1. ~~If the actions necessary are not time sensitive, the supervisor shall notify the employee (Notice of Pending Disciplinary Action" form) that formal disciplinary action, i.e. suspension, demotion, or termination, is being considered. This notification shall provide facts and a description of the alleged infraction(s) and the consequences under consideration. The employee shall be given five (5) working days in which to provide a written response to the Department Director, with a copy to HR, showing cause as to why disciplinary action should not be taken.~~
2. ~~When a regular employee is charged with misconduct that serves as a basis for termination or demotion, the Department Director may (but is not required to) place the employee on up to three (3) days Administrative Leave with pay. The administrative leave will be unpaid if the employee is otherwise unavailable to perform his or her job duties or if unpaid Administrative Leave is approved by the HR Director (or Airport Executive Director for Airport Employees).~~
3. ~~Infractions of a serious nature may require prompt action, not allowing for advance notification. Any written communication from the employee will permanently accompany the relevant disciplinary action.~~
4. ~~The Department Director must coordinate with the HR Director to assure procedural compliance prior to issuance of any proposed or final decision. Within ten (10) workdays of receipt of the employee's written response, the Department Director or HR Director will decide and issue the disposition in the matter using the "Notice of Final Decision Form HR-ER IV."~~
5. ~~Upon receipt, the employee should sign and date a "Receipt Acknowledged" of Notice of Final Decision. A copy of all documentation associated with the case will be furnished by the Department Director to the HR Department for filing in the Official Personnel File.~~

Section 300.013 Appeal of Submitted and Approved Discipline

1. ~~In order to remain timely, the request from the employee for an Appeal to the HR Director, Administrator or Personnel Board, must be written, signed and filed in the HR Department within five (5) business days of the employee receiving notice of the recommended disciplinary action, or Final Decision by the Department Director, HR Director, or Airport Executive Director (if applicable). The effect of an employee's failure to request an Appeal within this five (5) day period is the waiver of their right to appeal the recommendation, action or decision and a failure on their part to exhaust their administrative remedies. In such instances, the recommendation for discipline made by the Department Director (or manager) or the Final Decision made by the HR~~

~~Director (or Airport Executive Director) shall become a Final Decision which is not appealable.~~

- ~~2. For non Airport employees, a written statement by the employee specifically referencing suspension, demotion, or termination and providing their reasons, to include any relevant documentation, for recommending the disciplinary action be overturned, shall be forwarded to the HR Director. The HR Director will review the documents for timeliness and completeness and, if a timely appeal is made, shall forward a copy of the request to the next appeal level within ten (10) working days of receiving the request.~~
- ~~3. For suspensions of four (4) or more days, demotions, and terminations, the HR Director or designee (Airport Executive Director for Airport Employees) shall hold an administrative review conference at which time the employee shall be authorized to present information that is pertinent to the charges on his or her behalf. (For suspensions of 1 to 3 days, the Department Director or designee shall hold an administrative review conference). If an employee wishes to have an attorney present at this conference, said employee must inform the decision maker of such intentions at least forth eight (48) hours prior to the conference. The HR Director (or Airport Executive Director) may seek legal representation from the Law Department in any such conference or Personnel Board Hearing irrespective of whether the employee has requested an attorney or not.~~
- ~~4. The final decision maker for all disciplinary matters shall render a decision based on all of the relevant information and the employee shall be notified of the final decision in writing.~~

Section 300.014 Appeals to the Personnel Board: Terminations Only

Note: ~~Only full-time regular, non Airport, employees may appeal Terminations. SES and Probationary employees may not appeal to the Personnel Board.~~

- ~~1. The employee shall have five (5) business days from notification by the HR Director to appeal a termination or dismissal (Form HR-ER V) via the HR Department to the Personnel Board.~~
- ~~2. Upon receipt by the HR Director of a timely written request for appeal of termination by the employee, Human Resources will, within ten (10) working days, submit all documentation, including a statement of charges, to the Personnel Board.~~
- ~~3. At its next scheduled meeting, the Personnel Board will hold an open hearing and receive evidence in relation to the Appeal in accordance with the bylaws of the Personnel Board.~~

4. ~~The employee or agents of the employee may not contact or have discussions with any member of the Personnel Board regarding the Employee's hearing, the facts surrounding the hearing, or the Employee's character outside the confines of the hearing while the Employee's appeal is pending. The employee's failure to comply with this regulation will result in the Employee's appeal being denied and the decision of the Human Resources Director being upheld.~~
5. ~~If an employee wishes to have an attorney present at the Personnel Board hearing, said employee must inform the HR Director of such intention at least forty-eight (48) hours prior to the hearing. The HR Director may seek legal representation from the Law Department in any Personnel Board Hearing irrespective of whether the employee has requested an attorney or not.~~
6. ~~If an employee has a conflict which will not allow the employee to attend the open hearing and needs to reschedule the date of the open hearing concerning their employment to the next regularly scheduled meeting of the Personnel Board, the employee must provide at least forty-eight (48) hours notice of the need to reschedule and must provide written verification of the conflict to the Director of Human Resources at least twenty-four (24) hours before the scheduled open hearing. Failure to provide adequate notice or written verification of a conflict will result in the open hearing to proceed as scheduled. If an employee fails to attend the scheduled open hearing, the employee's appeal will be denied and the decision of the Human Resources Director will be upheld.~~
7. ~~Within ten (10) working days of the hearing, a written decision will be rendered by the Personnel Board. Such decision shall contain a descriptive statement by the Chairman of the Personnel Board describing the reasons the Board rendered the decision it made.~~
8. ~~The HR Department will notify the employee in writing of the decision of the Personnel Board.~~

Table I Recommended Guidelines For Disciplinary Actions

LEGEND:

L	= Letter of Warning	S	= Suspension
W	= Written Reprimand	T	= Termination

IN-1	Disregard for or willful failure to follow the written instruction or direction of a supervisor or higher authority	Insubordination	W	S/T	T	
IN-2	Abusive verbal conduct directed at a supervisor within the employee's chain of command.	Insubordination	W/S	S/T	T	
IN-3	Failure to work overtime, special hours, or special shifts or be on stand-by, as directed	Insubordination	W-S	S/T	T	
ND-1	Violation of any Augusta, Georgia, department or division rule or directive	Neglect of Duty	L	W	S	T
ND-2	Inability to perform up to accepted work standards	Neglect of Duty	L	W	S	T
ND-3	Habitual tardiness, unscheduled absence (six (6) or more in a 180 day period), absenteeism, and/or abuse of leave privileges	Neglect of Duty	L	W	S	T
ND-4	Willful neglect in performance of duties	Neglect of Duty	W/S	S/T	T	
ND-5	Job abandonment for 3 consecutive scheduled workdays, or 2 consecutive 24-hour shifts.	Neglect of Duty	S/T	T		
ND-6	Leaving the assigned work area during regular working hours without permission or until relieved.	Neglect of Duty	L	W	S	T
ND-7	Absence without approved leave, including failure to call in or report an absence to a supervisor the day the absence begins.	Neglect of Duty	W	S	T	
ND-8	Being identified as "at fault" in an accident or collision by the Safety Review Committee while the operator of Augusta, Georgia vehicle or piece of equipment.	Neglect of Duty	See SRC Penalty Matrix	See SRC Penalty Matrix	See SRC Penalty Matrix	

ND-9	Failure to maintain licenses, certifications and/or other professional credentials required for employment or failure to notify appropriate Augusta, Georgia officials of their loss, suspension, or revocation.	Neglect of Duty	S/T	T		
ND-10	Suspension or revocation of Driver License or Commercial Driver License (CDL) if it is required for the performance of job duties.	Neglect of Duty	W/S/T	S/T	T	
ND-11	Willful or negligent violation of a safety policy, which results in property/equipment damage or personal injury.	Neglect of Duty	W/S/T	S/T	T	
ND-12	Violating a safety rule or practice or any conduct which could endanger a co-worker or member of the public.	Neglect of Duty	W/S/T	S/T	T	
ND-13	Operating, or directing the operation, of an Augusta, Georgia vehicle or equipment without proper qualifications or supervision.	Neglect of Duty	W	S	T	
ND-14	Failure to immediately report any on-the-job accident to a supervisor or member of the chain of command.	Neglect of Duty	W	S	T	
ND-15	Failure to report to the Department a subpoena or request for information from a law firm that relates to Augusta, Georgia business.	Neglect of Duty	L	W	S	T
ND-16	Possession or sale of alcohol or illicit drugs on Augusta, Georgia property (including vehicles).	Neglect of Duty	T			
ND-17	Working under the influence of alcohol or illicit drugs.	Neglect of Duty	T			

ND-18	Violation of traffic laws while operating Augusta, Georgia vehicle, i.e. speeding, running traffic control device, failure to yield, etc.	Neglect of Duty	L	W	S	T
ND-19	Motor Vehicle Record review with 10 points or more — impact on driving privileges	Neglect of Duty	T			
ND-20	Violation of FAA/TSA regulations or rules	Neglect of Duty	W/S/T	W/S/T	W/S/T	W/S/T
EV-1	Fraud, waste, and/or abuse of Augusta, Georgia property or time.	Ethics Violation	W/S/T	S/T	T	
EV-2	Falsification or misrepresentation of an official document or record.	Ethics Violation	W/S/T	S/T	T	
EV-3	Falsification or misrepresentation of any portion of a job application.	Ethics Violation	W/S/T	S/T	T	
EV-4	Violation of Augusta, Georgia policies relating to impartiality, use of public property, conflict of interest, disclosure or confidentiality.	Ethics Violation	W	S	T	
EV-5	Conviction of a felony, a misdemeanor conviction involving moral turpitude, or any misdemeanor while in the performance of Augusta, Georgia duties.	Ethics Violation	S/T	T		
EV-6	Unauthorized possession of firearms, explosives, or weapons on Augusta property.	Ethics Violation	W/S/T	S/T	T	
EV-7	Unauthorized vending or solicitation on property or from Augusta, Georgia vehicle.	Ethics Violation	L	W	S	T

EV-8	Attempting to coerce or influence a member of the public, fellow employees, subordinates or supervisor with gifts, services, loans or other consideration OR receipt of a fee, gift, or valuable item when such is given or accepted in the expectation of receiving a favor or preferential treatment.	Ethics Violation	S	T		
EV-9	Directing or permitting a subordinate to violate any rule, policy or regulation, whether explicit or condoned through inaction.	Ethics Violation	W/S	S/T	T	
EV-10	Engaging in any employment, activity or enterprise which is illegal, incompatible, or in technical conflict with the employee's duties and responsibilities as Augusta, Georgia employee.	Ethics Violation	S/T	T		
EV-11	Engaged in outside employment activity while using sick leave, worker's compensation leave, or catastrophic leave.	Ethics Violation	T			
EV-12	Intentional destruction, theft or unauthorized removal of Augusta, Georgia property or assets for personal use.	Ethics Violation	W/S/T	S/T	T	
EV-13	Intentional destruction, theft (including stealing time) or unauthorized removal, possession or use of Augusta, Georgia property, tools or equipment without consent.	Ethics Violation	W/S/T	S/T	T	
EV-14	Violation of Augusta, Georgia's discrimination and/or unlawful harassment policies.	Ethics Violation	W/S/T	S/T	T	

EV-15	Gross misconduct to include, but not limited to, physical violence, threats of physical violence or engaging in offensive conduct or language toward the public, supervisory personnel, or fellow employees.	Ethics Violation	S/T			
EV-16	Membership in any organization that advocates the overthrow of the Government of the United States by force or violence.	Ethics Violation	T			
EV-17	Misconduct which undermines supervisory authority, productivity, or morale.	Ethics Violation	W	S	T	
EV-18	Off duty conduct (e.g. conviction of a felony) which reflects very unfavorably upon the image and ethical standards of Augusta, Georgia as an employer.	Ethics Violation	W/S/T	S/T	T	
WE-1	Violation of Augusta, Georgia Internet Use Policies (e.g. social media, pornographic sites, etc.)	Work Ethics Violation	W/S/T	S/T	T	
WE-2	Violation of Augusta, Georgia Email Policies (e.g. Passing on inappropriate chain emails and non-work related content, etc.) and/or excessive personal email/web time.	Work Ethics Violation	W/S/T	S/T	T	
WE-3	Unauthorized use of Augusta, Georgia vehicles or equipment on or off duty.	Work Ethics Violation	W	S	T	

CHAPTER V.—

COMPENSATION

A. GENERAL

~~Authority of the Administrator—Except as otherwise stated, the Administrator shall have the authority to approve all classifications, reclassifications, reorganizations, pay adjustments up to fifteen percent (15%) of base pay and final~~

~~decision authority of classification appeals. Except as otherwise stated, the Administrator shall be responsible for any pay disparities or inequities created as a result of this authority.~~

~~**Authority of the Airport Executive Director over Airport Employees**—"Airport Employee" is an employee subject to the authority of the Augusta Aviation Commission. For Airport Employees, where "Administrator" appears in this Chapter it shall mean the Executive Director of the Augusta Regional Airport.~~

~~**Section 500.001 Compensation Philosophy**~~

~~Augusta, Georgia is committed to a results-oriented government that provides efficient and accountable government services.~~

~~Our goal is to attract, retain and motivate committed, hard working, creative and thoughtful employees who support our mission to meet and exceed the expectations of our community, not only in service delivery but in building a better place for all of us to live and work. The main focus of the compensation philosophy is to increase productivity, maximize efficiency and improve overall service level for Augusta, Georgia citizens. For our employees, that means we are committed to:~~

- ~~➤ Providing opportunities for our employees to grow and develop their skills, knowledge, and their careers.~~
- ~~➤ Ensuring individual accountability for performance and results.~~
- ~~➤ Communicating openly with our employees about our organization/mission, our successes and our failures, and opportunities for us to do things better.~~
- ~~➤ Providing a competitive total compensation package.~~

~~The total compensation program at Augusta, Georgia is designed to assist us in creating and supporting a high performance, responsive and competitive organization. The total compensation program is made up of salary/wages and benefits.~~

~~In order to accomplish these goals and to ensure that the compensation program is consistent with its direction, stated mission, and goals, Augusta, Georgia government commits to the pay philosophy statements as follows:~~

~~Augusta, Georgia's total compensation philosophy is to provide pay and benefits sufficient to attract and retain the qualified and skilled employees to accomplish Augusta, Georgia's strategic plan:~~

- ~~1. Position total compensation (pay and benefits) to be aimed at midpoint of the market;~~

2. ~~There are conditions where exceptions may be necessary, in situations such as--~~

- ~~➤ Recruiting the desired level of talent in certain jobs is a sustained problem and results in negative impacts to the organization;~~
- ~~➤ Retention issues, including succession and turnover;~~
- ~~➤ Significant changes in the economy or marketplace; and~~
- ~~➤ Internal anomalies in alignment, disparities or inconsistencies.~~

~~Pay programs are intended to be competitive at a minimum with the average pay of benchmark organizations in the primary labor market. The primary labor market is currently defined as those counties or city governments that are of comparable size in terms of revenue, number of full time employees, etc. in the southern part of the U.S. where Augusta, Georgia competes for talent acquisition. Airports that are of comparable size in terms of revenue, number of full time employees, etc. are the primary labor market for the Augusta Regional Airport. A list of such comparable organizations in the labor market shall be maintained in Human Resources.~~

- ~~a. As deemed necessary, the Human Resources Director may recommend that other comparators should be used where information from the primary labor market is considered insufficient to attract and retain specific positions or classes.~~
- ~~b. Augusta, Georgia shall adopt a pay for performance policy. The pay for performance policy is designed to recognize job performance and requires annual approval by Augusta, Georgia's Board of Commissioners. The decision to provide employees a performance increase is contingent upon an overall performance appraisal rating and availability of funds.~~
- ~~c. Nothing in this compensation philosophy statement should be construed as a required benefit in the event that Augusta, Georgia experiences a decline in revenue or a revenue growth lower than the projected increase in expenses.~~
- ~~d. As part of Augusta, Georgia's Compensation strategy, the salaries of representative benchmark classes for all occupational groups shall be compared to the minimum and maximum salaries, with a focus on the mid-point, of the benchmark jurisdictions.~~
- ~~e. The benchmark matches are also reviewed and validated annually by the participating jurisdictions. This will allow the Compensation Administration team to capture on-going evolutionary changes occurring within these occupations and provide a meaningful basis to make market rate comparisons.~~

- ~~f. The remaining job classifications that were not selected as a benchmark job shall be "linked" to one of the selected benchmark classes. This process will allow HR to affect both the benchmark class and any classes "linked" to a benchmark class when survey results indicate a pay adjustment is necessary.~~
- ~~g. In determining the appropriate linkages, input will be obtained from Department Directors within the organization. The list of benchmark classes and linked classes shall be reviewed and updated as new classes are established or abolished in order to maintain accurate and timely data.~~
- ~~h. When determining Augusta, Georgia's market competitiveness, a market ratio (**comp-a-ratio**) shall be utilized. Augusta, Georgia's relationship to the market is shown as the market ratio that falls below or rises above 100%. Job classes with a market ratio of less than 90% are considered to be below the market. If an adjustment is authorized based upon the survey results, the grade for the benchmark class(es) plus the linked class(es) would be adjusted to minimally place the class(es) within the acceptable threshold of ninety to one hundred and ten percent (90-110%).~~
- ~~i. In all instances, for benchmark jobs, information for an assessment of pay competitiveness will be ascertained through reliably current published compensation survey data.~~
- ~~j. Every two (2) years, the Human Resources Director will conduct a market study of benchmark positions to determine the competitive posture of the organization, and propose a plan of action, if needed, to bring any positions or classes into competitive alignment. At any time the Human Resources Director determines that one or more particular classes need to be reviewed more frequently than once every two (2) years, necessary action may be taken to assess the market position of such classes without consulting the Commission. The Administrator's approval is required to conduct such classes' market study.~~

Section 500.104 Components of the Compensation Plan

~~The compensation for each employee is the product of the salary structure and the components of the compensation plan that shall be used to adjust employee compensation. Except for Airport Employees, each component of the compensation plan is subject to funding approval on an annual basis by Augusta, Georgia Board of Commissioners as part of the budget. The Augusta Aviation Commission shall determine if there is funding for the Augusta Regional Airport to participate in the components of the compensation plan. These components are discussed in detail in the following sections:~~

Section 500.108 Starting Rates for New Employees

~~In most cases, a new employee shall be paid the minimum rate of the pay grade. Exceptions may be approved by the Department Director/Elected Official, the Human Resources Director and/or the Administrator, as set forth below. For all employees, approval authority is delegated to Department Directors/Elected Officials for starting salaries that fall no more than ten percent (10%) of the minimum pay on appropriate salary range. Starting salaries that fall more than ten percent (10%) but less than fifteen percent (15%) of the established minimum annual salary shall require approval by the Human Resources Director and the Administrator. Except for Airport Employees, any salary offer that is over fifteen percent (15%) requires Commission approval. The Augusta Aviation Commission shall establish salaries for Airport Employees and is authorized to approve any salary offer over fifteen percent (15%) for Airport Employees.~~

~~The following are examples of cases in which an exception might be approved as specified in the above guidelines--~~

- ~~1. If a selected candidate's qualifications exceed the minimum qualifications stated in the job posting and they will not accept appointment at the minimum rate of the class, the candidate may be appointed at a higher rate. These cases should be thoroughly analyzed and measured against objective qualification standards and reviewed and compared with the salaries of current employees in the class by the Human Resources Compensation Administration unit.~~
- ~~2. Difficulty in recruitment may justify a higher rate. If difficulty in recruitment at the minimum rate in the salary range persists, the HR Director and Administrator shall be consulted and approval given first before assigning a higher hiring rate within the pay grade as long as the salary offer is within ten percent (10%) of the minimum established salary range. Appropriations for funding positions above the minimum rate must be secured within the framework of the budget of the department employing the individual. Any recommendation exceeding ten percent (10%) will be forwarded to the Administrator.~~

~~Department Directors and Supervisors will be held accountable if they create internal inequity in their department.~~

~~If market conditions or unusual circumstances dictate a starting salary that is above ten percent (10%) of the job's minimum salary range, Department Directors shall submit to the Human Resources Director, a written request along with justification to that effect.~~

~~The Administrator may approve or reject the request. Such circumstances (e.g., tight labor market, education and/or experience levels which are significantly above minimal job requirements) should be documented and verified by the Compensation Administration unit.~~

Section 500.121 Procedures for Determining Promotional Increase

- ~~1. The Department Director or Elected Official will decide the amount of the promotional increase within the standards stated in this policy. Promotional increases are not to exceed the maximum of the range.~~
- ~~2. For all employees except Airport Employees, final approval for all promotional increases must be made by the Human Resources Director. For Airport Employees, all promotional increase decisions will be made by the Airport Executive Director. In the event that a Department Director/Elected Official and the Human Resources Director do not agree on a promotional increase, the Department Director/Elected Official may appeal the matter to the Administrator for final disposition.~~

~~The decision regarding a promotional increase shall reflect the promoted employee's experience and qualifications in comparison with other employees' backgrounds in the same job. If the Department Director or Elected Official deems that the promotional guidelines as aforementioned do not fulfill this requirement, the Director or Elected Official may request a promotional adjustment through the Human Resources Director but not more than ten percent (10%) for the employee. Final approval must be made by the Human Resources Director.~~

Section 500.308 Senior Executive Service (SES) Group

~~The Senior Executive Service (SES) Group consists of key executive level employees of the organization. SES employees are employees at will throughout the term of their employment and do not obtain a property interest in their position at any time. SES employees are not entitled to appeal their terminations to the Personnel Board.~~

Definitions of SES Groups

- ~~• The SES Group I covers a wide spectrum of executive level jobs involving a high level of professional expertise or managing managers and professional staff on a daily basis, as well as leading and directing daily operational type work to subordinates. They also may manage their department's budget. SES Group I also includes employees who actively participate in developing organization policy for Elected Officials or~~

~~Independent Boards or Authorities and report directly to the Elected Official or Independent Board or Authority. Jobs in this category contribute largely through the use of their level of professional expertise. Salary range for the SES Group I is from \$70,000 to \$130,000 per annum.~~

- ~~• **The SES Group II** covers executive level employees that typically report to the SES III Group. The incumbents in this category typically contribute through their people leadership. They are in essence known as technical experts who deliver a job that is key to the organization through their professional leadership. Incumbents in this category, typically rely on extensive experience and judgment to plan and accomplish goals. Incumbents in this category may perform a variety of tasks, lead and direct the work of others, oversee the entire regulation process for services requiring governmental approval by ensuring that all necessary applications are filed and handling all government interactions. They are responsible for developing procedures and formalizing them through approval processes to ensure regulatory compliance. A wide degree of creativity and latitude is expected within their department and organization. The salary range for SES II Group is from \$80,000 to \$140,000 per annum.~~
- ~~• **The SES Group III** covers employees who actively participate in developing organization policy and report directly to the Commission or Administrator. They advise the Commission or Administrator on strategy. In essence, they are responsible for defining business strategy and contributing to the organization through their vision. They are responsible for managing multiple departments in the organization. They also have relative autonomy to adjust budgets in their departments. Incumbents in this category, ensures services meet organization standards as well as all applicable government regulations. Market value of these positions is a key factor in inclusion in this category. The salary range for SES III is from \$90,000 to \$150,000 per annum.~~
- ~~• **The SES Group IV** covers employees who actively make formal recommendations to the Elected Official(s), Commission, or Board on matters relating to organizational policies and procedures. They plan strategy and seek approval from the Elected Official(s), Commission, or Board to implement such strategy. They are visionaries and are responsible for directing high level strategic activities of the organization. They ensure that strategic results of the overall organization are accomplished successfully. The compensation of SES IV employees is to be determined by the Commission except that the Airport Executive Director's compensation shall be set by the Augusta Aviation Commission.~~

~~The following positions are identified and confirmed as Augusta, Georgia's SES Group:~~

SES Group	Organizational Job Title	SES Group	Organizational Job Title
IV	Administrator	I	Board of Elections Director
IV	General Counsel	I	Daniel ——— Field Director
IV	Clerk ——— of Commission	I	Animal — Services Director
IV	EEO, — DBE, — & Small — Business Director	I	Staff Attorney
IV	Airport Executive Director	I	Transit Director
		I	Warden
		I	Housing ——— & Community Development Director
III	Deputy Administrator	I	Fire Chief
III	Deputy Administrator	I	911 Director
		I	Airport Operations Director
III	Deputy — General Counsel	I	Airport Engineering — and Maintenance Director
		I	Airport Fire Chief

-II	Recreation, Parks, & — Facilities Director	I	Airport — Marketing Director
-II	Utilities Director	I	Airport — Aircraft Services Director
-II	Engineering Director	I	Airport — Finance and — Administration Director
-II	Environmental Services Director	I	Sheriff's — Chief Deputy
-II	Human Resources Director	I	Sheriff's Colonel
-II	Finance Director	I	Chief — Deputy Tax Commissioner
-II	Tax Assessor	I	Assistant — Tax Commissioner
-II	Emergency Management Service — (EMA) Director	I	Executive — Director of Landbank
-II	Information Technology Director	I	Court Administrator — for the Superior Court
-II	Procurement Director		
-II	Planning — & Development Director		

Section 500.316 Compensation Inaccuracies and Corrections

~~It is our policy and practice to accurately compensate employees and to do so in compliance with all applicable state and federal laws. To ensure that you are paid properly for all time worked and that no improper deductions are made, you must record correctly all work time and review your paychecks promptly to identify and to report all errors.~~

~~Review Your Pay Stub~~

~~We make every effort to ensure our employees are paid correctly. Occasionally, however, mistakes can happen. When mistakes do happen and are called to our attention, we will promptly make any corrections necessary. Please review your pay stub when you receive it to make sure it is correct. If you believe a mistake has occurred or if you have any questions, please use the reporting procedure outlined below.~~

~~Non-exempt Employees~~

~~If you are classified as a non-exempt employee, you must maintain a record of the total hours you work each day. These hours must be accurately recorded on a time card that will be provided to you by your supervisor. Each employee must sign his or her time card to verify that the reported hours worked are complete and accurate. Your time card must accurately reflect all regular and overtime hours worked, any absences, late arrivals, early departures and meal breaks. At the end of each week, you should submit your completed time card to your supervisor for verification and approval. When you receive each pay check, please verify immediately that you were paid correctly for all regular and overtime hours worked each work week.~~

~~Unless you are authorized by your supervisor, you should not work any hours that are not authorized. Do not start work early, finish work late, work during a meal break or perform any other extra or overtime work unless you are authorized to do so and that time is recorded on your time card. Employees are prohibited from performing any "off the clock" work. "Off the clock" work means work you may perform but fail to report on your time card. Any employee who fails to report or inaccurately reports any hours worked will be subject to disciplinary action, up to, and including, discharge.~~

~~It is a violation of Augusta, Georgia policy for any employee to falsify a time card, or to alter another employee's time card. It is also a serious violation of Augusta, Georgia policy for any employee or manager to instruct another employee to incorrectly or falsely report hours worked or alter another employee's time card to under or over report hours worked. If any manager or employee instructs you to (1) incorrectly or falsely under or over report your hours worked, or (2) alter another employee's time records to inaccurately or falsely report that employee's hours worked, you should report it immediately to the Human Resources Department.~~

Exempt Employees

~~If you are classified as an exempt salaried employee, you will receive a salary that is intended to compensate you for all hours you may work for Augusta, Georgia. This salary will be established at the time of hire or when you become classified as an exempt employee. While it may be subject to review and modification from time to time, such as during salary review times, the salary will be a predetermined amount that will not be subject to deductions for variations in the quantity or quality of the work you perform.~~

~~Under federal and state law, your salary is subject to certain deductions. For example, absent contrary state law requirements, your salary can be reduced for the following reasons:~~

- ~~• Full day absences for personal reasons~~
- ~~• Full day absences for sickness or disability~~
- ~~• Full day disciplinary suspensions for infractions of our written policies and procedures~~
- ~~• Family and Medical Leave absences (either full or partial day absences)~~
- ~~• To offset amounts received as payment for jury or witness fees or military pay~~
- ~~• The first or last week of employment in the event you work less than a full week~~

~~Your salary may also be reduced for certain types of deductions such as your portion of health, dental or life insurance premiums; state, federal or local taxes, social security; or, contributions to a pension plan. In any work week in which you performed any work, your salary will not be reduced for any of the following reasons:~~

- ~~• Partial day absences for personal reasons, sickness or disability~~
- ~~• Your absence on the day before or after a paid holiday or because the facility was closed on a scheduled work day~~
- ~~• Absences for jury duty, attendance as a witness, or military leave in any week in which you have performed any work~~
- ~~• Any other deductions prohibited by state or federal law~~

~~Please note: It is not an improper deduction to reduce an employee's accrued vacation, personal or other forms of paid time off for full or partial day absences for personal reasons, sickness or disability.~~

To Report Concerns or Obtain More Information

~~If you have questions about deductions from your pay, please immediately contact Human Resources. If you believe you have been subject to any improper deductions or your pay does not accurately reflect your hours worked, you should immediately report the matter to your supervisor. If the supervisor is unavailable or if you believe it would be inappropriate to contact that person (or if you have not received a prompt and fully acceptable reply), you should immediately contact the Director of Human Resources in Room 601 of the Municipal Building or at (706) 821-2303, the Manager of Payroll, or any other supervisor with whom you feel comfortable. If you are unsure of who to contact if you have not received a satisfactory response within five business days after reporting the incident, please immediately contact the Administrator in Room 801 of the Municipal Building or at (706) 821-2400.~~

~~Every report will be fully investigated and corrective action will be taken where appropriate, up to and including discharge for any employee(s) who violate this policy. In addition, Augusta, Georgia will not allow any form of retaliation against individuals who report alleged violations of this policy or who cooperate in Augusta, Georgia's investigation of such reports. Retaliation is unacceptable, and any form of retaliation in violation of this policy will result in disciplinary action, up to, and including, discharge.~~

~~CHAPTER VIII.~~

~~EMPLOYMENT, RECORDS & HRIS~~

~~Section 800.001 Authority of the Administrator~~

~~The Administrator shall have final authority regarding all employment issues (including, but not limited to, hiring, firing, position classifications, discipline, and organization), except for those pertaining to Airport Employees, department directors or employees who report directly to the Commission. "Airport Employee" is an employee subject to the authority of the Augusta Aviation Commission. For Airport Employees, where "Administrator" appears in this Chapter it shall mean the Executive Director of the Augusta Regional Airport.~~

~~Section 800.004 Position Management~~

Purpose

~~The Position Management Program (PMP) is the formal system for identifying and defining positions in Augusta, Georgia to assure compliance with Augusta, Georgia's budget program and availability of funds. A position is a specific functional job within Augusta, Georgia. The PMP is divided into two distinct components.~~

- ~~i) A unique position numbering system will provide controls for authorized and recognized positions. The unique number for each position will easily identify the Human Resources criteria of several programs critical to each position.~~
- ~~ii) The PMP will provide a formal approval process for positions to be included in the budget program and a means for tracking the status of these positions in relationship to the availability of funds.~~

~~Position Numbering and Control~~

~~Each position in the Augusta, Georgia Classified Service will be assigned a Personnel Control Number (PCN). Utilizing a series of alpha numeric fields, essential information unique to that position can be readily obtained. The PCN is divided into three basic subgroups—~~

- ~~i) Position Identifier—This is the basic identifying sequence for the job position. It consists of four fields that will include the job classification code, the department and division to which it is assigned, and a sequence number. No two Position Identifiers will be the same.~~
- ~~ii) Supplemental Data—The next section of the PCN is a series of fields which will allow Human Resources to identify the following—Exempt/Nonexempt as defined by the Fair Labor Standards Act~~

~~Position control is a system of tracking information based upon positions rather than employees to create a framework of positions for all jobs within Augusta, Georgia without regard to whether or not they have an incumbent in a specific job. As incumbents grow and change jobs within Augusta, Georgia, their job title, salary and other attributes may change, but the position the incumbent was in will likely still exist and will be maintained. Position control will allow Augusta, Georgia to track the history of the position, track vacancies, and track positions filled with temporary and contract workers. The system will bridge the gap between typical employee information (HRIS) and position information (Budgets).~~

~~Position Tracking~~

~~Position tracking refers to a system of tracking information based upon a unique position ID number with the primary purpose of managing positions more precisely and thus enable more accurate monitoring of the approval process. Approved/funded positions will be tracked as authorized. Positions that are not approved/funded will be tracked as recognized. Recognized~~

~~positions will be included on the official departmental organizational charts maintained by the Human Resources Department, and if future funding becomes available and approved, they may be moved to authorize status. The system can also track vacancies, over filling, under filling and full-time equivalents (FTE). Position titles will include the official title as approved by the approval process and the organization title (e.g., Equipment Operator II may be known in the department as Bush Hog Driver).~~

~~Position Approval Process~~

~~The approval process for hiring of all non-Airport positions will be the Department Director, Human Resources Director, Finance, and the Administrator. The Airport Executive Director will approve all Airport Employee positions.~~

- ~~i) Existing Authorized Positions — The Department Director shall forward a Personnel Action Form (PAF) to the Human Resources Department. Human Resources will verify that the salary is within guidelines and forward to OMB to verify funding. The verified PAF will then be forwarded to the Administrator for approval and returned to Human Resources for normal processing.~~
- ~~ii) New Positions — The Department Director will forward a Position Description draft and a revised organizational chart to the Human Resources Department. This will document the concept of the position. The Classification/Compensation Administration will perform the job analysis, determine whether or not the position should be in the classified or unclassified, and assign a salary grade. The allocation request will then be forwarded to Finance and the Administrator for verification of funding and approval.~~
 - ~~(a) If funded and approved, the position will be placed into the employment process pursuant to the relevant Policies and Procedures.~~
 - ~~(b) If not funded or approved, the position will be marked as recognized and returned to the Classification/Compensation Section for recording prior to returning to the Department. Recognized positions will be suspended for possible future funding or future budget years.~~

~~Administration~~

~~The Human Resources Director or his/her designee shall have responsibility for the implementation and administration of the Position Management Program for all employees except Airport Employees.~~

Section 800.005 Vacant Positions

~~Vacant positions may be filled by recruitment from inside and/or outside sources as determined appropriate in coordination with the selecting Department Director, Online Hiring Center (OHC) user or HR Liaison. While the substantial majority of job vacancies meet the criteria for posting, there are a few circumstances that do not warrant advertisement of positions.~~

~~When a job posting is warranted, vacancies may also be advertised with the local employment commission, newspapers and electronic media, other government agencies, journals, private recruiting firms, colleges, professional and civic organizations, and other sources at the hiring department's expense.~~

~~To be eligible to apply for a posted position, an employee must have performed competently for at least six (6) months in his/her current position. Employees who have received a written warning, disciplinary probation, or suspension in the last twelve (12) months are not eligible to apply for posted positions. Eligible employees should only apply for and will only be considered for posted positions for which they possess the required skills, competencies, and qualifications.~~

~~The department must complete a requisition form in NEOGOV to fill any vacancy. This form will include but is not limited to:~~

~~a. Advertising Method (Area of consideration)~~

~~i. Internal~~

~~1. Departmental~~

~~2. Divisional~~

~~3. All Employees~~

~~ii. External~~

~~1. Open to the Public~~

~~b. Working Hours and Location~~

~~c. Safety Sensitive Position Status~~

~~The requisition must undergo several stages of approval:~~

~~a. The Director must certify that the requested position is funded.~~

~~b. The HR Director or designee must authorize the advertisement of the position.~~

~~After a requisition has been approved, an HR representative and the Departmental HR Liaison will review the most current version of the job description to determine if it needs to be updated or revised. The job description will provide valuable information to help screen for Minimally Qualified (MQ) and Highly Qualified (HQ) candidates. Questions from the principle duties and responsibilities, educational requirements, knowledge, skills and abilities will be used during the automated screening process. Additionally, an HR representative may contact the HR Liaison for supplementary information regarding the position to determine any "Selective Placement Factors" (SPF) such as specific certifications needed for optimal performance or job specific information (i.e. certified aluminum welder, advanced certification in excel, public speaking experience, or bilingual capabilities).~~

~~To ensure that HR is recruiting qualified candidates for the opening, it is essential that the departmental liaison and HR staff communicate with each other regarding the posting and subsequent activities during the recruitment process. The hiring department has (48) hours to make any necessary updates to the job descriptions after the initial job description review. All changes to the job description must be approved by the HR Director.~~

Section 800.009 Applicant Screening

~~Most positions, unless otherwise identified, will receive the referred list of minimally qualified applicants. When the referred list is received, interviews are at the discretion of the OHC manager.~~

a. Basic Qualifications

~~Human Resources will pre-screen applicants to determine if minimal qualifications are met. Any applicant that does not meet the minimal qualifications will not be forwarded to the hiring department.~~

- ~~i. All "basically qualified" applicants will be forwarded to the hiring department on an "Applicant Referral List" (ARL). If an applicant does not appear on the ARL, they are not eligible for hire.~~
- ~~ii. If a selection cannot be made from the minimum qualification list, justification for this reason must be made via NEOGOV (viewable to the applicant) as to why the candidate was not selected.~~

b. Highly Qualified Applicants

~~Some positions may require knowledge, skills and abilities (KSA) examining for highly qualified candidates. Before advertising, HR and the Department Director or designee, will determine~~

~~what qualifications are needed to be designated as highly qualified. Only applicants on the ARL are eligible for hire.~~

- ~~I. If such screening is required, the top (10) highly qualified candidates will be referred to the hiring department. If less than (3) highly qualified candidates exist, all qualified candidates will be forwarded to the hiring department for consideration.~~
- ~~II. If selection cannot be made from the initial top ten and there are remaining highly qualified candidates, the remaining list will be forwarded to the hiring department.~~
- ~~III. If a selection cannot be made from the highly qualified list, justification for this reason must be made via NEOGOV (viewable to the applicant) as to why the candidate was not selected.~~
- ~~IV. Only the HR Director can approve sending a new referral list of the "basically qualified" applicants if all highly qualified applicants are rejected.~~
- ~~c. Referred List: Referred List will remain active for sixty (60) days, after which time the list will expire and the position must be re-advertised. Extensions may be granted on a case-by-case basis.~~
- ~~d. Fire Department: As to the Fire Department and Airport Fire Department, all applicants for Firefighter positions will be required to take a written examination and undergo agility and other physical tests as might be required by the applicable Fire Department. Those applicants successfully completing said written examination and other tests will be placed on a list established and maintained by the applicable Fire Department.~~

Section 800.010 Qualifications and Requirements

~~Qualifications are the education, experience, competencies, skills, abilities, knowledge, and other attributes determined most likely to predict successful job performance in a position or group of positions with similar requirements and levels of responsibilities. Acceptable background information and driving record, when required, are included in the attributes necessary to meet minimum qualifications. Documentation of education, certification and veteran status must be provided to Human Resources prior to employment.~~

~~All positions in the classified service shall be open only to persons who meet such requirements as are listed on the public announcement of the vacancy. Such requirements may include but are not limited to the following factors—experience, education, and training. Applicants considered~~

~~for employment/rehire will be screened for illegal drugs as a part of the employment process. Applicants will also be subject to a complete background and reference check by the Human Resources Department as well as review of any relationships prohibited by the nepotism policy.~~

~~Applicants for Firefighter positions in the Fire Department and Airport Fire Department will be required to meet such physical standards (including without limitation height and weight standards) as may be established by the applicable Fire Department. (Such standards are set forth in the Augusta, Georgia Fire Department Operations Manual (the "Manual")). Airport Fire Department applicants must also comply with Federal Aviation Administration (FAA) Regulations FAR Part 139 and related regulations. Applicants for Firefighter positions in the Fire Department and Airport Fire Department will also be required to meet all standards and requirements of the State of Georgia for employment of Firefighters, including without limitation the "Employment Requirements" of the Georgia Firefighter Standards and Training Council. A copy of these requirements is maintained by both the Human Resources Department and the Fire Department and may be reviewed upon request.~~

~~Applicants for Firefighter positions in the Fire Department and Airport Fire Department will also be required to pass such written examinations, physical examinations, agility tests, and such other requirements as may be required by the applicable Fire Department. See also "Fire Fighter I Recruitment Procedures" below.~~

Section 800.011 Fire Fighter I Recruitment Procedures

Eligibility Requirements—To apply for the position of firefighter, you must—

- ~~a) Be at least 18 years of age;~~
- ~~b) Have a High school diploma or equivalent ;~~
- ~~c) Have a valid driver's license and a good driving record;~~
- ~~d) Have a honorable discharge, if any, from the military; and~~
- ~~e) Meet the medical requirements set forth in NFPA 1582.~~

Disqualifiers may include, but are not limited to, the following—

- ~~a) Admission and/or conviction of a felony offense within the past (10) years;~~
- ~~b) Admission and/or conviction of a misdemeanor involving moral turpitude;~~
- ~~c) Admission, conviction, or positive test indicating illegal drug use within the past 12 months;~~

- ~~d) Admission or conviction of the sale of drugs;~~
- ~~e) Admission, conviction, or positive tests indicating certain drug use and/or patterns of drug use;~~
- ~~f) Anything other than an honorable discharge from the military;~~
- ~~g) Admission, conviction, or other evidence of a pattern of theft; or~~
- ~~h) Admission or conviction of DUI (driving under the influence) within the last 5 years.~~

~~Hiring Procedures~~

- ~~1. **Fire Department Interest Form** — When not conducting active recruitment, interested persons may complete a “Job Interest Card”. These are available on the www.augustaga.gov/employment.~~
- ~~2. **Applications** — Persons who have completed interest forms are e-mailed a notification that they now need to complete an online employment application. Once recruitment is open, a position will be advertised for no less than 30 calendar days.~~
- ~~3. **Entrance Exam** — All applicants are scheduled to take the Entrance Examination. (The exam is a nationally validated examination.) This exam is based on general knowledge, measuring numerous abilities. A passing score is required to progress from the Entrance Exam to the Agility Test. The Entrance Examination will not be scored on the day of the test, notification will be sent to applicants advising their results as either passing or failure. In addition, any applicant for the Airport Fire Department shall have a working knowledge of the Airport and airport firefighting procedures.~~
- ~~4. **Background Check and Pre-employment Screening** — Candidates must consent to a background examination. Candidates will be given a detailed background questionnaire packet at the Entrance Exam. This form is to be returned to Fire Administration (or to the Airport Marshal’s Department for Airport Fire Department applicants) as quickly as possible.~~
- ~~5. **Agility Test** — *Candidate Physical Ability Test (CPAT)* — All applicants who successfully complete the entrance exam will progress to the CPAT. A CPAT video will be made available to all applicants on the August website under Human Resources. Applicants will be provided the opportunity to practice the CPAT for a minimum of two weeks prior to the test date. Upon arriving for this test, applicants must sign a waiver to participate in the CPAT. With all forms submitted, the applicant is allowed to attempt the CPAT. Applicants are notified of their status (pass/fail) in this segment of the process before they leave the drill yard.~~

- ~~6. **Acrophobia Test** — All applicants who successfully complete the Entrance Exam and Agility Test will progress to an acrophobia test. The applicant must sign a fitness acknowledgement and certification that they possess the physical and mental attributes necessary to perform the tasks required to participate in this exam. This exercise tests for fear of heights and leg and hand coordination. The applicant, with a life safety belt on, must climb the ladder to the top, without stopping and without placing both feet on the same rung at the same time, once at the top hook the safety snap ring around the second rung from the top of the ladder, lean back taking the slack out of the safety belt and clap the hands three (3) distinct and separate times over the head. Unhook the safety belt and descend the ladder to the bottom without stopping. MAXIMUM TIME — Five (5) Minutes. EQUIPMENT NEEDED — Applicant wears helmet, gloves and ladder belt.~~

~~Applicants for positions at the Airport Fire Department shall also be required to pass the physical agility test approved for and required by the Georgia Firefighter Standards and Training Council (GFSTC).~~

- ~~7. **Applicant Interview** — Applicants who successfully complete all tests are scheduled for a structured interview before a five (5) member diverse panel to include women and minorities of various ranks from the Fire department. Human Resources and/or EEO will be present.~~
- ~~8. **Candidates List** — Candidates who obtain passing status on the Eligibility Exam, normally a score of 70 or better, and pass all other requirements are then placed on an eligibility list by grouping. The grouping is based upon total points from the exam, and the candidate interview in the following categories—~~
- ~~1. Highly Qualified “HQ” (Top 20% to include ties)~~
 - ~~2. Basic “BQ” (Middle 60 %)~~
 - ~~3. Minimally Qualified “MQ” (Bottom 20% to include ties)~~
- ~~9. **Eligibility List** — Candidates successfully moving beyond the background check will be placed on an eligibility list for consideration in hiring. This list may be used for consideration in selection for up to one year from the test date.~~
- ~~10. **Applicant Referral list** — Depending on the number of vacancies, a list of referred candidates will be forwarded to the Fire Department for hiring consideration. E.g., if the Fire Department has five vacancies, HR may refer the top 10 candidates in alphabetical order for selection. The applicants that are not selected will be returned to the eligibility list.~~

- 11. Conditional Offer of Employment** — ~~As the department needs to fill vacancies, candidates are scheduled from the eligibility list for a conditional offer of employment. The candidates are to be selected from the "HQ" list first. If there are less than (3) candidates on the "HQ" list, candidates can be considered from the "BQ" list. If there are less than (3) candidates on the "BQ" list, candidates may be considered from the "MQ" list or the position can be re-advertised.~~
- 12. Drug Test Screening** — ~~Within 24 hours of the conditional offer of employment, a drug-screening test must be conducted and provide negative results.~~
- 13. Post Offer/Pre-Employment Medical Examination** — ~~Selected candidates will be scheduled for a complete Firefighter pre-employment medical examination. A trained physician experienced in Firefighter medical exams will conduct this exam. These exams are conducted to meet the NFPA 1582 standard. This standard can be read in detail at www.nfpa.org.~~
- 14. Employment** — ~~Firefighter must continue to meet the NFPA 1582 and NFPA 1001 standards and must successfully complete an annual physical and performance review. Firefighter will also be required annually to pass the minimum performance standards as adopted by the commission. Firefighters that do not meet these minimum requirements of the position will be subject to the Minimum Standards progressive discipline policy outlined below —~~
- ~~1. First failure will result in no punishment and the person will be re-tested in 30 days after the failure.~~
 - ~~2. Second failure will result in a letter of reprimand placed in their personnel file and the person will be re-tested in 30 days after the failure. If the person failing the test is a driver, that person will be suspended from their duties of driver until they pass the test.~~
 - ~~3. Third failure will result in a 48-hour suspension without pay from duty and the person will be re-tested in 30 days after returning to duty.~~
 - ~~4. Fourth failure will result in termination.~~
- 15. Certification** — ~~Firefighter must receive the Intermediate EMT certification within 12 months of hire.~~

Section 800.013 Interview Process

~~The employment interview is part of the selection process. The primary function of the interview is to obtain data or to assess certain knowledge, skills, and abilities of a candidate not available through review of applications. For basically qualified applicants from the same department as the posted position, interviews may be waived with prior approval by the Employment Manager in very limited circumstances. Certain guidelines will be observed to maximize the validity and reliability of the interview process as well as ensure the adherence to current EEO requirements.~~

~~It is highly recommended that the Interview Resource Guide for Managers be reviewed prior to any interview. All interview questions should be forwarded to the HR Employment Manager or designee prior to the interview for review. When possible and practical, an HR representative should be on the interview panel. If the interview is for a supervisor, manager or director level position, a representative from the EEO office should be included on the panel as a non-interviewer. Under Veterans Preference, qualified applicants on the ARL will be given consideration for an interview if any interviews are conducted from the ARL.~~

~~The interview panel will be selected by the hiring department. A minimum of three individuals must serve on the interview panel. The interview panel shall consist of personnel who have expertise with the elements of the position. In order to ensure objectivity and job knowledge, an incumbent of the position, the immediate supervisor and/or manager and the Director or designee should sit on the interview panel. Relatives or personal friends of the applicant will be excluded from the panel. Reasonable accommodations shall be made for disabled applicants to allow participation in the interview process.~~

~~The Department Head or Supervisor in which the position vacancy exists shall be responsible for the development of interview questions and standards for measurement of candidate responses. These standards must be derived from the job description. Consistency will be maintained in the questions asked of all candidates. The questions must be job related and designed to measure job knowledge, experience, education, or to solicit responses that reflect those personal traits that are job related. Questions pertaining to protected categories such as race, sex, religion or marital status or other inquiries that directly or indirectly require disclosure of such information are prohibited. Any questions that would indirectly divulge an applicant's age, national origin, or other protected category shall be made in strict accordance with Law.~~

~~The applicants selected for an interview must be notated in NEOGOV to include—~~

- ~~• The date, time and locations of the interview; and~~
- ~~• the interview panel.~~

~~Only Human Resources can tender any job offer or pay commitment to the candidate(s).~~

~~Section 800.014 Contingent Job Offer (CJO)/Tentative Job Offer~~

~~After all interviews have been completed, review your interview notes, consult with the interview panel (if applicable), department/division director, etc. and select the most qualified person for the position. Upload your contingent decision into NEOGOV and notify HR. The tentative selection should be forwarded to the HR Department no later than the Monday prior to orientation. The following rules/procedures apply regarding salary offers—~~

- ~~a. Salary offered at the minimum of salary range

 - ~~i. No additional action is required.~~~~
- ~~b. Salary offered is within (10)percent of the minimum salary range

 - ~~i. For all non Airport Employees, written justification for the salary must be submitted by the Department Director to the HR Director for approval.~~~~
- ~~c. Refer to Section 500.119 for salary offers that exceed up to ten (10) percent of the minimum salary range or up to fifteen (15) percent above current salary for promotions.~~

~~Only the Human Resources Director or designee can make a contingent job offer for all non-Airport employees. The Department Director or designee must notify HR of the selected Candidate and the recommended salary via NEOGOV. The HR department will send a conditional offer letter to the selected candidate and copy the Department Director. The HR Department will contact the applicant (typically, via telephone) and make a conditional offer of employment. This discussion should include the salary as well as any post offer employment screening. If the conditional offer is accepted, HR provides the candidate with information regarding items needed/required that must be successfully completed before a final job offer can be made. Required information/actions can include—~~

- ~~a. Completion of the I-9 form and appropriate identifying documentation;~~
- ~~b. Names and Contact Information of two (2) references;~~
- ~~c. Motor vehicle report (if required for the position being filled);~~
- ~~d. Physical exam (if applicable);~~
- ~~e. Drug test;~~
- ~~f. Background check authorization; and~~
- ~~g. Education and/or Certification verifications.~~

Exhibit B

REPLACE WITH:

CHAPTER III.

GRIEVANCES, DISCIPLINE, & APPEALS

Section 300.001 Grievance and Discipline Policy Objective and Scope of Chapter

Objective: It is the practice of Augusta, Georgia to:

1. Provide fair, equitable, and timely grievance procedures for all regular employees;
2. Facilitate free discussion of employment concerns between employees and supervisors to foster better understanding of administrative policies, procedures, and practices;
3. Promote reaching a fair and equitable decision and doing so in a climate of mutual understanding and objective fact-finding; and to
4. Assure that those who file grievances are not retaliated against.
5. To establish a uniform, fair, and standardized means by which Augusta, Georgia may administer a program of disciplinary procedures and guidelines.

Scope:

1. These grievance and discipline procedures apply to all regular full-time employees, with the exception of temporary employees, some elected officials, and members of the Senior Executive Service (SES). Additionally, contract employees and persons in Grant Funded positions are not covered.
2. "Airport Employee" is an employee subject to the authority of the Augusta Aviation Commission. For Airport Employees, where "Administrator" appears in this Chapter it shall mean the Executive Director of the Augusta Regional Airport.
3. Augusta, Georgia reserves the right to depart from this grievance policy in its sole discretion. All employees are employed at will, and both they and Augusta, Georgia may terminate the employment relationship at any time, with or without cause, without following any specific procedure.

Section 300.002 Grievance Policy Definitions

A “grievance” is a disagreement regarding an interpretation and/or application of administrative rule, regulation, policy, plan or procedure which exists under the personnel administration system of Augusta, Georgia which an employee feels is unjust or unfair.

Except as otherwise defined, a “working day” for this policy is defined as any day of business between working hours of 8:00 a.m. and 5:00 p.m. excluding Saturday, Sunday and Augusta, Georgia observed Holidays. A “working day” for Airport Employees is defined as any calendar day between the hours of 8:00 a.m. and 5:00 p.m. including Saturday, Sunday and Augusta, Georgia observed Holidays.

Section 300.011 Discipline

1. Disciplinary action may be taken against an employee when a rule of Augusta, Georgia the Federal Aviation Administration (FAA), Transportation Security Administration (TSA) or the Department is violated, when work performance is not satisfactory, when counter-productive or inappropriate behavior is exhibited, or violation of lawful orders, work rules/standards, organizational Standard Operating Procedures (SOPs), federal laws, administrative rules, organizational policies and procedures, ordinances, and/or statutes. A discipline program should exhibit promptness, impartiality, consistency, and fairness, where employees know what to expect as the result of certain behaviors on the job (See Recommended Guidelines for Disciplinary Actions- Table I).
2. Augusta, Georgia generally follows a policy of progressive discipline. The purpose of a progressive disciplinary procedure is to give the employee adequate notice and opportunity to correct any deficiencies, and its focus is on prevention of future violations rather than on punishment. The disciplinary action taken is normally to be the least serious **action** needed to prevent future instances of inappropriate behavior. If inappropriate behavior continues, the employee can expect further and more serious discipline. This policy does not restrict the imposition of a suspension, demotion, or termination in matters that are outside the progressive discipline policy.

Augusta, Georgia reserves the right to depart from this discipline policy in its sole discretion. All employees are employed at will, and both they and Augusta, Georgia may terminate the employment relationship at any time, with or without cause, without following any specific procedure.

4. Airport Employees do not have the ability to appeal their termination to the Personnel Board. For Airport Employees, the Airport Executive Director is the final decision maker for all disciplinary matters.

Types of Discipline:

The types of disciplinary action, in order of their severity, are:

A. Informal Discipline

1) Letter of Warning

A Letter of Warning is a type of informal disciplinary action and may be used to admonish an employee for committing a minor violation. It is often used when verbal counseling, admonishments, on the job training, and/or guidance has failed to provide the necessary corrective action. The "Notice of Warning Letter" (See Form HR-ER 1) provides documentation that the counseling occurred, outlining the shortcomings or violations and then offering recommendations for improvement. Informal discipline documentation is maintained at the department level.

Informal disciplinary actions are not subject to the grievance or appeals processes.

B. Formal Discipline

1) Written Reprimand

A Written Reprimand is an admonishment given to the employee in writing, and is always placed in the official personnel file in Human Resources. This form of discipline is more serious than a Letter of Warning, but less serious than a suspension. A Written Reprimand often serves as the type of discipline given for a repeated offense of minor violations or for the first offense of a moderately serious infraction. The "Notice of Written Reprimand" (See Form HR-ER II) will be completed by the Department Director and forwarded to Human Resources for inclusion in the employee's official personnel file. If a Letter of Warning or any other relevant disciplinary actions has been issued previously, a copy may be attached as supporting documentation. The letter of Written Reprimand may be used to support further disciplinary actions for a period no longer than three (3) years from the date of receipt.

2) Performance Improvement Plans

The Performance Improvement Plan (PIP) is designed to facilitate constructive discussion between a staff member and his or her supervisor and to clarify the work performance to be improved. It is implemented, at the discretion of the supervisor and Department Director, when it becomes necessary to help a staff member improve his or her performance.

A PIP will be conducted for period of ninety (90) days and must be approved by the Department Director. If an employee shows improvement but not enough that the employee meets the status of "satisfactory", the PIP may be extended for a period of ninety (90) days within a one (1) year cycle for a total of no more than two (2) PIP plans. If an employee does not show improvement after the initial PIP or does not meet the status of "satisfactory" after two (2) PIPs, the Department Director can recommend the employee for demotion or termination.

3) Suspension Without Pay

A suspension is the most severe form of discipline, short of demotion or termination, and involves time off without pay. It is used when a written reprimand has not corrected the inappropriate behavior or when an offense is more serious than that warranting a reprimand. A suspension may last from one (1) to thirty (30) days depending on the seriousness of the infraction. Any suspension shall utilize the "Notice of Proposed Disciplinary Action" form (Form HR-ER III) and must be approved by the Department Director, or equivalent, prior to issuance to the employee. A copy will be processed through the HR Director.

4) Demotion With A Pay Reduction

Performance-Based Demotion

An involuntary demotion may occur based on poor performance and is appropriate where:

1. The employee's inability to perform current job duties has been demonstrated and documented in the employee's record through one or more PIPs;
2. The employee's record is otherwise satisfactory and no other active rule violations exist, e.g. attendance, punctuality, etc.;
3. The employee is qualified for the lower grade or alternative position;
4. The employee has the ability, is qualified, and a vacancy exists, the employee may be demoted to another position which may be in a lower pay grade or transferred to another job within the employee's functional unit; and
5. The Director of Human Resources has provided final approval for a demotion. This requirement is not applicable to Airport Employees.

If an employee has been promoted or transferred in the last year and the employee is not performing at a level expected in the new job, then the employee may request to return to the previous job or a job similar to the previous job and their salary will return to what it was prior to the promotion or transfer. The availability of such a job may depend upon mitigating circumstances, such as whether the job has already been filled within the same department. Augusta, Georgia will assist the employee in finding a suitable job that corresponds to their experience, skills, and knowledge. Should the job previously held by the employee be filled and no other comparable position exists, the employee will be placed on lay-off status until a comparable position may be found. However, if within six (6) months a comparable position is not found the employee will be placed on permanent lay-off status.

Performance-Based Demotions with pay reductions may be considered in cases where moving the person out of their current position is more appropriate than termination.

Conduct-Based Demotions

An involuntary demotion may also occur based on poor or unacceptable conduct. With this type of demotion, a Performance Improvement plan is not necessary or required.

1. Unacceptable personal conduct violations are outlined in the violations and recommended disciplinary actions in Table I. These conduct violations may include but are not limited to: personal conduct that disrupts work or the work environment, jeopardizes the safety of persons or property, or creates other serious disruptions in the workforce.
2. There are circumstances in which unacceptable or bad conduct could warrant imposing disciplinary action that is more severe than suspension but less severe than termination. An acceptable alternative disciplinary action for this type of conduct can be demotion in lieu of termination.

Provided the employee is qualified, a funded vacancy exists, and the Department Director believes that demotion would be a more appropriate disciplinary action than termination; the employee may be involuntarily demoted to another position which may be in a lower pay grade or transferred to another job within the employee's functional unit. In either case the demotion in pay and/or grade would require a minimum ten percent (10%) reduction in base pay. For all employees, except Airport Employees, prior to demotion, the proposed action must be reviewed and approved by the Director of Human Resources.

5) Termination

Termination from employment is the most severe form of discipline. It is normally used when an employee has been disciplined repeatedly and commits yet another infraction. It may also be used when the employee has committed any infraction that falls outside progressive discipline, regardless of disciplinary history. For every termination (except for Airport Employees) the "Notice of Proposed Termination" form should be filled out completely by the Department Director and should be delivered to the HR Director for review and processing. Except for Airport Employees, the request for termination will be approved/disapproved by the HR Director who will issue a final "Notice of Decision." For Airport Employees, the Airport Executive Director will issue a final "Notice of Decision" with respect to terminations and will deliver such form to the HR Director for such terminations to be processed.

Section 300.012 Discipline Guidelines and Procedure

1. An employee for whom formal disciplinary action (i.e. written reprimand, PIP, suspension, demotion, or termination) is being considered should, when possible, be allowed notice prior to imposition of such action by the use of the "Notice of Proposed Disciplinary Action" form. The employee will have five (5) working days in which to respond in writing or orally to the Department Director explaining why the action should not be taken. Failure to respond within that period will not delay administering of the disciplinary action.
2. Suspensions (for any reason), terminations, and demotions are permanent actions and will be retained in the official personnel file indefinitely.
3. Any disciplinary action recommending a suspension, demotion, or termination must be in writing and must be approved by the HR Director prior to disciplinary action being imposed. This requirement is not applicable to Airport Employees as all disciplinary actions of such employees shall be made by the Airport Executive Director or his/her designee.
4. An effective discipline program is characterized by the uniform application of rules and regulations. Generally, like offenses should result in similar disciplinary actions. At the same time, the supervisor administering the discipline may consider additional factors such as years of service and internal consistency.
5. It is recognized that similar offenses may result in different disciplinary actions, depending on work history, circumstances, and the severity of the offense. For example, an employee who is charged with "absence without approved leave" (AWOL) for a two-week absence may be terminated while an employee who is charged with AWOL for a two-hour absence may only receive a one-day suspension. Both employees are charged with the same offense, but receive different disciplinary actions.
6. Other factors that may influence the severity of disciplinary action include, but are not limited to, the following: the length of the employee's service, the quality of the employee's service, the cost involved, and the cooperation of the employee in the investigation of the specific incident. Ensuring that disciplinary actions are administered in a fair, consistent, and non-discriminatory manner is ultimately the responsibility of the HR Director (Airport Executive Director for Airport Employees).
7. An employee may not be punished more than once for the same offense by any other management official of Augusta, Georgia. Previous offenses may, however, be taken into account when considering future discipline. Disciplinary actions by law enforcement or any other outside agency does not prohibit Augusta, Georgia from also taking disciplinary action. For example, if an employee is issued a citation by law enforcement during the investigation of an "at fault" accident, this does not prohibit Augusta, Georgia from imposing disciplinary action as well.

8. In determining the proper level of disciplinary action, which would be suitable to a particular offense, refer to the "Recommended Guidelines for Disciplinary Actions. This Table of Guidelines (Table I) provides examples of misconduct but may not be all-inclusive. Augusta, Georgia has the right to discipline an employee for offenses not specifically listed. If an act or violation is of a very serious nature, intermediate levels of progressive discipline may be bypassed with more severe penalties imposed.
9. In addition to a thorough narrative with any supporting evidence as necessary, supporting the reason(s) for the charges or offense in question, the Department Director should cite any applicable "Violation Reference" code found on the table of guidelines. (HR-ER Form). More than one reference may be cited in making record of the disciplinary action. The specific action or punishment to be taken is at the discretion of the Department Director; particularly egregious violations may bypass the progressive discipline process.

Note: The Personnel Board shall consider only Appeals of employees as it relates of dismissals or terminations. For non-Airport Employees, decisions of the Personnel Board may be appealed to the Administrator. Airport Employees do not have the right to appeal to the Personnel Board.

Review and Approval Process for non-Airport Employees

<u>Formal Discipline</u>	<u>Submitter</u>	<u>Approver</u>	<u>Time to Appeal</u>	<u>1st Appeal</u>	<u>2nd Appeal</u>
<u>Written Reprimand</u>	<u>Supervisor/ Manager</u>	<u>Department Director</u>	<u>5 Days</u>	<u>HR Director</u>	<u>None</u>
<u>PIP</u>	<u>Supervisor/ Manager</u>	<u>Department Directors</u>	<u>5 Days</u>	<u>HR Director</u>	<u>None</u>
<u>1-3 Days Suspension</u>	<u>Supervisor/ Manager</u>	<u>Department Director</u>	<u>5 Days</u>	<u>HR Director</u>	<u>None</u>
<u>4 Days or more Suspension</u>	<u>Department Director</u>	<u>HR Director</u>	<u>5 Days</u>	<u>Administrator</u>	<u>None</u>
<u>Demotion</u>	<u>Department Director</u>	<u>HR Director</u>	<u>5 Days</u>	<u>Administrator</u>	<u>None</u>

<u>Termination</u>	<u>Department Director</u>	<u>HR Director</u>	<u>5 days</u>	<u>Personnel Board</u>	<u>Administrator</u>
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1. If the actions necessary are not time-sensitive, the supervisor shall notify the employee (Notice of Pending Disciplinary Action" form) that formal disciplinary action, i.e. suspension, demotion, or termination, is being considered. This notification shall provide facts and a description of the alleged infraction(s) and the consequences under consideration. The employee shall be given five (5) working days in which to provide a written response to the Department Director, with a copy to HR, showing cause as to why disciplinary action should not be taken.
2. When a regular employee is charged with misconduct that serves as a basis for termination or demotion, the Department Director may (but is not required to) place the employee on up to three (3) days Administrative Leave with pay. The administrative leave will be unpaid if the employee is otherwise unavailable to perform his or her job duties or if unpaid Administrative Leave is approved by the HR Director (or Airport Executive Director for Airport Employees).
3. Infractions of a serious nature may require prompt action, not allowing for advance notification. Any written communication from the employee will permanently accompany the relevant disciplinary action.
4. The Department Director must coordinate with the HR Director to assure procedural compliance prior to issuance of any proposed or final decision. Within ten (10) workdays of receipt of the employee's written response, the Department Director or HR Director will decide and issue the disposition in the matter using the "Notice of Final Decision Form HR-ER IV."
5. Upon receipt, the employee should sign and date a "Receipt Acknowledged" of Notice of Final Decision. A copy of all documentation associated with the case will be furnished by the Department Director to the HR Department for filing in the Official Personnel File.

Section 300.013 Appeal of Submitted and Approved Discipline

1. In order to remain timely, the request from the employee for an Appeal to the HR Director, Administrator or Personnel Board, must be written, signed and filed in the HR Department within five (5) business days of the employee receiving notice of the recommended disciplinary action, or Final Decision by the Department Director, HR Director, or Airport Executive Director (if applicable). The effect of an employee's failure to request an Appeal within this five (5) day period is the waiver of their right to appeal the recommendation, action or decision and a failure on their part to exhaust their administrative remedies. In such instances, the recommendation for discipline made by the Department Director (or manager) or the Final Decision made by the HR

Director (or Airport Executive Director) shall become a Final Decision which is not appealable.

2. For non-Airport employees, a written statement by the employee specifically referencing suspension, demotion, or termination and providing their reasons, to include any relevant documentation, for recommending the disciplinary action be overturned, shall be forwarded to the HR Director. The HR Director will review the documents for timeliness and completeness and, if a timely appeal is made, shall forward a copy of the request to the next appeal level within ten (10) working days of receiving the request.
3. For suspensions of four (4) or more days, demotions, and terminations, the HR Director or designee (Airport Executive Director for Airport Employees) shall hold an administrative review conference at which time the employee shall be authorized to present information that is pertinent to the charges on his or her behalf. (For suspensions of 1 to 3 days, the Department Director or designee shall hold an administrative review conference). If an employee wishes to have an attorney present at this conference, said employee must inform the decision maker of such intentions at least forth-eight (48) hours prior to the conference. The HR Director (or Airport Executive Director) may seek legal representation from the Law Department in any such conference or Personnel Board Hearing irrespective of whether the employee has requested an attorney or not.
4. The final decision maker for all disciplinary matters shall render a decision based on all of the relevant information and the employee shall be notified of the final decision in writing.

Section 300.014 Appeals to the Personnel Board: Terminations Only

Note: Only full-time regular, non-Airport, employees may appeal Terminations. SES and Probationary employees may not appeal to the Personnel Board.

1. The employee shall have five (5) business days from notification by the HR Director to appeal a termination or dismissal (Form HR-ER V) via the HR Department to the Personnel Board.
2. Upon receipt by the HR Director of a timely written request for appeal of termination by the employee, Human Resources will, within ten (10) working days, submit all documentation, including a statement of charges, to the Personnel Board.

3. At its next scheduled meeting, the Personnel Board will hold an open hearing and receive evidence in relation to the Appeal in accordance with the bylaws of the Personnel Board.
4. The employee or agents of the employee may not contact or have discussions with any member of the Personnel Board regarding the Employee's hearing, the facts surrounding the hearing, or the Employee's character outside the confines of the hearing while the Employee's appeal is pending. The employee's failure to comply with this regulation will result in the Employee's appeal being denied and the decision of the Human Resources Director being upheld.
5. If an employee wishes to have an attorney present at the Personnel Board hearing, said employee must inform the HR Director of such intention at least forty-eight (48) hours prior to the hearing. The HR Director may seek legal representation from the Law Department in any Personnel Board Hearing irrespective of whether the employee has requested an attorney or not.
6. If an employee has a conflict which will not allow the employee to attend the open hearing and needs to reschedule the date of the open hearing concerning their employment to the next regularly scheduled meeting of the Personnel Board, the employee must provide at least forty-eight (48) hours notice of the need to reschedule and must provide written verification of the conflict to the Director of Human Resources at least twenty-four (24) hours before the scheduled open hearing. Failure to provide adequate notice or written verification of a conflict will result in the open hearing to proceed as scheduled. If an employee fails to attend the scheduled open hearing, the employee's appeal will be denied and the decision of the Human Resources Director will be upheld.
7. Within ten (10) working days of the hearing, a written decision will be rendered by the Personnel Board. Such decision shall contain a descriptive statement by the Chairman of the Personnel Board describing the reasons the Board rendered the decision it made.
8. The HR Department will notify the employee in writing of the decision of the Personnel Board.

Table I Recommended Guidelines For Disciplinary Actions

LEGEND:

L **≡** **Letter of Warning**

S **≡** **Suspension**

W = Written ReprimandT = Termination

<u>IN-1</u>	<u>Disregard for or willful failure to follow the written instruction or direction of a supervisor or higher authority</u>	<u>Insubordina</u> <u>tion</u>	<u>W</u>	<u>S/T</u>	<u>T</u>	
<u>IN-2</u>	<u>Abusive verbal conduct directed at a supervisor within the employee's chain-of-command.</u>	<u>Insubordina</u> <u>tion</u>	<u>W/S</u>	<u>S/T</u>	<u>T</u>	
<u>IN-3</u>	<u>Failure to work overtime, special hours, or special shifts or be on stand-by, as directed</u>	<u>Insubordina</u> <u>tion</u>	<u>W-S</u>	<u>S/T</u>	<u>T</u>	
<u>ND-1</u>	<u>Violation of any Augusta, Georgia, department or division rule or directive</u>	<u>Neglect of</u> <u>Duty</u>	<u>L</u>	<u>W</u>	<u>S</u>	<u>T</u>
<u>ND-2</u>	<u>Inability to perform up to accepted work standards</u>	<u>Neglect of</u> <u>Duty</u>	<u>L</u>	<u>W</u>	<u>S</u>	<u>T</u>
<u>ND-3</u>	<u>Habitual tardiness, unscheduled absence (six (6) or more in a 180 day period), absenteeism, and/or abuse of leave privileges</u>	<u>Neglect of</u> <u>Duty</u>	<u>L</u>	<u>W</u>	<u>S</u>	<u>T</u>
<u>ND-4</u>	<u>Willful neglect in performance of duties</u>	<u>Neglect of</u> <u>Duty</u>	<u>W/S</u>	<u>S/T</u>	<u>T</u>	
<u>ND-5</u>	<u>Job abandonment for 3 consecutive scheduled workdays, or 2 consecutive 24-hour shifts.</u>	<u>Neglect of</u> <u>Duty</u>	<u>S/T</u>	<u>T</u>		
<u>ND-6</u>	<u>Leaving the assigned work area during regular working hours without permission or until relieved.</u>	<u>Neglect of</u> <u>Duty</u>	<u>L</u>	<u>W</u>	<u>S</u>	<u>T</u>
<u>ND-7</u>	<u>Absence without approved leave, including failure to call in or report an absence to a supervisor the day the absence begins.</u>	<u>Neglect of</u> <u>Duty</u>	<u>W</u>	<u>S</u>	<u>T</u>	
<u>ND-8</u>	<u>Being identified as "at fault" in an accident or collision by the Safety Review Committee while the operator of Augusta, Georgia vehicle or piece of equipment.</u>	<u>Neglect of</u> <u>Duty</u>	<u>See</u> <u>SRC</u> <u>Penalty</u> <u>Matrix</u>	<u>See</u> <u>SRC</u> <u>Penalty</u> <u>Matrix</u>	<u>See</u> <u>SRC</u> <u>Penalty</u> <u>Matrix</u>	

<u>ND-9</u>	<u>Failure to maintain licenses, certifications and/or other professional credentials required for employment or failure to notify appropriate Augusta, Georgia officials of their loss, suspension, or revocation.</u>	<u>Neglect of Duty</u>	<u>S/T</u>	<u>T</u>		
<u>ND-10</u>	<u>Suspension or revocation of Driver License or Commercial Driver License (CDL) if it is required for the performance of job duties.</u>	<u>Neglect of Duty</u>	<u>W/S/T</u>	<u>S/T</u>	<u>T</u>	
<u>ND-11</u>	<u>Willful or negligent violation of a safety policy, which results in property/equipment damage or personal injury.</u>	<u>Neglect of Duty</u>	<u>W/S/T</u>	<u>S/T</u>	<u>T</u>	
<u>ND-12</u>	<u>Violating a safety rule or practice or any conduct which could endanger a co-worker or member of the public.</u>	<u>Neglect of Duty</u>	<u>W/S/T</u>	<u>S/T</u>	<u>T</u>	
<u>ND-13</u>	<u>Operating, or directing the operation, of an Augusta, Georgia vehicle or equipment without proper qualifications or supervision.</u>	<u>Neglect of Duty</u>	<u>W</u>	<u>S</u>	<u>T</u>	
<u>ND-14</u>	<u>Failure to immediately report any on-the-job accident to a supervisor or member of the chain-of-command.</u>	<u>Neglect of Duty</u>	<u>W</u>	<u>S</u>	<u>T</u>	
<u>ND-15</u>	<u>Failure to report to the Department a subpoena or request for information from a law firm that relates to Augusta, Georgia business.</u>	<u>Neglect of Duty</u>	<u>L</u>	<u>W</u>	<u>S</u>	<u>T</u>
<u>ND-16</u>	<u>Possession or sale of alcohol or illicit drugs on Augusta, Georgia property (including vehicles).</u>	<u>Neglect of Duty</u>	<u>T</u>			
<u>ND-17</u>	<u>Working under the influence of alcohol or illicit drugs.</u>	<u>Neglect of Duty</u>	<u>T</u>			

<u>ND-18</u>	<u>Violation of traffic laws while operating Augusta, Georgia vehicle, i.e. speeding, running traffic control device, failure to yield, etc.</u>	<u>Neglect of Duty</u>	<u>L</u>	<u>W</u>	<u>S</u>	<u>T</u>
<u>ND-19</u>	<u>Motor Vehicle Record review with 10 points or more – impact on driving privileges</u>	<u>Neglect of Duty</u>	<u>T</u>			
<u>ND-20</u>	<u>Violation of FAA/TSA regulations or rules</u>	<u>Neglect of Duty</u>	<u>W/S/T</u>	<u>W/S/T</u>	<u>W/S/T</u>	<u>W/S/T</u>
<u>EV-1</u>	<u>Fraud, waste, and/or abuse of Augusta, Georgia property or time.</u>	<u>Ethics Violation</u>	<u>W/S/T</u>	<u>S/T</u>	<u>T</u>	
<u>EV-2</u>	<u>Falsification or misrepresentation of an official document or record.</u>	<u>Ethics Violation</u>	<u>W/S/T</u>	<u>S/T</u>	<u>T</u>	
<u>EV-3</u>	<u>Falsification or misrepresentation of any portion of a job application.</u>	<u>Ethics Violation</u>	<u>W/S/T</u>	<u>S/T</u>	<u>T</u>	
<u>EV-4</u>	<u>Violation of Augusta, Georgia policies relating to impartiality, use of public property, conflict of interest, disclosure or confidentiality.</u>	<u>Ethics Violation</u>	<u>W</u>	<u>S</u>	<u>T</u>	
<u>EV-5</u>	<u>Conviction of a felony, a misdemeanor conviction involving moral turpitude, or any misdemeanor while in the performance of Augusta, Georgia duties.</u>	<u>Ethics Violation</u>	<u>S/T</u>	<u>T</u>		
<u>EV-6</u>	<u>Unauthorized possession of firearms, explosives, or weapons on Augusta property.</u>	<u>Ethics Violation</u>	<u>W/S/T</u>	<u>S/T</u>	<u>T</u>	
<u>EV-7</u>	<u>Unauthorized vending or solicitation on property or from Augusta, Georgia vehicle.</u>	<u>Ethics Violation</u>	<u>L</u>	<u>W</u>	<u>S</u>	<u>T</u>

<u>EV-8</u>	<u>Attempting to coerce or influence a member of the public, fellow employees, subordinates or supervisor with gifts, services, loans or other consideration OR receipt of a fee, gift, or valuable item when such is given or accepted in the expectation of receiving a favor or preferential treatment.</u>	<u>Ethics Violation</u>	<u>S</u>	<u>T</u>		
<u>EV-9</u>	<u>Directing or permitting a subordinate to violate any rule, policy or regulation, whether explicit or condoned through inaction.</u>	<u>Ethics Violation</u>	<u>W/S</u>	<u>S/T</u>	<u>T</u>	
<u>EV-10</u>	<u>Engaging in any employment, activity or enterprise which is illegal, incompatible, or in technical conflict with the employee's duties and responsibilities as Augusta, Georgia employee.</u>	<u>Ethics Violation</u>	<u>S/T</u>	<u>T</u>		
<u>EV-11</u>	<u>Engaged in outside employment activity while using sick leave, worker's compensation leave, or catastrophic leave.</u>	<u>Ethics Violation</u>	<u>T</u>			
<u>EV-12</u>	<u>Intentional destruction, theft or unauthorized removal of Augusta, Georgia property or assets for personal use.</u>	<u>Ethics Violation</u>	<u>W/S/T</u>	<u>S/T</u>	<u>T</u>	
<u>EV-13</u>	<u>Intentional destruction, theft (including stealing time) or unauthorized removal, possession or use of Augusta, Georgia property, tools or equipment without consent.</u>	<u>Ethics Violation</u>	<u>W/S/T</u>	<u>S/T</u>	<u>T</u>	
<u>EV-14</u>	<u>Violation of Augusta, Georgia's discrimination and/or unlawful harassment policies.</u>	<u>Ethics Violation</u>	<u>W/S/T</u>	<u>S/T</u>	<u>T</u>	

<u>EV-15</u>	<u>Gross misconduct to include, but not limited to, physical violence, threats of physical violence or engaging in offensive conduct or language toward the public, supervisory personnel, or fellow employees.</u>	<u>Ethics Violation</u>	<u>S/T</u>			
<u>EV-16</u>	<u>Membership in any organization that advocates the overthrow of the Government of the United States by force or violence.</u>	<u>Ethics Violation</u>	<u>T</u>			
<u>EV-17</u>	<u>Misconduct which undermines supervisory authority, productivity, or morale.</u>	<u>Ethics Violation</u>	<u>W</u>	<u>S</u>	<u>T</u>	
<u>EV-18</u>	<u>Off duty conduct (e.g. conviction of a felony) which reflects very unfavorably upon the image and ethical standards of Augusta, Georgia as an employer.</u>	<u>Ethics Violation</u>	<u>W/S/T</u>	<u>S/T</u>	<u>T</u>	
<u>WE-1</u>	<u>Violation of Augusta, Georgia Internet Use Policies (e.g. social media, pornographic sites, etc.)</u>	<u>Work Ethics Violation</u>	<u>W/S/T</u>	<u>S/T</u>	<u>T</u>	
<u>WE-2</u>	<u>Violation of Augusta, Georgia Email Policies (e.g. Passing on inappropriate chain emails and non-work related content, etc.) and/or excessive personal email/web time.</u>	<u>Work Ethics Violation</u>	<u>W/S/T</u>	<u>S/T</u>	<u>T</u>	
<u>WE-3</u>	<u>Unauthorized use of Augusta, Georgia vehicles or equipment on or off-duty.</u>	<u>Work Ethics Violation</u>	<u>W</u>	<u>S</u>	<u>T</u>	

CHAPTER V.

COMPENSATION

A. GENERAL

Authority of the Administrator – Except as otherwise stated, the Administrator shall have the authority to approve all classifications, reclassifications, reorganizations, pay adjustments up to fifteen percent (15%) of base pay and final decision authority of classification appeals. Except

as otherwise stated, the Administrator shall be responsible for any pay disparities or inequities created as a result of this authority.

Authority of the Airport Executive Director over Airport Employees – “Airport Employee” is an employee subject to the authority of the Augusta Aviation Commission. For Airport Employees, where “Administrator” appears in this Chapter it shall mean the Executive Director of the Augusta Regional Airport.

Section 500.001 Compensation Philosophy

Augusta, Georgia is committed to a results-oriented government that provides efficient and accountable government services.

Our goal is to attract, retain and motivate committed, hard-working, creative and thoughtful employees who support our mission to meet and exceed the expectations of our community, not only in service delivery but in building a better place for all of us to live and work. The main focus of the compensation philosophy is to increase productivity, maximize efficiency and improve overall service level for Augusta, Georgia citizens. For our employees, that means we are committed to:

- Providing opportunities for our employees to grow and develop their skills, knowledge, and their careers.
- Ensuring individual accountability for performance and results.
- Communicating openly with our employees about our organization/mission, our successes and our failures, and opportunities for us to do things better.
- Providing a competitive total compensation package.

The total compensation program at Augusta, Georgia is designed to assist us in creating and supporting a high-performance, responsive and competitive organization. The total compensation program is made up of salary/wages and benefits.

In order to accomplish these goals and to ensure that the compensation program is consistent with its direction, stated mission, and goals, Augusta, Georgia government commits to the pay philosophy statements as follows:

Augusta, Georgia’s total compensation philosophy is to provide pay and benefits sufficient to attract and retain the qualified and skilled employees to accomplish Augusta, Georgia’s strategic plan:

1. Position total compensation (pay and benefits) to be aimed at midpoint of the market;
2. There are conditions where exceptions may be necessary, in situations such as -

- Recruiting the desired level of talent in certain jobs is a sustained problem and results in negative impacts to the organization;
- Retention issues, including succession and turnover;
- Significant changes in the economy or marketplace; and
- Internal anomalies in alignment, disparities or inconsistencies.

Pay programs are intended to be competitive at a minimum with the average pay of benchmark organizations in the primary labor market. The primary labor market is currently defined as those counties or city governments that are of comparable size in terms of revenue, number of full time employees, etc. in the southern part of the U.S where Augusta, Georgia competes for talent acquisition. Airports that are of comparable size in terms of revenue, number of full time employees, etc. are the primary labor market for the Augusta Regional Airport. A list of such comparable organizations in the labor market shall be maintained in Human Resources.

- a. As deemed necessary, the Human Resources Director may recommend that other comparators should be used where information from the primary labor market is considered insufficient to attract and retain specific positions or classes.
- b. Augusta, Georgia shall adopt a pay for performance policy. The pay for performance policy is designed to recognize job performance and requires annual approval by Augusta, Georgia's Board of Commissioners. The decision to provide employees a performance increase is contingent upon an overall performance appraisal rating and availability of funds.
- c. Nothing in this compensation philosophy statement should be construed as a required benefit in the event that Augusta, Georgia experiences a decline in revenue or a revenue growth lower than the projected increase in expenses.
- d. As part of Augusta, Georgia's Compensation strategy, the salaries of representative benchmark classes for all occupational groups shall be compared to the minimum and maximum salaries, with a focus on the mid-point, of the benchmark jurisdictions.
- e. The benchmark matches are also reviewed and validated annually by the participating jurisdictions. This will allow the Compensation Administration team to capture on-going evolutionary changes occurring within these occupations and provide a meaningful basis to make market rate comparisons.

- f. The remaining job classifications that were not selected as a benchmark job shall be "linked" to one of the selected benchmark classes. This process will allow HR to affect both the benchmark class and any classes "linked" to a benchmark class when survey results indicate a pay adjustment is necessary.
- g. In determining the appropriate linkages, input will be obtained from Department Directors within the organization. The list of benchmark classes and linked classes shall be reviewed and updated as new classes are established or abolished in order to maintain accurate and timely data.
- h. When determining Augusta, Georgia's market competitiveness, a market ratio (**comp-a-ratio**) shall be utilized. Augusta, Georgia's relationship to the market is shown as the market ratio that falls below or rises above 100%. Job classes with a market ratio of less than 90% are considered to be below the market. If an adjustment is authorized based upon the survey results, the grade for the benchmark class(es) plus the linked class(es) would be adjusted to minimally place the class(es) within the acceptable threshold of ninety to one hundred and ten percent (90-110%).
- i. In all instances, for benchmark jobs, information for an assessment of pay competitiveness will be ascertained through reliably current published compensation survey data.
- j. Every two (2) years, the Human Resources Director will conduct a market study of benchmark positions to determine the competitive posture of the organization, and propose a plan of action, if needed, to bring any positions or classes into competitive alignment. At any time the Human Resources Director determines that one or more particular classes need to be reviewed more frequently than once every two (2) years, necessary action may be taken to assess the market position of such classes without consulting the Commission. The Administrator's approval is required to conduct such classes' market study.

Section 500.104 Components of the Compensation Plan

The compensation for each employee is the product of the salary structure and the components of the compensation plan that shall be used to adjust employee compensation. Except for Airport Employees, each component of the compensation plan is subject to funding approval on an annual basis by Augusta, Georgia Board of Commissioners as part of the budget. The Augusta Aviation Commission shall determine if there is funding for the Augusta Regional Airport to participate in the components of the compensation plan. These components are discussed in detail in the following sections.

Section 500.108 Starting Rates for New Employees

In most cases, a new employee shall be paid the minimum rate of the pay grade. Exceptions may be approved by the Department Director/Elected Official, the Human Resources Director and/or the Administrator, as set forth below. For all employees, approval authority is delegated to Department Directors/Elected Officials for starting salaries that fall no more than ten percent (10%) of the minimum pay on appropriate salary range. Starting salaries that fall more than ten percent (10%) but less than fifteen percent (15%) of the established minimum annual salary shall require approval by the Human Resources Director and the Administrator. Except for Airport Employees, any salary offer that is over fifteen percent (15%) requires Commission approval. The Augusta Aviation Commission shall establish salaries for Airport Employees and is authorized to approve any salary offer over fifteen percent (15%) for Airport Employees.

The following are examples of cases in which an exception might be approved as specified in the above guidelines -

1. If a selected candidate's qualifications exceed the minimum qualifications stated in the job posting and they will not accept appointment at the minimum rate of the class, the candidate may be appointed at a higher rate. These cases should be thoroughly analyzed and measured against objective qualification standards and reviewed and compared with the salaries of current employees in the class by the Human Resources Compensation Administration unit.
2. Difficulty in recruitment may justify a higher rate. If difficulty in recruitment at the minimum rate in the salary range persists, the HR Director and Administrator shall be consulted and approval given first before assigning a higher hiring rate within the pay grade as long as the salary offer is within ten percent (10%) of the minimum established salary range. Appropriations for funding positions above the minimum rate must be secured within the framework of the budget of the department employing the individual. Any recommendation exceeding ten percent (10%) will be forwarded to the Administrator.

Department Directors and Supervisors will be held accountable if they create internal inequity in their department.

If market conditions or unusual circumstances dictate a starting salary that is above ten percent (10%) of the job's minimum salary range, Department Directors shall submit to the Human Resources Director, a written request along with justification to that effect.

The Administrator may approve or reject the request. Such circumstances (e.g., tight labor market, education and/or experience levels which are significantly above minimal job requirements) should be documented and verified by the Compensation Administration unit.

Section 500.121 Procedures for Determining Promotional Increase

1. The Department Director or Elected Official will decide the amount of the promotional increase within the standards stated in this policy. Promotional increases are not to exceed the maximum of the range.
2. For all employees except Airport Employees, final approval for all promotional increases must be made by the Human Resources Director. For Airport Employees, all promotional increase decisions will be made by the Airport Executive Director. In the event that a Department Director/Elected Official and the Human Resources Director do not agree on a promotional increase, the Department Director/Elected Official may appeal the matter to the Administrator for final disposition.

The decision regarding a promotional increase shall reflect the promoted employee's experience and qualifications in comparison with other employees' backgrounds in the same job. If the Department Director or Elected Official deems that the promotional guidelines as aforementioned do not fulfill this requirement, the Director or Elected Official may request a promotional adjustment through the Human Resources Director but not more than ten percent (10%) for the employee. Final approval must be made by the Human Resources Director.

Section 500.308 Senior Executive Service (SES) Group

The Senior Executive Service (SES) Group consists of key executive level employees of the organization. SES employees are employees-at-will throughout the term of their employment and do not obtain a property interest in their position at any time. SES employees are not entitled to appeal their terminations to the Personnel Board.

Definitions of SES Groups

- The SES Group I – covers a wide spectrum of executive level jobs involving a high level of professional expertise or managing managers and professional staff on a daily basis, as well as leading and directing daily operational type work to subordinates. They also may manage their department's budget. SES Group I also includes employees who actively participate in developing organization

policy for Elected Officials or Independent Boards or Authorities and report directly to the Elected Official or Independent Board or Authority. Jobs in this category contribute largely through the use of their level of professional expertise. Salary range for the SES Group I is from \$70,000 to \$130,000 per annum.

- **The SES Group II** - covers executive level employees that typically report to the SES III Group. The incumbents in this category typically contribute through their people leadership. They are in essence known as technical experts who deliver a job that is key to the organization through their professional leadership. Incumbents in this category, typically rely on extensive experience and judgment to plan and accomplish goals. Incumbents in this category may perform a variety of tasks, lead and direct the work of others, oversee the entire regulation process for services requiring governmental approval by ensuring that all necessary applications are filed and handling all government interactions. They are responsible for developing procedures and formalizing them through approval processes to ensure regulatory compliance. A wide degree of creativity and latitude is expected within their department and organization. The salary range for SES II Group is from \$80,000 to \$140,000 per annum.
- **The SES Group III** – covers employees who actively participate in developing organization policy and report directly to the Commission or Administrator. They advise the Commission or Administrator on strategy. In essence, they are responsible for defining business strategy and contributing to the organization through their vision. They are responsible for managing multiple departments in the organization. They also have relative autonomy to adjust budgets in their departments. Incumbents in this category, ensures services meet organization standards as well as all applicable government regulations. Market value of these positions is a key factor in inclusion in this category. The salary range for SES III is from \$90,000 to \$150,000 per annum.
- **The SES Group IV** – covers employees who actively make formal recommendations to the Elected Official(s), Commission, or Board on matters relating to organizational policies and procedures. They plan strategy and seek approval from the Elected Official(s), Commission, or Board to implement such strategy. They are visionaries and are responsible for directing high-level strategic activities of the organization. They ensure that strategic results of the overall organization are accomplished successfully. The compensation of SES IV employees is to be determined by the Commission except that the Airport Executive Director's compensation shall be set by the Augusta Aviation Commission.

The following positions are identified and confirmed as Augusta, Georgia's SES Group:

<u>SES Group</u>	<u>Organizational Job Title</u>	<u>SES Group</u>	<u>Organizational Job Title</u>
<u>IV</u>	<u>Administrator</u>	<u>I</u>	<u>Board of Elections Director</u>
<u>IV</u>	<u>General Counsel</u>	<u>I</u>	<u>Daniel Field Director</u>
<u>IV</u>	<u>Clerk of Commission</u>	<u>I</u>	<u>Animal Services Director</u>
<u>IV</u>	<u>EEO, DBE, & Small Business Director</u>	<u>I</u>	<u>Staff Attorney</u>
<u>IV</u>	<u>Airport Executive Director</u>	<u>I</u>	<u>Transit Director</u>
		<u>I</u>	<u>Warden</u>
		<u>I</u>	<u>Housing & Community Development Director</u>
<u>III</u>	<u>Deputy Administrator</u>	<u>I</u>	<u>Fire Chief</u>
<u>III</u>	<u>Deputy Administrator</u>	<u>I</u>	<u>911 Director</u>
		<u>I</u>	<u>Airport Operations Director</u>
<u>III</u>	<u>Deputy General Counsel</u>	<u>I</u>	<u>Airport Engineering and Maintenance Director</u>

		<u>I</u>	<u>Airport Fire Chief</u>
<u>II</u>	<u>Recreation, Parks, & Facilities Director</u>	<u>I</u>	<u>Airport Marketing Director</u>
<u>II</u>	<u>Utilities Director</u>	<u>I</u>	<u>Airport Aircraft Services Director</u>
<u>II</u>	<u>Engineering Director</u>	<u>I</u>	<u>Airport Finance and Administration Director</u>
<u>II</u>	<u>Environmental Services Director</u>	<u>I</u>	<u>Sheriff's Chief Deputy</u>
<u>II</u>	<u>Human Resources Director</u>	<u>I</u>	<u>Sheriff's Colonel</u>
<u>II</u>	<u>Finance Director</u>	<u>I</u>	<u>Chief Deputy Tax Commissioner</u>
<u>II</u>	<u>Tax Assessor</u>	<u>I</u>	<u>Assistant Tax Commissioner</u>
<u>II</u>	<u>Emergency Management Service (EMA) Director</u>	<u>I</u>	<u>Executive Director of Landbank</u>
<u>II</u>	<u>Information Technology Director</u>	<u>I</u>	<u>Court Administrator for the Superior Court</u>
<u>II</u>	<u>Procurement Director</u>		
<u>II</u>	<u>Planning & Development Director</u>		

Section 500.316 Compensation Inaccuracies and Corrections

It is our policy and practice to accurately compensate employees and to do so in compliance with all applicable state and federal laws. To ensure that you are paid properly for all time worked and that no improper deductions are made, you must record correctly all work time and review your paychecks promptly to identify and to report all errors.

Review Your Pay Stub

We make every effort to ensure our employees are paid correctly. Occasionally, however, mistakes can happen. When mistakes do happen and are called to our attention, we will promptly make any corrections necessary. Please review your pay stub when you receive it to make sure it is correct. If you believe a mistake has occurred or if you have any questions, please use the reporting procedure outlined below.

Non-exempt Employees

If you are classified as a non-exempt employee, you must maintain a record of the total hours you work each day. These hours must be accurately recorded on a time card that will be provided to you by your supervisor. Each employee must sign his or her time card to verify that the reported hours worked are complete and accurate. Your time card must accurately reflect all regular and overtime hours worked, any absences, late arrivals, early departures and meal breaks. At the end of each week, you should submit your completed time card to your supervisor for verification and approval. When you receive each pay check, please verify immediately that you were paid correctly for all regular and overtime hours worked each work week.

Unless you are authorized by your supervisor, you should not work any hours that are not authorized. Do not start work early, finish work late, work during a meal break or perform any other extra or overtime work unless you are authorized to do so and that time is recorded on your time card. Employees are prohibited from performing any "off-the-clock" work. "Off-the-clock" work means work you may perform but fail to report on your time card. Any employee who fails to report or inaccurately reports any hours worked will be subject to disciplinary action, up to, and including, discharge.

It is a violation of Augusta, Georgia policy for any employee to falsify a time card, or to alter another employee's time card. It is also a serious violation of Augusta, Georgia policy for any employee or manager to instruct another employee to incorrectly or falsely report hours worked or alter another employee's time card to under- or over-report hours worked. If any manager or employee instructs you to (1) incorrectly or falsely under- or over-report your hours worked, or (2) alter another employee's time records to

inaccurately or falsely report that employee's hours worked, you should report it immediately to the Human Resources Department.

Exempt Employees

If you are classified as an exempt salaried employee, you will receive a salary that is intended to compensate you for all hours you may work for Augusta, Georgia. This salary will be established at the time of hire or when you become classified as an exempt employee. While it may be subject to review and modification from time to time, such as during salary review times, the salary will be a predetermined amount that will not be subject to deductions for variations in the quantity or quality of the work you perform.

Under federal and state law, your salary is subject to certain deductions. For example, absent contrary state law requirements, your salary can be reduced for the following reasons:

- Full day absences for personal reasons
- Full day absences for sickness or disability
- Full day disciplinary suspensions for infractions of our written policies and procedures
- Family and Medical Leave absences (either full or partial day absences)
- To offset amounts received as payment for jury or witness fees or military pay
- The first or last week of employment in the event you work less than a full week

Your salary may also be reduced for certain types of deductions such as your portion of health, dental or life insurance premiums; state, federal or local taxes, social security; or, contributions to a pension plan. In any work week in which you performed any work, your salary will not be reduced for any of the following reasons:

- Partial day absences for personal reasons, sickness or disability
- Your absence on the day before or after a paid holiday or because the facility was closed on a scheduled work day
- Absences for jury duty, attendance as a witness, or military leave in any week in which you have performed any work
- Any other deductions prohibited by state or federal law

Please note: It is not an improper deduction to reduce an employee's accrued vacation, personal or other forms of paid time off for full or partial day absences for personal reasons, sickness or disability.

To Report Concerns or Obtain More Information

If you have questions about deductions from your pay, please immediately contact Human Resources. If you believe you have been subject to any improper deductions or your pay does not accurately reflect your hours worked, you should immediately report the matter to your supervisor. If the supervisor is unavailable or if you believe it would be inappropriate to contact that person (or if you have not received a prompt and fully acceptable reply), you should immediately contact the Director of Human Resources in Room 601 of the Municipal Building or at (706) 821-2303, the Manager of Payroll, or any other supervisor with whom you feel comfortable. If you are unsure of who to contact if you have not received a satisfactory response within five business days after reporting the incident, please immediately contact the Administrator in Room 801 of the Municipal Building or at (706) 821-2400.

Every report will be fully investigated and corrective action will be taken where appropriate, up to and including discharge for any employee(s) who violate this policy. In addition, Augusta, Georgia will not allow any form of retaliation against individuals who report alleged violations of this policy or who cooperate in Augusta, Georgia's investigation of such reports. Retaliation is unacceptable, and any form of retaliation in violation of this policy will result in disciplinary action, up to, and including, discharge.

CHAPTER VIII.

EMPLOYMENT, RECORDS & HRIS

Section 800.001 Authority of the Administrator

The Administrator shall have final authority regarding all employment issues (including, but not limited to, hiring, firing, position classifications, discipline, and organization), except for those pertaining to Airport Employees, department directors or employees who report directly to the Commission. "Airport Employee" is an employee subject to the authority of the Augusta Aviation Commission. For Airport Employees, where "Administrator" appears in this Chapter it shall mean the Executive Director of the Augusta Regional Airport.

Section 800.004 Position Management

Purpose

The Position Management Program (PMP) is the formal system for identifying and defining positions in Augusta, Georgia to assure compliance with Augusta, Georgia's budget program and availability of funds. A position is a specific functional job within Augusta, Georgia. The PMP is divided into two distinct components.

- i) A unique position numbering system will provide controls for authorized and recognized positions. The unique number for each position will easily identify the Human Resources criteria of several programs critical to each position.
- ii) The PMP will provide a formal approval process for positions to be included in the budget program and a means for tracking the status of these positions in relationship to the availability of funds.

Position Numbering and Control

Each position in the Augusta, Georgia Classified Service will be assigned a Personnel Control Number (PCN). Utilizing a series of alpha-numeric fields, essential information unique to that position can be readily obtained. The PCN is divided into three basic subgroups -

- i) Position Identifier - This is the basic identifying sequence for the job position. It consists of four fields that will include the job classification code, the department and division to which it is assigned, and a sequence number. No two Position Identifiers will be the same.
- ii) Supplemental Data - The next section of the PCN is a series of fields which will allow Human Resources to identify the following - Exempt/Nonexempt as defined by the Fair Labor Standards Act

Position control is a system of tracking information based upon positions rather than employees to create a framework of positions for all jobs within Augusta, Georgia without regard to whether or not they have an incumbent in a specific job. As incumbents grow and change jobs within Augusta, Georgia, their job title, salary and other attributes may change, but the position the incumbent was in will likely still exist and will be maintained. Position control will allow Augusta, Georgia to track the history of the position, track vacancies, and track positions filled with temporary and contract workers. The system will bridge the gap between typical employee information (HRIS) and position information (Budgets).

Position Tracking

Position tracking refers to a system of tracking information based upon a unique position ID number with the primary purpose of managing positions more precisely and thus enable more accurate monitoring of the approval process. Approved/funded positions will be tracked as

authorized. Positions that are not approved/funded will be tracked as recognized. Recognized positions will be included on the official departmental organizational charts maintained by the Human Resources Department, and if future funding becomes available and approved, they may be moved to authorize status. The system can also track vacancies, over filling, under filling and full-time equivalents (FTE). Position titles will include the official title as approved by the approval process and the organization title (e.g., Equipment Operator II may be known in the department as Bush Hog Driver).

Position Approval Process

The approval process for hiring of all non-Airport positions will be the Department Director, Human Resources Director, Finance, and the Administrator. The Airport Executive Director will approve all Airport Employee positions.

- i) Existing Authorized Positions - The Department Director shall forward a Personnel Action Form (PAF) to the Human Resources Department. Human Resources will verify that the salary is within guidelines and forward to OMB to verify funding. The verified PAF will then be forwarded to the Administrator for approval and returned to Human Resources for normal processing.
- ii) New Positions - The Department Director will forward a Position Description draft and a revised organizational chart to the Human Resources Department. This will document the concept of the position. The Classification/Compensation Administration will perform the job analysis, determine whether or not the position should be in the classified or unclassified, and assign a salary grade. The allocation request will then be forwarded to Finance and the Administrator for verification of funding and approval.
 - (a) If funded and approved, the position will be placed into the employment process pursuant to the relevant Policies and Procedures.
 - (b) If not funded or approved, the position will be marked as recognized and returned to the Classification/Compensation Section for recording prior to returning to the Department. Recognized positions will be suspended for possible future funding or future budget years.

Administration

The Human Resources Director or his/her designee shall have responsibility for the implementation and administration of the Position Management Program for all employees except Airport Employees.

Section 800.005 Vacant Positions

Vacant positions may be filled by recruitment from inside and/or outside sources as determined appropriate in coordination with the selecting Department Director, Online Hiring Center (OHC) user or HR Liaison. While the substantial majority of job vacancies meet the criteria for posting, there are a few circumstances that do not warrant advertisement of positions.

When a job posting is warranted, vacancies may also be advertised with the local employment commission, newspapers and electronic media, other government agencies, journals, private recruiting firms, colleges, professional and civic organizations, and other sources at the hiring department's expense.

To be eligible to apply for a posted position, an employee must have performed competently for at least six (6) months in his/her current position. Employees who have received a written warning, disciplinary probation, or suspension in the last twelve (12) months are not eligible to apply for posted positions. Eligible employees should only apply for and will only be considered for posted positions for which they possess the required skills, competencies, and qualifications.

The department must complete a requisition form in NEOGOV to fill any vacancy. This form will include but is not limited to:

- a. Advertising Method (Area of consideration)
 - i. Internal
 - 1. Departmental
 - 2. Divisional
 - 3. All Employees
 - ii. External
 - 1. Open to the Public
- b. Working Hours and Location
- c. Safety Sensitive Position Status

The requisition must undergo several stages of approval:

- a. The Director must certify that the requested position is funded.
- b. The HR Director or designee must authorize the advertisement of the position.

After a requisition has been approved, an HR representative and the Departmental HR Liaison will review the most current version of the job description to determine if it needs to be updated or revised. The job description will provide valuable information to help screen for Minimally Qualified (MQ) and Highly Qualified (HQ) candidates. Questions from the principle duties and responsibilities, educational requirements, knowledge, skills and abilities will be used during the automated screening process. Additionally, an HR representative may contact the HR Liaison for supplementary information regarding the position to determine any "Selective Placement Factors" (SPF) such as specific certifications needed for optimal performance or job specific information (i.e. certified aluminum welder, advanced certification in excel, public speaking experience, or bilingual capabilities).

To ensure that HR is recruiting qualified candidates for the opening, it is essential that the departmental liaison and HR staff communicate with each other regarding the posting and subsequent activities during the recruitment process. The hiring department has (48) hours to make any necessary updates to the job descriptions after the initial job description review. All changes to the job description must be approved by the HR Director.

Section 800.009 Applicant Screening

Most positions, unless otherwise identified, will receive the referred list of minimally qualified applicants. When the referred list is received, interviews are at the discretion of the OHC manager.

a. Basic Qualifications

Human Resources will pre-screen applicants to determine if minimal qualifications are met. Any applicant that does not meet the minimal qualifications will not be forwarded to the hiring department.

- i. All "basically qualified" applicants will be forwarded to the hiring department on an "Applicant Referral List" (ARL). If an applicant does not appear on the ARL, they are not eligible for hire.
- ii. If a selection cannot be made from the minimum qualification list, justification for this reason must be made via NEOGOV (viewable to the applicant) as to why the candidate was not selected.

b. Highly Qualified Applicants

Some positions may require knowledge, skills and abilities (KSA) examining for highly qualified candidates. Before advertising, HR and the Department Director or designee, will determine

what qualifications are needed to be designated as highly qualified. Only applicants on the ARL are eligible for hire.

- I. If such screening is required, the top (10) highly qualified candidates will be referred to the hiring department. If less than (3) highly qualified candidates exist, all qualified candidates will be forwarded to the hiring department for consideration.
 - II. If selection cannot be made from the initial top ten and there are remaining highly qualified candidates, the remaining list will be forwarded to the hiring department.
 - III. If a selection cannot be made from the highly qualified list, justification for this reason must be made via NEOGOV (viewable to the applicant) as to why the candidate was not selected.
 - IV. Only the HR Director can approve sending a new referral list of the "basically qualified" applicants if all highly qualified applicants are rejected.
- c. **Referred List:** Referred List will remain active for sixty (60) days, after which time the list will expire and the position must be re-advertised. Extensions may be granted on a case-by-case basis.
 - d. **Fire Department:** As to the Fire Department and Airport Fire Department, all applicants for Firefighter positions will be required to take a written examination and undergo agility and other physical tests as might be required by the applicable Fire Department. Those applicants successfully completing said written examination and other tests will be placed on a list established and maintained by the applicable Fire Department.

Section 800.010 Qualifications and Requirements

Qualifications are the education, experience, competencies, skills, abilities, knowledge, and other attributes determined most likely to predict successful job performance in a position or group of positions with similar requirements and levels of responsibilities. Acceptable background information and driving record, when required, are included in the attributes necessary to meet minimum qualifications. Documentation of education, certification and veteran status must be provided to Human Resources prior to employment.

All positions in the classified service shall be open only to persons who meet such requirements as are listed on the public announcement of the vacancy. Such requirements may include but are not limited to the following factors - experience, education, and training. Applicants considered

for employment/rehire will be screened for illegal drugs as a part of the employment process. Applicants will also be subject to a complete background and reference check by the Human Resources Department as well as review of any relationships prohibited by the nepotism policy.

Applicants for Firefighter positions in the Fire Department and Airport Fire Department will be required to meet such physical standards (including without limitation height and weight standards) as may be established by the applicable Fire Department. (Such standards are set forth in the Augusta, Georgia Fire Department Operations Manual (the "Manual")). Airport Fire Department applicants must also comply with Federal Aviation Administration (FAA) Regulations FAR Part 139 and related regulations. Applicants for Firefighter positions in the Fire Department and Airport Fire Department will also be required to meet all standards and requirements of the State of Georgia for employment of Firefighters, including without limitation the "Employment Requirements" of the Georgia Firefighter Standards and Training Council. A copy of these requirements is maintained by both the Human Resources Department and the Fire Department and may be reviewed upon request.

Applicants for Firefighter positions in the Fire Department and Airport Fire Department will also be required to pass such written examinations, physical examinations, agility tests, and such other requirements as may be required by the applicable Fire Department. See also "Fire Fighter I – Recruitment Procedures" below.

Section 800.011 Fire Fighter I – Recruitment Procedures

Eligibility Requirements - To apply for the position of firefighter, you must -

- a) Be at least 18 years of age;
- b) Have a High school diploma or equivalent ;
- c) Have a valid driver's license and a good driving record;
- d) Have a honorable discharge, if any, from the military; and
- e) Meet the medical requirements set forth in NFPA 1582.

Disqualifiers may include, but are not limited to, the following -

- a) Admission and/or conviction of a felony offense within the past (10) years;
- b) Admission and/or conviction of a misdemeanor involving moral turpitude;
- c) Admission, conviction, or positive test indicating illegal drug use within the past 12 months;

- d) Admission or conviction of the sale of drugs;
- e) Admission, conviction, or positive tests indicating certain drug use and/or patterns of drug use;
- f) Anything other than an honorable discharge from the military;
- g) Admission, conviction, or other evidence of a pattern of theft; or
- h) Admission or conviction of DUI (driving under the influence) within the last 5 years.

Hiring Procedures

1. **Fire Department Interest Form** - When not conducting active recruitment, interested persons may complete a "Job Interest Card". These are available on the www.augustaga.gov/employment.
2. **Applications** - Persons who have completed interest forms are e-mailed a notification that they now need to complete an online employment application. Once recruitment is open, a position will be advertised for no less than 30 calendar days.
3. **Entrance Exam** - All applicants are scheduled to take the Entrance Examination. (The exam is a nationally validated examination.) This exam is based on general knowledge, measuring numerous abilities. A passing score is required to progress from the Entrance Exam to the Agility Test. The Entrance Examination will not be scored on the day of the test, notification will be sent to applicants advising their results as either passing or failure. In addition, any applicant for the Airport Fire Department shall have a working knowledge of the Airport and airport firefighting procedures.
4. **Background Check and Pre-employment Screening** - Candidates must consent to a background examination. Candidates will be given a detailed background questionnaire packet at the Entrance Exam. This form is to be returned to Fire Administration (or to the Airport Marshal's Department for Airport Fire Department applicants) as quickly as possible.
5. **Agility Test - Candidate Physical Ability Test (CPAT)** - All applicants who successfully complete the entrance exam will progress to the CPAT. A CPAT video will be made available to all applicants on the August website under Human Resources. Applicants will be provided the opportunity to practice the CPAT for a minimum of two weeks prior to the test date. Upon arriving for this test, applicants must sign a waiver to participate in the CPAT. With all forms submitted, the applicant is allowed to attempt the CPAT. Applicants are notified of their status (pass/fail) in this segment of the process before they leave the drill yard.

6. **Acrophobia Test** - All applicants who successfully complete the Entrance Exam and Agility Test will progress to an acrophobia test. The applicant must sign a fitness acknowledgement and certification that they possess the physical and mental attributes necessary to perform the tasks required to participate in this exam. This exercise tests for fear of heights and leg and hand coordination. The applicant, with a life safety belt on, must climb the ladder to the top, without stopping and without placing both feet on the same rung at the same time, once at the top hook the safety snap ring around the second rung from the top of the ladder, lean back taking the slack out of the safety belt and clap the hands three (3) distinct and separate times over the head. Unhook the safety belt and descend the ladder to the bottom without stopping. **MAXIMUM TIME - Five (5) Minutes.** **EQUIPMENT NEEDED** - Applicant wears helmet, gloves and ladder belt.

Applicants for positions at the Airport Fire Department shall also be required to pass the physical agility test approved for and required by the Georgia Firefighter Standards and Training Council (GFSTC).

7. **Applicant Interview** - Applicants who successfully complete all tests are scheduled for a structured interview before a five (5) member diverse panel to include women and minorities of various ranks from the Fire department. Human Resources and/or EEO will be present.
8. **Candidates List** - Candidates who obtain passing status on the Eligibility Exam, normally a score of 70 or better, and pass all other requirements are then placed on an eligibility list by grouping. The grouping is based upon total points from the exam, and the candidate interview in the following categories -
1. Highly Qualified "HQ" (Top 20% to include ties)
 2. Basic "BQ" (Middle 60 %)
 3. Minimally Qualified "MQ" (Bottom 20% to include ties)
9. **Eligibility List** - Candidates successfully moving beyond the background check will be placed on an eligibility list for consideration in hiring. This list may be used for consideration in selection for up to one year from the test date.
10. **Applicant Referral list** - Depending on the number of vacancies, a list of referred candidates will be forwarded to the Fire Department for hiring consideration. E.g., if the Fire Department has five vacancies, HR may refer the top 10 candidates in alphabetical order for selection. The applicants that are not selected will be returned to the eligibility list.

11. **Conditional Offer of Employment** - As the department needs to fill vacancies, candidates are scheduled from the eligibility list for a conditional offer of employment. The candidates are to be selected from the "HQ" list first. If there are less than (3) candidates on the "HQ" list, candidates can be considered from the "BQ" list. If there are less than (3) candidates on the "BQ" list, candidates may be considered from the "MQ" list or the position can be re-advertised.
12. **Drug Test Screening** - Within 24 hours of the conditional offer of employment, a drug-screening test must be conducted and provide negative results.
13. **Post Offer/Pre-Employment Medical Examination** - Selected candidates will be scheduled for a complete Firefighter pre-employment medical examination. A trained physician experienced in Firefighter medical exams will conduct this exam. These exams are conducted to meet the NFPA 1582 standard. This standard can be read in detail at www.nfpa.org.
14. **Employment** - Firefighter must continue to meet the NFPA 1582 and NFPA 1001 standards and must successfully complete an annual physical and performance review. Firefighter will also be required annually to pass the minimum performance standards as adopted by the commission. Firefighters that do not meet these minimum requirements of the position will be subject to the Minimum Standards progressive discipline policy outlined below -
 1. First failure will result in no punishment and the person will be re-tested in 30 days after the failure.
 2. Second failure will result in a letter of reprimand placed in their personnel file and the person will be re-tested in 30 days after the failure. If the person failing the test is a driver, that person will be suspended from their duties of driver until they pass the test.
 3. Third failure will result in a 48-hour suspension without pay from duty and the person will be re-tested in 30 days after returning to duty.
 4. Fourth failure will result in termination.
15. **Certification** - Firefighter must receive the Intermediate EMT certification within 12 months of hire.

Section 800.013 Interview Process

The employment interview is part of the selection process. The primary function of the interview is to obtain data or to assess certain knowledge, skills, and abilities of a candidate not available through review of applications. For basically qualified applicants from the same department as the posted position, interviews may be waived with prior approval by the Employment Manager in very limited circumstances. Certain guidelines will be observed to maximize the validity and reliability of the interview process as well as ensure the adherence to current EEO requirements.

It is highly recommended that the Interview Resource Guide for Managers be reviewed prior to any interview. All interview questions should be forwarded to the HR Employment Manager or designee prior to the interview for review. When possible and practical, an HR representative should be on the interview panel. If the interview is for a supervisor, manager or director level position, a representative from the EEO office should be included on the panel as a non-interviewer. Under Veterans Preference, qualified applicants on the ARL will be given consideration for an interview if any interviews are conducted from the ARL.

The interview panel will be selected by the hiring department. A minimum of three individuals must serve on the interview panel. The interview panel shall consist of personnel who have expertise with the elements of the position. In order to ensure objectivity and job knowledge, an incumbent of the position, the immediate supervisor and/or manager and the Director or designee should sit on the interview panel. Relatives or personal friends of the applicant will be excluded from the panel. Reasonable accommodations shall be made for disabled applicants to allow participation in the interview process.

The Department Head or Supervisor in which the position vacancy exists shall be responsible for the development of interview questions and standards for measurement of candidate responses. These standards must be derived from the job description. Consistency will be maintained in the questions asked of all candidates. The questions must be job related and designed to measure job knowledge, experience, education, or to solicit responses that reflect those personal traits that are job related. Questions pertaining to protected categories such as race, sex, religion or marital status or other inquiries that directly or indirectly require disclosure of such information are prohibited. Any questions that would indirectly divulge an applicant's age, national origin, or other protected category shall be made in strict accordance with Law.

The applicants selected for an interview must be notated in NEOGOV to include -

- The date, time and locations of the interview; and
- the interview panel.

Only Human Resources can tender any job offer or pay commitment to the candidate(s).

Section 800.014 Contingent Job Offer (CJO)/Tentative Job Offer

After all interviews have been completed, review your interview notes, consult with the interview panel (if applicable), department/division director, etc. and select the most qualified person for the position. Upload your contingent decision into NEOGOV and notify HR. The tentative selection should be forwarded to the HR Department no later than the Monday prior to orientation. The following rules/procedures apply regarding salary offers –

- a. Salary offered at the minimum of salary range
 - i. No additional action is required.
- b. Salary offered is within (10)percent of the minimum salary range
 - i. For all non-Airport Employees, written justification for the salary must be submitted by the Department Director to the HR Director for approval.
- c. Refer to Section 500.119 for salary offers that exceed up to ten (10) percent of the minimum salary range or up to fifteen (15) percent above current salary for promotions.

Only the Human Resources Director or designee can make a contingent job offer for all non-Airport employees. The Department Director or designee must notify HR of the selected Candidate and the recommended salary via NEOGOV. The HR department will send a conditional offer letter to the selected candidate and copy the Department Director. The HR Department will contact the applicant (typically, via telephone) and make a conditional offer of employment. This discussion should include the salary as well as any post-offer employment screening. If the conditional offer is accepted, HR provides the candidate with information regarding items needed/required that must be successfully completed before a final job offer can be made. Required information/actions can include –

- a. Completion of the I-9 form and appropriate identifying documentation;
- b. Names and Contact Information of two (2) references;
- c. Motor vehicle report (if required for the position being filled);
- d. Physical exam (if applicable);
- e. Drug test;
- f. Background check authorization; and
- g. Education and/or Certification verifications.

CHAPTER III.

GRIEVANCES, DISCIPLINE, & APPEALS

Section 300.001 Grievance and Discipline Policy Objective and Scope of Chapter

Objective: It is the practice of Augusta, Georgia to:

1. Provide fair, equitable, and timely grievance procedures for all regular employees;
2. Facilitate free discussion of employment concerns between employees and supervisors to foster better understanding of administrative policies, procedures, and practices;
3. Promote reaching a fair and equitable decision and doing so in a climate of mutual understanding and objective fact-finding; and to

4. Assure that those who file grievances are not retaliated against.

4.5. To establish a uniform, fair, and standardized means by which Augusta, Georgia may administer a program of disciplinary procedures and guidelines.

Section 300.002 Grievance Policy Scope:

1. These is grievance and discipline procedures applies to all regular full-time employees, with the exception of temporary employees, some elected officials, and members of the Senior Executive Service (SES). Additionally, contract employees and persons in Grant Funded positions are not covered.
2. "Airport Employee" is an employee subject to the authority of the Augusta Aviation Commission. For Airport Employees, where "Administrator" appears in this Chapter it shall mean the Executive Director of the Augusta Regional Airport.
- 1.3. Augusta, Georgia reserves the right to depart from this grievance policy in its sole discretion. All employees are employed at will, and both they and Augusta, Georgia may terminate the employment relationship at any time, with or without cause, without following any specific procedure.

Section 300.00234 Grievance Policy Definitions

A "grievance" is a disagreement regarding an interpretation and/or application of administrative rule, regulation, policy, plan or procedure which exists under the personnel administration system of Augusta, Georgia which an employee feels is unjust or unfair.

Except as otherwise defined, Aa "working day" for this policy is defined as any day of business between workings hours of 8:00 a.m. and 5:00 p.m. excluding Saturday, Sunday and Augusta, Georgia observed Holidays. A "working day" for Airport Employees is defined as any calendars everyday between the hours of 8:00 a.m. and 5:00 p.m. including Saturday, Sunday and Augusta, Georgia observed Holidays.

Section 300.011 Discipline

Purpose:

~~To establish a uniform, fair, and standardized means by which Augusta, Georgia may administer a program of disciplinary procedures and guidelines.~~

Disclaimer:

1. Disciplinary action may be taken against an employee when a rule of Augusta, Georgia the Federal Aviation Administration (FAA), Transportation Security Administration (TSA) or the Department is violated, when work performance is not satisfactory, when counter-productive or inappropriate behavior is exhibited, or violation of lawful orders, work rules/standards, organizational Standard Operating Procedures (SOPs), federal laws, administrative rules, organizational policies and procedures, ordinances, and/or statutes. A discipline program should exhibit promptness, impartiality, consistency, and fairness, where employees know what to expect as the result of certain behaviors on the job (See Recommended Guidelines for Disciplinary Actions- Table I).
 2. Augusta, Georgia generally follows a policy of progressive discipline. The purpose of a progressive disciplinary procedure is to give the employee adequate notice and opportunity to correct any deficiencies, and its focus is on prevention of future violations rather than on punishment. The disciplinary action taken is normally to be the least serious **action** needed to prevent future instances of inappropriate behavior. If inappropriate behavior continues, the employee can expect further and more serious discipline. This policy does not restrict the imposition of a suspension, demotion, or termination in matters that are outside the progressive discipline policy.
- Augusta, Georgia reserves the right to depart from this discipline policy in its sole discretion. All employees are employed at will, and both they and Augusta, Georgia may

terminate the employment relationship at any time, with or without cause, without following any specific procedure.

3. Airport Employees do not have the ability to appeal their termination to the Personnel Board. For Airport Employees, the Airport Executive Director is the final decision maker for all disciplinary matters.

Types of Discipline:

The types of disciplinary action, in order of their severity, are:

A. Informal Discipline

1) Letter of Warning

A Letter of Warning is a type of informal disciplinary action and may be used to admonish an employee for committing a minor violation. It is often used when verbal counseling, admonishments, on the job training, and/or guidance has failed to provide the necessary corrective action. The "Notice of Warning Letter" (See Form HR-ER 1) provides documentation that the counseling occurred, outlining the shortcomings or violations and then offering recommendations for improvement. Informal discipline documentation is maintained at the department level.

Informal disciplinary actions are not subject to the grievance or appeals processes.

B. Formal Discipline

1) Written Reprimand

A Written Reprimand is an admonishment given to the employee in writing, and is always placed in the official personnel file in Human Resources. This form of discipline is more serious than a Letter of Warning, but less serious than a suspension. A Written Reprimand often serves as the type of discipline given for a repeated offense of minor violations or for the first offense of a moderately serious infraction. The "Notice of Written Reprimand" (See Form HR-ER II) will be completed by the Department Director and forwarded to Human Resources for inclusion in the employee's official personnel file. If a Letter of Warning or any other relevant disciplinary actions has been issued previously, a copy may be attached as supporting documentation. The letter of Written Reprimand may be used to support further disciplinary actions for a period no longer than three (3) years from the date of receipt.

2) Performance Improvement Plans

The Performance Improvement Plan (PIP) is designed to facilitate constructive discussion between a staff member and his or her supervisor and to clarify the work performance to be improved. It is implemented, at the discretion of the supervisor and Department Director, when it becomes necessary to help a staff member improve his or her performance.

A PIP will be conducted for period of ninety (90) days and must be approved by the Department Director. If an employee shows improvement but not enough that the employee meets the status of "satisfactory", the PIP may be extended for a period of ninety (90) days within a one (1) year cycle for a total of no more than two (2) PIP plans. If an employee does not show improvement after the initial PIP or does not meet the status of "satisfactory" after two (2) PIPs, the Department Director can recommend the employee for demotion or termination.

3) Suspension Without Pay

A suspension is the most severe form of discipline, short of demotion or termination, and involves time off without pay. It is used when a written reprimand has not corrected the inappropriate behavior or when an offense is more serious than that warranting a reprimand. A suspension may last from one (1) to thirty (30) days depending on the seriousness of the infraction. Any suspension shall utilize the "Notice of Proposed Disciplinary Action" form (Form HR-ER III) and must be approved by the Department Director, or equivalent, prior to issuance to the employee. A copy will be processed through the HR Director.

4) Demotion With A Pay Reduction

Performance-Based Demotion

An involuntary demotion may occur based on poor performance and is appropriate where:

1. The employee's inability to perform current job duties has been demonstrated and documented in the employee's record through one or more PIPs;
2. The employee's record is otherwise satisfactory and no other active rule violations exist, e.g. attendance, punctuality, etc.;
3. The employee is qualified for the lower grade or alternative position;
4. The employee has the ability, is qualified, and a vacancy exists, the employee may be demoted to another position which may be in a lower pay grade or transferred to another job within the employee's functional unit; and
5. The Director of Human Resources has provided final approval for a demotion. This requirement is not applicable to Airport Employees.

If an employee has been promoted or transferred in the last year and the employee is not performing at a level expected in the new job, then the employee may

request to return to the previous job or a job similar to the previous job and their salary will return to what it was prior to the promotion or transfer. The availability of such a job may depend upon mitigating circumstances, such as whether the job has already been filled within the same department. Augusta, Georgia will assist the employee in finding a suitable job that corresponds to their experience, skills, and knowledge. Should the job previously held by the employee be filled and no other comparable position exists, the employee will be placed on lay-off status until a comparable position may be found. However, if within six (6) months a comparable position is not found the employee will be placed on permanent lay-off status.

Performance-Based Demotions with pay reductions may be considered in cases where moving the person out of their current position is more appropriate than termination.

Conduct-Based Demotions

An involuntary demotion may also occur based on poor or unacceptable conduct. With this type of demotion, a Performance Improvement plan is not necessary or required.

1. Unacceptable personal conduct violations are outlined in the violations and recommended disciplinary actions in Table I. These conduct violations may include but are not limited to: personal conduct that disrupts work or the work environment, jeopardizes the safety of persons or property, or creates other serious disruptions in the workforce.
2. There are circumstances in which unacceptable or bad conduct could warrant imposing disciplinary action that is more severe than suspension but less severe than termination. An acceptable alternative disciplinary action for this type of conduct can be demotion in lieu of termination.

Provided the employee is qualified, a funded vacancy exists, and the Department Director believes that demotion would be a more appropriate disciplinary action than termination; the employee may be involuntarily demoted to another position which may be in a lower pay grade or transferred to another job within the employee's functional unit. In either case the demotion in pay and/or grade would require a minimum ten percent (10%) reduction in base pay. For all employees, except Airport Employees, Prior to demotion, the proposed action must be reviewed and approved by the Director of Human Resources.

5) Termination

Termination from employment is the most severe form of discipline. It is normally used when an employee has been disciplined repeatedly and commits yet another infraction. It may also be used when the employee has committed any

infraction that falls outside progressive discipline, regardless of disciplinary history. For every termination (except for Airport Employees) the "Notice of Proposed Termination" form should be filled out completely by the Department Director and should be delivered to the HR Director for review and processing. Except for Airport Employees, the request for termination will be approved/disapproved by the HR Director who will issue a final "Notice of Decision." For Airport Employees, the Airport Executive Director will issue a final "Notice of Decision" with respect to terminations and will deliver such form to the HR Director for such terminations to be processed.

Section 300.012 Discipline Guidelines and Procedure

1. An employee for whom formal disciplinary action (i.e. written reprimand, PIP, suspension, demotion, or termination) is being considered should, when possible, be allowed notice prior to imposition of such action by the use of the "**Notice of Proposed Disciplinary Action**" form. The employee will have five (5) working days in which to respond in writing or orally to the Department Director explaining why the action should not be taken. Failure to respond within that period will not delay administering of the disciplinary action.
2. Suspensions (for any reason), terminations, and demotions are permanent actions and will be retained in the official personnel file indefinitely.
3. Any disciplinary action recommending a suspension, demotion, or termination must be in writing and must be approved by the HR Director prior to disciplinary action being imposed. This requirement is not applicable to Airport Employees as all disciplinary actions of such employees shall be made by the Airport Executive Director or his/her designee.
4. An effective discipline program is characterized by the uniform application of rules and regulations. Generally, like offenses should result in similar disciplinary actions. At the same time, the supervisor administering the discipline may consider additional factors such as years of service and internal consistency.
5. It is recognized that similar offenses may result in different disciplinary actions, depending on work history, circumstances, and the severity of the offense. For example, an employee who is charged with "absence without approved leave" (AWOL) for a two-week absence may be terminated while an employee who is charged with AWOL for a two-hour absence may only receive a one-day suspension. Both employees are charged with the same offense, but receive different disciplinary actions.
6. Other factors that may influence the severity of disciplinary action include, but are not limited to, the following: the length of the employee's service, the quality of the employee's service, the cost involved, and the cooperation of the employee in the investigation of the specific incident. Ensuring that disciplinary actions are

administered in a fair, consistent, and non-discriminatory manner is ultimately the responsibility of the HR Director (Airport Executive Director for Airport Employees).

7. An employee may not be punished more than once for the same offense by any other management official of Augusta, Georgia. Previous offenses may, however, be taken into account when considering future discipline. Disciplinary actions by law enforcement or any other outside agency does not prohibit Augusta, Georgia from also taking disciplinary action. For example, if an employee is issued a citation by law enforcement during the investigation of an "at fault" accident, this does not prohibit Augusta, Georgia from imposing disciplinary action as well.
8. In determining the proper level of disciplinary action, which would be suitable to a particular offense, refer to the "Recommended Guidelines for Disciplinary Actions. This Table of Guidelines (Table I) provides examples of misconduct but may not be all-inclusive. Augusta, Georgia has the right to discipline an employee for offenses not specifically listed. If an act or violation is of a very serious nature, intermediate levels of progressive discipline may be bypassed with more severe penalties imposed.
9. In addition to a thorough narrative with any supporting evidence as necessary, supporting the reason(s) for the charges or offense in question, the Department Director should cite any applicable "Violation Reference" code found on the table of guidelines. (HR-ER Form). More than one reference may be cited in making record of the disciplinary action. The specific action or punishment to be taken is at the discretion of the Department Director; particularly egregious violations may bypass the progressive discipline process.

Note: The Personnel Board shall consider only Appeals of employees as it relates of dismissals or terminations. For non-Airport Employees, Decisions of the Personnel Board may be appealed to the Administrator. Airport Employees do not have the right to appeal to the Personnel Board.

Review and Approval Process for non-Airport Employees

Formal Discipline	Submitter	Approver	Time to Appeal	1st Appeal	2nd Appeal
Written Reprimand	Supervisor/ Manager	Department Director	5 Days	HR Director	None
PIP	Supervisor/ Manager	Department Directors	5 Days	HR Director	None

1-3 Days Suspension	Supervisor/ Manager	Department Director	5 Days	HR Director	None
4 Days or more Suspension	Department Director	HR Director	5 Days	Administrator	None
Demotion	Department Director	HR Director	5 Days	Administrator	None
Termination	Department Director	HR Director	5 days	Personnel Board	Administrator

1. If the actions necessary are not time-sensitive, the supervisor shall notify the employee (Notice of Pending Disciplinary Action" form) that formal disciplinary action, i.e. suspension, demotion, or termination, is being considered. This notification shall provide facts and a description of the alleged infraction(s) and the consequences under consideration. The employee shall be given five (5) working days in which to provide a written response to the Department Director, with a copy to HR, showing cause as to why disciplinary action should not be taken.
2. When a regular employee is charged with misconduct that serves as a basis for termination or demotion, the Department Director may (but is not required to) place the employee on up to three (3) days Administrative Leave with pay. The administrative leave will be unpaid if the employee is otherwise unavailable to perform his or her job duties or if unpaid Administrative Leave is approved by the HR Director (or Airport Executive Director for Airport Employees).
3. Infractions of a serious nature may require prompt action, not allowing for advance notification. Any written communication from the employee will permanently accompany the relevant disciplinary action.
4. The Department Director must coordinate with the HR Director to assure procedural compliance prior to issuance of any proposed or final decision. Within ten (10) workdays of receipt of the employee's written response, the Department Director or HR Director will decide and issue the disposition in the matter using the "**Notice of Final Decision Form HR-ER IV.**"
5. 5. Upon receipt, the employee should sign and date a "Receipt Acknowledged" of Notice of Final Decision. A copy of all documentation associated with the case will be furnished by the Department Director to the HR Department for filing in the Official Personnel File.

Section 300.013 Appeal of Submitted and Approved Discipline

1. In order to remain timely, the request from the employee for an Appeal to the HR Director, Administrator or Personnel Board, must be written, signed and filed in the HR Department within five (5) business days of the employee receiving notice of the recommended disciplinary action, or Final Decision by the Department Director, ~~or~~ HR Director, or Airport Executive Director (if applicable). The effect of an employee's failure to request an Appeal within this five (5) day period is the waiver of their right to appeal the recommendation, action or decision and a failure on their part to exhaust their administrative remedies. In such instances, the recommendation for discipline made by the Department Director (or manager) or the Final Decision made by the HR Director (or Airport Executive Director) shall become a Final Decision which is not appealable.
2. For non-Airport employees, Aa written statement by the employee specifically referencing suspension, demotion, or termination and providing their reasons, to include any relevant documentation, for recommending the disciplinary action be overturned, shall be forwarded to the HR Director. The HR Director will review the documents for timeliness and completeness and, if a timely appeal is made, shall forward a copy of the request to the next appeal level within ten (10) working days of receiving the request.
3. For suspensions of four (4) or more days, demotions, and terminations, the HR Director or designee (Airport Executive Director for Airport Employees) shall hold an administrative review conference at which time the employee shall be authorized to present information that is pertinent to the charges on his or her behalf. (For suspensions of 1 to 3 days, the Department Director or designee shall hold an administrative review conference). If an employee wishes to have an attorney present at this conference, said employee must inform the decision maker~~HR Director~~ of such intentions at least forth-eight (48) hours prior to the conference. The HR Director (or Airport Executive Director) may seek legal representation from the Law Department in any such conference or Personnel Board Hearing irrespective of whether the employee has requested an attorney or not.
4. The final decision maker for all disciplinary matters ~~HR Director, or designee (Department Director for suspensions of 1-3 days)~~ shall render a decision ~~on the recommendation based on all of the relevant information. The HR Director's (or Department Director's) decision is final, and, the employee shall be notified of this~~ final decision in writing.

Section 300.014 Appeals to the Personnel Board: Terminations Only

Note: Only full-time regular, non-Airport, employees may appeal Terminations. SES and Probationary employees may not appeal to the Personnel Board.

1. The employee shall have five (5) business days from notification by the HR Director to appeal a termination or dismissal (**Form HR-ER V**) via the HR Department to the Personnel Board.
2. Upon receipt by the HR Director of a timely written request for appeal of termination by the employee, Human Resources will, within ten (10) working days, submit all documentation, including a statement of charges, to the Personnel Board.
3. At its next scheduled meeting, the Personnel Board will hold an open hearing and receive evidence in relation to the Appeal in accordance with the bylaws of the Personnel Board.
4. The employee or agents of the employee may not contact or have discussions with any member of the Personnel Board regarding the Employee's hearing, the facts surrounding the hearing, or the Employee's character outside the confines of the hearing while the Employee's appeal is pending. The employee's failure to comply with this regulation will result in the Employee's appeal being denied and the decision of the Human Resources Director being upheld.
5. If an employee wishes to have an attorney present at the Personnel Board hearing, said employee must inform the HR Director of such intention at least forty-eight (48) hours prior to the hearing. The HR Director may seek legal representation from the Law Department in any Personnel Board Hearing irrespective of whether the employee has requested an attorney or not.
6. If an employee has a conflict which will not allow the employee to attend the open hearing and needs to reschedule the date of the open hearing concerning their employment to the next regularly scheduled meeting of the Personnel Board, the employee must provide at least forty-eight (48) hours notice of the need to reschedule and must provide written verification of the conflict to the Director of Human Resources at least twenty-four (24) hours before the scheduled open hearing. Failure to provide adequate notice or written verification of a conflict will result in the open hearing to proceed as scheduled. If an employee fails to attend the scheduled open hearing, the employee's appeal will be denied and the decision of the Human Resources Director will be upheld.
7. Within ten (10) working days of the hearing, a written decision will be rendered by the Personnel Board. Such decision shall contain a descriptive statement by the

Chairman of the Personnel Board describing the reasons the Board rendered the decision it made.

8. The HR Department will notify the employee in writing of the decision of the Personnel Board.

Table I Recommended Guidelines For Disciplinary Actions

LEGEND:

L = Letter of Warning S = Suspension
W = Written Reprimand T = Termination

IN-1	Disregard for or willful failure to follow the written instruction or direction of a supervisor or higher authority	Insubordination	W	S/T	T	
IN-2	Abusive verbal conduct directed at a supervisor within the employee's chain-of-command.	Insubordination	W/S	S/T	T	
IN-3	Failure to work overtime, special hours, or special shifts or be on stand-by, as directed	Insubordination	W-S	S/T	T	
ND-1	Violation of any Augusta, Georgia, department or division rule or directive	Neglect of Duty	L	W	S	T
ND-2	Inability to perform up to accepted work standards	Neglect of Duty	L	W	S	T
ND-3	Habitual tardiness, unscheduled absence (six (6) or more in a 180 day period), absenteeism, and/or abuse of leave privileges	Neglect of Duty	L	W	S	T
ND-4	Willful neglect in performance of duties	Neglect of Duty	W/S	S/T	T	
ND-5	Job abandonment for 3 consecutive scheduled workdays, or 2 consecutive 24-hour shifts.	Neglect of Duty	S/T	T		
ND-6	Leaving the assigned work area during regular working hours without permission or until relieved.	Neglect of Duty	L	W	S	T

ND-7	Absence without approved leave, including failure to call in or report an absence to a supervisor the day the absence begins.	Neglect of Duty	W	S	T	
ND-8	Being identified as "at fault" in an accident or collision by the Safety Review Committee while the operator of Augusta, Georgia vehicle or piece of equipment.	Neglect of Duty	See SRC Penalty Matrix	See SRC Penalty Matrix	See SRC Penalty Matrix	
ND-9	Failure to maintain licenses, certifications and/or other professional credentials required for employment or failure to notify appropriate Augusta, Georgia officials of their loss, suspension, or revocation.	Neglect of Duty	S/T	T		
ND-10	Suspension or revocation of Driver License or Commercial Driver License (CDL) if it is required for the performance of job duties.	Neglect of Duty	W/S/T	S/T	T	
ND-11	Willful or negligent violation of a safety policy, which results in property/equipment damage or personal injury.	Neglect of Duty	W/S/T	S/T	T	
ND-12	Violating a safety rule or practice or any conduct which could endanger a co-worker or member of the public.	Neglect of Duty	W/S/T	S/T	T	
ND-13	Operating, or directing the operation, of an Augusta, Georgia vehicle or equipment without proper qualifications or supervision.	Neglect of Duty	W	S	T	
ND-14	Failure to immediately report any on-the-job accident to a supervisor or member of the chain-of-command.	Neglect of Duty	W	S	T	

ND-15	Failure to report to the Department a subpoena or request for information from a law firm that relates to Augusta, Georgia business.	Neglect of Duty	L	W	S	T
ND-16	Possession or sale of alcohol or illicit drugs on Augusta, Georgia property (including vehicles).	Neglect of Duty	T			
ND-17	Working under the influence of alcohol or illicit drugs.	Neglect of Duty	T			
ND-18	Violation of traffic laws while operating Augusta, Georgia vehicle, i.e. speeding, running traffic control device, failure to yield, etc.	Neglect of Duty	L	W	S	T
ND-19	Motor Vehicle Record review with 10 points or more – impact on driving privileges	Neglect of Duty	T			
ND-20	Violation of FAA/TSA regulations or rules	Neglect of Duty	W/S/T	W/S/T	W/S/T	W/S/T
EV-1	Fraud, waste, and/or abuse of Augusta, Georgia property or time.	Ethics Violation	W/S/T	S/T	T	
EV-2	Falsification or misrepresentation of an official document or record.	Ethics Violation	W/S/T	S/T	T	
EV-3	Falsification or misrepresentation of any portion of a job application.	Ethics Violation	W/S/T	S/T	T	
EV-4	Violation of Augusta, Georgia policies relating to impartiality, use of public property, conflict of interest, disclosure or confidentiality.	Ethics Violation	W	S	T	

EV-5	Conviction of a felony, a misdemeanor conviction involving moral turpitude, or any misdemeanor while in the performance of Augusta, Georgia duties.	Ethics Violation	S/T	T		
EV-6	Unauthorized possession of firearms, explosives, or weapons on Augusta property.	Ethics Violation	W/S/T	S/T	T	
EV-7	Unauthorized vending or solicitation on property or from Augusta, Georgia vehicle.	Ethics Violation	L	W	S	T
EV-8	Attempting to coerce or influence a member of the public, fellow employees, subordinates or supervisor with gifts, services, loans or other consideration OR receipt of a fee, gift, or valuable item when such is given or accepted in the expectation of receiving a favor or preferential treatment.	Ethics Violation	S	T		
EV-9	Directing or permitting a subordinate to violate any rule, policy or regulation, whether explicit or condoned through inaction.	Ethics Violation	W/S	S/T	T	
EV-10	Engaging in any employment, activity or enterprise which is illegal, incompatible, or in technical conflict with the employee's duties and responsibilities as Augusta, Georgia employee.	Ethics Violation	S/T	T		
EV-11	Engaged in outside employment activity while using sick leave, worker's compensation leave, or catastrophic leave.	Ethics Violation	T			

EV-12	Intentional destruction, theft or unauthorized removal of Augusta, Georgia property or assets for personal use.	Ethics Violation	W/S/T	S/T	T	
EV-13	Intentional destruction, theft (including stealing time) or unauthorized removal, possession or use of Augusta, Georgia property, tools or equipment without consent.	Ethics Violation	W/S/T	S/T	T	
EV-14	Violation of Augusta, Georgia's discrimination and/or unlawful harassment policies.	Ethics Violation	W/S/T	S/T	T	
EV-15	Gross misconduct to include, but not limited to, physical violence, threats of physical violence or engaging in offensive conduct or language toward the public, supervisory personnel, or fellow employees.	Ethics Violation	S/T			
EV-16	Membership in any organization that advocates the overthrow of the Government of the United States by force or violence.	Ethics Violation	T			
EV-17	Misconduct which undermines supervisory authority, productivity, or morale.	Ethics Violation	W	S	T	
EV-18	Off duty conduct (e.g. conviction of a felony) which reflects very unfavorably upon the image and ethical standards of Augusta, Georgia as an employer.	Ethics Violation	W/S/T	S/T	T	
WE-1	Violation of Augusta, Georgia Internet Use Policies (e.g. social media, pornographic sites, etc.)	Work Ethics Violation	W/S/T	S/T	T	
WE-2	Violation of Augusta, Georgia Email Policies (e.g. Passing on inappropriate chain emails and non-work related content, etc.) and/or excessive personal email/web time.	Work Ethics Violation	W/S/T	S/T	T	

WE-3	Unauthorized use of Augusta, Georgia vehicles or equipment on or off-duty.	Work Ethics Violation	W	S	T	

CHAPTER V.

COMPENSATION

A. GENERAL

Authority of the Administrator – Except as otherwise stated, The Administrator shall have the authority to approve all classifications, reclassifications, reorganizations, pay adjustments up to fifteen percent (15%) of base pay and final decision authority of classification appeals. Except as otherwise stated, The Administrator shall be responsible for any pay disparities or inequities created as a result of this authority.

Authority of the Airport Executive Director over Airport Employees – “Airport Employee” is an employee subject to the authority of the Augusta Aviation Commission. For Airport Employees, where “Administrator” appears in this Chapter it shall mean the Executive Director of the Augusta Regional Airport.

Section 500.001 Compensation Philosophy

Augusta, Georgia is committed to a results-oriented government that provides efficient and accountable government services.

Our goal is to attract, retain and motivate committed, hard-working, creative and thoughtful employees who support our mission to meet and exceed the expectations of our community, not only in service delivery but in building a better place for all of us to live and work. The main focus of the compensation philosophy is to increase productivity, maximize efficiency and improve overall service level for Augusta, Georgia citizens. For our employees, that means we are committed to:

- Providing opportunities for our employees to grow and develop their skills, knowledge, and their careers.

- Ensuring individual accountability for performance and results.
- Communicating openly with our employees about our organization/mission, our successes and our failures, and opportunities for us to do things better.
- Providing a competitive total compensation package.

The total compensation program at Augusta, Georgia is designed to assist us in creating and supporting a high-performance, responsive and competitive organization. The total compensation program is made up of salary/wages and benefits.

In order to accomplish these goals and to ensure that the compensation program is consistent with its direction, stated mission, and goals, Augusta, Georgia government commits to the pay philosophy statements as follows:

Augusta, Georgia's total compensation philosophy is to provide pay and benefits sufficient to attract and retain the qualified and skilled employees to accomplish Augusta, Georgia's strategic plan:

1. Position total compensation (pay and benefits) to be aimed at midpoint of the market;
2. There are conditions where exceptions may be necessary, in situations such as -
 - Recruiting the desired level of talent in certain jobs is a sustained problem and results in negative impacts to the organization;
 - Retention issues, including succession and turnover;
 - Significant changes in the economy or marketplace; and
 - Internal anomalies in alignment, disparities or inconsistencies.

Pay programs are intended to be competitive at a minimum with the average pay of benchmark organizations in the primary labor market. The primary labor market is currently defined as those counties or city governments that are of comparable size in terms of revenue, number of full time employees, etc. in the southern part of the U.S where Augusta, Georgia competes for talent acquisition. Airports that are of

comparable size in terms of revenue, number of full time employees, etc. are the primary labor market for the Augusta Regional Airport. A list of such comparable organizations in the labor market shall be maintained in Human Resources.

- a. As deemed necessary, the Human Resources Director may recommend that other comparators should be used where information from the primary labor market is considered insufficient to attract and retain specific positions or classes.
- b. Augusta, Georgia shall adopt a pay for performance policy. The pay for performance policy is designed to recognize job performance and requires annual approval by Augusta, Georgia's Board of Commissioners. The decision to provide employees a performance increase is contingent upon an overall performance appraisal rating and availability of funds.
- c. Nothing in this compensation philosophy statement should be construed as a required benefit in the event that Augusta, Georgia experiences a decline in revenue or a revenue growth lower than the projected increase in expenses.
- d. As part of Augusta, Georgia's Compensation strategy, the salaries of representative benchmark classes for all occupational groups shall be compared to the minimum and maximum salaries, with a focus on the mid-point, of the benchmark jurisdictions.
- e. The benchmark matches are also reviewed and validated annually by the participating jurisdictions. This will allow the Compensation Administration team to capture on-going evolutionary changes occurring within these occupations and provide a meaningful basis to make market rate comparisons.
- f. The remaining job classifications that were not selected as a benchmark job shall be "linked" to one of the selected benchmark classes. This process will allow HR to affect both the benchmark class and any classes "linked" to a benchmark class when survey results indicate a pay adjustment is necessary.

- g. In determining the appropriate linkages, input will be obtained from Department Directors within the organization. The list of benchmark classes and linked classes shall be reviewed and updated as new classes are established or abolished in order to maintain accurate and timely data.
- h. When determining Augusta, Georgia's market competitiveness, a market ratio (**comp-a-ratio**) shall be utilized. Augusta, Georgia's relationship to the market is shown as the market ratio that falls below or rises above 100%. Job classes with a market ratio of less than 90% are considered to be below the market. If an adjustment is authorized based upon the survey results, the grade for the benchmark class(es) plus the linked class(es) would be adjusted to minimally place the class(es) within the acceptable threshold of ninety to one hundred and ten percent (90-110%).
- i. In all instances, for benchmark jobs, information for an assessment of pay competitiveness will be ascertained through reliably current published compensation survey data.
- j. Every two (2) years, the Human Resources Director will conduct a market study of benchmark positions to determine the competitive posture of the organization, and propose a plan of action, if needed, to bring any positions or classes into competitive alignment. At any time the Human Resources Director determines that one or more particular classes need to be reviewed more frequently than once every two (2) years, necessary action may be taken to assess the market position of such classes without consulting the Commission. The Administrator's approval is required to conduct such classes' market study.

Section 500.104 Components of the Compensation Plan

The compensation for each employee is the product of the salary structure and the components of the compensation plan that shall be used to adjust employee compensation. Except for Airport Employees, Each component of the compensation plan is subject to funding approval on an annual basis by Augusta, Georgia Board of Commissioners as part of the budget. The Augusta Aviation Commission shall determine if there is funding for the Augusta Regional Airport to participate in the components of

the compensation plan. These components are discussed in detail in the following sections.

Section 500.108 Starting Rates for New Employees

In most cases, a new employee shall be paid the minimum rate of the pay grade. Exceptions may be approved by the Department Director/Elected Official, the Human Resources Director and/or the Administrator, as set forth below. For all employees, approval authority is delegated to Department Directors/Elected Officials for starting salaries that fall no more than ten percent (10%) of the minimum pay on appropriate salary range. Starting salaries that fall more than ten percent (10%) but less than fifteen percent (15%) of the established minimum annual salary shall require approval by the Human Resources Director and the Administrator. Except for Airport Employees, Any salary offer that is over fifteen percent (15%) requires Commission approval. The Augusta Aviation Commission shall establish salaries for Airport Employees and is authorized to approve any salary offer over fifteen percent (15%) for Airport Employees.

The following are examples of cases in which an exception might be approved as specified in the above guidelines -

1. If a selected candidate's qualifications exceed the minimum qualifications stated in the job posting and they will not accept appointment at the minimum rate of the class, the candidate may be appointed at a higher rate. These cases should be thoroughly analyzed and measured against objective qualification standards and reviewed and compared with the salaries of current employees in the class by the Human Resources Compensation Administration unit.
2. Difficulty in recruitment may justify a higher rate. If difficulty in recruitment at the minimum rate in the salary range persists, the HR Director and Administrator shall be consulted and approval given first before assigning a higher hiring rate within the pay grade as long as the salary offer is within ten percent (10%) of the minimum established salary range. Appropriations for funding positions above the minimum rate must be secured within the framework of the budget of the department employing the individual.

Any recommendation exceeding ten percent (10%) will be forwarded to the Administrator.

Department Directors and Supervisors will be held accountable if they create internal inequity in their department.

If market conditions or unusual circumstances dictate a starting salary that is above ten percent (10%) of the job's minimum salary range, Department Directors shall submit to the Human Resources Director, a written request along with justification to that effect. The Administrator may approve or reject the request. Such circumstances (e.g., tight labor market, education and/or experience levels which are significantly above minimal job requirements) should be documented and verified by the Compensation Administration unit.

Section 500.121 Procedures for Determining Promotional Increase

1. The Department Director or Elected Official will decide the amount of the promotional increase within the standards stated in this policy. Promotional increases are not to exceed the maximum of the range.

For all employees except Airport Employees,

2. Final approval for all promotional increases must be made by the Human Resources Director. For Airport Employees, all promotional increase decisions will be made by the Airport Executive Director. In the event that a Department Director/Elected Official and the Human Resources Director do not agree on a promotional increase, the Department Director/Elected Official may appeal the matter to the Administrator for final disposition.

The decision regarding a promotional increase shall reflect the promoted employee's experience and qualifications in comparison with other employees' backgrounds in the same job. If the Department Director or Elected Official deems that the promotional guidelines as aforementioned do not fulfill this requirement, the Director or Elected Official may request a promotional adjustment through the Human Resources Director but not more than ten percent (10%) for the employee. Final approval must be made by the Human Resources Director.

Section 500.308 Senior Executive Service (SES) Group

The Senior Executive Service (SES) Group consists of key executive level employees of the organization. SES employees are employees-at-will throughout the term of their employment and do not obtain a property interest in their position at any time. SES employees are not entitled to appeal their terminations to the Personnel Board.

Definitions of SES Groups

- **The SES Group I** – covers a wide spectrum of executive level jobs involving a high level of professional expertise or managing managers and professional staff on a daily basis, as well as leading and directing daily operational type work to subordinates. They also may manage their department's budget. SES Group I also includes employees who actively participate in developing organization policy for Elected Officials or Independent Boards or Authorities and report directly to the Elected Official or Independent Board or Authority. Jobs in this category contribute largely through the use of their level of professional expertise. Salary range for the SES Group I is from \$70,000 to \$130,000 per annum.
- **The SES Group II** - covers executive level employees that typically report to the SES III Group. The incumbents in this category typically contribute through their people leadership. They are in essence known as technical experts who deliver a job that is key to the organization through their professional leadership. Incumbents in this category, typically rely on extensive experience and judgment to plan and accomplish goals. Incumbents in this category may perform a variety of tasks, lead and direct the work of others, oversee the entire regulation process for services requiring governmental approval by ensuring that all necessary applications are filed and handling all government interactions. They are responsible for developing procedures and formalizing them through approval processes to ensure regulatory compliance. A wide degree of creativity and latitude is expected within their department and organization. The salary range for SES II Group is from \$80,000 to \$140,000 per annum.

- **The SES Group III** – covers employees who actively participate in developing organization policy and report directly to the Commission or Administrator. They advise the Commission or Administrator on strategy. In essence, they are responsible for defining business strategy and contributing to the organization through their vision. They are responsible for managing multiple departments in the organization. They also have relative autonomy to adjust budgets in their departments. Incumbents in this category, ensures services meet organization standards as well as all applicable government regulations. Market value of these positions is a key factor in inclusion in this category. The salary range for SES III is from \$90,000 to \$150,000 per annum.

- **The SES Group IV** – covers employees who actively make formal recommendations to the Elected Official(s), Commission, or Board on matters relating to organizational policies and procedures. They plan strategy and seek approval from the Elected Official(s), Commission, or Board to implement such strategy. They are visionaries and are responsible for directing high-level strategic activities of the organization. They ensure that strategic results of the overall organization are accomplished successfully. The compensation of SES IV employees is to be determined by the Commission except that the Airport Executive Director's compensation shall be set by the Augusta Aviation Commission.

The following positions are identified and confirmed as Augusta, Georgia's SES Group:

SES Group	Organizational Job Title	SES Group	Organizational Job Title
IV	Administrator	I	Board of Elections Director
IV	General Counsel	I	Daniel Field Director
IV	Clerk of Commission	I	Animal Services Director
IV	EEO, DBE, & Small Business Director	I	Staff Attorney
<u>IV</u>	<u>Airport Executive Director</u>	I	Transit Director
		I	Warden
		I	Housing & Community Development Director
III	Deputy Administrator	I	Fire Chief
III	Deputy Administrator	I	911 Director
III	Airport Executive Director	I	Airport Operations Director
III	Deputy General Counsel	I	Airport Engineering and Maintenance Director

		I	Airport Fire Chief
II	Recreation, Parks, & Facilities Director	I	Airport Marketing Director
II	Utilities Director	I	Airport Aircraft Services Director
II	Engineering Director	I	Airport Finance and Administration Director
II	Environmental Services Director	I	Sheriff's Chief Deputy
II	Human Resources Director	I	Sheriff's Colonel
II	Finance Director	I	Chief Deputy Tax Commissioner
II	Tax Assessor	I	Assistant Tax Commissioner
II	Emergency Management Service (EMA) Director	I	Executive Director of Landbank
II	Information Technology Director	I	Court Administrator for the Superior Court
II	Procurement Director		
II	Planning & Development Director		

Section 500.316 Compensation Inaccuracies and Corrections

It is our policy and practice to accurately compensate employees and to do so in compliance with all applicable state and federal laws. To ensure that you are paid properly for all time worked and that no improper deductions are made, you must record correctly all work time and review your paychecks promptly to identify and to report all errors.

Review Your Pay Stub

We make every effort to ensure our employees are paid correctly. Occasionally, however, mistakes can happen. When mistakes do happen and are called to our attention, we will promptly make any corrections necessary. Please review your pay stub when you receive it to make sure it is correct. If you believe a mistake has occurred or if you have any questions, please use the reporting procedure outlined below.

Non-exempt Employees

If you are classified as a non-exempt employee, you must maintain a record of the total hours you work each day. These hours must be accurately recorded on a time card that will be provided to you by your supervisor. Each employee must sign his or her time card to verify that the reported hours worked are complete and accurate. Your time card must accurately reflect all regular and overtime hours worked, any absences, late arrivals, early departures and meal breaks. At the end of each week, you should submit your completed time card to your supervisor for verification and approval. When you receive each pay check, please verify immediately that you were paid correctly for all regular and overtime hours worked each work week.

Unless you are authorized by your supervisor, you should not work any hours that are not authorized. Do not start work early, finish work late, work during a meal break or perform any other extra or overtime work unless you are authorized to do so and that time is recorded on your time card. Employees are prohibited from performing any "off-the-clock" work. "Off-the-clock" work means work you may perform but fail to report on your time card. Any employee who fails to report or inaccurately reports any hours worked will be subject to disciplinary action, up to, and including, discharge.

It is a violation of Augusta, Georgiathe Company's policy for any employee to falsify a time card, or to alter another employee's time card. It is also a serious violation of CompanyAugusta, Georgia policy for any employee or manager to instruct another employee to incorrectly or falsely report hours worked or alter another employee's time card to under- or over-report hours worked. If any manager or employee instructs you to

(1) incorrectly or falsely under- or over-report your hours worked, or (2) alter another employee's time records to inaccurately or falsely report that employee's hours worked, you should report it immediately to the Human Resources Department.

Exempt Employees

If you are classified as an exempt salaried employee, you will receive a salary that is intended to compensate you for all hours you may work for Augusta, Georgia. This salary will be established at the time of hire or when you become classified as an exempt employee. While it may be subject to review and modification from time to time, such as during salary review times, the salary will be a predetermined amount that will not be subject to deductions for variations in the quantity or quality of the work you perform.

Under federal and state law, your salary is subject to certain deductions. For example, absent contrary state law requirements, your salary can be reduced for the following reasons:

- Full day absences for personal reasons
- Full day absences for sickness or disability
- Full day disciplinary suspensions for infractions of our written policies and procedures
- Family and Medical Leave absences (either full or partial day absences)
- To offset amounts received as payment for jury or witness fees or military pay
- The first or last week of employment in the event you work less than a full week

Your salary may also be reduced for certain types of deductions such as your portion of health, dental or life insurance premiums; state, federal or local taxes, social security; or, contributions to a pension plan. In any work week in which you performed any work, your salary will not be reduced for any of the following reasons:

- Partial day absences for personal reasons, sickness or disability
- Your absence on the day before or after a paid holiday or because the facility was closed on a scheduled work day
- Absences for jury duty, attendance as a witness, or military leave in any week in which you have performed any work
- Any other deductions prohibited by state or federal law

Please note: It is not an improper deduction to reduce an employee's accrued vacation, personal or other forms of paid time off for full or partial day absences for personal reasons, sickness or disability.

To Report Concerns or Obtain More Information

If you have questions about deductions from your pay, please immediately contact Human Resources. If you believe you have been subject to any improper deductions or your pay does not accurately reflect your hours worked, you should immediately report the matter to your supervisor. If the supervisor is unavailable or if you believe it would be inappropriate to contact that person (or if you have not received a prompt and fully acceptable reply), you should immediately contact the Director of Human Resources in Room 601 of the Municipal Building or at (706) 821-2303, the Manager of Payroll, or any other supervisor with whom you feel comfortable. If you are unsure of who to contact if you have not received a satisfactory response within five business days after reporting the incident, please immediately contact the Administrator in Room 801 of the Municipal Building or at (706) 821-2400.

Every report will be fully investigated and corrective action will be taken where appropriate, up to and including discharge for any employee(s) who violate this policy. In addition, ~~the Company~~ Augusta, Georgia will not allow any form of retaliation against individuals who report alleged violations of this policy or who cooperate in Augusta, Georgia ~~the Company's~~ investigation of such reports. Retaliation is unacceptable, and any form of retaliation in violation of this policy will result in disciplinary action, up to, and including, discharge.

CHAPTER VIII.

EMPLOYMENT, RECORDS & HRIS

Section 800.001 Authority of the Administrator

The Administrator shall have final authority regarding all employment issues (including, but not limited to, hiring, firing, position classifications, discipline, and organization), ~~but except for those pertaining to Airport Employees, department directors or employees who report directly to the Commission, including, but not limited to, hiring, firing, position classifications, discipline, and organization.~~ "Airport Employee" is an employee subject to the authority of the Augusta

Aviation Commission. For Airport Employees, where "Administrator" appears in this Chapter it shall mean the Executive Director of the Augusta Regional Airport.

Section 800.004 Position Management

Purpose

The Position Management Program (PMP) is the formal system for identifying and defining positions in Augusta, Georgia to assure compliance with Augusta, Georgia's budget program and availability of funds. A position is a specific functional job within Augusta, Georgia. The PMP is divided into two distinct components.

- i) A unique position numbering system will provide controls for authorized and recognized positions. The unique number for each position will easily identify the Human Resources criteria of several programs critical to each position.
- ii) The PMP will provide a formal approval process for positions to be included in the budget program and a means for tracking the status of these positions in relationship to the availability of funds.

Position Numbering and Control

Each position in the Augusta, Georgia Classified Service will be assigned a Personnel Control Number (PCN). Utilizing a series of alpha-numeric fields, essential information unique to that position can be readily obtained. The PCN is divided into three basic subgroups -

- i) Position Identifier - This is the basic identifying sequence for the job position. It consists of four fields that will include the job classification code, the department and division to which it is assigned, and a sequence number. No two Position Identifiers will be the same.
- ii) Supplemental Data - The next section of the PCN is a series of fields which will allow Human Resources to identify the following - Exempt/Nonexempt as defined by the Fair Labor Standards Act

Position control is a system of tracking information based upon positions rather than employees to create a framework of positions for all jobs within Augusta, Georgia without regard to whether or not they have an incumbent in a specific job. As incumbents grow and change jobs within Augusta, Georgia, their job title, salary and other attributes may change, but the position the incumbent was in will likely still exist and will be maintained. Position control will allow Augusta, Georgia to track the history of the position, track vacancies, and track positions filled with temporary and contract workers. The system will bridge the gap between typical employee information (HRIS) and position information (Budgets).

Position Tracking

Position tracking refers to a system of tracking information based upon a unique position ID number with the primary purpose of managing positions more precisely and thus enable more accurate monitoring of the approval process. Approved/funded positions will be tracked as authorized. Positions that are not approved/funded will be tracked as recognized. Recognized positions will be included on the official departmental organizational charts maintained by the Human Resources Department, and if future funding becomes available and approved, they may be moved to authorize status. The system can also track vacancies, over filling, under filling and full-time equivalents (FTE). Position titles will include the official title as approved by the approval process and the organization title (e.g., Equipment Operator II may be known in the department as Bush Hog Driver).

Position Approval Process

The approval process for hiring of all non-Airport positions will be the Department Director, Human Resources Director, Finance, and the Administrator. The Airport Executive Director will approve all Airport Employee positions.

- i) Existing Authorized Positions - The Department Director shall forward a Personnel Action Form (PAF) to the Human Resources Department. Human Resources will verify that the salary is within guidelines and forward to OMB to verify funding. The verified PAF will then be forwarded to the Administrator for approval and returned to Human Resources for normal processing.

- ii) New Positions - The Department Director will forward a Position Description draft and a revised organizational chart to the Human Resources Department. This will document the concept of the position. The Classification/Compensation Administration will perform the job analysis, determine whether or not the position should be in the classified or unclassified, and assign a salary grade. The allocation request will then be forwarded to Finance and the Administrator for verification of funding and approval.
 - (a) If funded and approved, the position will be placed into the employment process pursuant to the relevant Policies and Procedures.
 - (b) If not funded or approved, the position will be marked as recognized and returned to the Classification/Compensation Section for recording prior to returning to the Department. Recognized positions will be suspended for possible future funding or future budget years.

Administration

The Human Resources Director or his/her designee shall have responsibility for the implementation and administration of the Position Management Program for all employees except Airport Employees.

Section 800.005 Vacant Positions

Vacant positions may be filled by recruitment from inside and/or outside sources as determined appropriate in coordination with the selecting Department Director, Online Hiring Center (OHC) user or HR Liaison. While the substantial majority of job vacancies meet the criteria for posting, there are a few circumstances that do not warrant advertisement of positions.

When a job posting is warranted, vacancies may also be advertised with the local employment commission, newspapers and electronic media, other government agencies, journals, private recruiting firms, colleges, professional and civic organizations, and other sources at the hiring department's expense.

To be eligible to apply for a posted position, an employee must have performed competently for at least six (6) months in his/her current position. Employees who have received a written warning, disciplinary probation, or suspension in the last twelve (12) months are not eligible to apply for posted positions. Eligible employees should only apply for and will only be considered for posted positions for which they possess the required skills, competencies, and qualifications.

The department must complete a requisition form in NEOGOV to fill any vacancy. This form will include but is not limited to:

a. Advertising Method (Area of consideration)

i. Internal

1. Departmental

2. Divisional

3. All Employees

ii. External

1. Open to the Public

b. Working Hours and Location

c. Safety Sensitive Position Status

The requisition must undergo several stages of approval:

a. The Director must certify that the requested position is funded.

b. The HR Director or designee must authorize the advertisement of the position.

After a requisition has been approved, an HR representative and the Departmental HR Liaison will review the most current version of the job description to determine if it needs to be updated or revised. The job description will provide valuable information to help screen for Minimally Qualified (MQ) and Highly Qualified (HQ) candidates. Questions from the principle duties and responsibilities, educational requirements, knowledge, skills and abilities will be used during the automated screening process. Additionally, an HR representative may contact the HR Liaison for supplementary information regarding the position to determine any "Selective Placement Factors" (SPF) such as specific certifications needed for optimal performance or job specific information (i.e. certified aluminum welder, advanced certification in excel, public speaking experience, or bilingual capabilities).

To ensure that HR is recruiting qualified candidates for the opening, it is essential that the departmental liaison and HR staff communicate with each other regarding the posting and subsequent activities during the recruitment process. The hiring department has (48) hours to make any necessary updates to the job descriptions after the initial job description review. All changes to the job description must be approved by the HR Director.

Section 800.009 Applicant Screening

Most positions, unless otherwise identified, will receive the referred list of minimally qualified applicants. When the referred list is received, interviews are at the discretion of the OHC manager.

a. Basic Qualifications

Human Resources will pre-screen applicants to determine if minimal qualifications are met. Any applicant that does not meet the minimal qualifications will not be forwarded to the hiring department.

- i. All “basically qualified” applicants will be forwarded to the hiring department on an “Applicant Referral List” (ARL). If an applicant does not appear on the ARL, they are not eligible for hire.

- ii.—If a selection cannot be made from the minimum qualification list, justification for this reason must be made via NEOGOV (viewable to the applicant) as to why the candidate was not selected.

iii.ii. _____

b. Highly Qualified Applicants

Some positions may require knowledge, skills and abilities (KSA) examining for highly qualified candidates. Before advertising, HR and the Department Director or designee, will determine what qualifications are needed to be designated as highly qualified. Only applicants on the ARL are eligible for hire.

- I. If such screening is required, the top (10) highly qualified candidates will be referred to the hiring department. If less than (3) highly qualified candidates exist, all qualified candidates will be forwarded to the hiring department for consideration.
- II. If selection cannot be made from the initial top ten and there are remaining highly qualified candidates, the remaining list will be forwarded to the hiring department.
- III. If a selection cannot be made from the highly qualified list, justification for this reason must be made via NEOGOV (viewable to the applicant) as to why the candidate was not selected.
- IV. Only the HR Director can approve sending a new referral list of the "basically qualified" applicants if all highly qualified applicants are rejected.

c. **Referred List:** Referred List will remain active for sixty (60) days, after which time the list will expire and the position must be re-advertised. Extensions may be granted on a case-by-case basis.

d. **Fire Department:** As to the Fire Department and Airport Fire Department, all applicants for Firefighter positions will be required to take a written examination and undergo agility and other physical tests as might be required by the applicable Fire Department. Those applicants successfully completing said written examination and other tests will be placed on a list established and maintained by the applicable Fire Department.

Section 800.010 Qualifications and Requirements

Qualifications are the education, experience, competencies, skills, abilities, knowledge, and other attributes determined most likely to predict successful job performance in a position or group of positions with similar requirements and levels of responsibilities. Acceptable background information and driving record, when required, are included in the attributes necessary to meet minimum qualifications. Documentation of education, certification and veteran status must be provided to Human Resources prior to employment.

All positions in the classified service shall be open only to persons who meet such requirements as are listed on the public announcement of the vacancy. Such requirements may include but are not limited to the following factors - experience, education, and training. Applicants considered for employment/rehire will be screened for illegal drugs as a part of the employment process. Applicants will also be subject to a complete background and reference check by the Human Resources Department as well as review of any relationships prohibited by the nepotism policy.

Applicants for Firefighter positions in the Fire Department and Airport Fire Department will be required to meet such physical standards (including without limitation height and weight standards) as may be established by the applicable Fire Department. (Such standards are set forth in the Augusta, Georgia Fire Department Operations Manual (the "Manual")). Airport Fire Department applicants must also comply with Federal Aviation Administration (FAA) Regulations FAR Part 139 and related regulations. Applicants for Firefighter positions in the Fire Department and Airport Fire Department will also be required to meet all standards and requirements of the State of Georgia for employment of Firefighters, including without limitation the "Employment Requirements" of the Georgia Firefighter Standards and Training Council. A copy of these requirements is maintained by both the Human Resources Department and the Fire Department and may be reviewed upon request.

Applicants for Firefighter positions in the Fire Department- and Airport Fire Department will also be required to pass such written examinations, physical examinations, agility tests, and such other requirements as may be required by the applicable Fire Department set forth in the section of the Manual entitled "Firefighter Qualifications." See also "Fire Fighter I – Recruitment Procedures" below.

Section 800.011 Fire Fighter I – Recruitment Procedures

Eligibility Requirements - To apply for the position of firefighter, you must -

- a) Be at least 18 years of age;
- b) Have a High school diploma or equivalent ;
- c) Have a valid driver's license and a good driving record;
- d) Have a honorable discharge, if any, from the military; and
- e) Meet the medical requirements set forth in NFPA 1582.

Disqualifiers may include, but are not limited to, the following -

- a) Admission and/or conviction of a felony offense within the past (10) years;
- b) Admission and/or conviction of a misdemeanor involving moral turpitude;
- c) Admission, conviction, or positive test indicating illegal drug use within the past 12 months;
- d) Admission or conviction of the sale of drugs;
- e) Admission, conviction, or positive tests indicating certain drug use and/or patterns of drug use;
- f) Anything other than an honorable discharge from the military;
- g) Admission, conviction, or other evidence of a pattern of theft; or
- h) Admission or conviction of DUI (driving under the influence) within the last 5 years.

Hiring Procedures

1. **Fire Department Interest Form** - When not conducting active recruitment, interested persons may complete a "Job Interest Card". These are available on the www.augustaga.gov/employment.
2. **Applications** - Persons who have completed interest forms are e-mailed a notification that they now need to complete an online employment application. Once recruitment is open, a position will be advertised for no less than 30 calendar days.
3. **Entrance Exam** - All applicants are scheduled to take the Entrance Examination. (The exam is a nationally validated examination.) This exam is based on general knowledge, measuring numerous abilities. A passing score is required to progress from the Entrance Exam to the Agility Test. The Entrance Examination will not be scored on the day of the test, notification will be sent to applicants advising their results as either passing or failure. In addition, any applicant for the Airport Fire Department shall have a working knowledge of the Airport and airport firefighting procedures.
4. **Background Check and Pre-employment Screening** - Candidates must consent to a background examination. Candidates will be given a detailed background questionnaire packet at the Entrance Exam. This form is to be returned to Fire Administration (or to the Airport Marshal's Department for Airport Fire Department applicants) as quickly as possible.
5. **Agility Test - Candidate Physical Ability Test (CPAT)** - All applicants who successfully complete the entrance exam will progress to the CPAT. A CPAT video will be made

available to all applicants on the August website under Human Resources. Applicants will be provided the opportunity to practice the CPAT for a minimum of two weeks prior to the test date. Upon arriving for this test, applicants must sign a waiver to participate in the CPAT. With all forms submitted, the applicant is allowed to attempt the CPAT. Applicants are notified of their status (pass/fail) in this segment of the process before they leave the drill yard.

- 6. Acrophobia Test** - All applicants who successfully complete the Entrance Exam and Agility Test will progress to an acrophobia test. The applicant must sign a fitness acknowledgement and certification that they possess the physical and mental attributes necessary to perform the tasks required to participate in this exam. This exercise tests for fear of heights and leg and hand coordination. The applicant, with a life safety belt on, must climb the ladder to the top, without stopping and without placing both feet on the same rung at the same time, once at the top hook the safety snap ring around the second rung from the top of the ladder, lean back taking the slack out of the safety belt and clap the hands three (3) distinct and separate times over the head. Unhook the safety belt and descend the ladder to the bottom without stopping. **MAXIMUM TIME - Five (5) Minutes**. **EQUIPMENT NEEDED** - Applicant wears helmet, gloves and ladder belt.

Applicants for positions at the Airport Fire Department shall also be required to pass the physical agility test approved for and required by the Georgia Firefighter Standards and Training Council (GFSTC).

- 6.7. Applicant Interview** - Applicants who successfully complete all tests are scheduled for a structured interview before a five (5) member diverse panel to include women and minorities of various ranks from the Fire department. Human Resources and/or EEO will be present.

- 7.8. Candidates List** - Candidates who obtain passing status on the Eligibility Exam, normally a score of 70 or better, and pass all other requirements are then placed on an eligibility list by grouping. The grouping is based upon total points from the exam, and the candidate interview in the following categories -

1. Highly Qualified "HQ" (Top 20% to include ties)
2. Basic "BQ" (Middle 60 %)
3. Minimally Qualified "MQ" (Bottom 20% to include ties)

- 8.9. Eligibility List** - Candidates successfully moving beyond the background check will be placed on an eligibility list for consideration in hiring. This list may be used for consideration in selection for up to one year from the test date.

9.10. Applicant Referral list - Depending on the number of vacancies, a list of referred candidates will be forwarded to the Fire Department for hiring consideration. E.g., if the Fire Department has five vacancies, HR may refer the top 10 candidates in alphabetical order for selection. The applicants that are not selected will be returned to the eligibility list.

10.11. Conditional Offer of Employment - As the department needs to fill vacancies, candidates are scheduled from the eligibility list for a conditional offer of employment. The candidates are to be selected from the "HQ" list first. If there are less than (3) candidates on the "HQ" list, candidates can be considered from the "BQ" list. If there are less than (3) candidates on the "BQ" list, candidates may be considered from the "MQ" list or the position can be re-advertised.

11.12. Drug Test Screening - Within 24 hours of the conditional offer of employment, a drug-screening test must be conducted and provide negative results.

12.13. Post Offer/Pre-Employment Medical Examination - Selected candidates will be scheduled for a complete Firefighter pre-employment medical examination. A trained physician experienced in Firefighter medical exams will conduct this exam. These exams are conducted to meet the NFPA 1582 standard. This standard can be read in detail at www.nfpa.org. ~~is to be available for review at the Fire Department Administration building.~~

13.14. Employment - Firefighter must continue to meet the NFPA 1582 and NFPA 1001 standards and must successfully complete an annual physical and performance review. Firefighter will also be required annually to pass the minimum performance standards as adopted by the commission. Firefighters that do not meet these minimum requirements of the position will be subject to the Minimum Standards progressive discipline policy outlined below -

1. First failure will result in no punishment and the person will be re-tested in 30 days after the failure.
2. Second failure will result in a letter of reprimand placed in their personnel file and the person will be re-tested in 30 days after the failure. If the person failing the test is a driver, that person will be suspended from their duties of driver until they pass the test.
3. Third failure will result in a 48-hour suspension without pay from duty and the person will be re-tested in 30 days after returning to duty.
4. Fourth failure will result in termination.

14.15. Certification - Firefighter must receive the Intermediate EMT certification within 12 months of hire.

Section 800.013 Interview Process

The employment interview is part of the selection process. The primary function of the interview is to obtain data or to assess certain knowledge, skills, and abilities of a candidate not available through review of applications. For basically qualified applicants from the same department as the posted position, interviews may be waived with prior approval by the Employment Manager in very limited circumstances. Certain guidelines will be observed to maximize the validity and reliability of the interview process as well as ensure the adherence to current EEO requirements.

It is highly recommended that the Interview Resource Guide for Managers be reviewed prior to any interview. All interview questions should be forwarded to the HR Employment Manager or designee prior to the interview for review approval. When possible and practical, an HR representative should be on the interview panel. If the interview is for a supervisor, manager or director level position, a representative from the EEO office should be included on the panel as a non-interviewer. Under Veterans Preference, qualified applicants on the ARL will be given consideration for an interview if any interviews are conducted from the ARL.

The interview panel will be selected by the hiring department. A minimum of three individuals must serve on the interview panel. The interview panel shall consist of personnel who have expertise with the elements of the position. In order to ensure objectivity and job knowledge, an incumbent of the position, the immediate supervisor and/or manager and the Director or designee should sit on the interview panel. Relatives or personal friends of the applicant will be excluded from the panel. Reasonable accommodations shall be made for disabled applicants to allow participation in the interview process.

The Department Head or Supervisor in which the position vacancy exists shall be responsible for the development of interview questions and standards for measurement of candidate responses. These standards must be derived from the job description. Consistency will be maintained in the questions asked of all candidates. The questions must be job related and designed to measure job knowledge, experience, education, or to solicit responses that reflect those personal traits that are job related. Questions pertaining to protected categories such as race, sex, religion or marital

status or other inquiries that directly or indirectly require disclosure of such information are prohibited. Any questions that would indirectly divulge an applicant's age, national origin, or other protected category shall be made in strict accordance with Law.

The applicants selected for an interview must be notated in NEOGOV to include -

- The date, time and locations of the interview; and
- the interview panel.

Only Human Resources can tender any job offer or pay commitment to the candidate(s).

Section 800.014 Contingent Job Offer (CJO)/Tentative Job Offer

After all interviews have been completed, review your interview notes, consult with the interview panel (if applicable), department/division director, etc. and select the most qualified person for the position. Upload your contingent decision into NEOGOV and notify HR. The tentative selection should be forwarded to the HR Department no later than the Monday prior to orientation. The following rules/procedures apply regarding salary offers –

- a. Salary offered at the minimum of salary range
 - i. No additional action is required.
- b. Salary offered is within (10)percent of the minimum salary range
 - i. For all non-Airport Employees, Written justification for the salary must be submitted by the Department Director to the HR Director for approval.
- c. Refer to Section 500.119 for salary offers that exceed up to ten (10) percent of the minimum salary range or up to fifteen (15) percent above current salary for promotions.

Only the Human Resources Director or designee can make a contingent job offer for all non-Airport employees. The Department Director or designee must notify HR of the selected Candidate and the recommended salary via NEOGOV. The HR department will send a conditional offer letter to the selected candidate and copy the Department Director. The HR

Department will contact the applicant (typically, via telephone) and make a conditional offer of employment. This discussion should include the salary as well as any post-offer employment screening. If the conditional offer is accepted, HR provides the candidate with information regarding items needed/required that must be successfully completed before a final job offer can be made. Required information/actions can include –

- a. Completion of the I-9 form and appropriate identifying documentation;
- b. Names and Contact Information of two (2) references;
- c. Motor vehicle report (if required for the position being filled);
- d. Physical exam (if applicable);
- e. Drug test;
- f. Background check authorization; and
- g. Education and/or Certification verifications.



Administrative Services Committee Meeting

11/24/2014 1:15 PM

Ordinance relating to Powers of Augusta Aviation Board and Powers, Duties, Salary and Title of Airport Manager

Department: Clerk of Commission

Caption: Motion to approve an Ordinance to amend the Augusta, GA Code Title One Chapter Three Article One Section 1-3-6 and 1-3-7 relating to the powers of the Augusta Aviation Board and the powers, duties, salary and title of Airport Manager; to repeal all Code Sections and Ordinances and parts of Code Sections and Ordinances in conflict herewith; to provide an effective date and for other purposes. (Requested by Commissioner Smith)

Background:

Analysis:

Financial Impact:

Alternatives:

Recommendation:

**Funds are Available
in the Following
Accounts:**

REVIEWED AND APPROVED BY:

ORDINANCE NO. _____

AN ORDINANCE TO AMEND THE AUGUSTA, GA CODE TITLE ONE CHAPTER THREE ARTICLE ONE SECTION 1-3-6 AND 1-3-7 RELATING TO THE POWERS OF THE AUGUSTA AVIATION BOARD AND THE POWERS, DUTIES, SALARY AND TITLE OF AIRPORT MANAGER; TO REPEAL ALL CODE SECTIONS AND ORDINANCES AND PARTS OF CODE SECTIONS AND ORDINANCES IN CONFLICT HERewith; TO PROVIDE AN EFFECTIVE DATE AND FOR OTHER PURPOSES.

WHEREAS, Sections 1-3-6 and 1-3-7 of the AUGUSTA, GA CODE currently use the term "airport manager" to describe the person employed by the Augusta Aviation Commission to have the immediate supervision and control of the Augusta Regional Airport; and

WHEREAS, the term "Airport Executive Director" is a more descriptive term for this position and is consistent with definition (m) of section 1-3-8.2 of the AUGUSTA, GA CODE; and

WHEREAS, Section 1-3-7 of the AUGUSTA, GA CODE currently provides that the Airport manager shall have immediate supervision and control of the airport which he or she is employed to manage; and

WHEREAS, it is the desire of the Commission to amend AUGUSTA, GA CODE Section 1-3-6 to use the term "Airport Executive Director" rather than "airport manager" and:

WHEREAS, it is the desire of the Commission to amend AUGUSTA, GA CODE Section 1-3-7 to clarify the authority and control of the Augusta Aviation Commission and Airport Executive Director.

THE AUGUSTA, GEORGIA COMMISSION hereby ordains as follows:

SECTION 1. Augusta, GA Code Section 1-3-6 as forth in the Augusta, GA Code, re-adopted July 10, 2007, is hereby amended by striking this section in its entirety as set forth in "Exhibit A" hereto. A new Code Section 1-3-6 is hereby inserted to replace the repealed Code Section as set forth in "Exhibit B" hereto.

SECTION 2. Augusta, GA Code Section 1-3-7 as forth in the Augusta, GA Code, re-adopted July 10, 2007, is hereby amended by striking this section in its entirety as set forth in "Exhibit C" hereto. A new Code Section 1-3-7 is hereby inserted to replace the repealed Code Section as set forth in "Exhibit D" hereto.

SECTION 2. This ordinance shall become effective upon approval.

SECTION 3. All ordinances, parts of ordinances, policies, and procedures in conflict herewith are hereby repealed.

Adopted this ____ day of _____, 20____.

As its Mayor

Attest:

Lena J. Bonner, Clerk of Commission

1st Reading: _____

2nd Reading: _____

Exhibit A

STRIKE:

~~Sec. 1-3-6. Same Employment of Airport Manager.~~

~~The Augusta Aviation Commission shall employ an airport manager for the aviation fields operated by the Commission.~~

Exhibit B**REPLACE WITH:****Sec. 1-3-6. Employment of Airport Executive Director.**

The Augusta Aviation Commission shall employ an Airport Executive Director to operate the Augusta Regional Airport and all of its aviation fields.

Exhibit C**STRIKE:**

~~Sec. 1-3-7. Same Same Powers, duties, salary, etc., of airport managers.~~

~~Every airport manager appointed pursuant to the preceding section shall be paid a salary to be fixed by the Augusta Aviation Commission and shall have immediate supervision and control of the airport which he is employed to manage and it shall be his duty to enforce all rules and regulations prescribed by the Augusta Aviation Commission, and such manager shall report to such commission any violation thereof. He shall be charged with the duty of maintaining such airport and buildings thereon in good condition. The employment of such manager shall be purely on a temporary basis, subject to the will of the commission, and no airport manager shall be considered a permanent employee of Augusta Richmond County. He shall be deemed to have accepted employment under these conditions.~~

Exhibit D

REPLACE WITH:

Sec. 1-3-7. Powers, duties, salary, etc., of Augusta Aviation Commission and Airport Executive Director.

The Augusta Aviation Commission shall have authority and control of the Augusta Regional Airport, its employees, its facilities and its equipment to the extent permitted by law and may delegate such authority to an Airport Executive Director. Every Airport Executive Director appointed pursuant to the preceding section shall be paid a salary to be fixed by the Augusta Aviation Commission and shall have immediate supervision and control of the airport which he or she is employed to manage and it shall be his duty to enforce all rules and regulations prescribed by the Augusta Aviation Commission, and such Airport Director shall report to such the Aviation Commission any violation thereof. He or she shall be charged with the duty of maintaining such airport and buildings thereon in good condition. The employment of such Airport Director shall be purely on a temporary basis, subject to the will of the Augusta Aviation Commission, and no Airport Director shall be considered a permanent employee of Augusta, Georgia. He or she shall be deemed to have accepted employment under these conditions.

Exhibit B

REPLACE WITH:

| **Sec. 1-3-6. Employment of Airport Executive Director.**

| The Augusta Aviation Commission shall employ an aAirport Executive Directormanager to operate the Augusta Regional Airport and all of its aviation fields.

Exhibit D

REPLACE WITH:

Sec. 1-3-7. Powers, duties, salary, etc., of airport managers Augusta Aviation Commission and Airport Executive Director,

The Augusta Aviation Commission shall have authority and control of the Augusta Regional Airport, its employees, its facilities and its equipment to the extent permitted by law and may delegate such authority to an Airport Executive Director. Every Airport Executive Director airport manager appointed pursuant to the preceding section shall be paid a salary to be fixed by the Augusta Aviation Commission and shall have immediate supervision and control of the airport which he or she is employed to manage and it shall be his duty to enforce all rules and regulations prescribed by the Augusta Aviation Commission, and such Airport Director manager shall report to such the Aviation eCommission any violation thereof. He or she shall be charged with the duty of maintaining such airport and buildings thereon in good condition. The employment of such manager Airport Director shall be purely on a temporary basis, subject to the will of the Augusta Aviation eCommission, and no Airport Director airport manager shall be considered a permanent employee of Augusta, Georgia-Richmond County. He or she shall be deemed to have accepted employment under these conditions.

Sec. 1-3-6. Employment of Airport Executive Director.

The Augusta Aviation Commission shall employ an aAirport Executive Directormanager to operate the Augusta Regional Airport and all of its aviation fields.

Sec. 1-3-7. Powers, duties, salary, etc., of ~~airport managers~~ Augusta Aviation Commission and Airport Executive Director.

The Augusta Aviation Commission shall have authority and control of the Augusta Regional Airport, its employees, its facilities and its equipment to the extent permitted by law and may delegate such authority to an Airport Executive Director. Every Airport Executive Director ~~airport manager~~ appointed pursuant to the preceding section shall be paid a salary to be fixed by the Augusta Aviation Commission and shall have immediate supervision and control of the airport which he or she is employed to manage and it shall be his duty to enforce all rules and regulations prescribed by the Augusta Aviation Commission, and such Airport Director ~~manager~~ shall report to such the Aviation eCommission any violation thereof. He or she shall be charged with the duty of maintaining such airport and buildings thereon in good condition. The employment of such ~~manager~~ Airport Director shall be purely on a temporary basis, subject to the will of the Augusta Aviation eCommission, and no Airport Director ~~airport manager~~ shall be considered a permanent employee of Augusta, Georgia-Richmond County. He or she shall be deemed to have accepted employment under these conditions.



**Administrative Services Committee Meeting
11/24/2014 1:15 PM
Workers Compensation TPA Renewal Contract**

Department: Human Resources

Caption: Approval to award the RFP for the Worker's Compensation Third Party Administrator to Cornel pending final negotiation of contract by the Law Department.

Background: The contract for a TPA for Worker's Compensation is up for renewal for the 2015 year. The HR Department and Procurement Department recieved 5 Bid proposals for the contract.

Analysis: Cornel is able to offer a more proactive approach to reducing worker's compensation claims and premiums. Cornel also offers 24/7 Nurse Triage and many other resources to help educate,assist,and return employees back to work as quickly as possible and in an expeditious manner.

Financial Impact:

Alternatives:

Recommendation: forwarded for discussion - dbw

**Funds are Available
in the Following
Accounts:**

REVIEWED AND APPROVED BY:

**Finance.
Law.
Administrator.
Clerk of Commission**