## Countywide Policies, **Procedures, and Guidelines (PPGs)**



**Resource Guide** 

**Revised June 2023** 





#### PURPOSE OF THE PPG RESOURCE GUIDE

The PPG Table of Contents and Resource Guide (PPG Resource Guide) was developed to provide all County employees with an overview of the <u>Countywide PPGs</u> that oversee the County's personnel practices. The information provided in the Guide is intended as a reference and is not a replacement of the actual policies and procedures issued by the Department of Human Resources (DHR), nor is it inclusive of all personnel policies and authorities within the County.

DHR will make every effort to update the information in the PPG Resource Guide to reflect the current content of all Countywide HR policies. The current listing of all Countywide PPGs is accessible online at <a href="https://my.lacounty.gov/county-policies.">https://my.lacounty.gov/county-policies.</a>

If you have questions regarding the application of Countywide PPGs or HR policies specific to your department, please contact your Departmental HR Manager or designated HR personnel.



June 2023



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#### **PPG OVERVIEW**

The County of Los Angeles PPGs are implemented Countywide by DHR. Departmental policies must adhere to Countywide PPGs, which are continuously updated and added as they are approved by the Director of Personnel. PPGs are categorized into various sections:

## SECTION 100: RECRUITMENT AND EMPLOYEE PLACEMENT

#### PPG 100: Recruitment and Selection Program Administration

Ensures the development, administration, and maintenance of the Recruitment and Selection Program is uniform across the County and in full compliance with the County's standards, policies, and guidelines as well as applicable state and federal laws. Explains the purpose of the Delegated Examination Program, the legal basis for recruitment and selection, and examination standards. Discusses the roles and responsibilities of DHR and line departments in administering the program.

## PPG 111: Early or Late Administration of Examination

Expands on Civil Service Rule 7.12 to provide guidelines to the circumstances in which the Director of Personnel, as delegated to line departments, may allow an applicant to take an early or late administration of an examination. Also describes situations that would allow veterans entitled to the benefits of Section 395.1 Military and Veterans Code to take supplemental examinations.

#### **PPG 113: Transfer Opportunity Announcements**

States the purpose of transfer opportunity announcements as well as the required information and language to be included in each announcement.

#### **PPG 115: Veteran's Credit**

Discusses the conditions in which an applicant may qualify for veteran's credit in open competitive examinations. States the type of documentation and information that must be verified while evaluating an applicant's eligibility. Includes a separate *resource guide*.

#### **PPG 116: Security of Examination Materials**

Provides guidelines on maintaining the confidentiality and security of examination materials to preserve the integrity of the civil service examination process.

### PPG 118: Unclassified Employees Qualification in Promotional Examinations

Explains the conditions pursuant to Section 33.6 of the County Charter and County Code 6.02.060, in which an unclassified employee may be allowed to compete in promotional examinations.

#### **PPG 123: Accredited College Education**

Describes procedures to qualify a candidate's education with the educational requirements of an examination. Lists acceptable documentation for proof of education. States specific language that must be included in the Requirement Information section of a job bulletin whenever education requirements from an accredited college or university appear in the Minimum and/or Selection Requirements, and/or Desirable Qualifications section of the bulletin. Includes a separate **resource guide**.

## PPG 124: Guidelines for Accepting Typing Proficiency Certificates Issued by the Director of Personnel

Provides guidelines on verifying typing proficiencies for examinations that require the passing of a typing performance test. States specific language that must be included in the examination bulletin of any examination requiring a typing test.

## PPG 125: Examination Bulletin Language for the Child Support Compliance Program and Driver License Requirements

States required language that must be included in all County job bulletins for the Child Support Compliance Program. Also states Driver License Requirements for positions where driving is an essential function or job-related travel is required. Includes an attached checklist for examination bulletin content.

## PPG 130: Department of Human Resources Centralized Examination Calendar

Discusses the DHRs responsibilities for examination plans, test materials, examination standards, and lists promulgation of exams in the Centralized Examination Calendar.

#### **PPG 135: Appraisal of Promotability**

Details the Appraisal of Promotability (AP) process for Interdepartmental and Departmental Promotional examinations. Includes information on how the AP is weighted, proper documentation, the roles of each person completing the AP (rater, reviewer, and review committee), the notification of results, and appeal rights.



## PPG 145: Notices of Application Rejection and Examination Results — Appeal Rights

Establishes standard Appeal Rights language to be included in application rejection and notices of examination results letters.

### PPG 150: Eligible Lists, Eligible Registers and Certification Lists

Explains the requirements of preparing and using Eligible Lists, Eligible Registers, and Certification Lists resulting from competitive examinations. Describes conditions for the restoration, extension, and termination of such lists. Also discusses situations such as withholds, selective certification, and the use of substitute lists.

#### PPG 180: Delegated Examination Program Self-Monitoring Guidelines

Provides guidelines in a form of a checklist to assist departments in "self-auditing" or "self-monitoring" their examination operations. Covers three areas: Examination Records, Facilities and Security, and Exam Management and Supervision. Also provides information regarding retention of Civil Service Examination records. Includes a one-page checklist summary and a Self-Monitoring Checklist Form as attachments.

## PPG 195: Appraisal of Promotability Appeals Process - Appeal Report Form

Describes roles and processes required by DHR and line departments when using the Appeal Report Form to handle AP appeals. Includes a sample of DHR's memorandum to line departments regarding receipt of an AP appeal, a copy of the "Appeal Report Form", and a sample letter to the appellant.

## PPG 197: New Employee Acknowledgment of the Child Support Compliance Program

Provides instructions for the "Acknowledgment of Los Angeles County's Child Support Compliance Program" form. A copy of the form is attached.

#### **HR Report #7: Policy for Examination Bulletins**

Provides guidance to departments in developing examination bulletins and Countywide policies for standardizing examination bulletin content. Covers the posting, filing, and content of examination bulletins. Includes a checklist for examination bulletin content and a separate *addendum* that was later added.

## SECTION 200: ORGANIZATIONAL AND EMPLOYEE DEVELOPMENT

### PPG 205: Online Training Provided by External Partners

Provides guidelines for granting licenses for externally provided trainings. Outlines the conditions for use.

#### **PPG 210: Employment Files**

Provides uniform guidelines for the organization, transfer, confidentiality, retention, and other requirements of central employment files. Covers the Official Employee Personnel Folder, the Official Employee Accident Folder, and the Payroll File.

#### PPG 220: Notice Requirements for 'Unsatisfactory' Performance Evaluations at the End of Improvement Needed and Probationary Periods

Discusses the follow-up performance evaluation required for a permanent employee whose performance has been rated "Improvement Needed". Elaborates on a permanent employee's Skelly rights if being reduced or discharged following the end of the "Improvement Needed" rating period. Also discusses the required notice to a probationary employee who fails to demonstrate competent performance and is reduced or discharged at the end of their probationary period.

## PPG 230: Oath or Affirmation of Allegiance and Deputization

Establishes procedures by which the oath or affirmation of allegiance is administered to County officers and employees, procedures by which County officers may deputize subordinate staff, and the process of revocation of Deputization. Attached is a resource guide that contains instructions for completing the Oath card and other forms.

#### **Rater's Handbook on Performance Evaluations**

Serves as a guide to assist managers, supervisors, and personnel in implementing and administering an effective performance evaluation system. Describes the purpose of the performance evaluation system, the roles of the rater, reviewer, and employee, the steps involved in the process, and types of reports and rating standards. Includes various samples of completed evaluation forms.



## SECTION 300: CLASSIFICATIONS, FILLING POSITIONS AND OVERTIME

**PPG 360: Overtime for FLSA Covered Employees** Explains the requirement for employees to accurately report all hours worked.

In addition to the PPGs developed by DHR, Section 300: Classifications, Filling Positions and Overtime includes additional policies developed by the Chief Executive Office (CEO). These policies are intended to assist line departments in areas such as classifications:

## **CL-001: Authority to Fill Positions and Ordinance Position Authority Requirements**

Clarifies County Charter Article III, Section 11 and County Code Chapter 6.06, AUTHORITY TO FILL POSITIONS, and provides guidelines for submitting Ordinance Position Authority (OPA) requests.

#### **CL-002: Classification Plan Maintenance**

Describes policies and procedures for effective and systematic review of the Classification Plan and provides a program for maintaining class specifications included in Schedule B.

### CL-003: Classification Principles, Concepts, and Terms

Defines classification principles, concepts, and terms that aid in the administration and maintenance of departmental Classification Programs.

#### **CL-004: Classification Program Administration**

Provides uniform policies, procedures, and guidelines for administering and maintaining the classification program. Also serves as a resource for departments in administering classification activities.

#### **CL-005: Creating a New Class**

Provides uniform policies, procedures, and guidelines on the creation of a new class for inclusion in the Classification Plan.

## CL-006: Guidelines for Determining Driver License Requirements on Class Specifications

Provides standards for determining driver license requirements and writing uniform driver license requirement language on class specifications.

## **CL-007: Guidelines for Revising Class** Specifications

Establishes uniform guidelines for the revision of class

specifications by line departments.

#### **CL-008: New Position Allocations**

Provides departments with uniform policies, procedures, and guidelines in performing classification related activities during the fiscal year budget process.

## CL-009: Notification to Service Employees International Union (SEIU) Local 721—Offer to Consult

Describes the notification requirements for departments who have determined the need to revise a class specification for a represented class.

#### **CL-010: Permanent Position Transfer**

Provides uniform policies, procedures, and guidelines for the evaluation process of position transfers within a department.

#### **CL-011: Writing a Class Specification**

Provides policies, procedures, and guidelines for the writing of new and revised class specifications. Describes the process for developing each major section of a class specification.

## SECTION 500: HUMAN RESOURCES OPERATIONS

## PPG 501: Sealed Records and Convictions Protected from Disclosure by Valid Court Orders

Provides direction to departments on the proper procedures for handling information obtained from or about a County job applicant whose criminal convictions while a juvenile have been either expunged or sealed, or whose adult convictions are protected from disclosure by valid Court Orders.

## PPG 505: Reinstatement of Retirees to a 120-Day Temporary Assignment

Describes the conditions and procedures to reinstate County retirees to temporary assignments of up to 960 hours (120 days) in any one fiscal year.

#### PPG 510: Employment Eligibility I-9 Verification

Establishes the County's responsibility under federal law to verify the identity and employment eligibility of newly hired employees through the proper completion of Form I-9 and confirmation of work authorization in the E-Verify system.

## **PPG 512: Professional Appearance in the Workplace**

Elaborates on County Code 5.72.010 to describe the standards of professional appearance expected of all employees.



#### **PPG 513: Employment Reference Checking**

Provides guidelines on how to respond to employment reference requests for current or former employees from prospective employers within or outside the County. Lists shareable and non-shareable employee information during reference checks.

## PPG 514: Designation of Sensitive Positions and Conviction History Assessments

Provides guidelines to departments regarding access to conviction history information in connection with employment and placement of persons with convictions in sensitive positions. Lists unlawful practices of employers regarding the obtainment and use of information related to criminal convictions, positions subject to and exempt from background checks, and types of sensitive positions. Also discusses potentially disqualifying job-related offenses, hiring standards, procedures to conduct conviction history assessments, and proper record keeping.

## PPG 516: Student Worker and Student Professional Worker Program

Describes the purpose and eligibility requirements of the County's Student Worker Program, touching on the work hours and assignments of students within the program. Also describes the responsibilities of County departments while employing Student Workers.

## PPG 519: Jury Duty Leave for Non-Represented Employees

Elaborates on the provision of County Code Section 6.20.080D that gives Department Heads the discretion to convert applicable non-represented employees on jury duty service to a five-day, 40-hour per week (5/40) shift during their length of service. This policy does not apply to represented employees.

#### **PPG 520: Workplace Posters**

Provides information regarding the mandatory federal, State, and County workplace postings required of the County as an employer. Includes procedures for posting materials and a checklist of mandatory workplace postings.

#### **PPG 524: Live Scan Procedures**

Provides guidance to County departments regarding the administration of the electronic fingerprinting process known as Live Scan. Discusses the County's expanded authority to access local, State, and federal summary conviction information through the process.

### PPG 525: Reporting Certain Job-Related Felony Convictions to LACERA

Provides guidelines to County departments in complying with the statutory requirement of reporting to LACERA certain job-related felony convictions.

#### **PPG 530: Managing Sick Leave**

Provides supervisors and managers with guidelines to effectively manage the use of Sick Leave by their subordinates and to be proactive when managing potential sick leave abuse. Describes the types, use, and report of sick leave for Non-Megaflex and Megaflex employees.

#### **PPG 531: Attendance**

Describes the standards of attendance required of all County employees and basic guidelines for supervisors and managers to manage absences and leaves. Discusses unscheduled absences, scheduled absences, and unreported absences of 3 days or more.

#### **PPG 532: Managing Vacations**

Provides supervisors and managers with guidelines to effectively manage the scheduling, approval, and use of vacation time of their subordinates. Discusses vacation provisions for Non-Megaflex employees and elective and non-elective leave for Megaflex employees.

#### **PPG 550: Telework Program**

Establishes the eligibility, training, and documentation standards for departmental telework programs and provides the authority for departments to implement emergency telework protocols.

## SECTION 600: HEALTH, SAFETY & DISABILITY BENEFITS ADMINISTRATION

## PPG 610: Responding to Workplace Environmental Concerns

Requires Department Heads to develop policies and procedures for responding to their specific workplace environmental concerns. Explains the general types of environmental factors associated with occupational illness and injury. Provides procedures for reporting environmental health and safety concerns in the workplace, gathering factual information to aid in determining the corrective action, communicating with employees regarding the identification and resolution of the problem, and responding to Cal/OSHA inspections.



## PPG 611: Injury and Illness Prevention Program (IIPP)

Explains the purpose of an Injury and Illness Prevention Program (IIPP). Provides guidance to County departments in developing and maintaining an effective IIPP, as required under Title 8, California Code of Regulations (CCR). Details the information that must be included, at minimum, in the written IIPP.

#### **PPG 612: Minimizing Repetitive Motion Injuries**

Requires departments to develop policies and procedures, as part of an Ergonomics Program, for minimizing repetitive motion injuries that may occur at departmental work locations. Provides guidance to line departments in identifying, preventing, reducing, and controlling repetitive motion injuries (RMIs). Also lists the responsibilities of Department Heads.

Also lists the responsibilities of Department Heads, managers, supervisors, safety officers, and employees in implementing the Ergonomics Program.

### PPG 614: Notification of Cal/OSHA Inspections and Citations

Establishes and outlines each department's responsibility and procedures for notifying the Loss Control and Prevention (LCP) Section of the CEO Risk Management Branch of all inspections by the California Division of Occupational Safety and Health (known as Cal/OSHA) and any resultant citations. Explains violations of Cal/OSHA regulations subject to monetary fines. Includes a sample Notification of Cal/OSHA Inspection form.

#### **PPG 616: Smoking in County Facilities**

Designates all County vehicles as "no smoking" vehicles. Designates all County-owned facilities and all portions of facilities leased by or from the County, which are not open to the sky as "no smoking" areas. Also delineates specific areas where smoking is prohibited and establishes signage and reporting requirements.

## PPG 620: Workplace Violence/Threat Management

Supports the County's commitment to a safe and healthful work environment by establishing a zero-tolerance standard regarding any act of violence or threat in the workplace. Explains the role and responsibilities of the Security Operations Unit (SOU) in upholding the policy. Explains procedures for responding to immediate danger and threats of violence in the workplace, responsibilities of the Department Heads and managers/supervisors and reporting incidents through the Security Incident Report (SIR), and maintaining a log of incidents. Includes a separate, fillable *SIR form*.

## PPG 622: Domestic Violence, Sexual Assault and Stalking Awareness Policy

Provides guidelines to assist supervisors/managers in addressing situations concerning employees who are suspected or have been determined to be victims of domestic violence. Explains how to support and approach an employee who may be a potential victim, available resources to provide, documentation procedures, and emergency procedures for potential Also discusses workplace workplace violence. accommodations for victims, actions to take when an employee's job performance declines as a result of domestic violence, and how to coordinate efforts with other staff and law enforcement to enhance safety. Includes examples, indicators and impact of domestic violence as well as a copy of Labor Commissioner's Office Victims of Domestic Violence, Sexual Assault and Stalking Notice.

#### **PPG 625: PEPO Medical Examination**

Establishes the standards and procedures for conducting Pre-Employment / Post-Offer Medical Examinations (PEPO) for certain applicants who have received conditional job offers from the County of Los Angeles.

#### **PPG 626: Fitness for Duty Evaluations**

Supports the County's commitment to a safe and healthy work environment and the protection of the public by ensuring that each employee is able to perform their essential job functions in a safe, secure, and effective manner. This policy prescribes the circumstances under which an employee may be referred to a licensed health care provider for a Fitness for Duty Evaluation (FFDE).

## PPG 627: Interactive Process & Reasonable Accommodation

Establishes the County's framework for holding an Interactive Process Meeting (IPM) to determine appropriate reasonable accommodation(s), as needed, in accordance with the requirements of the Americans with Disabilities Act (ADA) and California Fair Employment and Housing Act (FEHA), as well as other related State or federal laws and regulations.

#### **PPG 628: Medical Release or Reassignment**

Describes the circumstances and procedures under which an employee may be medically released from County service or reassigned to a different employment position based on the results of a Fitness for Duty Evaluation or other competent medical or legal evidence.



## SECTION 700: EMPLOYEE BENEFITS ADMINISTRATION

## PPG 700: Leave Donation for Non-Represented Employees

Discusses the conditions in which non-represented County employees are allowed to voluntarily donate leave to other non-represented employees who have exhausted all paid leave benefits due to serious illness of injuries, or who are absent due to an emergency specifically declared by the Board of Supervisors. Provides guidelines for the roles of the recipients, donors, and department. Includes an example of the "Request for Leave Donation – Non-represented Employees (for absence due to illness or injury)" form.

### PPG 701: Time Off for Bone Marrow and Organ Donation

Describes the conditions under which employees may receive paid and protected time off to volunteer to donate bone marrow or organ(s). This paid protected leave includes the testing, harvesting (surgical procedure), and reasonable time to recover.

## PPG 702: The Family School Partnership Act for County Employees

Discusses the provisions of the Family School Partnership Act which allows employees to use existing vacation, personal leave, or compulsory time off for planned absences to participate in school or child day care program activities of their children, grandchildren under custody, and/or children under their legal guardianship, up to those in the twelfth grade. Attached is a resource guide containing applicable labor code sections.

#### **PPG 703: Employee Time Off for Voting**

Describes the circumstances allowing employees to use up to 2 hours of time off, without loss of pay, to exercise their voting rights in statewide elections, as set forth in the California Elections Code, Section 1400. Discusses departmental posting requirements before statewide elections regarding employees' rights to take time off to vote. A copy of a suitable poster is included.

#### **PPG 705: Lactation Program**

Supports employees who are breast/chestfeeding, lactating, or expressing milk during work hours. Provides guidance for departments on lactation room space requirements, break times, lactation needs in non-traditional work settings, notification, and request procedures. Includes a Lactation Break Request form and responses to FAQs.

## SECTION 800: PERFORMANCE MANAGEMENT

#### PPG 805: Interdepartmental Transfers of Employees Involved in the Disciplinary Process

Provides guidance to departments regarding the interdepartmental transfer of employees against whom a disciplinary process has been initiated. Limits the transfer of these employees to occur only after the disciplinary and grievance process has been completed.

#### **PPG 809: Courtesy and Respect in the Workplace**

Describes the County's commitment to a respectful and courteous work environment free of any abusive conduct. Gives examples of abusive conduct along with reporting procedures for those who have been subjected to, witnessed, or received report of abusive conduct. Lists the responsibilities of employees, managers, and supervisors in regards to the policy.

### PPG 810: Ordered Absence from Regular Work Location

Describes the reasons, administrative requirements, and procedures to place a County employee on an ordered absence from their regular work location if a potentially unsafe, critical, or emergency problem involving the employee arises in the workplace or while off duty, and there is a job nexus.

#### **PPG 812: County Policy of Equity**

Protects the rights of employees to be free from discrimination, all forms of harassment, retaliation, and inappropriate conduct based on a protected status. Details categories of protected classes, examples of conduct that may violate the policy, and procedures to report potential policy violations. Also discusses due process, grievance, and appeal rights.

## PPG 813: Gender Identity and Gender Expression Nondiscrimination Policy

Expands on gender identity and gender expression as protected categories under the County Policy of Equity (CPOE) against discrimination, sexual harassment, all forms of harassment, and inappropriate conduct. Discusses the rights of transgender and nonbinary employees in the workplace along with posting requirements regarding these rights, confidentiality expectations/requirements, and guidance on changes in name/gender affecting personnel and other records. Includes procedures for reporting potential violations of the policy and a comprehensive resource guide.



## PPG 820: Countywide Discipline Guidelines: For Employees

Serves as a guide of common causes for discipline across all County departments. Lists example offenses and ranges of discipline for each violation occurrence. This guide is a representative example and not allinclusive.

#### **SECTION 900: ADVOCACY**

#### PPG 900: Due Process or "SKELLY" Meetings

Explains the due process procedures and requirements for discharges, reductions, demotions, suspensions greater than 5 days, and medical releases of classified permanent County employees. Discusses the rights of employees prior to and during the Skelly Meeting. Includes an attachment of levels administrative review involved in the issuance of personnel actions involving Skelly rights.

## PPG 910: Employees' Cooperation in the Administrative Investigation Process

Requires County employees to fully cooperate in, and not take action that could interfere with, delay, obstruct, distort, or influence any administrative investigation process conducted by the County of Los Angeles or authorized agencies. Discusses the provisions surrounding an employee's cooperation in an administrative investigation.

## PPG 915: Subpoena Process for Civil Service Commission (CSC) and Employee Relations Commission (ERCOM)

Provides guidelines for handling administrative sub-poenas issued under the jurisdiction of the CSC and ERCOM. Requires all departments to have subpoena control functions in accepting and disseminating administrative subpoenas within the department. Describes the criteria of a properly served subpoena and elaborates on the two types of subpoenas—personal and duces tecum.

#### **SECTION 1000: MISCELLANEOUS**

### PPG 1010: Out-of-Class Assignment and Bonus Provisions

Provides uniform procedures and guidelines for the administration of out-of-class assignments and bonus provisions of the Los Angeles County Code and various Memoranda of Understanding (MOUs). Discusses the legal framework, departmental responsibilities, criteria, requests, and payment for out-of-class assignments. Included in the appendix are model procedures for payment of an out-of-class bonus.

## **PPG 1030: Workforce Reduction Management Guidelines**

Serves as a comprehensive guide to provide for efficient workforce reduction in accordance with applicable Civil Service Rules and County Code provisions when necessary to achieve targeted budget and service costs. Describes necessary steps to create workforce reduction plans, reemployment lists, and compliance reports to the Board of Supervisors. Includes samples of workforce reduction plans and employee notification letters.

## PPG 1040: Countywide Policy and Disciplinary Guidelines on Abuse of Telecommunications Equipment & Services

Provides discipline guidelines to operating departments for employees found to have violated the use of County telecommunications equipment and services through unauthorized use for non-County business.

## PPG 1041: Countywide Policy and Disciplinary Guidelines on Inappropriate Employee Conduct toward Members of the Public

Requires all County employees to conduct themselves at all times in a polite, courteous, and professional manner when interacting with or in the presence of members of the public. Subjects employees who violate the policy to various levels of discipline depending on the offense.

#### PPG 1042: Countywide Policy and Disciplinary Guidelines on Inappropriate Employee Conduct of a Sexual Nature toward or in the Presence of Members of the Public

Expands on PPG 1041 to require all County employees to conduct themselves at all times in a polite, courteous, and professional manner, free from inappropriate conduct of a sexual nature when interacting with or in the presence of any member of the public. Provides examples of inappropriate conduct of a sexual nature. Subjects employees who violate the policy to various levels of discipline depending on the offense.

#### PPG 1050: Countywide Policy and Disciplinary Guidelines on Annual Reporting of Monies Owed to Third Parties

Requires all Department Heads' to report to the Auditor Controller and County Counsel of monies owed to third parties of monies the County may be required to return. Also discusses the consequences of failing to comply with the reporting requirements.



#### **LINKS TO AUTHORITIES**

- Board of Supervisors Policy Manual https://library.municode.com/ca/la county - bos/codes/board policy
- California Codes http://leginfo.legislature.ca.gov/faces/codes.xhtml
- **■** Charter of the County of Los Angeles https://library.municode.com/ca/los angeles county/codes/code of ordinances?nodeld=CHCOLOAN
- Civil Service Rules (County Code, Title 5, Appendix 1) https://library.municode.com/ca/los angeles county/codes/code of ordinances?nodeId=TIT5PE APX1CISERU
- **■** County Fiscal Manual http://mylacounty.gov/wp-content/uploads/2016/12/CountyFiscalManual.pdf
- **■** County of Los Angeles Interpretive Manual http://file.lacounty.gov/SDSInter/dhr/1031826 InterpretiveManual.pdf
- Countywide Policies, Procedures, and Guidelines (PPG's) http://mylacounty.gov/county-policies/
- **Los Angeles County Code** https://library.municode.com/ca/los angeles county/codes/code of ordinances?nodeld=LOS ANGELES CO CODE
- Los Angeles County Employee Handbook http://file.lacounty.gov/SDSInter/lac/113484 Employee Handbook.pdf
- Memorandum of Understanding https://ceo.lacounty.gov/employee-relations/

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