



Equal Employment Opportunity Plan

COUNTY OF FAUQUIER, VIRGINIA

JANUARY 2026

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Introduction / Purpose

The County of Fauquier's Equal Employment Opportunity Plan reiterates the County's commitment to equal employment opportunity in its employment practices, program operations, and service delivery systems. This EEO Plan is intended as an informational resource to provide an overview of the County's key policies, efforts, and plans relating to equal employment opportunity.

Fauquier County Government is made up of over 25 departments and has more than 800 employees. The County is run by the five members of the Board of Supervisors representing the Cedar Run, Center, Lee, Marshall, and Scott Districts.

This report considers data and policies covering the Federal Fiscal Year 2025, which was from October 1, 2024, through September 30, 2025.

MISSION STATEMENT

Working within the theme of "Progress with Reverence for Heritage" and with a strong commitment to the accomplishment of meaningful improvements to the efficient, effective, and open conduct of the County government, and to the public health, safety, and welfare and educational opportunities, the Fauquier County Board of Supervisors seeks, within the bounds of fiscal integrity, to preserve the physical beauty, historical heritage and environmental quality of the county while ensuring that population growth and development is a positive force on the general welfare of the community.

VISION STATEMENT

Fauquier County is a thriving community that honors its natural and cultural resources, agricultural heritage and rural landscape while building a sustainable economy and promoting outstanding services and growth within defined service districts.

EQUAL EMPLOYMENT OPPORTUNITY POLICY

I. **PURPOSE**

It is the objective of the Fauquier County Board of Supervisors to adhere to a policy of equal employment opportunity for all employees and applicants for employment.

Personnel management and employment practices will be conducted without regard to race, color, religion, sex, gender identity, sexual orientation, pregnancy, childbirth or related medical conditions, national origin, age, marital status, disability (physical or mental), family medical history or genetic information, political affiliation, or veteran status.

Discrimination is prohibited in the areas of recruitment, hiring, training, promotion, retention, discipline and/or any other aspect of personnel administration.

II. **SCOPE**

This policy applies to all Fauquier County employees and applicants for employment. This policy does not prohibit (i) discrimination in employment on the basis of sex or age in instances when sex or age is a bona fide occupational qualification for employment or (ii) providing preference in employment to veterans.

III. **RESPONSIBILITY**

Department Heads and others with supervisory authority shall take affirmative measures to ensure that all personnel actions are executed without regard to race, color, religion, sex, gender identity, sexual orientation, pregnancy, childbirth or related medical conditions, national origin, age, disability (physical or mental), family medical history or genetic information, political affiliation, or veteran status.

The Human Resources Director is responsible for the administration of the Equal Employment Opportunity Policy.

IV. **PROCEDURES**

Notices stating that Fauquier County is an Equal Employment Opportunity Employer shall be prominently displayed within County Offices/Departments and placed on all applications for employment.

Allegations of violations of this policy must be filed with the Human Resources Director.

Effective Date: 07/01/20, Supersedes Policy: 06/18/01

RESPONSIBILITIES

County Administrator

The County Administrator is responsible for providing executive leadership and oversight to ensure that department heads act as necessary to achieve and implement the County's objectives relating to equal employment opportunity by:

- Communicating and providing leadership support to reiterate the County's commitment to equal employment opportunities at all levels, and to create a diverse and inclusive workforce that reflects the community it serves.

- Ensuring that all departments and staff are aware, understand, and work within Federal and State laws, as well as County policies and procedures, dealing with equal employment opportunity.

Human Resources

Under the guidance of the Director of Human Resources, the Human Resources Department is responsible for reviewing personnel policies, employment practices and procedures, and making improvements or recommendations on steps to promote equal employment opportunity. The department is responsible for:

- Analysis of progress toward goals and objectives.
- Review of effectiveness of programs designed to assist in obtaining goals and objectives.
- Analysis of annual performance reviews, promotions, transfers, disciplines, terminations, and exit interviews to determine whether disparate treatment or adverse impact exists.
- Review of advertisement wording, newspaper placement, and other recruitment, referral, and employment records.
- Review of training, educational, and supervisory development programs.
- Provide specialized advice and counseling to managers, supervisors, and employees.
- Ensure appropriate investigation of cases alleging unlawful workplace harassment and discrimination.
- Monitor the procedures and disciplinary actions of all alleged discrimination and harassment cases to ensure that Federal, State, and local policies and procedures are followed.
- Plan and present workshops and training in the areas of diversity, cultural competence, EEO, Americans with Disabilities Act and Amendments Act, and unlawful workplace harassment.
- Partnering with departments to ensure that hiring and recruitment at all levels of the county are based on merit in accordance with equal employment opportunity principles, laws, and policies.
- Increasing countywide recruitment efforts to attract a broad and diverse candidate pool for positions in all categories, particularly for underrepresented groups to maintain a workforce reflective of the community it serves.
- Providing guidance to departments on compliance with civil service requirements, merit principles, and ensuring equal employment opportunity in all aspects of hiring, recruitment, and selection.
- Reviewing testing and qualifications for positions to ensure they are job-related and consistent with equal employment opportunity for all applicants and employees.

- Identifying areas of improvement, removing potential barriers in hiring/recruitment, and expanding access/ opportunities for underrepresented groups
- Conducting trainings regarding workplace discrimination, harassment, and diversity, equity to providing a welcoming, safe, and inclusive environment for all employees.

Department Heads

Department Heads are responsible for ensuring that their departments adhere to equal employment opportunity principles and policies at all levels with respect to hiring, selection, and retention. Specifically, department heads will:

- Ensure that all employment decisions, including interviews, offers of employment and compensation commitments, assignments, training, development of job-related knowledge and skills, evaluation, and employee relations, are consistent with the County's personnel practices and equal employment opportunity principles, laws, and policies.
- Respond to the needs of an increasingly diverse workforce by developing and implementing policies and practices that foster an inclusive and productive workplace.
- Prevent, report, and address any potential discrimination and harassment.
- Counsel employees appropriately to prevent and correct illegal discrimination and unlawful workplace harassment.

Employees

- Adhere to all State and local employment policies.
- Encourage reporting of illegal discrimination and/or unlawful workplace harassment.
- Maintain a work environment free of illegal discrimination and unlawful workplace harassment.
- Exhibit conduct that reflects inclusion during work, at work functions on or off the work site, and at all other county-sponsored events.

DISSEMINATION PLAN

The approved EEO Plan will be published on the County Website and on the internal Employee eQuest site and Fauquier ePortal. Availability of the EEO Plan on eQuest will be communicated to all employees through an employee email notice.

Employment Policies and Practices

Fauquier County has a variety of official Human Resources (HR) Policies dictating the policies and procedures of the department, the County as an employer, and the conduct of County employees. All HR policies are available on the [County website](#).

Fauquier County's *Code of Conduct* (Appendix A) details the County's policies and procedures regarding:

- Layoff and termination
- Discipline
- Demotion
- Use of facilities

Fauquier County's *Recruitment and Selection Policy* (Appendix B) details the County's policies and procedures regarding:

- Hiring
- Promotion / voluntary demotion / transfers
- Recruitment
- Screening
- Selection

Fauquier County's *Training and Career Development Policy* (Appendix C) details the County's policies and procedures regarding training.

Fauquier County's *Types of Employment Policy* (Appendix D) details the County's policies and procedures regarding fringe benefits, which are detailed in the County's Fringe Benefits Guide (Appendix E). Full fringe benefits are available to full-time permanent employees and medical and dental benefits are available to permanent employees who work at least 20 hours a week.

Fauquier County's *Position Classification Plan* (Appendix F) details the County's policies and procedures regarding classification as well as promotion / demotion / and transfers through re-classification. Fauquier County has one scale for general government employees and three salary scales for 911 Telecommunications, Sheriff's Office sworn employees, and Fire and Rescue employees.

Fauquier County's *Pay Plan and Employee Compensation Policy* (Appendix H) details the County's policies and procedures regarding promotion / demotion / transfers and rate of pay.

Fauquier County's *Resignation and Separations Policy* (Appendix I) details the County's policies and procedures regarding layoffs and terminations.

Fauquier County's policies and procedures regarding leave are detailed in the following policies:

- *Administrative Leave Policy*
- *Annual Leave Policy*
- *Bereavement Leave Policy*
- *Civil Leave Policy*
- *Educational Leave Policy*
- *Family and Medical Leave Policy*
- *Holidays Policy*
- *Leave Donation Policy*
- *Leave Without Pay Policy*
- *Military Leave Policy*
- *Sick Leave Policy*
- *Sick Leave Bank Policy*
- *Organ Donation Leave Policy*
- *Volunteer Leave Policy*

Workforce Analysis

JOB CLASSIFICATION CHART

	Male						Female						Total
	White	Hispanic /Latino	Black	Native American	Asian/ Pacific Islander	Two or More Races	White	Hispanic /Latino	Black	Native American	Asian/ Pacific Islander	Two or More Races	
Officials	17	0	0	0	0	0	26	0	0	0	0	0	43
Professionals	52	0	1	0	0	0	167	7	13	0	1	1	242
Technicians	15	1	1	0	1	0	2	0	0	0	1	0	21
Protect and Serve: Sworn	235	6	12	0	3	4	57	3	3	0	1	0	324
Admin Support	2	0	0	0	0	0	72	1	1	0	1	0	77
Skilled Craft	64	0	16	0	0	2	4	2	0	0	0	0	88
Service / Maintenance	3	2	2	0	0	1	1	1	4	1	1	0	16
Total	388	9	32	0	4	7	329	14	21	1	5	1	811

During FY 2025, Fauquier County employed 811 permanent staff; all provided sex and race/ethnicity data. Of these employees, 440 were male, 371 were female; 717 (88%) identified as white only, 53 (7%) as black, 23 (3%) as Hispanic, 9 (1%) as Asian or Pacific Islander, 8 (1%) as two or more races and 1 as Native American.

Officials are typically Directors or Assistant Directors of a department or Managers of a program within a Department. Official positions generally range on the County Pay Scale from grades 36-50.

Professionals are typically doing specialized work within their field and usually work in an office environment. If they are in a managerial role, most of their time is still spent doing the functions of their job rather than management. Professional positions generally range on the County Pay Scale from grades 21-46.

Technicians typically work in technology-specialized positions. They are usually working with computers, computer networks, or specialized computer applications. Technicians generally range on the County Pay Scale from grades 31-42.

Sworn Protect and Serve includes sworn deputies of the Sheriff's department as well as fire and rescue workers. Sworn Protect and Serve workers are in the field most of the time rather than an office environment and respond to public emergency needs. Public Safety Employees have their own Pay and Step Scales, available in Appendix G.

Administrative Support workers are typically doing general office and administrative or communication functions, most of which are similar across departments, programs, or industries. Their work is not usually field specific and is done in an office environment. Administrative Support positions generally range on the County Pay Scale from grades 21-37 but also include those on the 911 Telecommunications Step Scale, available in Appendix G.

Skilled Craft workers are typically operating machinery or engaged in specialized trade craft. They are not usually working in an office environment. Skilled Craft workers generally range on the County Pay Scale from grades 21-40.

Service and Maintenance workers includes custodians and service positions like healthcare and food service. Custodians are a grade 21 on the County Pay Scale, jail kitchen managers are a grade 28, and health assistants for the jail are on the Sheriff's office Step Scale at the level of a Corporal.

The Department of Human Resources will work with the Sheriff's Office and the Fire Rescue System to begin tracking area of assignment and shift data in a way that can be easily pulled, reviewed, and analyzed by Human Resources using their respective scheduling systems. As EEO data is collected on all employees, this information will be pulled to analyze assignment and shift data. This data will be tracked internally and reported as requested and/or required.

DISCIPLINARY ACTIONS

Fauquier County does not currently track at a high level the total number and variety of disciplinary actions imposed on employees. The County's procedure for imposition of disciplinary actions and types of disciplinary actions that can be taken are detailed in section VII of the *Code of Conduct*, see Appendix A, and include:

- Oral reprimand
- Written reprimand
- Being placed on a performance improvement plan
- Being placed on administrative leave
- Suspension without pay
- Reduction in pay
- Demotion
- Termination

The Department of Human Resources will begin tracking disciplinary actions for all employees via the HRIS system. As EEO data is collected on all employees, this information will be pulled to analyze discipline data in the areas of severity and type of discipline by employee work group and demographics. This data will be tracked internally and reported as requested and/or required.

HIRING

The chart below indicates the number of applications for employment with Fauquier County¹ in FY 2025 and the number actually hired by race and sex. In total 3,374 unique applications were received, and 389 new applicants were hired. Fauquier County does not currently track offers not accepted.

In FY2025, 50% of applicants were male and 34% were white. 37% of applicants hired were male and 29% were white.

	Applicants*			Hired	
	Male	Female	Unknown	Male	Female
White	1146	1448	37	113	190
Hispanic	99	172	3	3	23
Black	214	190	11	18	15
Native American	6	9	0	0	0
Asian/ Pacific Islander	135	68	21	4	1
Other	94	105	16	4	18
Total	1694	1992	88	142	247

**Applicants for employment are not required to provide information on their race/ethnicity nor sex. The race/ethnicity category options for applicants to self-select are also less detailed than what is available to hired employees.*

The Department of Human Resources will begin tracking offers extended but not accepted via the HRIS system. Should applicants provide EEO data when applying, this data will be pulled to analyze demographic information. Discussions will be held with candidates on their decision to decline the offer and will be tracked internally and reported as requested and/or required.

PROMOTIONS AND TRANSFERS

Fauquier County does not currently track at a high-level internal promotions and transfers. The Department of Human Resources will begin tracking promotions and transfers for employees via the HRIS system. As EEO data is collected on all employees, this information will be pulled to analyze promotion and transfer data. This data will be tracked internally and reported as requested and/or required.

TERMINATIONS

The chart below indicates the number of employees voluntarily and involuntarily terminated in FY 2025 by race and sex. In total 103 employees voluntarily left or retired and 12 were involuntarily terminated or released during probation. Of those who left involuntarily, 67% were male and 100% were white. Of those who left voluntarily, 43% were male and 84% were white. 54% of County employees in FY 2025 were male and 88% were white.

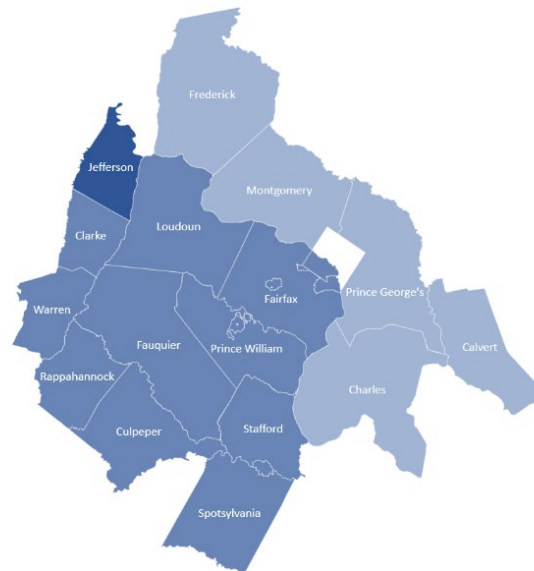
	Voluntary Terminations and Retirements		Releases During Probationary Period		Involuntary Terminations (Non-Probationary)	
	Male	Female	Male	Female	Male	Female
White	41	46	4	2	4	2
Hispanic	0	6	0	0	0	0
Black	2	6	0	0	0	0
Native American	0	0	0	0	0	0
Asian/ Pacific Islander	1	1	0	0	0	0
Two or More Races	0	0	0	0	0	0
Total	44	59	4	2	4	2

Community Labor Statistics

In this section, data on population, labor force participation, and unemployment is available broken down by race / ethnicity and sex for Fauquier County and the Washington DC Metropolitan Area

Fauquier County is a part of the larger Washington-Arlington-Alexandria DC-VA-MD-WV Metropolitan Area (DC Area). However, the population of the DC Area is over five million and spans over three states, numerous counties, and the District of Columbia, while the population of Fauquier County is just over 75,000 and the County Government has under 1,000 permanent employees. Data for the DC Area is not representative of the Fauquier County workforce, half of whom live in Fauquier County. This section considers labor statistics for both the DC Metropolitan Area and Fauquier County alone.

The Washington-Arlington-Alexandria, DC-VA-MD-WV Region



American Community Survey data is used throughout this section, specifically 5-year estimates from the most recent year available: 2023. Five-year estimates are used because 1-year estimates have too large of a margin of error for the minority populations of Fauquier County to show up in the data in a statistically significant way.

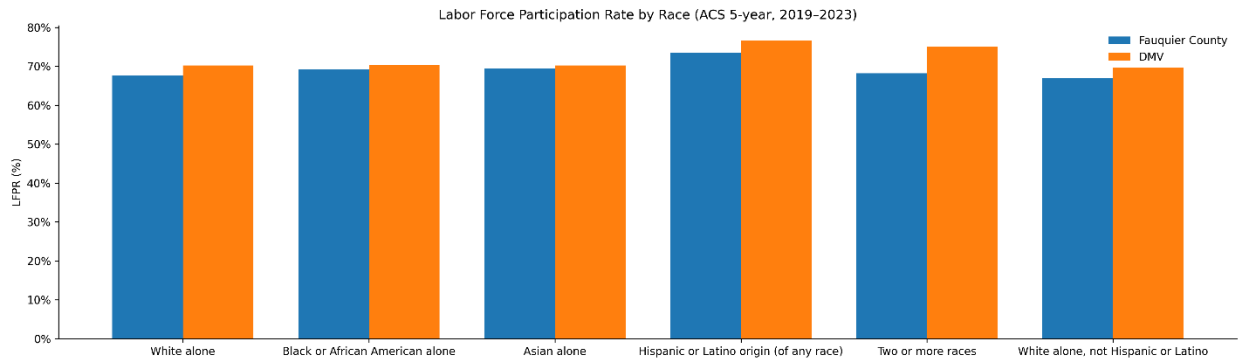
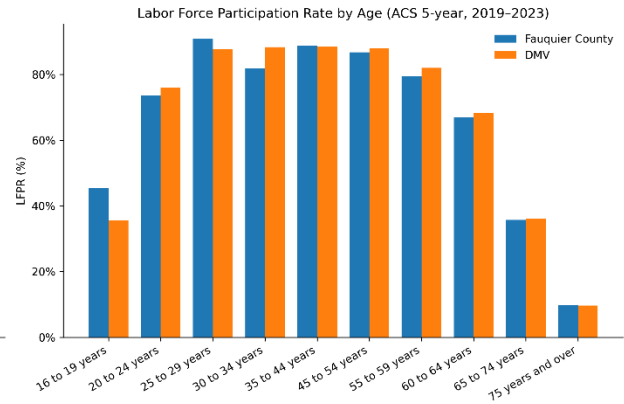
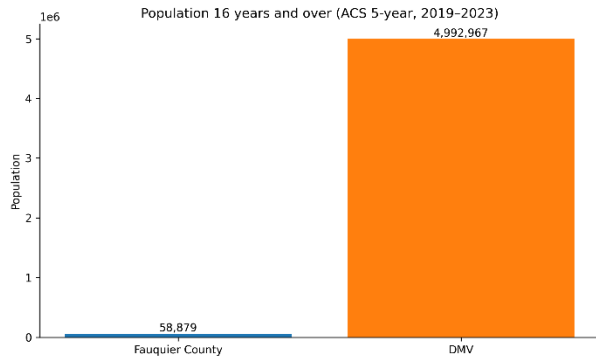
RACE AND ETHNICITY

The ACS provides race and ethnicity-specific labor force and unemployment data for regional populations over 16 years of age. In 2023, approximately 58,879 thousand people over 16 lived in Fauquier County and 4,992.967 million in the larger DC Area.

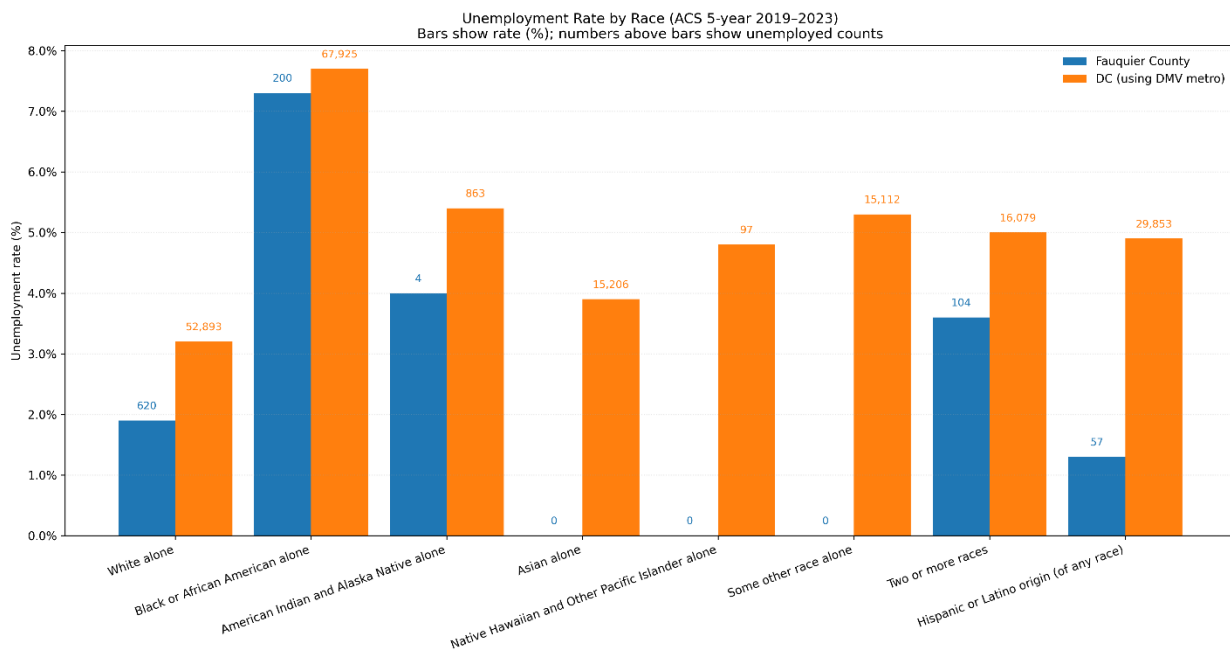
Percentage (%) of Population by Race and Ethnicity			
	DC Area	Fauquier	Fauquier County Employees
White	47.2	82.0	88.0
Black	25.1	6.7	7.0
Asian	11.1	2.0	1.0
American Indian / Alaskan Native	0.5	0.2	0.0
Native Hawaiian / Pacific Islander	0.1	0.03	0.0
Some other race	7.5	1.8	0.0
Two or more races	8.6	7.2	1.0
Hispanic or Latino	15.9	10.1	3.0
<i>2023 ACS 5-Year Estimates</i>			

Fauquier County is less racially and ethnically diverse than the larger DC Area with 82% of the County identifying as white and non-Hispanic. Specifically, Black, Asian, Hispanic, and multi-racial people are under-represented in Fauquier County compared to the larger region.

The County's labor force participation rate is also below the DC Area. The DC Area has a participation rate of 71.1%, while the County is at 67.9%.



Fauquier County's unemployment rate of 2.4% is lower than the DC Area rate of 4.7% in total as well when broken down by race.



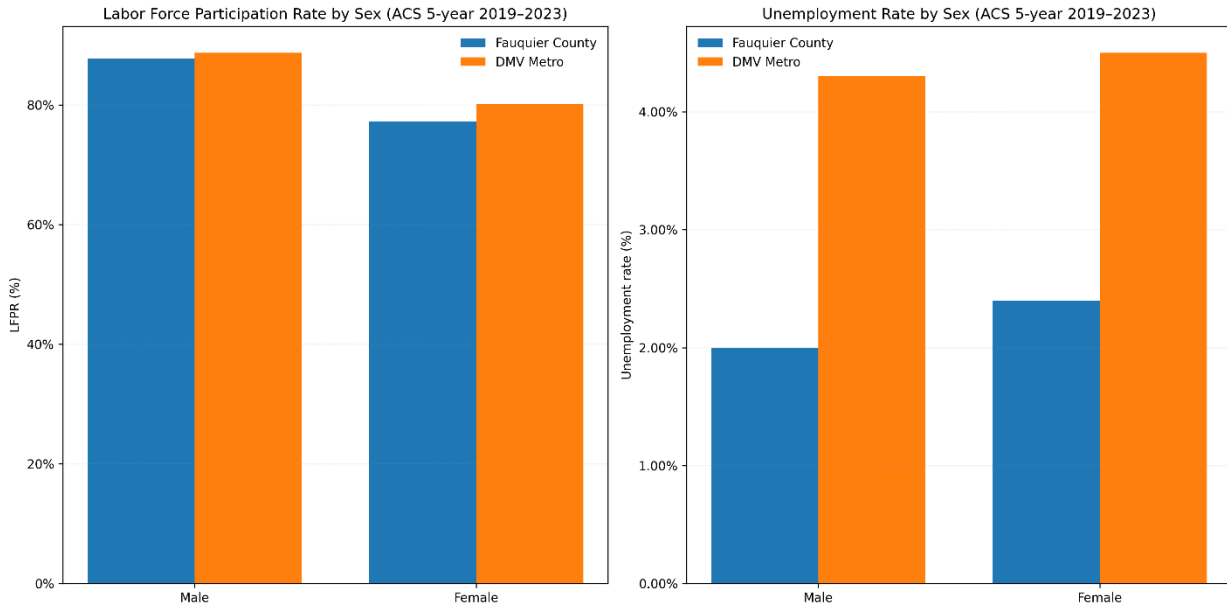
SEX

The ACS provides sex-specific labor force and unemployment data for regional populations over 20 years of age. In 2023, approximately 42,428 people over 20 lived in Fauquier County and 3,808,934 million in the larger DC Area.

Percent (%) of Population by Sex			
	DC Area	Fauquier	Fauquier County Employees
Male	38	36	54
Female	39	36	46

Note that the percentage for male and female for the DC Area and Fauquier County do not equal 100%. This is because the American Community Survey focuses on civilian population, and some rows may exclude group quarters. Both Fauquier County and the DC Area are evenly split between men and women with slightly less women than men.

Men participate more than women in both geographies. Labor Fair Participation (LFPR) is higher for men than women in Fauquier County (87.7% vs. 77.2%) and in the DC Area (88.7% vs. 80.2%). The County shows very low unemployment for both sexes; DC Area is roughly double. In the County, unemployment sits around 2.0-2.4%, whereas in the DC Area it is 4.3-4.5%.



Current Utilization Analysis and Evaluation

UTILIZATION ANALYSIS CHART

Statistically Significant Underutilizations:

	Male				Female	
	White	Hispanic/ Latino	Black	Native American	White	Two or More Races
Professionals	X		X			
Technicians					X	
Protect and Serve: Sworn		X				
Admin Support	X		X			X
Skilled Craft		X		X		

When compared to the Fauquier County labor market, the County Government is underutilizing certain racial/ethnic groups in certain jobs. There is a lack of white and black male professionals, white female technicians, Hispanic male sworn service officers, white and black male and multi-racial female administrative support staff, and Hispanic and native American skilled craft workers in the County Government compared to the rest of the County.

ADDITIONAL ANALYSIS

Comparing only to the Fauquier County labor market can lead to under-representation of groups that may have systemic trouble finding jobs or jobs in particular sectors. The below charts compare FY 2025 County Government staffing directly to the Fauquier County population and what representation of County Government staff would look like if it directly reflected the population it serves.

Comparing County Employees by Race/Ethnicity to Fauquier 16+ Population Percentage (%)					
Race/Ethnicity	Fauquier	Fauquier County Employees	Difference	Representation	Employee Count for Adequate Representation
White, non-Hispanic	82.0	88.0	-6.0	Over-Represented	665
Black	6.7	7.0	-0.3	Adequately Represented	54
Asian	2.0	1.0	+1.0	Under-Represented	16
American Indian / Alaskan Native	0.2	0.0	+0.2	Adequately Represented	2
Native Hawaiian / Pacific Islander	0.03	0.0	+0.03	Adequately Represented	0
Two or more races	7.2	1.0	+6.2	Under-Represented	58
Other	1.8	0.0	+1.8	Under-Represented	15
Hispanic or Latino	10.1	3.0	+7.1	Under-Represented	82

Objectives

By identifying under-represented groups, the County can attempt to increase the representation of those groups within its workforce. This can be accomplished through taking steps at all stages of the employment lifecycle.

RECRUITMENT

- Continue to grow recruitment and outreach efforts to expand the pool of applicants, for example: attend career fairs and conferences at local schools, regional universities, and non-profits, including virtual career fairs.
- Continue to build relationships with professional organizations representing diverse and under-represented potential candidates.
- When possible, advertise in publications that target under-represented groups.

- Encourage hiring managers to re-post positions that have not solicited a diverse applicant pool and take action to promote and obtain a diverse applicant pool for all positions.
- Develop a program to allow internship opportunities across the agency to encourage and promote a diverse pipeline of talent.

EMPLOYMENT AND SELECTION

- The identities of applicants and new hires will be reviewed periodically to assure that a sufficient number are applying for jobs and to assure that the selection process is not adversely impacting upon the County's ability to meet its EEO goals.
- Human Resources will continue to partner with Departments to ensure that hiring and recruitment at all levels of the County are based on merit in accordance with our EEO policy.
- Human Resources will begin to track at a high-level employee information for internal hires and transfers.
- All employees engaged in hiring and promotion will be trained to assure nondiscrimination. Hiring and promotion results will be reviewed periodically to ensure that discrimination is not occurring.
- All screening will be for determining an individual's suitability for a particular job. The County will not use any non-job-related screening mechanism that has an adverse impact on certain groups.
- The County's employment application will contain a notice that the County is an Equal Opportunity Employer.
- Race/ethnicity and sex data collected from applicants will be maintained separate from applications.
- Ensure that hiring and interview panels are diverse with respect to race/ethnicity and sex.
- Human Resources will begin to collect high-level data on each step of the applicant-to-hire process and, after a year of data is collected, review to determine whether any step in the selection process may have a significant impact in screening out underrepresented groups.
- Continue to expand training opportunities regarding discrimination, harassment, bias, and inclusion and make these available to all employees.

PROMOTION AND RETENTION

- Human Resources will begin to track at a high-level employee information on promotions. Once a year of data is available, Human Resources will conduct an analysis on the rate of promotions amongst various employee groups.
- Encourage employees to apply for promotions they qualify for.
- Encourage employees to be aware of current vacancies and training opportunities.
- Continue to provide management development and leadership programs and focus those programs on developing future diverse leadership.
- Sponsor and support events that will offer employees opportunities to gain experience and knowledge of jobs and career paths.
- Conduct a comprehensive review of current County retention efforts and programs to identify potential improvements.

PERFORMANCE EVALUATION

- All annual performance evaluations for the County Administrator, the Deputy County Administrator, Department Directors, and supervisory personnel will evaluate each employee's commitment to equal employment opportunities by promoting workforce diversity.
- Promote the establishment, use, and tracking of program, team, and individual goals that demonstrate achievement and that can establish a track record for career development.
- Foster a culture of continuous communication between employees and managers.
- Utilize technology to automate the performance management process so that performance can be effectively tracked and measured.

EXIT INTERVIEWS

- Any employee separating from County employment will be afforded the opportunity of an exit interview.
- Exit Interviews will be conducted by Human Resources and include a discussion of the employee's perception of equal employment opportunity in County government and any comments they may have in this area.

APPENDIX A. CODE OF CONDUCT.

APPENDIX B. RECRUITMENT AND SELECTION POLICY.

APPENDIX C. TRAINING AND CAREER DEVELOPMENT POLICY.

APPENDIX D. TYPES OF EMPLOYMENT POLICY.

APPENDIX F. POSITION CLASSIFICATION PLAN.

APPENDIX H. PAY PLAN AND EMPLOYEE COMPENSATION POLICY

APPENDIX I. RESIGNATION AND SEPARATION POLICY.

HUMAN RESOURCES POLICY
Fauquier County, Virginia

Policy Title: Code of Conduct
Section No: 3

Effective Date: 06/12/2025
Supersedes Policy: 10/13/11

I. PURPOSE

It is the objective of the Board of Supervisors to promote the well-being of its employees in the workplace and to maintain high standards of professional conduct and work performance. Accordingly, this policy sets forth the standards for professional conduct, the behavior that is unacceptable, and the actions that departments may impose to address and redress behavior and employment problems.

II. SCOPE

This policy applies to all Fauquier County Government employees, including, all full and part-time, seasonal, and temporary employees of the County.

III. DEFINITIONS

Administrative Leave

Paid leave authorized by a Supervisor in order to conduct an investigation of an alleged improper act or conduct by an employee, which may result in formal disciplinary action. (as illustrated in Human Resources Policy 2-A, *Administrative Leave*)

Demotion and Reduction in Pay

A reduction to a lower salary grade and/or a transfer of an employee from one position to another position as a result of a disciplinary action for an employee's unsatisfactory performance, unacceptable conduct, and/or violation of any County policy.

Disciplinary Action

An action against an employee based upon a violation of this and/or other County policies, including demotion, reprimand, suspension, and termination. The Supervisor shall document all disciplinary actions, including an oral reprimand, in the employee's personnel file.

Oral Reprimand

Oral notification and warning to an employee by a Supervisor of performance or conduct that is not satisfactory or appropriate.

Supervisor

County Administrator, Department Head/Constitutional Officer, or their designees who has the authority for providing instructions, orders, and/or discipline to subordinate employee and is responsible for the work and actions of other employees.

Suspension

Removal of an employee from their position without pay for a specified period of time to conduct an investigation or as a result of a violation of a County policy.

Termination

Separation of an employee from employment with Fauquier County Government.

Written Reprimand

Formal notification issued in writing to an employee by a supervisor of performance or conduct which is not satisfactory or appropriate.

IV. **EMPLOYMENT AT WILL**

All County employees are employees-at-will under Virginia law. During an employee's probationary period, no grievance rights are extended.

V. **GENERAL POLICY**

- A. It is the policy of the County to act with integrity and justice toward all employees recognizing their individuality as human beings and their right to fair, decent, and understanding supervision. Employees are required to: (1) act with integrity and justice towards their fellow employees and the public recognizing their individuality as human beings and their right to fair, decent, and understanding treatment; and (2) are required to comply with all instructions, orders, established policies, procedures, rules, and regulations, both County and the employee's department.
- B. The Supervisors (see "Supervisor" definition above) are responsible for seeing that each employee assigned does their job properly and in accordance with the job description and County policies. They are also responsible for the employee's personal conduct on the job. In order to give them authority in line with their responsibilities, Supervisors (or their designees) shall carry out all disciplinary actions.
- C. Whenever the performance, attitude, work habits, or personal conduct on the job of any employee at any time falls below a desirable level, Supervisors (or their designees) have the ability to discipline the employee, as described in this policy. Supervisors shall inform the employee promptly and specifically of such lapses and give counsel, assistance, and discipline as warranted. If Supervisors deems it appropriate and justified, a reasonable period of time for improvement by the

employee may be allowed before initiation of disciplinary action, including establishing a performance improvement plan (“PIP”) as detailed herein.

VI. CONDUCT

Each employee is responsible for promoting an image of professionalism and integrity at all times. The requirements set forth in this section are intended to guide and assist employees and Supervisors in understanding the County’s expectations. This policy cannot and does not identify every type of acceptable and unacceptable conduct and performance standard. Therefore, employees should be aware that areas of conduct not specifically listed in this policy, but which adversely affects or is otherwise detrimental to the work or interest of the County, other employees, or the public may result in disciplinary action, up to and including termination of employment.

Each employee shall:

A. Performance

1. Provide the highest level of customer service possible.
2. Notify Supervisor of any conditions, circumstances, and/or unclear instructions or procedures that prevent satisfactory work performance.
3. Be efficient and competent in work duties, performing all tasks in a timely manner.
4. Perform assignments and follow instructions provided by a Supervisor.
5. Report to work on-time and serve for the appropriate time scheduled.
6. Avoid tardiness, being absent without authorized leave, and excessive absenteeism, which disrupts or diminishes operational effectiveness.
7. Practice appropriate use of the County’s equipment and property, including, but not limited to, telephones, cell phones, personal data devices, computers, internet, email, vehicles, general office equipment, and any other item paid for or issued to an employee for the purpose of conducting County business.
8. Maintain the confidentiality of records and/or requests of the public for services.
 - a. Employees shall not discuss records maintained or services rendered by the County and its employees with individuals, groups, or organizations within or outside the County department structure, except as permitted by law.
 - b. Employees who work with confidential information during County employment shall honor such confidentiality even after separation from employment.
 - c. If there is any question as to whether or not the information should be released, the inquirer shall be referred to the appropriate

Supervisor or other County official.

9. Except as provided below, not drink alcoholic beverages, or possess or keep open containers of alcohol, on County premises. Employees shall not come onto County premises, or transact official County business, while under the influence of alcohol. Employees may possess and consume alcoholic beverages during County-sponsored social events. Employees attending conferences, retreats, seminars, and similar activities at which alcohol is served may drink alcoholic beverages only during non-business hours or during the social activities of the conference and shall not consume alcohol prior to or during any portion of the conference where educational activities are conducted.
10. Not possess and/or use illegal drugs on County premises or while on County business. Employees shall not possess illegal drugs in County buildings or on County grounds or to come onto County premises while under the influence of illegal drugs. Where an employee holds a valid prescription to use medication, the employee shall use the medication in strict conformance with the directions provided with the prescription. Where use of a prescribed medication may result in an unsafe condition or risk of injury to the employee, other employees, or the general public, the employee shall notify his Supervisor of all warnings associated with the medication.

B. Behavior

1. Treat individuals, including subordinates, fellow employees, and management alike, as well as members of the public and vendors, with respect, courtesy, and tact regardless of disability, age, race, color, religion, sex, gender, sexual orientation or identity, national origin, marital status, pregnancy, childbirth or other medical conditions, veteran status, or harassment or retaliation for a claim under any of the above.
2. No dishonesty, deliberate misrepresentation, and/or falsification or concealment of a material fact in connection with any County document or operation. No theft, actual or attempted. No disorderly conduct while on County business or premises, and no off-duty conduct of such a nature as to affect the employee's ability to perform the essential functions of the position and/or negatively impact the County's operations.
3. Promote safe operations and comply with all appropriate safety and health regulations. No sleeping on the job, unless employed as a uniformed Fire Rescue employee who performs a 24-hour shift. Report hazards, accidents, injuries, and/or auto/equipment damage to Supervisor and the Human Resources Department for processing.
4. Not engage in political activities during working hours or when officially representing the County, except where such activities are a part of the employee's assigned duties in representation of the County before a federal, state, or local agency.

5. Refrain from the use of obscene, offensive, abusive, threatening, or violent language or actions toward other employees, supervisors, or members of the public. This includes, but is not limited to, physically harming another, shoving, pushing, harassing, intimidating, coercing, brandishing weapons, or threatening or talking of engaging in those or similar activities.
6. While working, whether on County property or while otherwise transacting County business either from home or elsewhere, refrain from inappropriate use of the computer system, internet, telephone, County cellular phone, iPad, or other mobile device, including, but not limited to, transmitting, sending, receiving, viewing, listening, speaking, or downloading any material that can be considered obscene, profane, threatening, pornographic, harassing, illegal, or generally inappropriate for the workplace.
7. Cooperate with and participate in administrative investigations involving themselves and others.
8. Not provide or attempt to provide falsified information, either oral or written, or assist others in the falsification of information.
9. Dress in appropriate attire, uniform, identification, and safety equipment as specified by the County, department, and position; keeping in mind that during the work hours, employees are expected at all times to present a professional, businesslike image to visitors, prospects, and the public.

C. Compliance

1. Comply with federal, state, and local laws, including, but not limited to, the Civil Rights Act, Americans with Disabilities Act, Age Discrimination in Employment Act, or Genetic Information Nondiscrimination Act.
 2. Comply with all Fauquier County Government and Departmental policies, rules, and regulations.
 3. Comply with the proper order of a Supervisor, or their designees.
-
4. Comply with the Virginia State and Local Government Conflict of Interest Act. An employee with questions concerning the interpretation or the application of the Act may contact the Commonwealth's Attorney's Office, or the employee may request, an opinion from the County Attorney.

D. Gifts/Gratuities

1. Not solicit or accept gifts or gratuities from any person or firm that may be construed to affect official County business. Gifts and gratuities include, but are not limited to, money, loans, gifts, favors, or services.
2. While seeking employment or promotion to a County position or appointed office, directly or indirectly, do not give any money, services, or other item to any person in connection with their employment or

proposed appointment.

3. Employees are not prohibited from accepting occasional social courtesies of de minimus value which promote good public relations for the County, nor are employees prohibited from accepting gifts of food of de minimus value which can be shared by all employees or those within a given work area. An employee with questions concerning the whether a gift is of “de minimus value” may contact the County Attorney’s Office to request an opinion as to whether the gift may be accepted.
- E. Employees may not engage in any other performance or conduct which adversely affects or is otherwise detrimental to the work or interests of the County, other employees, or the public.

VII. DISCIPLINARY ACTIONS

The County’s goal is to use daily employee supervision and counseling, as well as an employee performance evaluation process, to assist employees in maintaining a high level of work performance. However, there may be instances where disciplinary actions must be taken to correct an employee's unsatisfactory performance, behavior, or misconduct and to prevent the recurrence of such behavior. The disciplinary actions listed below are to be administered by the Supervisor (or designee). While a progression of discipline should be followed, in some instances, a specific incident or the accumulation of multiple minor incidents may warrant severe disciplinary action, including immediate termination.

If an investigation is justified prior to making a decision to discipline, the Supervisor may, but shall not be required, to place the employee on paid administrative leave until the investigation and disciplinary action is taken or the employee is reinstated with no action. If appropriate and justified, a reasonable period of time for improvement may be allowed before initiation of disciplinary action.

In choosing the appropriate disciplinary action, the Supervisor or designee should consider all information and circumstances available to him/her including, but not limited to, the seriousness of the offense, past performance, an employee’s attitude, ability, and willingness to recognize and correct the offense, prior disciplinary actions, the potential liability to the County, overall effect the offense may have on the organization, and any other exacerbating and/or mitigating factors.

A. Oral Reprimand

When a Supervisor deems that an informal oral reprimand or warning is appropriate, he/she will advise the employee, in private, of the specific infraction, the date it occurred, and provide the employee with an opportunity for rebuttal. The supervisor will weigh all the information presented and, if warranted, proceed with the informal oral reprimand or warning. Supervisors are required to document the reprimand, including the offense, and discussions with the employee, with the record, and the employee’s acknowledgement of such a record, to be placed in the employee’s personnel file maintained with the Human Resources Department.

B. Written Reprimand

When a Supervisor determines that an offense is of such a nature that a more

formal disciplinary action should be taken, a letter of reprimand will be prepared and placed in an employee's personnel file maintained with the Human Resources Department. The letter will contain:

1. a statement detailing the violation or conduct; written in such a way to enable the employee to understand fully the violation or conduct for which he/she is being disciplined;
2. a statement that it is an official letter of reprimand that will be placed in the employee's official personnel file;
3. a list of previous offenses in those cases where the letter is considered a continuation of progressive discipline; and
4. a statement that similar occurrences could result in more severe disciplinary action, up to and including termination.

The Supervisor will confer with Department Head/Constitutional Officer and, if desired, consult with the Human Resources Director (or designee); then meet with the employee, in a private location, to review the letter of reprimand.

C. Suspension without pay

When a Supervisor determines that leave from the employee's position is needed to investigate an alleged offense or an offense requires a more severe disciplinary action than a written reprimand, the Supervisor will:

1. If justified, investigate the alleged offense promptly; obtaining all pertinent facts in the case including but not limited to, time, place, events, circumstances, and make contact with all persons, including any employee involved in or having knowledge of the incident;
2. Discuss the case, including the length of suspension with higher levels of supervision and consult with the Human Resources Director (or designee);
3. Prepare and submit a letter of reprimand to higher levels of supervision and Human Resources for review and approval. Letter should include previous offenses in those cases where the letter is considered a continuation of progressive discipline and a statement that similar occurrences could result more severe disciplinary action, up to and including termination; and
4. Meet with the employee, along with the Human Resources Director (or designee), to review the letter of suspension and allow the employee to explain why the disciplinary action should not be imposed.

D. Termination

The termination of an employee shall constitute the most severe type of

disciplinary action. This action should only be taken when the Supervisor has determined that an employee is unsuited for employment within their department and that no lower form of discipline is appropriate under the circumstances.

E. Additional Actions

The following actions may be implemented by Supervisors at any point when they deem it necessary or advisable during the implementation of this policy.

1. Administrative leave

This leave may be used during an investigation when it is necessary to determine the validity of allegations against an employee for unacceptable job performance or conduct.

If this action is exercised, written notice shall be given to the affected employee stating the grounds for the investigation, the date the administrative leave is to begin and, if possible, the anticipated date the investigation is to be concluded.

After the investigation is concluded, the employee should be notified of the results and given written notice of return to work or disciplinary action to be taken.

2. Performance Improvement Plan (PIP)

This plan may be used to provide an employee the opportunity to bring their job performance or conduct to the minimum standards required by this policy or any County or Departmental policy, rule, regulation, or standard.

If this action is taken, written notice shall be given to the affected employee and should include identification of performance or conduct elements deemed unacceptable, what is needed to bring performance or conduct up to a minimally successful level, what assistance will be provided, and the consequences of failing to improve during the PIP period. Duration of the PIP may vary, but the normal duration should be between 30 and 90 days. Supervisors should be sure to document the employee's progress and to provide any appropriate assistance.

At the conclusion of the PIP, a written determination of performance or conduct is required and should state if each performance element's minimums were met and, if appropriate, any additional disciplinary action is to be taken.

An employee may be disciplined, including termination, during a PIP if the situation warrants.

3. Demotion

As a disciplinary action for situations in which an employee is unable to perform the presently assigned duties but the employee is able to perform lower paid related duties within the same Department or Constitutional Office. The Department must have either a vacant position or request reclassification of the current position for placement of the employee.

If this action is taken, written notice shall be sent to the affected employee stating the grounds for the action, the nature of the reduction, a new job description and expectations, new pay information, and, if appropriate, steps the employee would need to take to be eligible for placement into the original position.

The pay rate may be reduced between the minimum and midpoint of the new range.

4. Reduction in Pay

As a disciplinary action, an employee's pay may be reduced within the current pay grade. If this action is taken, written notice shall be sent to the affected employee stating the grounds for the action, the nature of the reduction and, if appropriate, an estimated date when they may expect their pay to be reinstated.

VIII. GRIEVANCE PROCESS

Employees may grieve certain disciplinary actions as detailed in the Grievance Policy. *See* Human Resources Policy 41.

IX. OTHER CIRCUMSTANCES

An employee unable to perform the essential functions of the position in which he or she is assigned may be removed or terminated from employment under this section. Reasons include, but are not limited to:

- A. Loss or suspension of or to limitations to a driver's license, if required for the position held;
- B. Loss of license or certification required for the position held;
- C. Inability to perform the physical requirements of the essential functions of the position held, even with reasonable accommodation;
- D. Incarceration for more than a minimal period of time;
- E. Criminal convictions and/or conduct occurring on or off the job that are related to job performance or impact the operations or reputation of the County.

X. RETALIATION OR REPRISALS

No employee shall take reprisal, retaliate, or encourage others to engage in retaliation or reprisal against any person acting in good faith who:

- A. Opposes any conduct prohibited by this policy;
- B. Complies or encourages others to comply with this policy;
- C. Files a complaint concerning any violation of this policy;
- D. Testifies, assists, or participates in any investigation or hearing resulting from a complaint under this policy; or
- E. Exercises or attempts to exercise any right conferred under this or any County policy.

Employees who engage in these actions will be subject to disciplinary action, up to and including termination.

XI. RECORDS RETENTION

Copies of all disciplinary actions are to be sent to the Human Resources Director for placement into the employee's personnel file.

HUMAN RESOURCES POLICY
Fauquier County, Virginia

Policy Title: Recruitment and Selection

Effective Date: 06/12/2025

Section No : 11

Supersedes Policy: 07/14/2022
(Formally Hiring Policy)

I. PURPOSE

It is the objective of The Board of Supervisors to provide for an efficient and effective hiring process that promotes equal employment opportunity and ensures a qualified workforce.

The County is an equal opportunity employer and shall recruit the best-qualified applicants based on merit principles, including equitable compensation based on job classification, evaluation, selection, and promotion based on ability, knowledge, skills, and performance, and the fair and equal treatment of all applicants and employees in all aspects of personnel management without regard to race, color, religion, sex, gender identity, sexual orientation, pregnancy, childbirth or related medical conditions, national origin, age, marital status, disability (physical or mental), family medical history or genetic information, political affiliation, or veteran status. Discrimination is prohibited in the areas of recruitment, hiring, training, promotion, retention, discipline, and/or any other aspect of personnel administration.

In accordance with the Americans with Disabilities Act, the County will make a reasonable accommodation to the known physical or mental limitations of an otherwise qualified applicant with a disability, unless the accommodation would impose an undue hardship on County operations.

II. SCOPE

This policy applies to all permanent positions within Fauquier County.

III. PROCEDURES

A. Initiating the Recruitment Process

1. The recruitment authority may be delegated by the County Administrator or Human Resources Director to the department head responsible for the position vacancy (the "Recruiter"). Even when recruitment authority has been delegated, the Recruiter must inform the Human Resources Director of all recruitment activities and may not begin recruitment until authorized.
2. Prior to the commencement of recruitment of applicants for a vacant position, the Recruiter must review the official position description to

ensure its accuracy and applicability. If the official position description needs to be amended or the vacancy is for a new position, a revised/new position description must be prepared by the Recruiter and approved by the Human Resources Director.

3. Once the official position description is ready, the Recruiter shall initiate the recruitment process by completing the “Request To Fill Vacant Position” form (Attachment A). The completed form shall be submitted to the Human Resources Department, who will process the form and notify the Recruiter upon approval to fill the vacant position.
4. Each position covered by these policies will be open to all persons who possess the requirements for the position as indicated in the official position description. The recruitment objective is to obtain well-qualified applicants with evaluation based on merit principles.

B. Announcing Vacant Positions

1. The Human Resources Department shall assist the Recruiter in developing the job vacancy announcement.
2. To ensure open competition, all full-time positions must and all part time, temporary, seasonal, and other positions may, be advertised openly. Normally, this will mean advertisement in at least one (1) newspaper of general circulation within Fauquier County, placed on the County website and Intranet, and physically posted in the Human Resources Department.
3. The advertised position announcement must include, at a minimum, the position title, closing date, equal employment opportunity statement, and statement regarding where the official position description and application form may be obtained.
4. Active Application Period
 - a. Fixed Period

The Recruiter may request a fixed period of time for which applications shall be accepted. A closing date shall be specified in the announcement, and all applications received by the closing date shall be considered.
 - b. Open Until Filled

Positions may be posted without a fixed closing date. In such cases, after a suitable pool of applicants is generated, the Recruiter may close the position by notifying the Human Resources Department. All applications received prior to closing shall be considered for the position.

- c. It is the responsibility of the applicant to ensure that his or her application is complete and is received at the appropriate location by the closing date of the advertised position.

C. Application Form

The Human Resources Department will develop and maintain an official application form, which must be used for all position applications. The application shall be made available on the County's website and Intranet and posted at the Human Resources Department. The completed application form will become part of an employee's official personnel file upon appointment.

D. Application Screening

1. All applications shall be received and logged in by the Human Resources Department.
2. When a vacancy has a specified closing date, applications shall be forwarded to the Recruiter after the closing date unless otherwise requested.
3. When a vacancy has been designated as "open until filled," applications shall be forwarded to the Recruiter on an ongoing basis.
4. All applications submitted by the announced closing date must be reviewed.
5. The Recruiter shall ensure that the screening of applications for vacant positions is conducted in accordance with the "Instructions for Completing the Applicant Screening Worksheet" (Attachment B) and shall complete the Applicant Screening Worksheet (Attachment B-1) to determine those applicants who meet the minimum qualifications.
6. After all applications have been screened, the Recruiter may:
 - a. proceed with the interview process of the selected applicants; or

- b. contact the Human Resources Department to re-announce the position in order to increase the applicant pool; or
 - c. interview additional applicants from the applicant pool; or
 - d. contact the Human Resources Department to discontinue the recruitment process and notify the applicants that the position shall not be filled at the present time.
- E. Applicant Interviewing
- 1. Interviews will be conducted by an interview panel containing at least 2, but preferably 3 members, who can include:
 - the Recruiter;
 - the hiring authority, or persons designated by the hiring authority;
 - and/or other department heads and/or staff with experience related to the position being filled.
 - 2. Interview Questions
 - a. The hiring authority and/or panel shall develop a set of interview questions, which shall be asked of each applicant.
 - b. Questions should seek information related to the applicant's background, knowledge, skills, and ability to perform the job.
 - c. Questions that are not job related or that violate EEO standards are not permissible.
 - d. The Human Resources Department shall provide guidance and assistance with the development of interview questions when necessary.
 - e. The interviewer(s) may ask additional questions in response to any statements or questions from the applicant, or to clarify information provided by the applicant.
 - 3. The County Administrator or designee may authorize reimbursement of all or a portion of the interviewed applicants' travel expenses.
 - 4. Interview Packets/Documentation

Interview packets/documentation should contain the following:

- a. a copy of the position vacancy announcement;
 - b. position description;
 - c. interview schedule (Attachment C - sample);
 - d. applications of the persons to be interviewed;
 - e. interview questions (Attachment D – Form); and
 - f. Interview Evaluation Worksheets (Attachment E).
5. The interviewers must complete an Interview Evaluation Worksheet for each applicant interviewed.
6. If an advertised position is filled and vacated within a ninety (90) day time period, the hiring authority may use the existing applicant pool to select another applicant for hire.
- F. Reference, Credit History, Criminal Background Checks
1. The hiring authority or designee shall check references with the current and at least one former hiring authority of the applicant(s) who is/are the final candidate(s) for the position.
 2. Departments may require credit history or criminal background checks prior to employment in certain positions, based on the nature of the positions. Applicants shall be informed of these requirements and sign applicable release forms.
 3. Although the County application contains a release statement in which applicants consent to verification of the information contained in the application and reference checks, the hiring authority may choose to obtain separate releases from applicants in the event that references require a separate signed release form.
 4. Documentation of references shall be forwarded to the Human Resources Department.

5. Criminal history record checks and fingerprinting shall be completed for the appointment to sensitive positions per Chapter 2 of the County Code section 2-2.4.

G. Selection

1. Hiring authority may be delegated by the County Administrator or Human Resources Director to the Department responsible for the position vacancy.
2. Hiring authority may select an individual who has relatives employed by the County provided the applicant is not:
 - a. directly supervised by a relative;
 - b. within the same division of the Department as the relative; or
 - c. in a number two position in the Department where even in a temporary situation, one relative would be supervising the other.
3. Upon selection of an applicant for a position, the hiring authority shall forward all interview documentation to the Human Resources Department.
4. Human Resources will prepare the offer of compensation for the department hiring authority.
5. The hiring authority shall prepare an employment offer letter which shall include position title, start date, pay rate, probationary period conditions, and any required certification or training period that might apply, or other conditions of employment (Attachment F - sample).
6. When the job offer is accepted, the hiring authority shall immediately forward a Personnel Action Notification form to the Human Resources Department.
7. A Human Resources Department representative shall schedule an employment orientation for all new employees.

H. Applicant Notification

The Human Resources Department shall notify each applicant for a vacant position of their status with respect to position selection. An applicant shall be considered an employee of the County only after he/she has been tendered a final offer of employment, the offer has been accepted, established pre-employment

Policy Title: Recruitment and Selection

Effective Date: 06/12/2025

Section No : 11

Supersedes Policy: 07/14/2022
(Formally Hiring Policy)

conditions have been satisfied, and he/she has reported for work on the day and time specified by the hiring authority.



Fauquier County Government
Department of Human Resources

REQUEST TO FILL VACANT POSITION

POSITION INFORMATION:

Position: _____ Position Number: _____

Grade: _____ Salary Range: _____ FTP PTP

Department: _____ Department Contact: _____

Justification for filling position: _____

METHOD OF RECRUITMENT:

Internal Recruitment External Recruitment

External Advertisement: Yes No

Advertising Closing Date: _____ Position is "Open Until Filled"

Publication(s): _____

BUDGET DATA:

Date Vacated: _____

Previous Employee's Name: _____

Previous Employee's Salary: \$ _____

Sick and Annual Leave Pay Out: \$ _____

Compensatory Time Pay Out: \$ _____

Requested By: _____
Supervisor/Manager

_____ Date

Approved By: _____
Supervisor/Manager

_____ Date

AUTHORIZATION:

County Budget Office Review:

Funding in Base Budget

Funding Not Available

_____ Budget Director/Designee

_____ Date

Human Resources Review:

_____ Human Resources Director/Designee

_____ Date

County Administration Review:

Approved

Disapproved

_____ County Administrator/Designee

_____ Date

*Fauquier County Government
Department of Human Resources*

INSTRUCTIONS FOR COMPLETING THE APPLICANT SCREENING

1. Complete the top portion of the screening worksheet (Attachment B-1) by identifying the position screened, position number, position cut-off date, date of screening, and signing as the individual screening applications.
2. List, alphabetically, the last name first of each applicant who applied for the position under the heading "Applicant Name."
3. The spaces in the columns to the right of each applicant's name are used to evaluate the applicant's background. The selection criteria should be obtained from the knowledge, skill, and ability requirements (KSAs) listed in the job announcement.
4. Review each application and any supporting documentation submitted with the application. Indicate with a check (✓) if the applicant meets the minimum KSA with regard to the criteria.
5. If an application does not show evidence of the KSA being evaluated, leave the selection criteria box blank.
6. If an application can be awarded some, but not full, credit for the KSA being evaluated, place a ½ mark in the selection criteria box.
7. Tally the compliment of the criteria which each applicant meets.
8. Decide how many selection criteria an applicant should meet before receiving an interview. Example: The hiring authority screens for 10 selection criteria. Those applicants who meet at least 8 of 10 criteria will be interviewed. The hiring authority must interview all applicants who received ratings of 8, 9, and 10. In this example, if the hiring authority wishes to interview an applicant who met 6 of the criteria, he/she would have to interview everyone who met 6, 7, 8,9 and 10 of the criteria.

Note: Not all criteria can be properly assessed during a paper review. Therefore, such criteria should be addressed during the interview process.

FAUQUIER COUNTY GOVERNMENT
APPLICANT INTERVIEW SCHEDULE

TO:

FROM:

DATE:

SUBJECT: Interview Schedule

POSITION TITLE:

The following applicants are scheduled for employment interviews on the dates(s) and at the time(s) indicated.
The interviews will be held at _____.

APPLICANT NAME

TIME

DATE

Attachment C
Human Resources Procedures

Employment Recruitment and Selection

INTERVIEW QUESTIONS & RESPONSE DOCUMENTATION

Position Title: _____ **Position:** _____ **Applicant Name:** _____
Interview Date: _____ **Interview Time:** ____ AM ____ PM **Interviewer Name:** _____

All comments and observations noted on this document must be objective in content and specifically job related. This is an official Fauquier County Human Resource document that is subject to compliance reviews and audits.

INTERVIEW QUESTION	APPLICANT RESPONSE TO INTERVIEW QUESTION	QUALITY INDICATORS

INTERVIEW QUESTION	APPLICANT RESPONSE TO INTERVIEW QUESTION	QUALITY INDICATORS

**FAUQUIER COUNTY GOVERNMENT
INTERVIEW EVALUATION WORKSHEET**

APPLICANT NAME: _____

INTERVIEW DATE: _____

POSITION TITLE: _____

POSITION NUMBER: _____

DEPARTMENT: _____

INTERVIEWER(S): _____

SUMMARY OF APPLICANT INTERVIEW:

DISPOSITION:

- Recommend for second interview
- Do not recommend for second interview

- Recommend for hire
 - 1st Choice Candidate (
 - 2nd Choice Candidate (
 - 3rd Choice Candidate

- Do not recommend for hire

- Make employment offer

ADDITIONAL NOTES

HUMAN RESOURCES POLICY
Fauquier County, Virginia

Policy Title: Training and Career Development
Section No.: 16

Effective Date: 07/13/23
Supersedes Policy: 10/15/01

I. PURPOSE

The Board of Supervisors recognizes that well-trained and educated employees enhance County services. It is the Board's objective to provide employee training and career development in support of County employees and operations.

II. SCOPE

This policy applies to full-time permanent and part-time permanent employees. In addition, full-time temporary and part-time temporary employees may be provided training, if it is deemed beneficial to agency operations.

III. DEFINITIONS

A. County-wide Training

County-wide training is defined as training funded from a dedicated county reserve and administrated by the Human Resources Department. County-wide training consists of general training applicable to the majority of the workforce such as leadership and supervisory training, interpersonal skills development, computer application software classes, etc.

B. Department-specific Training

Department-specific training is defined as training funded in an individual departmental budget line for needs relating to the specific work requirements of the department.

C. Career development, Leadership and Succession Planning

Training programs that are designed to promote employee and leadership development as part of department and organizational succession plans. This does not include conferences or other training that is department specific.

IV. PROCEDURES

A. Providing Training Opportunities

1. Training and career development opportunities shall be made available in an equitable manner without regard race, color, religion, sex, gender identity, sexual orientation, pregnancy, childbirth or related medical conditions, national origin, age, marital status, disability (physical or mental), family medical history or genetic information, political affiliation, or veteran status.
2. Employee training and career development activities must be related to organizational goals and objectives and enhance employee job performance.

B. Funding

1. As funding and resources are available, the County will offer training and career development programs which address organizational needs, skill development and acquisition of knowledge.
2. Expenditures for any individual employee to attend any single training shall not exceed amount as defined by Finance Policy, AP-06, Travel. This limit is inclusive of travel.
3. County approved training for career development, leadership and succession planning does not fall within the confine of the Finance Policy, AP-06, Travel, and funding is approved by the Director of Human Resources.
4. In those instances which may arise where funds for certain training exceed the limit referenced in Finance Policy, AP-06, Travel, the departmental director may make an appeal for an exception to policy. Such an appeal must demonstrate good cause and must be made through the County Administrator, to the Board of Supervisors.

C. Performance Evaluation Process

Training and career development should be an integral component of the performance evaluation and goal setting process between an employee and his/her supervisor.

D. Records Maintenance

A copy of all training and career development courses completed by employees requiring official County approval for expenditure of County funds shall be maintained in employee personnel records.

HUMAN RESOURCES POLICY
Fauquier County, Virginia

Policy Title: Types of Employment
Section No.: 24

Effective Date: 06/13/14
Supersedes Policy: -08/10/06

I. PURPOSE

It is the objective of the Board of Supervisors to employ individuals in a variety of employment types to best meet the work requirements of the County and serve its citizens.

II. SCOPE

This policy applies to all employees.

III. DEFINITIONS

A. Full-Time Permanent Position: A full-time permanent position is defined as a position in which the incumbent works a full-time, 30, 37.5, 40 or 42 hour per week schedule for every seven calendar day period on a continuous basis. Full-time permanent positions have no time limitation with respect to the duration of job assignment. Full-time permanent employees are eligible to receive full fringe benefits.

B. Part-Time Permanent Position: A part-time permanent position is defined as a position in which the incumbent works less than a 30 hour per week schedule on a part-time, continuous basis. Part-time permanent positions have no time limitation with respect to the duration of job assignment. Part-time permanent employees are eligible to receive pro-rated fringe benefits.

C. Temporary Position: A temporary position is defined as a position in which the incumbent works for a maximum period not to exceed twelve (12) months. Temporary employees are not eligible to work more than 29 hours per week. Temporary employees are not eligible to receive fringe benefits.

D. Work week: A work week is defined as seven consecutive calendar days; currently identified as Saturday through Friday.

IV. PROCEDURES

A. All positions in the County shall be characterized by one of the position employment types described in section III. A-C above.

B. Fringe benefits shall be provided to employees according to their position employment type.

C. An employee occupying two part-time permanent positions within the County shall be viewed as a full-time permanent employee for the purposes of fringe benefits if the combined position hours total a minimum of thirty (30) per week. To be eligible for retirement contributions, the Virginia Retirement System requires that the two jobs be of the same classification.

D. Job Sharing

1. Any full-time permanent position may be job shared upon approval of the Department Head/Constitutional Officer. The combined work hours of the job-shared position shall not exceed the total budgeted hours of the full-time permanent position.

2. Job sharing may be initiated by a Department Head/Constitutional Officer when:

a. a position is vacant and job sharing fits the needs of the department, or

b. a position is filled and the incumbent agrees to or expresses a desire to job share.

3. The employment type of employees who job share shall correlate to the number of hours the employees work in a regularly scheduled workweek.

4. A Department Head/Constitutional Officer may approve job sharing for a specific period of time, normally not less than one (1) year. Job sharing arrangements may be revised with the approval of the Department Head/ Constitutional Officer on an as needed basis.

HUMAN RESOURCES POLICY
Fauquier County, Virginia

Policy Title: Position Classification Plan
Section No.: 23

Effective Date: 06/14/2018
Supersedes Policy: 03/18/02

I. PURPOSE

It is the objective of the Board of Supervisors that the County establish, maintain and administer a plan that provides for the classification of positions.

II. SCOPE

This policy applies to all full-time permanent and part-time permanent positions and employees.

III. DEFINITIONS

A. Class

Class is defined as a group of job positions which are sufficiently alike in general duties and responsibilities to warrant the:

1. same descriptive title;
2. same level of education, experience, knowledge, skills, abilities and other qualifications that may be required of incumbents;
3. similar tests of fitness; and
4. same pay ranges.

B. Class Specification

Class specification is defined as a written description of a class consisting of a class title, definition of work, typical tasks, knowledge, skills, abilities and the minimum qualifications for the class.

C. Class Title

Class title is defined as the official title of a position.

D. Classification

Classification is defined as the grouping of positions according to responsibilities and duties performed; education, knowledge, experience and ability requirements; tests of fitness; and ranges of pay.

E. Pay Grade

Pay grade is defined as the numerical designation of the pay range assigned to a class of positions.

F. Position Classification Plan

Position Classification Plan is defined as Fauquier County's official/approved system of grouping positions into appropriate classes.

G. Reclassification

Reclassification is defined as a substantial change in a position's duties and responsibilities resulting in an increase or decrease in job content sufficient enough to cause a change in classification and pay grade.

H. Series

Series is defined as all job classes involving the same nature of work, but differing levels of difficulty and responsibility.

IV. **PROCEDURES**

A. Position Classification Plan

1. The Position Classification Plan shall be established, maintained and administered by the Human Resources Department in conjunction with a contracted consulting firm.
2. All permanent positions in the County shall be included in the Position Classification Plan.

B. Position Classification Plan – Components

1. Class Title

Official position class titles shall be used in all Human Resources and administrative processes. Department Heads/Constitutional Officers may assign "informal" titles to positions.

2. Class Specifications

- a. Class specifications shall be considered descriptive rather than restrictive and shall be used to indicate the kinds of positions that should be allocated to the respective classes. Class specifications shall not prescribe the duties or responsibilities of any position nor modify the authority of a Department Head/Constitutional Officer or supervisor to assign duties and/or direct, control or evaluate the work of employees.
- b. Class specifications shall contain the following information:
 - a. position title;
 - b. general definition of work;
 - c. list of typical tasks;
 - d. necessary knowledge, skills and abilities;
 - e. education and experience requirements;
 - f. special qualifications; and
 - g. Americans with Disabilities Act data.

3. Pay Grade

Each job class shall be assigned a pay grade that is developed based on external market analysis and internal equity relating to the Position Pay Plan.

C. Classification Of New Positions

1. A Department Head/Constitutional Officer shall notify the Human Resources Director, or designee, via written request upon the need to establish a new position.
2. The Human Resources Director, or designee, shall review the request and forward to the County Administrator, or designee, if appropriate.
3. Upon approval by the County Administrator/designee, the Human Resource Director/designee shall initiate the appropriate documentation to begin the position classification process.
4. Once the Human Resources Director has developed a new position classification, the new position and grade may be established by the County Administrator \. In order for the position to become permanent, the Board of Supervisors must formally approve it. This action shall normally be concurrent with the adoption of the annual operating budget.

D. Reclassification Of Vacant Positions

1. On occasion a Department Head/Constitutional Officer may make significant changes in a vacant position during the fiscal year, which could not have been anticipated at the time the proposed budget was adopted. When this occurs, the Department Head/Constitutional Officer shall follow the same procedure as outlined in section C. above in order to ensure that the position is appropriately classified prior to recruitment.
2. Only vacant positions may be reclassified outside of the annual budget process. If there is a request to reclassify a position outside of the annual budget process and the position reclassification results in a higher pay grade then that request must be presented to the Personnel Committee for approval. The County Administrator has approval when reclassifications result in a downgrade of the position.

E. Reclassification Of Filled Positions

1. Budget Considerations
 - a. Reclassifications should occur within the context of developing annual budgets. Prior to the annual budget process, each Department Head/Constitutional Officer shall internally review all positions to determine the extent of any changes in the past fiscal year and project changes during the current fiscal year.
 - b. In the event that a Department Head/Constitutional Officer believes that the duties and responsibilities of a position have changed or will change under the proposed budget sufficient to justify position reclassification, the reclassification should be reviewed within the budget process.
2. A Department Head/Constitutional Officer shall notify the Human Resources Director, or designee, via written request upon the need to reclassify a position.
3. The Human Resources Director, or designee, shall review the request and forward to the County Administrator, or designee, if appropriate.
4. Upon approval by the County Administrator/designee, the process outlined in sections C.3. and C.4. shall apply.
5. The Human Resources Director may, before effecting any reclassification change, require evidence that the position incumbent possesses the qualifications to perform the duties of the reclassified position.

F. Salary Adjustments As A Result Of Reclassification

An employee shall not receive more than one salary adjustment as a result of a position reclassification within a twelve-month period.

1. Upgrades

- a. An employee whose position is reclassified to a higher grade may receive a 2.5 percent increase in pay per grade, with a maximum of a 10 percent increase, or the beginning pay of the new salary range, whichever is greater.

Grade Increase	Salary Increase Percentage
1	2.5
2	5.0
3	7.5
4 or more	10.

- b. If the employee's salary is already competitive and within the salary range of the new pay grade a pay increase is not required.
- c. All positions reclassified by more than three (3) grades where the new grade is thirty-six (36) or above shall require external advertisement unless the County Administrator waives such advertisement.
- d. If an employee is separated from employment as a result of a recruitment process as described in section c. above, Reduction in Force (RIF) procedures and benefits shall apply.

2. Downgrades

- a. An employee whose position is reclassified to a lower grade shall retain his/her current rate of pay if it falls within the salary range of the new position.
- b. An employee whose position is reclassified to a lower grade and whose salary is above the range of the new position shall retain his/her current rate of pay for a period of not more than six (6) months. At the end of the six (6) month period, the employee's salary shall be adjusted to the maximum of the new position.

3. Transfers

An employee whose position is reclassified to a new position in the same

pay grade shall retain his/her current rate of pay.

G. Annual and System-Wide Classification Reviews

1. On an annual basis, the Human Resources Director, in conjunction with the County Administrator, will review the classifications of one third of the county departments so that all positions are studied every three years.
2. Employees in job positions recommended for a significant shift in classification during this process shall not be required to compete for their jobs in a recruitment and selection process.

H. Appeal Of A Position Classification Or Reclassification

A Department Head/Constitutional Officer may appeal a position classification or reclassification, as recommended by the Human Resources Director . In order to appeal, the Department Head/Constitutional Officer shall contact the Human Resources Director and request an administrative review of the position classification by the County Administrator prior to submission to the Board of Supervisors.

HUMAN RESOURCES POLICY
Fauquier County, Virginia

Policy Title: Pay Plan and Employee Compensation
Section No. : 22

Effective Date: 07/01/2020
Supersedes Policy: 06/14/2018

I. PURPOSE

It is the objective of the Board of Supervisors to pay employees in an equitable and competitive manner.

II. SCOPE

This policy applies to all permanent full-time and permanent part-time employees.

III. DEFINITIONS

A. Demotion

Demotion is defined as the assignment of an employee from one position to another position in a lower salary grade.

B. On-Call Pay

On-call pay is defined as a period of time when an employee is required to remain available, outside his/her regular scheduled work hours to report to work within a reasonable time if called upon to do so.

C. Pay Grade

Pay grade is defined as the numerical designation of the pay range assigned to a class of positions.

D. Pay Plan

Pay Plan is defined as the official schedule of pay approved by the Board of Supervisors assigning a pay range to each class title, arranged schematically by classification grades.

E. Pay Range

Pay range is defined as the minimum, midpoint and maximum pay rates assigned to a class of positions as the compensation for that class.

F. Promotion

Promotion is defined as the assignment of an employee from one position to another position in a higher salary grade as a result of a competitive recruitment process.

G. Transfer

Transfer is defined as the assignment of an employee from one position to another in the same salary grade.

IV. **PROCEDURES**

A. Pay Plan

1. The Fauquier County Government Pay Plan (to include two pay scales) will be prepared with consideration to the duties and responsibilities of the various types of positions in the County. The prevailing pay rates in the public and private sector for comparable services will also be given consideration.
2. The Pay Plan for classified positions shall be separated by numerical pay grades. Each grade shall include a salary range that consists of a minimum, midpoint and maximum rate.
3. Temporary positions are not officially included in the Pay Plan; however, every effort will be made to closely match a temporary position to an existing classification and pay range.
4. The Pay Plan may be amended by the Board of Supervisors.

B. Starting Rate Of Pay (New Hires)

1. The normal entry level pay rate of a newly hired employee will be the minimum of the pay range.
2. In order to offer a starting rate of up to ten (10) percent of the minimum one to three years combination of education and experience is required.
3. In order to offer a starting rate of up to fifteen (15) percent of the minimum three to less than five years combination of education and experience is required.
4. When deemed necessary by the Department Head/Constitutional Officer, a starting pay rate of up to twenty (20) percent of the beginning of the pay range may be made if one or more of the following conditions are met:
 - a. the qualifications of the applicant exceed the minimum qualifications for the class to include five to seven years combination of education and experience;
 - b. the applicant is a former employee;
 - c. difficulty in recruitment indicates payment of a higher rate is required.
5. A starting pay rate higher than twenty (20) percent of the beginning of the range shall require review and approval of the County Administrator.
6. A starting pay rate below the minimum of the pay range may be paid during a training period when the newly hired employee is not fully qualified or when there is no other suitable, fully qualified applicant. This action shall require the review and approvals of the Human Resources Director and the County Administrator. Upon satisfactory completion of the prescribed training period, the employee's salary shall move to the minimum of the salary range.
7. A former employee may be non-competitively re-appointed to his/her former position at the discretion of the Department Head/Constitutional Officer within ten (10) working days following a resignation. Such appointment may be made to the maximum of the salary level the employee was receiving at the time of resignation.

C. Promotion

1. A qualified employee, promoted to a position in a higher grade, will receive an increase in pay rate between the minimum and midpoint of the new pay range. In special circumstances, the County Administrator may determine a different rate of pay for a promotion.
2. When an employee has been promoted and does not meet departmental work standards in the new position, he/she may be demoted prior to the end of the probationary period, without prejudice, to his/her former position if vacant. His/her pay shall be restored to the rate in effect prior to the promotion. If his/her former position is not vacant, every effort will be made to place the employee in another position, for which he/she is qualified, in the same pay grade as the former position. When no appropriate vacancy exists, the employee shall be separated from employment and his/her name shall be placed on the re-employment list.

D. Transfer

When an employee moves from one position to another in the same pay grade, the employee will retain his/her current pay rate. In special circumstances, the County Administrator may determine a different rate of pay for a transfer.

E. Demotion

1. Voluntary Demotions And Involuntary Demotions Due To Disciplinary Or Performance-Related Actions

When a voluntary demotion or an involuntary demotion due to disciplinary or performance-related action occurs, an employee's pay rate may be reduced to a rate between the minimum and midpoint of the new range.

2. Involuntary Demotion Due To A Reduction In Force

An employee, who accepts a demotion under a Reduction in Force, will retain his/her current pay rate for not more than six (6) months. During the "grandfather" period, the employee shall be entitled to merit pay increments, or other general pay adjustments afforded to other employees. If the employee remains in the lower graded position at the end of six (6)

months, he/she shall be demoted to the grade to which the new position is allocated, and his/her pay rate may be adjusted to a rate between the minimum and midpoint of the new range.

3. Special Circumstances Involving Demotions

In special circumstances, the County Administrator may determine a different rate of pay for any type of demotion.

F. Merit Pay Increases

1. An annual pay increase may be granted to a permanent employee if the employee's overall evaluation for job performance is at or above satisfactory level, and the employee has been employed at least six (6) months as of July 1 of the performance cycle year. Such pay increases may be awarded on an annual basis in accordance with the Employee Performance Evaluation policy.
2. A newly hired employee who has less than six (6) months of service by July 1 (probationary employee) shall not be eligible to receive a merit increase in conjunction with the performance cycle. Such an employee may receive an increase equivalent to that associated with an overall performance rating of "Meets Standards". This increase shall be effective July 1 of the performance cycle year.
3. The accountability of all merit increases and the effective date of any such increases shall be at the direction of the Board of Supervisors, but normally occur July 1 of each year.

G. Cost Of Living Adjustments To Pay Plan

1. Cost of living adjustments to the pay plan may be made when changes to the consumer price index and other valid factors directly influencing the cost of living in the local and surrounding jurisdictions justify such adjustments.
2. Annually, on July 1 of each year, the County Administrator may direct an adjustment to the pay plan. Such adjustment shall be equivalent to one half (1/2) a percent less than the merit pay percentage increase associated with an overall performance rating of "Meets Standards". When pay rates

are adjusted, newly hired permanent employees on probation may be eligible to receive a pay adjustment.

H. Pay Adjustments To Pay Plan

1. The Human Resources Department shall annually conduct comparability studies of pay rates of surrounding jurisdictions for selected County positions. The County Pay Plan may be adjusted based upon the results of these surveys and the approval of the County Administrator and/or the Board of Supervisors.
2. Employees whose current pay falls at or below the minimum rate of their new pay range will have their pay adjusted to the minimum rate of their new pay range. No other salary adjustments will be made.
3. Employees whose current salary rate is above the maximum rate of the pay range proposed for their grade level shall retain their current salary rate. Such pay retention will continue indefinitely until such employees' retained rate can be placed within the appropriate pay range for their position and grade level. As approved by the Human Resources Director, pay retention may be terminated by any of the following:
 - a. break in service of one workday or more
 - b. entitlement to a higher rate of pay
 - c. declining a reasonable offer of a position with a rate of pay at least equal to the retained pay rate
 - d. demotion for personal cause or at the employee's request.
4. Merit pay increase anniversary dates will not change by virtue of the pay adjustments resulting from the implementation of salary survey results.

I. Pay For Serving In Acting Capacity

1. When an employee is required by his/her Department Head/Constitutional Officer to work in the capacity of a vacant higher level supervisory position or a vacant highly technical position for a period exceeding thirty (30) days, such employee may be paid additionally for assuming those duties.
2. Requests for acting appointments and temporary pay adjustments shall be reviewed by the Human Resources Director and forwarded to the County Administrator for consideration of approval in advance of the action.

3. Temporary vacancies created by an incumbent using annual, compensatory or paid military leave are excluded from this policy.
4. Employees receiving acting pay may be granted an increase of up to a maximum of ten (10) percent of their current salary levels or the minimum of the new grade, whichever is greater. The level of the acting pay increase will be determined on a case by case basis with consideration to the acting employee's current pay rate, the pay range of the temporary position and the level of duties assumed.
5. Pay for serving in an acting capacity may not exceed six (6) months.
6. In special circumstances, the County Administrator may make exceptions to this policy.

J. On-Call Pay

1. On-call pay is compensation for serving in an off-duty, on-call capacity to provide necessary service coverage. On-call pay will be calculated based on the employee's regular rate of pay. Periods in which an employee is on-call are not time worked and do not count towards maximum allowable hours for overtime. Additionally, it is not counted as retirement eligible earnings. Exempt employees are not eligible for On Call pay compensation. On-call employees are required to respond to calls within sixty minutes resulting in partially restricted personal time. Specific required response times may vary depending on individual departmental requirements. On-call time does not include the following situations:
 - a. A supervisor maintains a list of employees and calls them after their assigned shift to determine who can respond to a work emergency.
 - b. An employee is asked to carry a beeper or cell phone, but there is no restriction on the employee's travel or activities.
 - c. Sleep time or rest periods for residential staff who are already on duty.
2. To ensure that an employee in On-call status is able to perform work effectively and return to work promptly if necessary, the employee's travel and activities are restricted. Employees in On-call status must remain in a work-appropriate condition and refrain from activities that would interfere with their ability to respond promptly and fully perform requested duties.
3. Compensation for approved On-call time is recorded on a timesheet and paid on a two (2) week delay. Timesheets are submitted to the payroll department for payment and must reflect the actual dates and the number of units the employee was on-call.

4. On-call hours are compensated at the employee's regular straight time rate for each unit of On-call duty. A unit is based upon the employee's regular work schedule and can vary by department. For example, an employee whose regular work schedule is 8 hours per day and is on-call for an eight (8) hour shift would accumulate one unit of On-call time and be compensated one (1) hour's pay at their regular straight time rate. On-call pay regulations are covered under the Fair Labor Standards Act. Any On-call work or pay practices that vary from above shall be referred to the Human Resources Director for proper Fair Labor Standards Act application.

K. Payroll Certification

1. No person shall be placed on the payroll of any department except pursuant to appropriate Human Resources Policy or upon written approval of the County Administrator.
2. The County Administrator may require the Human Resources Department to certify, each pay period or periodically, that each classified employee whose name appears on the payroll has been properly appointed or employed in accordance with the provisions of Human Resources Policy, position classification plan and pay plan. Human Resources will also certify that the person's name appears on an official employee listing for the time in which such compensation is paid and at the designated pay rate.
3. The Human Resources Department is authorized to establish procedures to handle the placement and removal of employees on payroll, and to process requests for changes in pay rate. Whenever the Human Resources Director determines that a person is filling a classified position in violation of established Human Resources Policy, he/she shall immediately notify the County Administrator and Department Head/Constitutional Officer and take immediate, appropriate corrective action to resolve the matter.

HUMAN RESOURCES POLICY
Fauquier County, Virginia

Policy Title: Resignations and Separations
Section No. : 25

Effective Date: 06/12/2025
Supersedes Policy: 09/15/03

I. **PURPOSE**

It is the objective of the Board of Supervisors to identify types of separation from County Government employment.

II. **SCOPE**

This policy applies to all employees.

III. **DEFINITIONS**

A. Dismissal

The County may dismiss an employee due to unsatisfactory work performance, misconduct, violation of a County policy, unsatisfactory completion of the probationary period of employment, or for any or no reason.

B. Lay-off

Separation from employment as a result of lack of funds or work, re-organization, and/or the elimination of one or more program functions.

C. Resignation

Voluntary separation from employment by an employee.

D. Retirement

Separation from employment by an eligible employee who will receive a fixed benefit payment. The amount of the benefit is based on the employee's years of service, age at retirement, and the average of the employee's 36 consecutive months of highest salary.

IV. **PROCEDURES**

A. Types of Separations

Employee separations shall be designated as one of the following types:

- a. death;
- b. dismissal;
- c. layoff;
- d. resignation;
- e. retirement.

B. Death

The death of an active employee shall be reported to the Human Resources Director as soon as a department is aware. All payments due the deceased employee shall be made “to the estate of” such employee.

C. Dismissal

1. An employee dismissed without cause will be given a minimum of two (2) weeks advance notice or two (2) weeks’ severance pay at the discretion of the County Administrator. An employee dismissed without cause shall be entitled to payment for compensatory leave, unused accrued sick leave, and the unused portion of their accrued annual leave balances not to exceed the maximum authorized balance levels specified in the Annual Leave policy.
2. An employee dismissed for cause is not entitled to advance notice, unless otherwise required by law and/or County policy. The Supervisor shall document the basis for the dismissal for cause. An employee dismissed for cause shall be entitled to payment of compensatory leave but shall not be entitled to payment for any unused accrued sick leave or annual leave.
3. The Human Resources Director must review and concur in all dismissals prior to such separations becoming final.

D. Layoff

1. Employees who are laid-off will be given as much advance notice as possible, with at least a minimum of two (2) weeks advance notice or two (2) weeks’ severance pay at the discretion of the County Administrator.
2. Specific regulations for lay-offs are set forth in the Reduction in Force policy.

E. Resignation

1. It is the responsibility of an employee who plans to resign to notify his/her immediate supervisor, in writing, at least ten working days prior to the last day of work.

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2. An employee who resigns without the required notice will lose ten days of credited annual leave but shall be paid for any accumulated annual leave in excess of ten working days, up to the annual leave payout maximum.
3. An employee who resigns with the required notice shall receive payment for annual leave, sick leave, and compensatory leave for which he/she is eligible according to the policies governing such leave.

F. Retirement

1. An employee may retire from employment in accordance with the provisions of the Virginia Retirement System. There is no mandatory retirement age for employees.
2. Disability Retirement
 - a. Any employee, regardless of years of service, is eligible to apply for disability retirement while employed or within 90 days after termination in accordance with the disability policy coverage, which requirements may include, but not be limited to:
 - i. while employed, the employee acquires a disabling condition that is likely to be permanent, as documented by a physician; and
 - ii. the condition prevents the employee from performing his or her job.
 - b. The amount of disability benefits shall vary according to an employee's years of service and age.
3. Retirement as an Alternative When an Employee Becomes Unable to Perform the Job
 - a. If an employee becomes mentally or physically incapable of performing his or her job, and there is no reasonable accommodation, including through transfer or demotion to another position, that will enable the employee to perform the essential functions of the job, the employee may apply for disability or early retirement.
 - b. If an employee, such as one described in section F.3.a. above, declines to apply for disability or early retirement the employee may be subject to involuntary separation.