



**ignite**  
**Fueling Passion**  
**Fostering Growth**



**CUMBERLAND  
COUNTY**

NORTH CAROLINA

**Internship Program**

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# Welcome to the Cumberland County Ignite Internship Experience!

Ignite, where potential meets opportunity, and the spark of your professional journey begins to glow. We are thrilled to have you on board for an exciting and transformative internship experience. At Ignite, we believe in fostering a dynamic and inclusive environment where innovation, collaboration, and personal growth take center stage.

## About Ignite

Ignite isn't just an internship; it's a launchpad for your future with Cumberland County. This handbook serves as your guide to navigating the enriching journey that lies ahead. Within these pages, you will find valuable insights, resources, and a roadmap to make the most of your time with us.

## Our Vision

Ignite is more than a program; it's a vision. At Cumberland County, we envision a workplace where curiosity is celebrated, challenges are embraced, and every intern is empowered to contribute meaningfully to their team, department and ultimately our community. As you embark on this internship adventure, remember that you are not just here to learn; you are here to ignite your potential and make a lasting impact.

## Your Journey Awaits

Your time at Ignite is a canvas waiting for your unique brushstrokes. Seize every opportunity to learn, connect, and innovate. We encourage you to explore, ask questions, and challenge yourself. This internship is your chance to grow both personally and professionally, and we are committed to providing you with the support and resources needed for success.

## Ignite Core Values

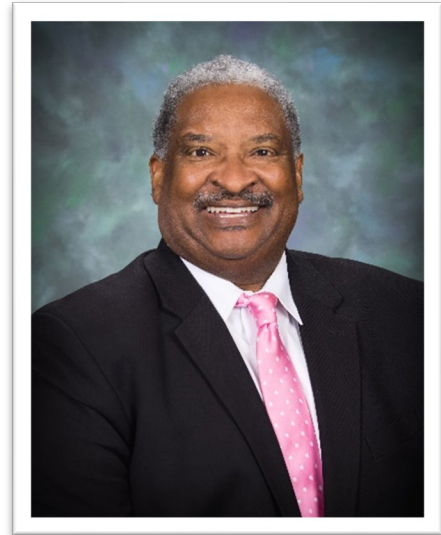
Our core values are the compass that guides us on our journey. They represent the principles that define our culture and shape our collective identity. As an Ignite intern, you are not just learning a role; you are becoming part of a community of **PRIDE** (Professionalism, Respect, Integrity with Accountability, Diversity and Excellent Customer Service).

## Connect, Collaborate, Create

Ignite is more than a workplace; it's a community. Take the opportunity to connect with your fellow interns, mentors, and colleagues. Collaborate on projects, share ideas, and together, let's create an environment where everyone has the chance to thrive.

We are excited to embark on this journey with you and look forward to witnessing the remarkable contributions we know you will make during your time at Ignite.

## Let the journey begin!



Dear Ignite Internship Program Participants,

On behalf of the Cumberland County Board of Commissioners and our entire community, I am thrilled to extend a warm welcome to each and every one of you as we launch the inaugural Ignite Internship Program. This program has been a long time in the making, and it brings me great joy to see it finally come to fruition.

The Ignite Internship Program represents a significant milestone for Cumberland County. It is a testament to our commitment to fostering talent, nurturing growth, and creating meaningful opportunities for our future workforce. By providing hands-on experience, mentorship, and exposure to various professional fields, we aim to equip our interns with the skills and knowledge they need to succeed in their future endeavors.

I am particularly excited about the impact that this program will have on our community. Not only will it empower our participants to unlock their full potential, but it will also strengthen our local workforce and contribute to the overall prosperity of our county.

As we embark on this journey together, I encourage all participants to embrace every opportunity for learning, growth, and collaboration. Your dedication and enthusiasm will be instrumental in shaping the success of this program and leaving a lasting legacy in our community.

In closing, I wish all our interns a rewarding and enriching experience throughout their time in the Ignite Internship Program. May you seize every opportunity, overcome every challenge, and emerge as confident and capable leaders ready to ignite positive change in our community and beyond.

Sincerely,

**Glenn Adams**  
Chairman  
Cumberland County Board of Commissioners





Dear Ignite Interns,

As the County Manager, I am delighted to welcome you to our dynamic and innovative internship program. Ignite is not just an opportunity; it's a doorway to new possibilities and professional growth. Your presence adds vibrancy to our community, and I am confident that your time here will be both rewarding and impactful.

I would like to express my sincere gratitude to everyone involved in bringing the Ignite Internship Program to life – from our dedicated staff and mentors to our supportive colleges and universities. Your unwavering commitment and passion have made this initiative possible, and I am truly grateful for your efforts.

Embrace the journey, seize the opportunities, and let your enthusiasm light the way. Our community is here to support you as you embark on this exciting chapter of your career. Together, let's make Ignite a transformative experience.

Best wishes for a successful and fulfilling internship!

Sincerely,

**Clarence Grier, CPA, ICMA-CM**  
Cumberland County Manager



# Cumberland County - History & Mission

## Our History

Cumberland County began as a settlement in the Upper Cape Fear Valley between 1729 and 1736 by European migrants known as Highland Scots. The area became a vital transportation link to other major settlements. A receiving and distribution center was established in 1730 on the Cape Fear River. This settlement was known as Campbellton.

The Colonial Legislature passed an Act in 1754 which resulted in the political division of Bladen County, thus forming Cumberland County. It was named after the Duke of Cumberland (William Augustus) who commanded the English Army. Campbellton was named the County seat during 1778. In 1783 Campbellton was renamed Fayetteville in honor of Marquis De La Fayette, a French general that served in the American Colonies Revolutionary Army.

Fayetteville's growth was set back by a devastating fire in 1831 and by the invasion of General Sherman in 1865. One of the principal factors that boosted the slow recovery of the area was the opening of Camp Bragg as an artillery and temporary training facility in 1918. The base was closed in 1921 and later reopened as a permanent army post and renamed Fort Bragg in honor of Confederate General Braxton Bragg, a North Carolina native. In May 2022, the commission officially recommended renaming Fort Bragg to Fort Liberty. Secretary of Defense Lloyd J. Austin accepted the name change on 6 October 2022.

Presently, Cumberland County has a population close to 339,318 and encompasses approximately 661 square miles. The area is known as the "Sandhills." Cumberland County has progressed from its beginnings as a riverfront distribution center to a highly commercialized area offering a variety of services to its citizen.

## Our Mission

To provide high quality service in a professional, efficient, and fiscally responsible manner while improving the health of Cumberland County.

## Our Vision

To have healthy people living in a healthy community.

## Core Values

### **P.R.I.D.E.**

**Professionalism**  
**Respect**  
**Integrity with accountability**  
**Diversity**  
**Excellent Customer Service**

*coupled with*

### **F.A.C.T.**

**Fairness**  
**Acceptance**  
**Collaboration**  
**Teamwork**

Recognizing that all people are different, we treat everyone with dignity and serve our diverse population with Professionalism, Respect, Integrity, and Excellent Customer Service.

# Cumberland County Organizational Structure

Residents of Cumberland County



Board of County Commissioners  
Governing Body



James McQueen  
Child Support

[Vacant]  
Community Development

Courtney McCollum  
Justice Services

Dr. Jennifer Green  
Public Health

Eric Redrick  
Veterans Services

Elaine Smith  
Animal Services

Lisa Childers  
Cooperative Extension

Gene Booth  
Emergency Services

Rawls Howard  
Planning & Inspections

Gretta Steffens  
Soil & Water

Tye Vaught  
Chief of Staff

[Vacant]  
Chief Strategic Innovation Officer

Robin Deaver  
Finance

Dominique Hall  
Human Resources

Keith Todd  
Innovation & Technology Services

Brenda Jackson  
Social Services

Joe Utley  
Tax Administration

[Vacant]  
Chief Diversity Officer

Jermaine Walker  
Engineering & Infrastructure

Jonathan Butler  
Internal Services

Diane Rice  
Public Information

Angie Amaro  
Board of Elections

Lisa Jayne  
Grants Management

Faith Phillips  
Library

Amanda Bader  
Solid Waste & Public Utilities

PROGRAM LIAISON

- Juvenile Crime Prevention Council
- Program Liaison Alliance Health

PROGRAM LIAISON

- Parks & Recreation

PROGRAM LIAISON

- Finance Liaison
- Alliance Health
- Internal Audit

PROGRAM LIAISON

- Crown Complex
- Wellness Services

PROGRAM LIAISON

- Intergovernmental Relations & Military Affairs
- Legislative Services & Advocacy
- Strategic Plan & Initiatives



## **Ignite Objectives**

As we embark on this internship journey together, it's essential to outline the objectives we aim to achieve:

### **Skill Development**

Provide interns with the opportunity to develop and enhance specific skills relevant to their field of study or career goals. This could include technical skills, communication skills, problem-solving, and more.

### **Real-World Experience**

Offer interns hands-on, practical experience in their chosen field, allowing them to apply theoretical knowledge gained in the classroom to real-world situations.

### **Professional Networking**

Facilitate networking opportunities for interns to connect with professionals in their industry. This can help them build valuable contacts for future job opportunities.

### **Career Exploration**

Enable interns to explore and clarify their career goals by exposing them to different aspects of the industry. This can help them make more informed decisions about their career paths.

### **Workplace Etiquette and Culture**

Familiarize interns with workplace etiquette, professional conduct, and the organizational culture. This includes understanding workplace norms, communication styles, and expectations.

### **Project Involvement**

Involve interns in meaningful projects that contribute to the organization's goals. This allows them to make tangible contributions and see the impact of their work.

### **Feedback and Evaluation**

Provide regular feedback and evaluations to help interns understand their strengths and areas for improvement. This constructive feedback is valuable for their professional development.

### **Mentorship**

Pair interns with experienced mentors who can guide and advise them throughout the internship. Mentorship can provide valuable insights and support for the interns' growth.

### **Enhanced Resume/CV**

Assist interns in building a strong resume or curriculum vitae by giving them relevant work experience to showcase. This can make them more competitive in the job market after graduation.



### **Professionalism and Work Ethic**

Emphasize the importance of professionalism, time management, and a strong work ethic. Interns should understand the expectations of the professional workplace.

### **Organizational Understanding**

Help interns gain a comprehensive understanding of the organization's structure, mission, values, and operations. This knowledge is essential for them to contribute effectively.

### **Promote Diversity and Inclusion**

Foster an inclusive environment that values diversity and ensures that interns from different backgrounds feel welcome and supported.

### **Post-Internship Opportunities**

Provide information about potential job opportunities within the organization or industry after the completion of the internship. This can encourage interns to consider long-term engagement.

### **Continuous Improvement**

Gather feedback from both interns and supervisors to identify areas of improvement for the internship program. Use this information to enhance the program for future participants.

## Duration and Schedule

The Ignite Internship Program is a comprehensive initiative designed to immerse participants in the operations of Cumberland County Government. It offers a unique opportunity for students to gain hands-on experience, valuable skills, and mentorship within a professional governmental setting. The program aims to bridge the gap between academic learning and real-world application by providing practical exposure to various departments and functions of the county government.

### Duration

The Ignite Internship Program spans a total of 6 to 10 weeks.

### Work Hours

The standard hours per week will be 20 hours. Work hours are between 8a.m. to 5p.m., subject to variation based on departmental needs and project requirements.

### Terms

There are three different terms available:

**Summer:** Aligned with the summer break of colleges and universities, this term provides interns with an intensive 6 to 10-week experience during the summer months.

**Fall:** Catering to the academic calendar, the Fall Term allows interns to participate in the program during the fall semester, also lasting for 10 weeks.

**Spring:** Similarly structured, the Spring Term accommodates interns during the spring semester, offering the same duration of 10 weeks.

### Application Period

**Summer:** The application period for the Summer Term typically opens at the end of January and concludes in early February.

**Fall:** Prospective interns can apply for the Fall Term during the application period, which typically occurs from the end of March to early April.

**Spring:** The application period for the Spring Term opens at the end of September and closes in early October.

## Intern to Department Connections

Understanding the diverse academic backgrounds of our interns is essential for aligning their interests and skills with the appropriate departments within the Ignite Internship Program. Here are our connections:

Cumberland County Departments	Major(s)
Animal Services	Veterinary Science
Child Support	Social Work, Business Administration, Accounting, Public Administration
Community Development	Economics, Business Administration, Public Administration,
Cooperative Extension	Biology, Business Administration, Plant Science
County Administration	Business Administration, Public Administration, Accounting, Legal, Management, Economics, Public Policy
Department of Public Health	Public Health, Nursing, Business Administration, Public Administration, Environmental Health, Human Resources, Accounting, Finance
Department of Social Services	Social Work, Business Administration, Accounting, Public Administration, Human Resources, Accounting, Finance
Emergency Services	Communications, Business Administration, Criminal Justice, General Studies, Psychology
Employee Pharmacy	Pharmacy, Chemistry,
Engineering	Engineering
Finance	Accounting, Business Administration, Economics, Finance

Human Resources	Human Resources, Public Administration, Business Administration, Psychology, Public Policy
Internal Services	Engineering, HVAC, Plumbing, Automotive Technology, Electrical
ITS	Information Technology, Computer Science
Library	Library Science
Planning	Urban and Regional Planning, Economics, Business Administration, Geography, Public Administration
Public Information Office	Communications, Marketing, Social Media Management, Digital Marketing
Register of Deeds	Business Administration, Public Administration
Sheriff's Office	Criminal Justice, Accounting, Human Resources, Business Administration, Public Administration
Solid Waste	Engineering, Environmental Science, Public Health
Tax Administration	Business Administration, Accounting, Finance

# Eligibility, Recruitment, and Selection

## Eligibility

To be eligible for the Ignite Internship Program, candidates must meet the following qualifications:

### High School

- Current high school students entering their junior or senior year (11th or 12th grade) in the upcoming academic year or a recent high school graduate, having graduated within the previous six months.
- At least 16 years of age by the start date of the internship.
- Be residents of Cumberland County or attending a high school in the Cumberland County School System.
- Demonstrate an interest in governmental operations through coursework, extracurricular activities, or previous experience.

### Collegiate

- Be an undergraduate student enrolled in an accredited college/university **or** a recent college graduate, having graduated within the previous 12 months.
- Be a graduate student enrolled in an accredited college/university.
- Possess a strong academic record and demonstrate a genuine interest in gaining hands-on experience in governmental operations.
- Available to commit to the full duration of the internship program, which is typically an academic semester.

*\*Previous participants, with the exception of the students from the inaugural Summer 2024 class, will not be able to participate in the internship program within the same category (High School/Collegiate) in the future.*

## Recruiting Process

Recruitment for the Ignite Internship Program will be conducted through the Neogov, applicant tracking program, utilizing the following method:

### Recruitment Announcement

- Announcements for the undergraduate and graduate Ignite Internship Program will be posted on Neogov.
- All interested candidates must submit their applications through this announcement.

## Selection Process

The selection process for the Ignite Internship Program involves the following steps:

### Application Submission

- Deadline: All applications and required documents must be submitted by the announcement deadline.

### Required Documents

- Complete application on Neogov
- Resume: A comprehensive resume highlighting academic achievements, relevant work experience, skills, extracurricular activities, and any other relevant information.

- Cover letter: A personalized cover letter expressing interest in the internship program, outlining relevant experiences, skills, and why the candidate is a suitable fit for the position.
- Academic Transcript(s)
- Letter(s) of Recommendation

### Initial Screening

- **Eligibility Check:** The Cumberland County Human Resources Department will review all submitted applications to ensure they meet the eligibility requirements.
- **Document Review:** Applications will be evaluated based on completeness and adherence to submission guidelines.

### Scoring Criteria

- **Academic Performance (25 points):** Evaluated based on GPA and rigor of coursework.
  - GPA 4.0: 25 points
  - GPA 3.5-3.9: 20 points
  - GPA 3.0-3.4: 15 points
  - GPA below 3.0: 10 points
  - Did not submit transcript: 0 points
- **Extracurricular Activities (25 points):** Assessed based on involvement in relevant activities, leadership roles, and volunteer work.
  - High involvement and leadership: 25 points
  - Moderate involvement: 20 points
  - Low involvement: 15 points
  - Minimal involvement: 10 points
  - Did not submit Resume: 0 points
- **Recommendation Letters (25 points):** Scored on the strength and relevance of the recommendations.
  - Outstanding: 25 points
  - Strong: 20 points
  - Average: 15 points
  - Weak: 10 points
  - Did not submit recommendation letter: 0 points
- **Cover Letter (10 points):** Assessed for professionalism, interest in the field, and relevant experience.
  - Excellent: 10 points
  - Good: 7 points
  - Fair: 5 points
  - Poor: 2 points
  - Did not submit cover letter: 0 points
- **Overall Application Presentation (15 points):** Evaluated for organization, completeness, and adherence to guidelines.
  - Excellent: 15 points
  - Good: 10 points
  - Fair: 5 points
  - Poor: 2 points

### **Shortlisting Candidates**

- **Scoring Threshold:** Applicants scoring above a certain threshold (e.g., 80 points) will be shortlisted for interviews.
- **Notification:** Shortlisted candidates will be notified and provided with information on the next steps.

### **Application Review**

- The Human Resources (HR) department will review all received applications to ensure they meet the eligibility criteria.
- Applications may be screened based on factors such as academic performance, relevant experience, skills, and alignment with Cumberland County's values and goals.
- Qualified candidates will proceed to the next stage of the selection process.

### **Interview Process**

- HR will conduct interviews with shortlisted candidates to assess their skills, qualifications, and suitability for the program.
- The interview process may include discussions on the candidate's academic background, career goals, and interest in governmental operations.
- Interviews may conduct in person, via video conferencing, or over the phone.

### **Department Matching**

- Following the HR interviews, HR will collaborate with department heads to match candidates with departments based on their academic majors, skills, and interests.
- Interns will be placed in departments where they can contribute effectively and gain relevant experience aligned with their career aspirations.

### **Final Selection**

- After the interview and placement process, final selections will be made based on a combination of factors, including interview performance, academic qualifications, and departmental needs.
- Selected candidates will be notified of their acceptance into the Ignite Internship Program via email through Neogov as well an official Acceptance letter from HR notifying them of the orientation location and times.

### **Waitlist Management**

- **Waitlist Offers:** A waitlist will be maintained in case any selected candidates decline the offer.
- **Waitlist Notifications:** Candidates on the waitlist will be notified of their status and informed if a spot becomes available.



## Compensation and Benefits

At Ignite, we understand the value of providing fair compensation and valuable learning experiences for our interns. As part of our commitment to supporting emerging talent in local governance, we offer competitive compensation and unique opportunities for professional growth.

### Compensation

Interns participating in the Ignite Internship Program will receive a competitive hourly wage of \$15. This compensation reflects our recognition of the interns' dedication and contributions to their assigned projects and tasks.

Interns will work for a total of 20 hours per week over a 6 to 10-week period, allowing them to earn a total stipend of up to \$3000 for the duration of the program.

### Benefits

While there are no tangible benefits associated with the Ignite Internship Program, interns will gain invaluable experiences and opportunities for professional development.

### Learning Opportunities

Interns will have the unique chance to immerse themselves in the workings of local government. Through their assigned projects and tasks, interns will gain hands-on experience and insights into various aspects of public administration, policy development, and community engagement.

### Networking

One of the key benefits of participating in the Ignite Internship Program is the opportunity to network with public officials and professionals in the field of local governance. Interns will have the chance to interact with experienced practitioners, policymakers, and community leaders, allowing them to build valuable connections for their future careers.

At Ignite, we believe that investing in the growth and development of young talent is essential for fostering a vibrant and inclusive community. We are committed to providing our interns with a rewarding and enriching experience that will empower them to make meaningful contributions to their communities and beyond.

## Training and Professional Development

Our commitment to nurturing the growth and development of our interns is illustrated through our comprehensive training and professional development opportunities. We understand the importance of equipping our interns with the skills, knowledge, and experiences necessary to thrive in their future careers.

### Orientation

The journey of every Ignite intern begins with a comprehensive orientation session designed to familiarize them with our organization, mission, values, and the expectations of the Ignite Internship Program. During this orientation, interns will have the opportunity to meet their mentors, supervisors, and fellow interns, setting the foundation for a collaborative and supportive learning environment.

### Ignite Days

Ignite Days will consist of 3-4 hour sessions including tours of various County facilities and departments, giving interns firsthand exposure to the diverse functions of local government. These tours, combined with leadership skills training sessions, aim to enhance interns' understanding of the interconnectedness of County services and equip them with essential leadership competencies like communication, problem-solving, and teamwork. Additionally, Ignite Days will be an opportunity to check in with interns to gauge their progress, receive feedback on their experience, and engage in interactive group activities.

### Department Tours

As part of our commitment to offering a well-rounded learning experience, interns will participate in tours of various County facilities and departments. These tours will provide interns with firsthand exposure to the diverse functions and services provided by local government entities, including but not limited to the Cumberland County Public Library, Solid Waste, Department of Public Health, Animal Services, and Department of Social Services. Through these immersive experiences, interns will gain a deeper understanding of the interconnectedness of different County departments and the vital role they play in serving the community. Interns will gather at the designated department on Friday (see potential timeline below) to begin the tour. Department tours will be coupled with Leadership Skills Training.

### Leadership Skills Training

Recognizing the importance of cultivating leadership skills in our interns, we offer dedicated leadership skills training sessions throughout the duration of the internship program. These training sessions are designed to empower interns with essential leadership competencies such as effective communication, problem-solving, decision-making, teamwork, and adaptability. By honing these skills, interns will not only enhance their personal and professional growth but also become effective agents of change within their communities.

We believe that investing in the training and professional development of our interns is key to preparing them for successful careers in public service. Through our comprehensive training programs and hands-on experiences, we are dedicated to empowering our interns to make a positive impact in their communities and beyond.

## Evaluation and Feedback

The purpose of this check-in process, utilizing the online platform Perform, is to facilitate regular communication, monitor progress, and provide feedback between the intern and their supervisor. This ensures alignment with goals, addresses any challenges promptly, and fosters continuous growth and development throughout your internship experience.

### Initial Check-In

- Upon the commencement of the internship, the supervisor schedules an initial check-in meeting with the intern through the Perform platform.
- The meeting time, agenda, and any relevant materials are shared with the intern via Perform or through email/calendar invitation.
- During the initial check-in meeting, the supervisor provides an overview of the intern departmental duties, including expectations, goals, and responsibilities.
- Both parties discuss and establish specific learning objectives and project milestones for the intern's internship period.

### Ongoing Check-Ins

- Throughout the internship duration, regular check-in meetings are scheduled between the supervisor and the intern.
- These check-ins serve as opportunities to review progress, discuss any challenges or questions, and provide feedback on the intern's performance and projects.

### Midpoint 360-Evaluation

- Key points discussed during each check-in meeting are documented within the Perform platform, including progress updates, feedback, and action items.
- The supervisor must complete the midpoint evaluation documenting the intern's performance and provide constructive feedback to the intern, highlighting areas of strength and areas for improvement, and collaboratively set goals for further development.
- The intern will be required to complete an evaluation, detailing their supervisor's performance, as well as assessing the department's participation and adherence to the objectives outlined in the internship program.

### Support and Guidance

- The supervisor offers guidance, support, and resources to help the intern succeed in their assigned tasks and projects.
- The intern is encouraged to seek assistance or clarification from the supervisor as needed to overcome obstacles and achieve their goals.

### Final 360-Evaluation

- Towards the end of the internship period, a final evaluation meeting is scheduled between the supervisor and the intern via Perform.
- Both parties reflect on the overall performance, accomplishments, and areas for growth during the internship by completing the final 360 evaluation within the Perform Platform.

### Feedback and Next Steps

- Feedback from the final evaluation meeting, and any additional recommendations for the intern's future development are provided.
- The intern may receive guidance on potential next steps, such as future career opportunities within the organization or resources for continued professional growth.

### Compliance

- All interactions and documentation within the Perform platform must adhere to company policies and regulations regarding confidentiality and data protection.

## Intern Responsibilities

As an integral part of the Ignite Internship Program, interns are entrusted with a range of responsibilities aimed at fostering their professional growth and contributing to the program's success.

### Responsibilities

- **Assisting with Projects:** Interns may be tasked with assisting in various projects or initiatives within their department or team. This could involve conducting research, gathering data, or contributing to the development of reports or presentations.
- **Supporting Daily Operations:** Interns may help with the day-to-day operations of their department, such as organizing files, answering phones, responding to emails, or scheduling appointments. However, when possible, daily operations will be limited to 50% of the intern's responsibilities.
- **Attending Meetings and Trainings:** Interns may be required to attend departmental meetings, training sessions, or workshops to gain insights into the organization's operations and processes.
- **Conducting Analysis:** Depending on the nature of the internship, interns may be responsible for analyzing data, trends, or policies relevant to their field of study or department.
- **Providing Administrative Support:** Interns may assist with administrative tasks such as drafting documents, preparing presentations, or maintaining spreadsheets.
- **Collaborating with Team Members:** Interns may collaborate with colleagues and team members on various projects, sharing ideas, and contributing to the overall goals of the department or organization.
- **Following Policies and Procedures:** Interns are expected to adhere to Cumberland County policies, procedures, and code of conduct at all times.
- **Seeking Feedback and Learning:** Interns should proactively seek feedback from supervisors and mentors to enhance their skills and performance during the internship.
- **Representing the Organization:** Interns may be required to represent the organization at events, conferences, or meetings, acting as ambassadors for Cumberland County and their department.
- **Completing Assigned Tasks:** Interns should complete assigned tasks and projects within the given deadlines, demonstrating reliability and accountability in their work.

## Professional Conduct

- **Professionalism:** In general, refers to how people behave while on the job--many aspects of Professionalism are also known as *soft skills*. Even as an intern--some employment experts would say **especially** as any intern--how you conduct yourself in general and how you present yourself to clients/customers, coworkers, and supervisors is just as important to being a successful intern/employee as your actual job/task performance.
- **Punctuality and Dependability:** When a department accepts a student as an intern, it is anticipated that the intern treats their internship with the same level of commitment as a paid job. This entails agreeing upon specific hours and days of attendance at the outset, and the intern is expected to be present at the site during those designated times unless there is a legitimate reason, such as illness or a family emergency, which necessitates their absence. In such circumstances, the intern should adhere to the established procedure for reporting absences, which typically involves notifying their assigned supervisor at the minimum.

Maintaining regular attendance is particularly crucial for internships, as they constitute supervised work experiences. In many instances, the assigned supervisor adjusts their schedule to accommodate and mentor the intern. Therefore, failure to report as expected or deviating from the agreed-upon schedule not only reflects poorly on professionalism but may also be perceived as disrespectful to the site supervisor and a misuse of their time.

In essence, interns should adhere to the schedule negotiated with their assigned supervisor. Very few internships, or jobs for that matter, afford interns the flexibility to set their own hours or come and go as they please. If the agreed-upon hours or days pose challenges, interns are encouraged to communicate with their supervisor to explore potential modifications that can accommodate both parties' needs.

- **Attitude:** Attitude in the context of professionalism primarily concerns how you present yourself in interactions with others and how others perceive your behavior. A suitable attitude in most workplaces' balances confidence with humility, friendliness with professionalism, and helpfulness with assertiveness. Your demeanor towards coworkers and supervisors is nearly as significant as your conduct with customers/clients. In many workplaces, collaboration among individuals with diverse personalities is essential for achieving the company's objectives, and maintaining a professional attitude is key to fostering teamwork and contributing effectively to group efforts.

As an intern, it's crucial to recognize your areas of expertise and limitations, avoiding assumptions that may come across as arrogance. However, you should exhibit assertiveness and a willingness to take on tasks, utilize software, or engage with technology that may be unfamiliar to you. This demonstrates your readiness to learn and adapt to new challenges, contributing positively to your professional growth and the success of the organization.

- **Appearance:** Over the past few decades, the expectations regarding business attire have notably relaxed. It's no longer the norm for men to exclusively wear suits and ties, or for women to strictly adhere to suits, skirts, dresses, and heels. Nonetheless, many businesses maintain some form of dress code or expectations for their employees. It's important for interns to discuss dress expectations with their site supervisor and observe the attire of other employees.

If your internship involves customer or client interaction, confirm whether there are heightened dress expectations for meetings or other formal occasions compared to regular office hours.

It's generally advisable to dress slightly better than the minimum dress code requirement for most jobs, unless the work environment involves tasks where getting dirty is likely. Even if the office dress code permits jeans and sneakers, it's still important to present oneself neatly, opting for jeans without rips or holes and sneakers that are clean and presentable.

- **Confidentiality:** Maintaining confidentiality is a fundamental aspect of professionalism and trust within our organization. As an intern, you are entrusted with sensitive information about Cumberland County, citizens, and/or colleagues. It is imperative that you treat this information with the utmost discretion and refrain from disclosing it to unauthorized individuals or using it for personal gain. Your commitment to confidentiality not only upholds our ethical standards but also ensures the integrity and reputation of our organization. By adhering to strict confidentiality protocols, you demonstrate respect for privacy, foster a culture of trust, and contribute to a secure and ethical work environment.

### **Guidelines for Collaboration and Teamwork for Interns**

- **Open Communication:** Maintain open and transparent communication with team members, supervisors, and other stakeholders. Actively listen to others' ideas and perspectives and contribute constructively to discussions.
- **Respect and Inclusion:** Respect the diversity of ideas, backgrounds, and perspectives within the team. Foster an inclusive environment where everyone feels valued and heard.
- **Shared Goals and Objectives:** Align individual efforts with team goals and objectives. Work collaboratively towards achieving shared outcomes, focusing on collective success.
- **Division of Responsibilities:** Clearly define roles and responsibilities within the team. Support each other by completing tasks promptly and efficiently.
- **Flexibility and Adaptability:** Be flexible and adaptable in response to changing priorities or unforeseen challenges. Willingly take on new tasks or adjust existing plans as needed to support team goals.
- **Effective Problem-Solving:** Collaborate with team members to identify solutions to challenges or obstacles. Approach problems with a proactive and solution-oriented mindset.
- **Accountability:** Take ownership of individual tasks and commitments. Hold yourself and accountable for meeting deadlines and achieving objectives.
- **Feedback and Reflection:** Provide constructive feedback to peers and accept feedback graciously. Reflect on team processes and outcomes to identify areas for improvement and growth.
- **Celebrating Success:** Acknowledge and celebrate achievements and milestones reached as a team. Recognize and appreciate the contributions of each team member.

## Department and Supervisor Responsibilities

In order to ensure a successful and enriching experience for interns in the Ignite Internship Program, departments and supervisors are entrusted with a range of responsibilities aimed at providing guidance, support, and meaningful opportunities for professional growth.

### Orientation and Guidance

- Provide interns with a comprehensive orientation to the department's mission, structure, and key objectives.
- Offer guidance and support to interns throughout their tenure, ensuring they understand their roles and responsibilities within the department.

### Project Assignments

- Assign meaningful projects and tasks to interns that align with their skills, interests, and the department's goals.
- Provide clear instructions and resources necessary for interns to successfully complete their assignments.

### Mentorship

- Serve as mentors to interns, offering guidance, feedback, and professional development opportunities.
- Facilitate regular check-ins to discuss progress, address any challenges, and provide constructive feedback.

### Professional Development

- Encourage interns to participate in relevant training sessions, workshops, and networking events to enhance their professional skills and knowledge.
- Provide opportunities for interns to attend departmental meetings, presentations, and other relevant activities to gain exposure to various aspects of the department's work.

### Evaluation and Feedback

- Conduct regular performance evaluations of interns, providing constructive feedback on their work and progress.
- Encourage interns to provide feedback on their experience, including suggestions for improvement and areas where they feel they have excelled.

### Adherence to Program Objectives

- Ensure that interns are actively engaged in activities that align with the objectives of the Ignite Internship Program.
- Support interns in achieving the program's learning goals and objectives, fostering a positive and enriching experience.

### Collaboration and Networking

- Facilitate opportunities for interns to collaborate with other departments, teams, and stakeholders within the organization.
- Encourage interns to participate in networking events and build relationships with professionals in their field of interest.

### Compliance and Professionalism

- Ensure interns adhere to all organizational policies, procedures, and ethical standards.
- Foster a professional and inclusive work environment that values diversity, respect, and integrity.

By fulfilling these responsibilities, departments and supervisors play a crucial role in providing a supportive and enriching experience for interns in the Ignite Internship Program.



## Contact Information

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### **Ebonee Moore-Brantley**

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Interns may contact Human Resources, for any inquiries or assistance related to their internship, future opportunities, or other relevant matters.



**CUMBERLAND  
COUNTY**  
NORTH CAROLINA

CUMBERLAND COUNTY

# Personnel Policy & Procedures Manual

## Section 5: Conditions of Employment

### 5.0 Policy Statement

This section sets forth the workplace conditions and environment County employees can expect as well as the County's expectations of its employees.

### 5.1 Work Week

The established work week for the county for pay purposes is a seven-day period beginning Sunday at 12:00 a.m. and ending Saturday at 12:00 p.m.

County offices shall be open for business on weekdays from 8:00 a.m. until 5:00 p.m.; provided, however; that department heads, with the approval of the county manager, shall schedule those hours necessary to conduct the operations of their departments and may vary work schedules and business hours to best meet the needs of the department's customers and the operations of the department.

Full time employees shall normally work forty (40) hours per week.

Department heads shall work the hours necessary to assure the satisfactory performance of their departments but not less than forty (40) hours per week.

Overtime compensation policies will be administered according to the Fair Labor Standards Act (FLSA) guidelines as outlined in Section 3 of this manual.

*(Ref CC Personnel Ordinance, Article V Section 503;504)*

### 5.2 Breaks

Department heads have the discretion to grant employees breaks where the duties and responsibilities of the job permit. Breaks may be up to two 15-minute periods, one in the morning and one in the afternoon and shall not exceed a total of 30 minutes. Breaks may not be used to extend lunch breaks, leave or reduce work hours and cannot be combined into one 30-minute break. Employees must not leave County premises during these break periods. Employees who smoke on break shall move off county property in order to comply with the County Smoking Ordinance. Abuse of the break policy may result in loss of the privilege. Supervisors shall inform employees of scheduled break periods.

In accordance with Federal law, Cumberland County provides reasonable break time for an employee to express breast milk for their nursing child for one year after the child's birth each time such employee has need to express the milk. Contact Human Resources, who with the assistance of the Department Head, will assign a private area in your department designated for this purpose.

### 5.3 Identification (ID) Badges

The County's badge system provides identification for all county employees. All employees are expected to wear their ID badge while in an official working capacity.

### 5.4 General Expectations of Employees

#### **Attendance**

Employees are expected to arrive to work based on their scheduled time. Employees who cannot report to work as scheduled must notify their immediate supervisor (or designee) as soon as possible, but no later than 30 minutes prior to the employee's regularly scheduled starting time, unless an emergency prevents the employee from reporting 30 minutes prior.

Excessive absences or tardiness and/or a pattern of absences or tardiness may result in disciplinary action up to and including dismissal. This will be handled on an individual basis by respective department head.

#### **Unexcused Absence from Work without Leave**

If an employee is absent from work for three consecutive days without notice, the County will consider the employee to have abandoned their employment which constitutes a voluntary resignation.

*(Ref CC Personnel Ordinance, Article VII Section 703(b) (12))*

#### **Dress Code**

Clothing and appearance should be clean, neat and appropriate for the professional work environment and not contain any art, word or meaning that would violate Title VII of the Civil Rights Act of 1964. Department heads are responsible for establishing and enforcing the dress code appropriate to the work being performed and for ensuring that all employees comply with that established dress code.

Employees reporting to work improperly dressed may be sent home by their supervisor to change clothing and will be required to use annual or unpaid leave.

#### **Fraternization**

The County encourages employees to develop friendships and share a spirit of teamwork and camaraderie both in the workplace and outside of work. County employees may date, develop friendships and relationships both inside and outside of the workplace as long as the relationships do not negatively impact work. Adverse workplace behavior or behavior that affects the workplace that arises because of personal relationships will not be tolerated and the employee will be subject to discipline up to and including termination of employment.

*(Ref CC Personnel Ordinance, Article VII)*

In general, it is against county policy for individuals who have a supervisory, economic, social, or family relationship, to supervise the other or to work in positions that have an audit or control function over the other.

Economic relationships include roommates, landlord-tenant, creditor-debtor, and the like. Social relationships include dating, intimate relationships, close friendships, regular hosting,

and frequent attendance at social gatherings together. Family relationships include spouses, parent-child, siblings, in-laws, aunts, uncles, and stepfamily.

Employees and applicants are expected to disclose these relationships whenever they may come into existence. Normally, if these relationships come into existence after employment, an attempt will be made to transfer employees to comparable (but separate) positions to avoid any appearance of favoritism, preferential treatment, or conflict of interest. If a transfer is not possible, the employees may be requested to decide among themselves which individual is to resign. If the employees are not able to make a decision about who is to resign, the county may take appropriate action, which can include requiring both employees to resign or requiring one of the individuals to resign based on a neutral factor such as seniority.

Employees who are managers/supervisors or above are prohibited from dating, engaging in a romantic or sexual relationship, or establishing a live-in relationship with employees within the departments for which they have responsibility, regardless of whether there is a direct supervisory relationship.

If a manager decides to pursue a close relationship with an employee, he or she shall inform their manager and Human Resources immediately. The county will then decide what, if any, actions are necessary to take in regard to assignments and jobs.

The County recognizes that employees have different definitions and understandings about what constitutes a close relationship, a friendship, or romantic involvement. Consequently, if you have questions or need further clarification, please contact Human Resources. Their goal of implementing policies consistently and fairly will help inform you of your choices.

### **Outside Employment**

Except for county elected officials or appointees, no employee shall engage in outside employment without prior approval of the employee's department head. Approval will be granted except where the employment has a probability of creating a conflict with the performance of the county's business or creating a division of loyalty, or where the performance of the outside duties would most likely impair the employee's ability to perform his or her county duties.

### **Personal Cell Phone Use**

At the discretion of the department head, employees may communicate using their own personal devices as long as such use does not disrupt the workplace or interfere with the employee's job performance. It is expected that personal communications be kept to a minimum during work hours.

### **Smoking Prohibition**

Smoking is prohibited within all public buildings; on the grounds of all public buildings except the civic center facilities and parks and recreation facilities; and in county-owned or leased vehicles. The civic center commission is authorized to develop rules and policies to regulate smoking on the grounds of civic center facilities. The parks and recreation advisory committee is authorized to develop rules and policies to regulate smoking on the grounds of parks and recreation facilities.

*(Ord. of 5-6-2013; Ord. of 3-17-2014)*

*Editor's note*— An ordinance adopted March 17, 2014, amended the provisions of § 9.5-92 to read as herein set out, effective Sept. 1, 2014.

*Editor's note*— An ordinance adopted March 17, 2014, effective Sept. 1, 2014, repealed § 9.5-93, which pertained to smoking prohibited on designated grounds and derived from an ordinance adopted May 6, 2013.

The county shall provide county employees with resources for quitting smoking or tobacco use, including information about the free quitting support services of the North Carolina Tobacco Use Quitline (1-800-QUIT-NOW (1-800-784-8669)).  
(*Ord. of 5-6-2013*)

### **Enforcement and Penalties**

- (a) Penalty for violation. Following oral or written notice by the person in charge of an area described in section 9.5-92, or his or her designee, failure to cease smoking constitutes an infraction punishable by a fine of not more than \$50.00. A person duly authorized by the board of county commissioners shall be authorized to send a civil penalty citation to the violator by certified mail or personally deliver such citation to the violator stating the nature of the violation, the amount of the penalty, and directing that the violator pay the penalty to the county tax collector office within 14 days of receipt of the citation.
- (b) Additional sanctions for employees. In addition to any penalty under subsection (a), employees of the county who violate this article shall be subject to disciplinary action consistent with the county's human resources policies.

## **5.6 Unlawful Workplace Harassment Policy**

### **Policy Statement**

Cumberland County prohibits employees from harassing clients, subordinates, supervisors, colleagues, community representatives or other persons or groups with whom they have contact as representatives of the organization. Internal interference, coercion, restraint, retaliation or reprisal against any person complaining of alleged workplace harassment is prohibited.

Cumberland County will promptly and thoroughly investigate all complaints of workplace harassment and will take appropriate action.

This policy provides guidance and procedures to department heads, supervisors, and employees in recognizing and dealing with unlawful workplace harassment, sexual harassment, retaliation and complaints or grievances concerning workplace harassment.

Unlawful Workplace harassment is unwelcomed, or unsolicited speech or conduct based upon race, color, national origin, religion, age, disability, genetic information, or sex that

creates a hostile, abusive, or intimidating work environment or alters the terms and conditions of the individual's employment.

Unlawful workplace harassment includes, but is not limited to, the following:

1. Demeaning, insulting, intimidating, or sexually suggestive comments, in any form, about an individual or group which is communicated or published by any means unwanted physical contact or conduct of any kind, including sexual flirtations, touching, advances or propositions
2. The invasion of personal space, blocking movement, pushing, or making indecent gestures
3. Posters, calendars, drawings, cartoons, e-mail or other media which are displayed or used inappropriately
4. Other offensive conduct, directed at individuals because of their race, color, religion, sex, national origin, age, handicap, political affiliation, or genetic information No supervisor is to threaten or insinuate, either explicitly or implicitly, that an employee's refusal or willingness to submit to sexual advances will affect the employee's terms and conditions of employment.

Supervisors are required to report in writing to the department head any unlawful harassment of which they have knowledge. This applies even if the harassment occurs in another department or the harasser is not a County employee.

Retaliation against an employee who complains of unlawful workplace harassment or engages in protected activity is prohibited. Protected activity includes, but is not limited to, filing a complaint in good faith, cooperating in an investigation, and serving as a witness in an EEO investigation or litigation.

#### **Unlawful Workplace Harassment Reporting Procedures**

Any employee or applicant who alleges unlawful workplace harassment based on race, color, religion, sex, national origin, age, handicap, political affiliation, or genetic information shall submit a written complaint of the alleged harassing action within thirty (30) calendar days to the employee's immediate supervisor, the appropriate department head, or the Human Resources Director. Supervisors shall forward complaints to the department head and the Human Resources Director.

The Human Resources Director shall conduct an investigation promptly to determine whether the alleged conduct constitutes unlawful workplace harassment. Management shall be sensitive and responsible to the reporting employee's fear of reprisal and will maintain confidentiality to the extent possible, releasing information only on a need-to-know basis. Whenever possible, the investigation shall be conducted within sixty (60) calendar days from receipt of the written complaint. The Human Resources Director shall provide the complainant with a written response when there is a determination of what action, if any, will result from the employee's written complaint.



If the Department Head is subject of the complaint, County management shall conduct the investigation, in cooperation of with the Human Resources office.

#### **ADVISORY NOTES**

1. Non-SHRA employees may grieve the decision to the County Manager through the County Ordinance, Article VIII section 801.
2. Employees subject to the State Human Resources Act with a grievance concerning a denial of employment, promotion, training, or transfer, or concerning a demotion, layoff, transfer or termination due to discrimination based on age, sex, race, color, national origin, religion, creed, political affiliation, handicapping condition, or a grievance based on retaliation for opposition to alleged discrimination may still appeal directly to the Office of Administrative Hearings and the State Personnel Commission.
3. A grievant has a right to file a simultaneous complaint, or within 180 days, under Title VII with the Equal Employment Opportunity Commission (EEOC).

*(Ref. CC Personnel Ordinance, Article V, Section 502 and Article VIII, Section 802)*

## **5.7 Alcohol and Drug Free Workplace Policy**

*Revised July 19, 2017*

### **Purpose**

Alcohol and drug abuse pose a threat to the health and safety of the County employees and to the security of the county's equipment and facilities. For these reasons, the County is committed to the elimination of drug and alcohol use and abuse in the workplace.

### **Scope**

This policy outlines the practice and procedures designed to correct instances of identified alcohol and drug use in the workplace. Department heads are responsible for holding supervisors accountable for the daily implementation of this policy and for ensuring employees are aware of the Employee Assistance Program offered by the County.

This policy applies to all employees and all applicants for employment with the County.

### **Employee Assistance**

Department heads and supervisors shall be responsible to identify abuse-related behavioral and performance problems and alert employees to the support network offered through the Employee Assistance Program. The County will assist and support employees who voluntarily seek help for such problems before becoming subject to discipline or termination under this or other county policies. Such employees will be allowed to use accrued paid time off, or placed on leave without pay, when referred to treatment providers and otherwise accommodated as required by law. Such employees will be required to document that they are successfully following prescribed treatment and to take and pass follow-up tests.

Employees should report to work fit for duty and free of any adverse effects of illegal drugs or alcohol. This policy does not prohibit employees from the lawful use and possession of

prescribed medications. Employees must, however, consult with their doctors about the medications effect on their fitness for duty and ability to work safely, and they must promptly disclose any work restrictions to their supervisor. Employees should not, however, disclose to the county underlying medical conditions unless directed to do so.

### **Work Rules**

Whenever employees are working, are operating any county vehicle, are present on county premises or are conducting county-related work offsite, they are prohibited from:

1. The use, consumption, possession or storage, manufacture, distribution, dispensation or sale of illegal drugs or illegal paraphernalia on county premises or any county work area, in county vehicles, or while on county business
2. The use, consumption, or sale of alcohol on county premises or any county work area, in county vehicles, or while on county business is prohibited with the exception of the authorized sale and consumption of alcoholic beverages at Crown Coliseum complex events.
3. Reporting to work or working on county premises or any county work area, in county vehicles or on county business while under the influence of alcohol, illegal drugs, or non-prescribed drugs
4. The use or possession of alcohol or illegal drugs off county premises and while not on duty where such conduct could likely have a direct and material adverse impact on the county's interest, including public image
5. Conviction of selling illegal drugs or of possession with intent to sell illegal drugs at any time or place
6. Conviction of any criminal drug or alcohol statute at any time or place may be evaluated on a per-case-basis for relevancy to job
7. Failure to notify the supervisor of any conviction under any criminal drug or alcohol statute by the next workday following the conviction
8. Failure to notify the supervisor, before beginning to work, of any prescription or over-the-counter medication use which may interfere with the safe and effective performance of duties
9. Refusal to immediately submit to an alcohol and drug test when requested by a supervisor, in accordance with this policy
10. Failure to adhere to the requirements of any drug or alcohol treatment program in which the employee is enrolled as a condition of continued employment
11. Tampering with or obstruction of a drug or alcohol test being administered by or for the County

### **Required Testing**

### **Pre-Employment**

All applicants must pass a drug test before beginning work or receiving an offer of employment. Refusal to submit to testing or testing positive as for drugs or alcohol as defined in Work Rules will result in disqualification for further employment consideration.

### **Reasonable Suspicion**

Employees are subject to testing based on (but not limited to) observations by the supervisor of apparent workplace use, possession, or impairment. Human Resources should be consulted before sending an employee for testing. All levels of supervision making this decision must use the Observation Checklist to document specific observations and behaviors that create a reasonable suspicion that the person is under the influence of illegal drugs or alcohol. If the results of the Observation Checklist indicate further action is justified, the manager or supervisor should confront the employee with the documentation with another member of management. Under no circumstances will the employee be allowed to drive to the testing facility. A member of supervision/management must escort the employee; the supervisor/manager will make arrangements for the employee to be transported home.

### **Post-Accident Testing**

Employees are subject to testing when they cause or contribute to accidents that seriously damage a county vehicle, machinery, equipment or property or result in an injury to themselves or another employee requiring offsite medical attention in which there is a reasonable basis for concluding that drug use could have contributed to the incident. A circumstance that constitutes reasonable belief will be presumed to arise in any instance involving a work-related accident or injury in which an employee who was operating a motorized vehicle including any machinery or equipment is found to be responsible for causing the accident. In any of these instances, the investigation and subsequent testing must take place within eight hours following the accident. Under no circumstances will the employee be allowed to drive to the testing facility.

### **Random Testing**

Employees in designated safety-and security-sensitive positions will be subject to random, unannounced drug and alcohol screening. The Human Resources Director will develop and maintain a list of jobs selected for random testing and will provide the list to the Risk Management Director. This list will be updated as the need exists. When an employee is selected for random testing, the employee will be notified in writing by the Risk Management Officer and must report immediately to the designated drug testing facility. Any employee selected for random testing who refuses to submit to testing or who has a positive test will be placed on administrative leave and scheduled for a pre-disciplinary conference with the department head.

## **Collection and Testing Procedures**

### **Drug Testing**

Employees subject to drug testing should be driven to a county designated medical facility and directed to provide a urine specimen. The collected specimen shall be sent to an approved laboratory and the specimen shall be screened as required by N.C.G.S. § 95-232.

The laboratory shall transmit all positive drug test results to a medical review officer (MRO) retained by the County who should offer persons with positive results a reasonable opportunity to rebut or explain the results. Individuals with positive test results may also ask the MRO to have their split specimen sent to another federally certified laboratory to be tested at the applicant's or employee's own expense. Such requests must be made within 72 hours of notice of test results. The employee must request release of the sample in writing specifying to which approved laboratory the sample is to be sent. The applicant or employee incurs all reasonable expenses for chain of custody procedures, shipping, and retesting of positive samples related to this request.

If the second facility fails to find any evidence of drug use in the split specimen, the employee or applicant will be treated as a negative drug screen. In no event shall a positive test result be communicated to the county until such time that the MRO has confirmed the test to be positive.

### **Alcohol Testing**

A positive test for alcohol at a level of .04 percent blood alcohol content (BAC) or higher will result in the employee immediately being placed on administrative leave and scheduled for a pre-disciplinary conference with the department head for unacceptable personal conduct.

A positive test for alcohol between .02 and .04 percent BAC will result in the employee being immediately sent home and not allowed to return to work until their next scheduled shift. Employees may use accrued leave or leave without pay for this absence.

### **Testing Procedure**

Prior to leaving for the testing facility, supervision/management will contact the testing facility to inform it that a staff member from the county will be arriving and will need a drug or alcohol test completed.

The employee to be tested must present a photo ID (i.e. a driver's license) to the testing facility staff before the specimen can be obtained. Ensure that the employee brings the photo ID with him or her when leaving the county premises

The employee to be tested must sign a consent form provided by the testing facility. Refusal to sign is addressed under the "Consequences" section of this document.

A County representative must sign as a witness to the collection procedure, along with the tested employee.

After returning to the county or when leaving the testing facility, the supervisor/manager must make arrangements to transport the person home (unless a negative test result is immediate). Under no circumstances will the tested employee be allowed to drive home

### **Consequences**

Employees who have tested positive, or otherwise violated this policy, are subject to discipline, up to and including dismissal.

Applicants or employees who test positive will be eligible for employment with the county when they produce documentation proving they have completed a drug or alcohol rehabilitation treatment program through the Employee Assistance program and pass a pre-employment drug screen.

Employees who refuse to cooperate in required tests or who use, possess, buy, sell, manufacture, or dispense an illegal drug in violation of this policy will be placed on administrative leave and scheduled for a pre disciplinary conference with their department head. If the employee refuses to be tested, yet the county believes he or she is impaired, under no circumstances will the employee be allowed to drive home.

Employees will be paid for time spent in alcohol or drug testing and then pending the results of the drug or alcohol test. After the results of the test are received, employees who test positive are subject to disciplinary action up to and including dismissal. If the results are negative, the employee will be returned to work.

### **Confidentiality**

Information and records resulting in positive test results, drug and alcohol dependencies, and legitimate medical explanations provided to the MRO are kept confidential to the extent required by law and maintained in the Risk Management Department. Information will not be released without written consent of the applicant or employee except as a result of action initiated by or on behalf of the applicant or employee or in compliance with a legal subpoena reviewed and approved by the county legal department. Test results are to be maintained accordance with the county records retention schedule.

### **Inspections**

The County reserves the right to inspect all portions of its premises for drugs or other contraband. All employees may be asked to cooperate in inspections of their persons, work areas and property that might conceal a drug, alcohol or other contraband. Any illegal drugs or drug paraphernalia discovered on county premises will be turned over to an appropriate law enforcement agency and may result in criminal prosecution.

Employees who possess such contraband or refuse to cooperate in such inspections are subject to appropriate discipline up to and including dismissal.

### **Definitions**

“County premises” includes all buildings, offices, facilities, grounds, parking lots, lockers, places and vehicles owned, leased or managed by the County or on any site on which the county is conducting business.

“Illegal drug” means a substance whose use or possession is controlled by federal law but that is not being used or possessed under the supervision of a licensed healthcare professional. (Controlled substances are listed in Schedules I-V of 21 C.F.R. Part 1308)

“Refuse to cooperate” means to obstruct the collection or testing process; to submit an altered, adulterated or substitute sample; to fail to show up for a scheduled test; to refuse to complete the requested drug testing forms; or to fail to promptly provide specimen(s) for testing when directed to do so, without a valid medical basis for the failure. Employees who

leave the scene of an accident without justifiable explanation prior to submission to drug and alcohol testing will also be considered to have refused to cooperate and will be subject to dismissal.

“Under the influence of alcohol” means an alcohol concentration equal to or greater than .04.

“Under the influence of drugs” means a confirmed positive test result for illegal drug use per this policy. In addition, it means the misuse of legal drugs (prescription and possibly OTC) when there is not a valid prescription from a physician for the lawful use of a drug in the course of medical treatment (containers must include the patient’s name, the name of the substance, quantity/amount to be taken and the period of authorization).

**Enforcement**

The Human Resources department partnering with Risk Management and the respective Department Head are responsible for policy interpretation, administration, and enforcement.

**5.10 Standards of Conduct**

Employees must in all instances maintain their conduct at the highest standards. Employees are responsible to conduct themselves in accordance with the Code of Ethics.

*(Ref. CC Personnel Ordinance, Article V, Section 501)*

**Section 6: Safety**

**6.0 Safety Statement**

Cumberland County strives to ensure a safe and healthful workplace for all employees. The county is responsible for administering a safety program that adheres to all applicable federal, state and local laws, codes and regulations pertaining to employee safety. It shall be the responsibility of every employee to display a positive attitude toward safety and injury prevention by following all safety rules and regulations. Employees will report all accidents and unsafe conditions to their immediate supervisor.

**6.1 Building Access**

Department heads shall determine building access for employees according to business needs.

**6.2 Workplace Violence Policy**

**Policy Statement**

This policy:

1. Defines prohibited acts of violence or threats of violence

2. Gives guidance to managers, supervisors and employees in recognizing and reacting to acts of violence or threats of violence
3. Provides procedures to deal with acts of violence or threats of violence that may occur during business hours or on County premises
4. Provides for review and evaluation of incidents which occur

### **Policy**

The County prohibits any type of threats or acts of violence against persons and/or property committed by or against its employees. Cumberland County shall:

1. Make reasonable efforts to deter the threat of workplace violence and provide a safe workplace for employees and citizens
2. Create a supportive work environment where employees feel comfortable discussing and seeking assistance with workplace violence
3. Educate employees about workplace violence
4. Handle all reports of workplace violence in a confidential manner

Employees who have information pertinent to workplace violence but do not report it as provided in this policy shall be subject to disciplinary action up to and including dismissal.

### **DEFINITIONS**

**Workplace Violence:** Any assaultive act within the workplace including intentional harassment, physical attack, communicating threats and/or verbal or written threats of such acts, as well as actions that are perceived as violent or threatening and which investigation confirms were reasonably interpreted to be violent and includes, without limitation, stalking, threatening communications, bullying, intimidation, shoving, kicking, spitting or violation of restraining orders, but does not include agitated bodily gestures or loud or rude verbalization in and of themselves, but would include that conduct directed at another person in such a manner as to put a person of reasonable fortitude in fear of harm

Workplace violence includes:

1. Violence between non-employees and employees
2. Violence between employees
3. Domestic violence involving employees which may include spouses or domestic partners coming to the worksite
4. Violence between non-employees on County property

**Intimidation:** Engaging in actions that includes but is not limited to behavior intended to frighten, coerce, or induce duress

**Bullying:** Offensive and malicious behavior which undermines an individual or group through persistently negative verbal attacks with an element of vindictiveness and the behavior is calculated to undermine, patronize, humiliate, intimidate or demean the recipient

**Stalking:** Harassing or pestering an individual, in person, in writing, by telephone or electronic format and includes following an individual, spying on them, alarming the recipient or causing them distress

**Threat:** The expression of intent to cause physical or mental harm. An expression constitutes a threat without regard to whether the party communicating the threat has the present ability to carry it out and without regard to whether the expression is contingent, conditional or future

**Physical Attack:** Hostile physical contact such as hitting, fighting, pushing, shoving or throwing objects

**Domestic Violence:** Physical attack or communicating threats, either verbal or written, of such acts by a person with whom the object of the assault or threat has a personal relationship such as spouses, people who live together or date or who have been married, lived together or dated

**Property Damage:** Intentional damage to property and includes property owned by the County, employees, visitors or vendors

**Workplace Violence Reporting Form:** Form to report occurrences of violence and/or threats of violence within the scope of this policy

**Workplace Violence Assessment Team (WVAT):** A team which:

1. Assists in trying to prevent a difficult situation from escalating into violence
2. Serves as a resource in assessing warning signs and potential threats
3. Suggests possible strategies in response to acts of violence or threats of violence
4. Includes a representative from the affected department, County Management, Risk Management, County Attorney's Office, Sheriff's Office, Public Information Office and County Human Resources
5. Determine whether an employer workplace violence restraining order should be obtained

#### **Assessment of Workplace Violence**

When a threat has been reported or management determines that a potential for violence exists, Department Head may require an employee to undergo an assessment to determine the



risk of danger. This assessment will be conducted by making a supervisory referral to the county Employee Assistance Program.

Cumberland County reserves the right to search County vehicles, County workspaces and other County property.

### **Retaliation**

Retaliation against any employee who, in good faith, reports a violation of this policy is prohibited. Every effort will be made to protect the safety and anonymity of anyone who comes forward with concerns about a threat or act of violence.

### **Workplace Violence Reporting Procedures**

Any employee who experiences or witnesses any acts, conduct, behavior or communication in violation of this policy must:

1. Secure your own safety. Do not place yourself in peril. If you see or hear a commotion or disturbance near your workstation, do not try to intercede. Do not try to handle a violent or potentially violent incident
2. If the threat of violence is imminent, as soon as safely possible, contact law enforcement by your department's internal procedure or by calling 911 (9-911 from a County phone)
3. After contacting law enforcement or if the threat is not imminent inform your supervisor (unless the supervisor is alleged to have committed the reported act, in which case the report shall be made to the immediate supervisor of the alleged offender)
4. The Department head shall take immediate action
5. The supervisor completes or causes to complete the Workplace Violence Reporting Form. When reporting the threat of violence, you should be as specific and detailed as possible
6. Submit the Workplace Violence Reporting Form to your department head or designee.
7. The department head or designee will immediately submit the Workplace Violence Reporting Form to County Human Resources

An employee that is alleged to have violated this policy may be removed from the County work site until an investigation has been completed. At the end of the investigation, the Workplace Violence Assessment Team shall determine the County's official response.

### **Human Resources Response**

Upon receipt of the Workplace Violence Reporting Form:

1. Review the report and determine if activation of the Workplace Violence Assessment Team is required
2. Notify all members of the team of the impending threat and nature of reported incident
3. Assemble the team promptly and provide details of reported violence
4. Monitor, track and record all incidences and action taken of workplace violence reports

### **Workplace Violence Assessment Team**

In the event of a workplace violence incident, the Assessment Team shall:

1. Coordinate the County's response from the time of notification until the threat no longer exists
2. Implement action to protect the employee in the workplace considering the various the levels of response, which may include, but not limited to: no response, notifying EAP, removing the employee from the work site, seeking an employer workplace violence restraining order, referring to law enforcement for investigative follow-up and/or incident response and intervention (including possibly for arrest and charge of a criminal offense)
3. Strive to ensure both the needs of the victims and the department are addressed
4. Offer debriefing sessions as needed

### **Media Inquiries**

Requests by the media for information regarding an act or threat of violence shall be directed to the County Public Information Officer. Such request should not be directed or responded to by any other county employee.

*(Ref. NCGS 95-260 et. Seq Occupational Safety and Health Act of 1970)*

## **6.3 Weapons Prohibition Policy**

### **Policy Statement**

Cumberland County prohibits employees from possessing, carrying or storing firearms or other weapons on any property or facilities, or in any building or structure, owned, leased as lessee, operated, occupied, managed or controlled by Cumberland County, as well as the appurtenant premises to such premises.

This policy serves to further the safety and well-being of Cumberland County employees and persons present on County premises.

### **General Prohibition**

The possession, carrying or storage of weapons, to include but not limited to any firearm, bowie knife, dirk, dagger, slung shot, loaded cane, metallic knuckles, razors, shuriken, stun gun, or other weapon of any kind by County employees is prohibited on any property or facilities, or in any building or structure, owned, leased as lessee, operated, occupied, managed or controlled by Cumberland County, as well as the appurtenant premises to such premises owned, leased, occupied, managed or controlled by Cumberland County.

This policy specifically applies to, and prohibits, possession, carrying or storage of weapons in personally-owned-vehicles while parked on County property.

### **Exceptions**

This policy shall not apply to:

1. Sworn law enforcement officers of Cumberland County, including off-duty officers, who are carrying weapons in accordance with departmental standard operating procedures
2. County contracted armed security guards
3. The Sheriff, County Manager, or their respective designee authorizing the public possession or display of a firearm or other weapon as part of an official program or event sponsored or sanctioned by the County
4. County employees in the courthouse in possession of a weapon for evidentiary purposes, to deliver same to a law-enforcement agency, or for purposes of registration
5. County employees in possession of County owned firearms and acting within the scope of their duties
6. A person who is elected and serving as a register of deeds
7. County employees with a concealed handgun permit issued in accordance with the laws of the state of North Carolina or issued in another state and recognized by the state of North Carolina who have a firearm in a closed compartment or container within the person's locked vehicle or in a locked container securely affixed to the person's vehicle. The employee may unlock the vehicle to enter or exit the vehicle provided the firearm remains in the closed compartment at all times and the vehicle is locked immediately following the entrance or exit.

## **6.7 Workers' Compensation**

### **Policy Statement**

As required by the North Carolina Workers' Compensation Act (NCGS 97), Cumberland County provides Workers' Compensation coverage for all employees, as defined under the act. Cumberland County has a self-insured Workers' Compensation program that provides coverage for lost wages and medical costs defined as "reasonable and necessary" for work-related injuries and illnesses. Work related claims should not be filed under the County's regular group health plan. Further, work related injuries are not treated by the County

Employee Wellness clinic and the County Employee Pharmacy cannot be used to fill prescriptions provided by Worker's Compensation treating physicians.

### **Work Related Injuries**

Any absences from work resulting from work related injuries must be authorized by the designated health care provider

1. Employees will be paid regular time while seeking medical treatment for the injury or illness on the day of the accident.
2. No worker's compensation is paid during the first seven days of absence following a workplace illness or injury. Employees have the option of using sick leave, annual leave, exempt or compensatory time (comp time), or they may take leave without pay during this period.
3. Employees may not supplement worker's compensation benefits by using any available leave credits.
4. Part-time employees who do not accrue leave, will go directly into leave without pay status for the first seven days of missed work following an on-the-job injury. Full and part-time employees who are absent from work due to a work-related injury or illness for longer than seven days will receive compensation at 66.67 percent of their average weekly wage, beginning on the eighth day following the injury or illness.
5. Employees who are not released to return to work for 21 days will be reimbursed for the first seven days of absence.
6. Employees will continue to accrue sick and annual leave while on worker's compensation leave.
7. Employees have the option to purchase retirement credits for the time lost through the Retirement System when in worker's compensation leave status and absent from work for an entire calendar month.
8. Employees will continue to receive longevity credit, if applicable, in accordance with the Longevity Pay policy while out on Worker's Compensation leave.
9. Employees who return to work after being in Worker's Compensation pay status will be allowed reasonable time and will not be required to use leave credits for any required follow-up medical or therapy appointments that occur during their normal work hours.
10. Employees who have not been in Worker's Compensation pay status must use sick leave or other accrued leave for any appointments after the original day of injury.

### **Work Rules**

1. Workers' Compensation leave shall run concurrent with FMLA leave for a serious health condition that qualifies under the Family and Medical Leave Act (FMLA)

2. Personnel policies shall continue to apply while on Workers' Compensation leave
3. Employees are responsible for payment of the employee portion of the insurance premiums and other elected benefit options while on workers' compensation leave
4. Employees must submit to a post-accident drug screen per the County Alcohol and Drug Free Workplace Policy

### **Employee Requirements**

1. Report all work related injuries/ incidents to the supervisor immediately.
2. Prepare a written statement of the injury or illness and submit to the supervisor as soon as is reasonable, but preferably the day of the accident.
3. Obtain medical treatment with the county approved medical provider.
4. Provide return to work information to supervisor after initial and follow up doctor visits.
5. Submit original receipts along with completed forms for reimbursement of any out-of-pocket expenses.
6. Comply with treatment prescribed by approved treated medical provider, including light duty restrictions.
7. Maintain regular contact with their supervisor while on workers' compensation leave.

### **Supervisors/Department Head Requirements**

1. Direct the employee to provide a written statement regarding the incident
2. Provide the employee with the name and location of the approved medical provider(s).
3. Report the incident to the Risk Management Coordinator immediately at 910-323-6107, and conduct a thorough incident investigation with the assistance of Risk Management
4. Complete and provide the following to the Risk Management office within two days:
  - Supervisors incident report
  - Employees written statement
  - Related video if applicable
5. Ensure compliance with any work restrictions and/or light duty assignments.

6. Maintain regular contact with the employee while on workers' compensation leave.
7. Ensure the employee's timesheet is faxed to both payroll and risk management bi-weekly.

### **Return to Work Program for Injured Employees**

The County has an active Return to Work Program to benefit employees with a work-related injury resulting in a temporary disability. The Return-to-Work program is designed to provide temporary, transitional duty assignments, consistent with the Primary Care Provider's recommendations, to promote quick recovery, improve morale and allow the injured worker to earn their normal wage.

Return to work transitional duty assignments are coordinated by Risk Management and the employee's supervisor who strive, whenever possible, to have the employee returned to their normal work unit with appropriate modifications or place the employee in another temporary assignment.

If the employee declines a modified duty assignment that meets all restrictions set forth by the designated healthcare provider, the workers' compensation lost wage benefit will cease and, in some cases, the employee may be scheduled for a pre-disciplinary conference consistent with applicable law.

If the employee is also on Family and Medical Leave (FMLA leave) while on workers' compensation then per FMLA regulations, section 825.207 (e), "If the healthcare provider treating the employee for the workers' compensation injury certifies the employee is able to return to a "light duty job" but is unable to return to the same or equivalent job, the employee may decline the employer's offer of a "light duty job." As a result, the employee may lose workers' compensation payments, but is entitled to remain on unpaid FMLA leave until the employee's FMLA leave entitlement is exhausted.

Employees who dispute the workers' compensation findings or recommendations of the County's designated healthcare provider must address those concerns with Risk Management and/or the County's Third-Party Administrator. Departments must adhere to the findings of the designated healthcare provider and workers' compensation staff. Employees released by the designated healthcare provider to return to work must do so on the next business day.

*(Ref. CC Personnel Ordinance, Article VI, Section 609)*