



Board of Supervisors Memorandum

September 6, 2022

Vacation and Sick Leave Proposal – Phase 1

Background

Paid leave programs are an employer-provided benefit that help employees balance the needs of work with outside interests and obligations. The perceived value of such programs are an important factor in attracting candidates to an organization and retention of employees once hired. To progress our recruitment strategy and expand retention efforts, it is essential that we review and adjust current practices where we can. Current leave for the first year of employment in Pima County is 36 days of leave/288 hours per year:

Type of Leave	Days*
Annual Leave	12
Sick Leave	12
Holidays/Admin Days	12
Total Accrued at End of Year 1	36 Days or 288 Hours

***Based on eight (8) hour workday**

An eligible employee in active pay status currently accrues vacation (“annual”) leave as follows:

Length of Service	Current Rate of Accrual
0-3 Years	3.7 Hours (12 days)
3-7 Years	4.65 Hours (15 days)
7-15 Years	5.5 Hours (18 days)
15+ Years	6.47 Hours (21 days)

Employees accrue sick leave at 3.7 hours per pay period/12 days annually; however, this rate of accrual does not increase over time.

To remain competitive in the job market, the following recommendations for changes to current leave policies are listed below. These recommendations will place Pima County over at least eight (8) of our comparator organizations. (Attachment)

- (1) Increase annual leave accruals by three (3) days/24 hours per year for each tier identified below.

Length of Service	Rate of Accrual
0-3 Years	4.65 Hours (15 days)
3-7 Years	5.5 Hours (18 days)
7-10 Years	6.47 Hours (21 days)
10-15 Years	7.39 Hours (24 days)
15+ Years	8.31 Hours (27 days)

- (2) Increase the cap on the amount of annual leave that can be carried over on an employee's anniversary date from 240 hours to 320 hours.
- (3) Discontinue requests for approval for an employee to retain annual leave in excess of 320 hours. Any excess over 320 hours on the employee's anniversary date in 2023, will roll over to sick leave.
- (4) Of the total 15 days (120 hours) of annual leave an employee can earn in year one (1), frontload five (5) of those days (40 hours) for new employees on their date of hire. New employees will then begin accruing at a rate of 4.65 hours after the employee reaches the point in time when they would have accrued five (5) days (40 hours) of leave (roughly pay period nine (9)).
- (5) Permit an eligible employee in the classified service to use annual leave from date of hire, while still within the first six (6) months of initial probation, where the probationary employee is meeting performance expectations and with supervisor approval.
- (6) Employees returning to County employment following a break in service of five (5) years or less are entitled to accrue annual leave based on their length of service with Pima County when they left. For example, for an employee who was an eleven (11) year employee and left County employment in 2018, upon their re-hire in 2022, that employee would accrue annual leave at 7.39 hours/24 days, with five (5) days (40 hours) of that leave frontloaded. The employee would then begin accumulating 7.39 hours when the employee reaches the point in time when they would have accrued five (5) days (40 hours) of leave (roughly pay period five (5)). Employees who have retired from the County and return to work (regardless of break in service), will accrue annual leave as a new hire, i.e. 4.65 hours/15 days per year, with five (5) days (40 hours) frontloaded.
- (7) Increase sick leave accruals by three (3) days/24 hours per year, for a total of 15 days/120 hours of sick leave.
- (8) Permit an eligible employee to use sick leave as it is accrued and lift the requirement to wait until the ninetieth (90th) calendar day of employment.

Require employees to take compensatory time by their anniversary date in 2023. Going forward require Departments to pay overtime rather than permitting employees to accrue compensatory time.

The Honorable Chair and Members, Pima County Board of Supervisors
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Recommendation

I recommend approval of options 1 through 8 listed above and I further recommend that any changes described herein take place January 1, 2023, in order to permit time to reconfigure our current pay system. The proposed changes are not intended to be retroactive.

Additionally, it is recommended to address Paid Time Off (PTO) as part of a second phase of review. PTO is a more complex process and requires a determination of how to convert current vacation and sick leave balances to PTO and necessitates more communication and advance notice to employees. Therefore, it is ideal to assess a change to PTO at the time that the County moves to its new enterprise system, which is actively in the procurement stages.

Finally, staff will continue to review student loan repayment, pet insurance, childcare resources, and a "Winter Break" paid vacation benefit in Phase 2 of this assessment as well.

Sincerely,



Jan Lesher
County Administrator

JKL/dym – August 24, 2022

Attachment

- c: Carmine DeBonis, Jr., Deputy County Administrator
- Francisco Garcia, Deputy County Administrator and Chief Medical Officer
- Steve Holmes, Deputy County Administrator
- Ellen Moulton, Director, Finance and Risk Management
- Cathy Bohland, Director, Human Resources

ATTACHMENT

Organization	Annual Leave	Change in Rate of Annual Leave Accrual	Max Annual Leave Accrual	Sick Leave	Change in Rate of Sick Leave Accrual	Max Sick Leave Accrual	Annual Pay Period Schedule
Pima County	3.7 PP	4.65 PP (3-7) 5.55 PP (7-15) 6.47 PP (15+)	240	3.7 PP	N/A	No Accrual Cap- Pay out 50% 720-1920	26
University of Arizona*	6.77 PP (Appointed) 3.38 PP (Classified)	Classified 4.92 PP (3 rd and 4 th year of service) 6.77 PP after five years of continuous service	320	3.69 PP	N/A	None	26
State of Arizona	4.0 PP	5.53 PP (3-8) 6.46 PP (9+)	240	12 days per year	N/A	NONE- can carryover	26
Maricopa County, AZ	4.65 PP	5.55 PP(3-6) 6.90 PP (6-10) 7.90 PP (10-15) 8.50 PP (15-19) 8.8 PP (19+)	228.8	3.07 PP (0-5)	4.46 PP(6+)	None	26
City of Tucson, AZ	4.0 PP	4.5 PP (1-2) 5 PP (2-6) 6 PP (6-9) 6.46 PP (9-14) 7 PP (14-17) 8 PP (20+)	288	4.0 PP	N/A	None	26
Pima Community College (PCC)**	5.54 PP NE or 8 PP for EX	7.38 PP for non-exempt (5+ yrs) (No change for EX))	320	4.0 PP	N/A	1440	26 Pays OR 20/21 for 9 Month Faculty -
Pinal County, AZ (Accrual based on years in ASRS)	3.08 PP	4.62 PP (5 –10) 5.54 PP (10-15) 6.15 PP (15+)	360	4 .0 PP	N/A	104/LE ONLY may accrue up to 1000	26
Town of Marana, AZ	3.08 PP	4.62 PP (5-10) 6.15 PP(10+)	240	Bank of 112 hours for FT (all at once)	N/A	None	26

Town of Sahuarita	3.08 PP	Increase by 8 hours each year; 3.38 PP (1-2) 3.69 PP(2-3) 4 PP (3-4) 7.692 PP (15+ years of service) **increase by 0.31 rate each year until employee's anniversary date reaches 15 years.	200	3.07 PP	N/A	None	26
City of Phoenix, AZ	4 PP	5 PP (6-10) 5.5 PP (11-15) 6.5 PP (15-20) 7.5 PP (21+)	450	10 hours per month	N/A	None	26
Bernalillo County, NM	4 hours PP	5.2 PP (5-10) 6 PP (10-15) 6.8 PP (15-20) 8 PP (20+)	228.8	1 hr/every 20 worked Not accrued on OT	N/A	None	26
Town of Oro Valley, AZ	3.69 PP (NE) or 5.23 PP for Exempt staff	5.23 PP NE (6-10) 6.77 PP NE (11+) 6.77 PP E (6-20)	300	3.69 PP Ft 1.8462 pt prior to 7/1/17 1 per 30 hrs worked after 7/1/17	N/A	None for FT 40 for PT	26

*University of Arizona observes an annual scheduled period of University Closure between the Christmas holiday and the New Year's holiday.

**Pima Community College has recesses where the College offices and educational services are officially closed, which include Thanksgiving Recess, Winter Recess and Rodeo Days Recess. During Spring Break some services are reduced.