



Dept. of Human Services
Quality Assurance
Program

El Paso County Department of Human Services

Quality Assurance Program

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Citizen Review Panel Grievance Procedures and Hearing Guidelines

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Consumer Service Form EPC-QA-4 and 4-S (Rev. 02-2006)

EPC-CWG (Rev. 02-2006)

**El Paso County
Department
of
Human Services**



**Service
Excellence
Accountability**

**The
Quality Assurance
Program**

What is it?

The Quality Assurance Program is our way of ensuring quality services for all persons who come in contact with El Paso County Department of Human Services. It is also our commitment to continually improve those services. You are the customer who receives our services and our most important consideration in determining how to better serve you. To help us do this we need to hear from you so that we can be responsive to your needs and your concerns. We need you to tell us how we can improve our services and also how well we are doing.

How does it work?

We have Customer Communication forms available at our main lobby desk for your comments. However, should you wish to talk with someone rather than use the Customer Communication forms or if you have a concern that you have not been able to resolve, you may contact:

Bud Sailer
Quality Assurance Coordinator
El Paso County
Department of Human Services
P.O. Box 2692
Colorado Springs, CO 80901
(719) 444-5544

Others

Who May Be Contacted

If you have any questions regarding any area within El Paso County Department of Human Services, the following administrators are listed for your convenience:

Barbara J. Drake, Director
444-5532

Elaine Johnsen
Budget, Finance, Internal Audit
444-5650

Mission

To strengthen families, assure safety, promote self-sufficiency, eliminate poverty, and improve the quality of life in our community.

Goal

Our intent is to provide leadership in consumer-oriented program development, customer service and the promotion of excellence in all aspects of service as a public service agency.

The Quality Assurance Program was developed to monitor our actions and ensure excellence in customer service.

Your concerns are our concerns!

Barbara J. Drake, Director
El Paso County
Department of Human Services
(719) 444-5532



El Paso County
Department of Human Services
105 North Spruce
Colorado Springs, CO 80905
(719) 636-0000

Rev. 08/29/06

**El Paso County
Departamento
de
Servicios Humanos**



**Excelente
Servicio
de
Responsabilidad**

El Programa Garantiza Calidad

Cual es?

El programa garantiza calidad, es nuestra manera de asegurar la calidad en los servicios para todas las personas que vienen a comunicarse con El Paso County Departamento de Servicios Humanos. También nuestro compromiso es mejorar continuamente estos servicios. Usted es el cliente que recibe nuestros servicios, lo más importante para nosotros es tener importante consideración en determinar, cómo lo podemos servir mejor. Para ayudarnos a hacer ésto, nosotros necesitamos tener noticias de usted, y de esta manera nosotros poder responder a sus necesidades, inquietudes o preocupaciones. Por lo tanto, nosotros necesitamos que usted nos diga, cómo podemos mejorar nuestros servicios y de qué manera lo estamos haciendo.

Cómo funciona?

Tenemos en la recepción principal formas disponibles de “Comunicación del Cliente”, para sus comentarios. Sin embargo, si usted desea hablar con alguien, en lugar de usar esta forma (Comunicación del Cliente), o si usted tiene una preocupación que no ha podido resolver, usted puede comunicarse con:

**Bud Sailer
Coordinador de Garantía de Calidad
El Paso County
Departamento de Servicios Humanos
P.O. Box 2692
Colorado Springs, CO 80901
(719)444-5544**

Otros

Con quién puede comunicarse

Si usted tiene algunas preguntas relaciones con alguna área dentro de El Paso County Departamento de Servicios Humanos, los siguientes administradores están listados abajo para su conveniencia:

Barbara J. Drake, Directora
444-5532

Christine Schmidt
Presupuesto, Finanza, Auditoría Interior
444-5650

Misión

Fortalecer a las familias, garantizar seguridad, promover auto-suficiencia, eliminar pobreza y mejorar la calidad de vida de nuestra comunidad.

(Rev. 08/29/06)

Meta

Nuestra intensión es proporcionar dirección en el desarrollo del programa al consumidor-orientado, servicio al cliente y excelente promoción en todos los aspectos como una Agencia de Servicio Público.

El programa garantiza calidad que fue desarrollada para monitoriar nuestras acciones y asegurar excelente servicio al cliente.

Sus preocupaciones son nuestras preocupaciones!

Barbara J. Drake, Director
El Paso County
Departamento de Servicios Humanos
(719) 444-5532



El Paso County
Departamento de Servicios Humanos
105 North Spruce
Colorado Springs, CO 80905
(719) 636-0000

Director
Barbara J. Drake



Board of County Commissioners
Sallie Clark
Dennis Hisey
Jim Bensberg
Wayne W. Williams
Douglas Bruce

**El Paso County Department of Human Services
Quality Assurance Office**

105 North Spruce
P.O. Box 2692
Colorado Springs, Colorado 80901
(720) 444-5544
FAX (719) 444-5599

Consumer Rights

As a consumer, you have the following rights:

1. To be treated in a considerate, respectful, impartial manner regardless of race, creed, sex, age, or national origin.
2. To be actively involved in the development of your family's case plan.
3. To review your record or file.
4. To be informed of the identity and status of those serving you.
5. To be given an explanation of services and decisions of staff.
6. To receive an explanation of all services for which you are charged (an itemized billing).
7. To see an outside specialist (such as attorney or physician) upon your request and at your expense.
8. To have rules and regulations which apply to your individual circumstances explained to you.
9. To receive information about the Quality Assurance Process if you wish to file a complaint.
10. To present your complaint or recommendation to agency staff, governmental officials, or other persons within or outside the agency, free from restraint, interference, coercion, discrimination or reprisal.
11. To request an interpreter if language is a barrier, and to request a staff aide if additional assistance is needed to complete your business with the Department.

Director
Barbara J. Drake



Board of County Commissioners
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105 North Spruce
P.O. Box 2692
Colorado Springs, Colorado 80901
(720) 444-5544
FAX (719) 444-5599

Consumer Responsibilities

As a consumer, you have the following responsibilities:

1. To provide accurate and complete information.
2. To make it known if you do not understand what is expected of you or if you do not understand the procedures or programs that will affect you.
3. To keep appointments but, when that is not possible, to notify the staff person involved.
4. To follow agreed upon and court-ordered case plans.
5. To assure that financial obligations are fulfilled as promptly as possible.
6. To take responsibility for your actions if you choose not to follow instructions or requirements.
7. To comply with rules and regulations pertaining to your personal conduct while you are on the agency premises.
8. To be considerate and respectful of the rights of other consumers and of the agency staff.
9. To bring your concerns and complaints to the attention of the appropriate individual through the use of the Quality Assurance Process.
10. To request an interpreter if language is a barrier, and to request a staff aide if additional assistance is needed to complete your business with the Department.

Director
Barbara J. Drake



**Board of County
Commissioners**
Sallie Clark
Dennis Hisey
Jim Bensberg
Wayne W. Williams
Douglas Bruce

**Departamento de Servicios Humanos del Condado de El Paso
Oficina de Garantía de Calidad**

105 Norte Spruce
P.O.Box 2692
Colorado Springs, Colorado 80901
(719)444-5544
FAX (719)444-5599

Responsabilidades del Consumidor

Como consumidor, usted tiene las siguientes responsabilidades:

1. Proveer información exacta y completa.
2. Dejar saber si no entiende lo que se espera de Usted o si no entiende los procedimientos o programas que le afectan.
3. Mantener sus citas pero cuando no le es posible, notificar a la persona involucrada.
4. Seguir prácticas de tratamiento recomendadas.
5. Asegurar que las obligaciones financieras sean cumplidas tan pronto como sea posible.
6. Tomar responsabilidad por sus acciones si elige no seguir las instrucciones o requerimientos.
7. Cumplir con las reglas y regulaciones pertinentes a su conducta personal mientras esté dentro de la agencia.
8. Ser considerado y respetuoso de los derechos de otros consumidores y personal de la agencia.
9. Llevar sus preocupaciones y quejas a la atención del individuo apropiado a través del uso del Procedimiento de Revisión del Consumidor (procedimiento de queja).
10. Solicitar un intérprete si el lenguaje es una barrera y solicitar ayuda de personal si necesita asistencia adicional para completar sus asuntos con el Departamento.

Director
Barbara J. Drake



**Board of County
Commissioners**
Sallie Clark
Dennis Hisey
Jim Bensberg
Wayne W. Williams
Douglas Bruce

**Departamento de Servicios Humanos del Condado de El Paso
Oficina de Garantía de Calidad**

105 Norte Spruce
P.O.Box 2692
Colorado Springs, Colorado 80901
(719)444-5544
FAX (719)444-5599

Derechos del Consumidor

Como consumidor, usted tiene los siguientes derechos:

1. Ser tratado de una manera considerada, respetuosa e imparcial, sin tener en cuenta su raza, credo, sexo, edad u origen nacional.
2. Revisar su registro o expediente.
3. Ser informado de la identidad y la condición de quienes lo atienden.
4. Que le sea dada una explicación de los servicios y decisiones del personal.
5. Recibir una explicación de todos los servicios que se le han cobrado (una cuenta detallada).
6. Ver a un especialista de fuera (como abogado o médico) cuando usted lo solicite y costo suyo.
7. Tener reglas y regulaciones que se aplicarán a sus circunstancias individuales y que le han sido explicadas.
8. Recibir información acerca del Procedimiento de Revisión del Consumidor (procedimiento de referencia de queja).
9. Presentar su queja o recomendación al personal de la agencia, oficiales del gobierno u otras personas dentro o fuera de la agencia, libre de restricción, interferencia, coacción, discriminación o represión.
10. Solicitar un intérprete si el lenguaje es una barrera, y solicitar ayuda de personal si necesita asistencia adicional para completar sus asuntos con el Departamento.

QUALITY ASSURANCE PROCESS

El Paso County Department of Human Services

The El Paso County Department of Human Services offers and encourages use of informal and formal steps to resolve any concern that might arise about the Department.

This process is consistent with and in addition to the Code of Colorado Regulations General Information and Policies, Section 5, 7.000 – 7.000.94, pertaining to County Responsibilities, Client Rights, Confidentiality, Evidentiary Hearings and State Appeal and The Child Welfare Grievance Resolution process, Section 7.200.3.

The quality Assurance Coordinator (or an individual acting on his/her behalf) will provide consumer assistance. This individual may be contacted by telephone through the Quality Assurance Office in the Department of Human Services or by correspondence addressed as follows:

Quality Assurance Program
P.O. Box 2692
Colorado Springs, CO 80901
Telephone: (719) 444-5544

The Quality Assurance Coordinator serves as a liaison between the consumer and the Department and is authorized to work with all areas and at all levels in achieving a satisfactory solution to problems they are presented. The development of solutions and options will be the responsibility of the division concerned and will be relayed by the Quality Assurance Coordinator through the Director or his designee to the consumer.

I. Informal Complaints or Grievances

- All complaints will be resolved as informally and as quickly as possible, preferably by the worker or case supervisor.
- If the complainant is not satisfied with the disposition of the informal process, he or she may file a written complaint or grievance through the Quality Assurance Process.

Concerns that cannot be informally resolved by the Quality Assurance Coordinator working through the appropriate division will be referred to the Director of the Department of Human Services or his/her designee. This referral will take place immediately after it is determined that the Quality Assurance Coordinator cannot reach a resolution. The Director or his/her designee will review the concern and provide resolution for his/her findings within 20 working days.

II. General Complaint Procedure

General Concerns (for any DHS program or service complaint)

1. Secure "Consumer Service Form" from the Quality Assurance Coordinator, the personnel at the front desk, or other staff persons within the Department of Human Services.
2. Contact the Quality Assurance Coordinator who will coordinate the development of a solution to or options for resolving the problem with the appropriate division. The Quality Assurance Coordinator through the Director or his/her designee will relay the solution/options to the consumer.
3. Complaints that cannot be informally resolved by the Quality Assurance Coordinator working through the appropriate division will be referred to the Director of the Department of Human Services or his/her designee.
4. In the event an individual disagrees with a county action (Citizen Review Panel), they may appeal to the State Department of Human Services.

Colorado Department of Human Services
1575 Sherman Street
Denver, CO 80203

III. The Employee Conduct Grievance Process

In accordance with 19-3-211, C.R.S., persons who are the subject of an investigation of child abuse or neglect or any parent, guardian, or legal custodian of a child who is the subject of a report of child abuse or neglect may bring a grievance against the conduct of an employee of the Department of Human Services. El Paso County also allows grievances to be filed regarding any Department of Human Service employee.

A **grievance** means a complaint against the **conduct** of a Department of Human Services employee.

Conduct of an employee means alleged behaviors or actions that are contrary to state or federal law or regulations, or are allegedly dangerous, malicious, or negligent to/toward the well being of the complainant. It does not include the conduct a prudent, reasonable professional would use in similar circumstances.

A grievance cannot be filed under this provision against the courts, attorneys, law enforcement officials, employees of the State, foster parents, or other providers of services to children, or other family members or others who are not employees at the Department of Human Services.

The law (19-3-211(5)(a), C.R.S.) prohibits the use of the grievance process to interfere with any civil or criminal investigation or judicial proceeding, or to seek relief from any court action, or to seek a remedy that is within the authority of a court having jurisdiction over a pending proceeding.

The law (19-3-211(5)(b), C.R.S.) allows DHS to use evidence obtained during the grievance process in any pending civil or criminal investigation or proceeding.

Employee Conduct Grievance Process (for grievances covered by 19-3-211, C.R.S. ONLY)

1. The Complainant (Parent, Guardian, Legal Custodian, or the subject of a report of an investigation) will contact the Quality Assurance Coordinator. The Quality Assurance Coordinator will attempt to resolve all grievances informally with the complainant. Any grievance not resolved informally within 10 working days will be forwarded to the Director or his/her designee.
2. Any complainant wishing to file a formal grievance under 19-3-211, C.R.S. will fill out a "Employee Conduct Grievance Form" which is available from the Quality Assurance Coordinator. The "Employee Conduct Grievance Form" requires that the complainant specify

the nature of the grievance, including the alleged misconduct of the employee. The formal Employee Conduct Grievance Process can only be initiated when this written complaint form has been completed, signed, and submitted to the Quality Assurance Coordinator.

3. Once the Director or his/her designee has received the "Employee Conduct Grievance Form," he or she will have 20 calendar days to act on the grievance.

If the county director or his designee is able to resolve the grievance to the complainant's satisfaction, he/she will issue a written decision setting forth the resolution. If the county director is unable to resolve the grievance to the complainant's satisfaction within 20 calendar days, the complainant may ask for the grievance to be forwarded to the Citizen Review Panel (CRP). Such a request shall authorize the department to forward all relevant information to the Citizen Review Panel including the directors response to the grievance.

Within 40 business days after receipt of the grievance from the county director, the Citizen Review Panel will convene a hearing on the grievance and send a written recommendation regarding the grievance, together with the basis for its recommendation, to the county director and the complainant.

If the county director agrees with the Citizen Review Panel's recommendation, he/she will issue a written decision implementing the recommendation. If the complainant disagrees with the recommendation, he or she may request that the grievance be referred to the Board of County Commissioners (BOCC). Such request shall authorize the department to share all relevant information with the BOCC including its response to the grievance and to the CRP.

Within 30 calendar days of receiving the grievance, the Board of County Commissioners shall send its written recommendation regarding the grievance, together with the basis for the recommendation, to the complainant, the county director and to any county employee who is the subject of the grievance. The county director shall issue a final decision including his/her plan to implement the Board of County Commissioners' recommendation, and shall send a copy of this report to the complainant and to the county employee who is the subject of the grievance. Within 40 business days after issuing this final decision, the county director shall submit a written report to the Citizen Review Panel including a disposition of the grievance, and shall send copies of the report to the complainant and to the county employee who is the subject of the grievance.

If you have any questions or need assistance in any way regarding the complaint process or the Quality Assurance Program, please contact:

The Quality Assurance Coordinator
(719) 444-5544

TIME FRAMES FOR CITIZEN REVIEW PANEL

- 1st STEP
10 DAYS** Grievance is taken to lowest level of DHS – actual caseworker and supervisor. Case will be reviewed and if case is resolved to complainant’s satisfaction, **complainant process is resolved**. If the complainant is not satisfied with the resolution of the case, the case goes to the County Director for resolution within **10 days**.
- 2nd STEP
20 DAYS** County Director reviews case and writes written decision within **20 calendar days**. If director can resolve the case to the complainant’s satisfaction, he will issue a written decision setting forth the resolution. **The case is then resolved**. If the Director is unable to resolve grievance to complainant’s satisfaction, the Director sends his proposed resolution of the case and complainants grievance to the **Citizens Review Panel**.
- 3rd STEP
30 DAYS** The **Citizens Review Panel** has **40 business days** to hold a hearing and render a written decision and basis for its recommendation. This recommendation is sent to the Director of DHS and the complainant.
- 4th STEP** If the Director of DHS agrees with the **Citizens Review Panel**, he will issue a written decision implementing the recommendation. **The case is then resolved**. HOWEVER, if the Director of complainant **disagrees** with the recommendation, the grievance is referred to the **Board of County Commissioners**.
- 5th STEP
30 DAYS** The **Board of County Commissioners** will send a written recommendation regarding the grievance and the basis for the recommendation to the complainant, the Director of DHS and to any county employee who is the subject of this grievance within **30 days**.
- 6th STEP** County Director shall issue a final decision including his plan to implement the **Board of County Commissioners** recommendation and send a copy to complainant and county employee who is subject of grievance.
- 7th STEP
30 DAYS** The Director of DHS shall submit a written report to **Citizens Review Panel** within **30 days** after issuing this final decision including a disposition of the grievance. Copies of this report shall be sent to the complainant and the county employee who is the subject of this grievance.

The process could take a maximum of 4 months or 120 days or a minimum of 10 days if resolved at the lowest level.

**GRIEVANCE PROCEDURES, HEARING GUIDELINES, AND REVIEW PROCEDURES:
APPLICABLE TO COMPLAINANTS, THE DEPARTMENT OF HUMAN SERVICES, THE EL PASO
COUNTY CITIZEN REVIEW PANEL, AND THE BOARD OF COUNTY COMMISSIONERS**

Part One: Authority

The Board of County Commissioners of El Paso County, State of Colorado has adopted these Grievance Procedures and Hearing Guidelines, hereinafter referred to as the Procedures, for the use of the El Paso County Citizen Review Panel and the El Paso County Department of Human Services in resolving grievances involving the conduct of an employee of the El Paso County Department of Human Services. In all such grievances, the El Paso County Citizen Review Panel and the El Paso County Department of Human Services shall follow these Procedures.

Part Two: Definitions

As used in these Procedures, the following words and phrases are defined as:

BOARD OF COUNTY COMMISSIONERS: means the Board of County Commissioners of the County of El Paso, State of Colorado. The Board of County Commissioners may be referred to herein as the Board.

CITIZEN REVIEW PANEL: means an advisory body appointed by the Board of County Commissioners pursuant to Section 19-3-211, C.R.S. The Citizen Review Panel may be referred to herein as the Panel.

COMPLAINANT: means any person who was the subject of an investigation of a report of child abuse or neglect or any parent, guardian, or legal custodian of a child who is the subject of a report of child abuse or neglect and brings a Grievance in accordance with the provisions of Section 19-3-211, C.R.S. "Complainant" may also mean a person who applied for benefits, or received benefits, or who was denied benefits, or who had a benefits' program terminated under any program provided or administered by the Department of Human Services.

CONDUCT OF AN EMPLOYEE OF THE DEPARTMENT OF SOCIAL SERVICES: means behaviors or actions that are contrary to state or federal law or regulations, or are dangerous, malicious, or negligent toward the well being of the complainant or child(ren) who are involved in a dependency or neglect case or policies of the Board of County Commissioners. In the context of matters other than under the those arising Colorado Children's Code, the term means behaviors or actions that are contrary to state or federal law or regulations, or are dangerous, malicious, or negligent toward the well-being of the complainant. In all cases, it does not include conduct a prudent, reasonable professional would utilize in similar circumstances of an investigation or case management.

COUNTY: means the County of El Paso, State of Colorado.

DEPARTMENT OF HUMAN SERVICES: means the El Paso County Department of Human Services, which may also be referred to herein as the Department.

DIRECTOR: means the Director of the Department of Human Services.

GRIEVANCE: means a complaint regarding the conduct of an employee of the Department of Human Services in performing his/her duties under Article 3 of the Colorado Children's Code, as such now exists or as such may be subsequently amended, or the conduct of an employee of the Department of Human Services in performing his/her duties under any program provided or administered by the Department of Human Services.

PERSON: means any individual, corporation, business trust, estate, trust, limited liability company, partnership, association, or any other legal entity other than a government-type entity.

RECOMMENDATION: means a proposed course of action that may be implemented by the Director to resolve a grievance. These proposed actions may include, but are not limited to, reassigning a case to a different employee, requiring an employee to receive training, or administering disciplinary action to an employee, subject to applicable safeguards afforded to the employee through the personnel system under which the employee is employed.

Part 3: Initiation, Referral, and Implementation of a Grievance

a.1 Initiation of a Grievance:

The Panel shall only hear a grievance upon referral from the Director or the Director's designee(s) to the Panel. Any request for hearing from the complainant shall be effective when received by the President or Secretary of the Panel.

a.2 Duties of the Department of Human Services:

- a. **Grievance Initiation System:** The Department shall develop and maintain a simple grievance initiation form for use by complainants. The form shall provide a plain and simple overview of the grievance process. The form shall instruct the complainant and shall provide space for the complainant to state a short and plain statement of the nature of the grievance.
- b. **Limitation of Actions:** A complainant shall initiate a grievance no later than six (6) months after the latest occurrence of one of the following: denial or termination of benefits, closure of the complainant's file by the Department; termination of parental rights. The Panel shall not hear any grievance that is initiated beyond this limitation of actions period. The Department shall make the initial determination whether a grievance was initiated beyond the limitation of actions form is received by the Department. In the event the Department denies a grievance based on this limitation of actions provision, the complainant shall have the right to appeal the decision to the Board of County Commissioners according to the procedures set forth in Section 5 of these Guidelines. However, the Department and the Panel shall not refuse any grievance submitted to the Department prior to and/or contemporaneous with the initial adoption of these Guidelines by the Board of County Commissioners.
- c. **No more than one hearing on the same matter:** A complainant shall only receive one grievance hearing for any matter involving the same incident and involving the same employee of the Department. The Department and the Panel shall refuse any request for a grievance hearing for any matter involving the same incident and involving the same employee of the Department.
- d. **Department Grievance Resolution Process:** Upon the receipt of a grievance from a complainant, the Department shall immediately attempt to resolve the grievance to the complainant's satisfaction. If the grievance has not been resolved to the complainant's satisfaction within ten (10) business days of receipt by the Department, the grievance shall be immediately referred to the Director. If the grievance has been resolved to the complainant's satisfaction, the Department shall maintain a written record of the grievance and the resolution of the same, which resolution should be signed by both the complainant and the Director or the Director's designee(s). The Department shall keep all copies of

documents required under this paragraph for a minimum of two (2) calendar years. Although these documents shall not be open and public records, the Department shall at least quarterly provide statistical documentation to the Board of County Commissioners and the Panel concerning the number of written grievances filed, the number resolved without reaching the Panel, the number referred to the Panel, the number of cases heard by the Panel, and the number of matters referred to the Board of County Commissioners for Review.

- e. The Director may designate a designee(s) in order to address grievances, any such designee(s) shall be an employee of the Department.
- f. Upon referral of a written grievance, the Director and/or the Director's designee(s) shall immediately attempt to resolve the grievance to the complainant's satisfaction. The Director and/or the Director's designee(s) shall contact the complainant to arrange a mutually acceptable date and time for a meeting. All such meetings shall occur at the Department of Human Services, and shall occur Monday through Friday during normal business hours. If the grievance has not been resolved to the complainant's satisfaction and/or if the grievance has not been resolved within twenty (20) business days after receipt by the Director or the Director's designee(s), the Director or the Director's designee(s) shall immediately refer the grievance to the President of the Panel. The fact that the Director and/or the Director's designee(s) have not been able to set up a meeting time during said twenty (20) day period shall be construed to mean that the grievance has not been resolved.
- g. The Director or the Director's designee(s) shall refer the matter to the President of the CRP by a short and plain statement of the nature of the grievance, together with one (1) copy of the following: any and all materials submitted to the Department by the complainant concerning the grievance; any and all materials provided by the Department to the complainant; relevant information from the case file(s) involved in the grievance. In addition, the Director and/or the Director's designee(s) shall provide a copy of the same to the complainant and the employee who is the subject of the grievance. In providing such materials the Department shall redact therefrom any identifying information concerning any person who reported any incident of child abuse or neglect; any information not relevant to the grievance that is also entitled to protection from disclosure under Colorado law.
- h. The Department shall provide to the Panel through the President and/or to the complainant one (1) copy of any additional information requested by the Panel and/or requested by the complainant prior to the grievance hearing, provided that the request is made at least five (5) business days in advance of the grievance hearing; provided that the requested information is both material and directly related to the grievance; provided that the information requested is maintained by the Department in the normal course of business; provided that the Department the information requested is in a format maintained by the Department in the normal course of business; and further provided that complying with the request is not unduly burdensome on the resources of the Department. In the event the Department does not honor all or part of the Panel's and/or the complainant's request for information, the Department shall provide a written explanation to the Board of County Commissioners, the President of the Panel, and the complainant concerning the Department's reasons for not honoring the request.
- i. Following the receipt of the Panel's recommendations, the Director and/or the Director's designee(s) shall immediately review the Panel's recommendation concerning the grievance.

Within twenty (20) calendar days following issuance of the recommendation, the Director and/or the Director's designee(s) shall issue a written decision to the Panel and the complainant concerning the recommendation. The written decision shall set forth whether the Director and/or the Director's designee agree wholly or partly with the Panel's recommendation. With respect to any part of the recommendation to which the Director and/or the Director's designee is in agreement, the written decision shall contain a short and plain statement concerning how the Department will implement said recommendation. With respect to any part of the recommendation to which the Director and/or the Director's designee is not in agreement, the written decision shall contain a short and plain statement concerning the Department's reasons for so disagreeing with the Panel. With respect to any written decision containing any disagreements, the Director and/or the Director's designee shall provide a copy of the same to the Board of County Commissioners. The Department also agrees to provide the Panel follow-up information on how the implementation has worked.

- j. Following receipt of the Board of County Commissioners' written recommendation regarding the grievance, the Director and/or the Director's designee(s) shall immediately review the Board's recommendation concerning the grievance. Within twenty (20) calendar days following receipt of the Board of County Commissioners' recommendation, the Director and/or the Director's designee(s) shall issue a final written decision to the complainant, and the county employee who is the subject of the grievance concerning the recommendation. The final written decision shall set forth the Director's and/or the Director's designee's plan to implement the Board of County Commissioners' recommendations. However, the decision whether to implement all or only part of the Board of County Commissioners' recommendations shall be in the sole discretion of the Director. Within thirty (30) calendar days after issuing this final written decision, the Director and/or the Director's designee shall issue a written report to the Panel, the complainant, and the county employee who is the subject of grievance concerning the final disposition of the grievance.

a.3 Duties of the Complainant:

- a. Upon referral of a grievance to the Director and/or the Director's designee(s), the complainant shall meet with the Director and/or the Director's designee(s) in order to attempt to resolve the grievance to the complainant's satisfaction. The complainant shall be flexible so as to make himself/herself available to meet with the Director and/or the Director's designee(s) at the Department of Human Services at some time during a Monday through Friday period between the hours of 8:00 a.m. and 5:00 p.m.
- b. Upon referral of a grievance to the Panel, the complainant shall have access to his/her file at the Department, and the Department shall give the complainant access to the file with protection for matters required to be kept confidential under Colorado law. The complainant shall make the request for access to the file to the Director or the Director's designee(s). The complainant shall have their request information made available no later than ten (10) business days after the request is made.
- c. The complaint shall comply with the Hearing Procedures set forth in Part Four herein, and the complainant shall otherwise comply with all obligations of a complainant as set forth herein, regardless whether such obligations are set forth in this Part 3.3.
- d. The complainant shall make available to the panel and the Department of Human Services, no later than five (5) business days before the scheduled hearing date, any written information they wish the panel to

review. Additional written information brought to the panel the day of the hearing will be considered at the discretion of the panel upon showing of good cause.

a.4 Duties of the Citizen Review Panel:

- a. Within twenty (20) business days after receipt of a grievance from the Director and/or the Director's designee(s), the Panel shall convene a hearing on the grievance. Within twenty (20) business days to the close of the hearing, the Panel will issue a written recommendation thereon, together with the basis for its recommendation, to the Director and/or the Director's designee(s) and the complainant. However, in grievances not arising under Article 3 of the Colorado Children's Code, the deadline stated herein shall not apply. The Secretary of the Panel shall notify in writing the complainant, the Director of the Department, the County employee who is the subject of the grievance, and, if the grievance arises under Article 3 of the Colorado Children's Code, the child(ren)'s Guardian Ad Litem concerning the date, time, and location of the grievance hearing.
- b. No later than five (5) business days in advance of the grievance hearing, the Panel through the President may request to the Director and/or the Director's designee(s) that the Department provide additional information to the Panel, provided that the requested information is both material and directly related to the grievance; provided that the information requested is maintained by the Department in the normal course of business; provided that the information requested is in a format maintained by the Department in the normal course of business; and further provided that complying with the request is not unduly burdensome on the resources of the Department. In the event the Department does not honor all or part of the Panel's request for information, the Department shall provide a written explanation to the Board of County Commissioners and the President of the Panel concerning the Department's reasons for not honoring the request.
- c. The Panel shall only issue a recommendation that conforms to the definition of recommendation as set forth herein. In addition, the Panel shall only issue a recommendation that:
 - i. will resolve a particular grievance concerning the conduct of a county department employee in performing his/her duties under Article 3 of the Colorado Children's Code, as such now exists or as such may be subsequently amended, or the conduct of an employee or agent of the Department of Human Services in performing his/her duties under any program provided or administered by the Department of Human Services; and,
 - ii. can be implemented by the Director of the Department of Human Services.
- d. The Panel shall conduct the grievance hearing as set forth herein.
- e. The Panel shall limit the scope of its inquiry as follows:
 1. To matters stated in the Director's and/or the Director's designee's short and plain statement of the grievance and to the complainant's short and plain statement of the grievance; and,
 2. To records or testimony that is directly related to the grievance properly before the Panel; and,
 3. The Panel may not make further inquiry into a grievance after the Panel has issued its recommendation or until after the time has expired for issuing such recommendation, whichever occurs first.

4. At no time may the Panel inquire into the conduct of courts, attorneys, law enforcement officials, employees of the state of Colorado, foster parents or other providers of services to children, or other family members, nor may the Panel inquire into the conduct of a Department employee if no grievance concerning that employee or that employee's conduct has been properly referred to the Panel.

a.5 Duties of the Board of County Commissioners

- a. The Board of County Commissioners shall review any grievance in which the Director and/or the Director's designee(s) and/or the complainant do not wholly or partly agree with the recommendation of the Citizen Review Panel.
- b. The Board of County Commissioners shall review the grievance and issue its own written recommendation concerning the grievance within thirty (30) calendar days of receiving the grievance from the Director and/or the Director's designee(s).
- c. The Board of County Commissioners shall conduct its review in an executive session of any regularly or specially scheduled meeting of the Board of County Commissioners.
- d. The Board of County Commissioners' review shall not be *de novo*. The Board's review shall be limited according to the procedures set forth in these Grievance Procedures and Hearing Guidelines.
- e. After reviewing the grievance hearing, the Board of County Commissioners shall, within the time frame set forth in paragraph 3.4(b) above, issue a written recommendation, together with the basis for the recommendation, to the complainant, the Director and/or the Director's designee, and to any county employee who is the subject of the grievance, and to the Citizen Review Panel.

Part Four: Hearing Procedures

4.1 Who May Attend the Grievance Hearing:

- a. The complainant shall attend the grievance hearing and will present the case, unless otherwise directed by the Panel. In addition, each complainant may have one (1) non-attorney advocate or friend present at the hearing and may have an attorney present but not participating.
- b. The Director and/or the Director's designee shall attend the grievance hearing.
- c. The county employee who is the subject of the grievance may attend. In addition, any such county employee may have one (1) attorney present at the hearing. However, the employee's attorney's role shall be strictly limited to observation only, and under no circumstances shall said attorney be allowed to participate in the grievance hearing.
- d. A member of the Board of County Commissioners may not attend a grievance hearing as an advocate. However, this does not preclude a County Commissioner, in an individual capacity and not as a representative of the Board of County Commissioners, from being called as a witness before the Panel on a particular matter or from being an observer, provided that the individual is given permission by the complainant and the appropriate confidentiality assurance has been obtained.

- e. If any party wants a child to attend a grievance hearing, that party shall provide written notification to the County Attorney's Office at least ten (10) days in advance of the hearing, and the County Attorney's office shall notify the Court, if necessary, and obtain any appropriate court decision or direction regarding the child's attendance.
- f. As set forth with more specificity below, the Department, the complainant, and/or the county employee who is the subject of the grievance may present testimony from experts or other witnesses at any grievance hearing. However, unless such witness is an allowed person under either Paragraph 3.1(a), (b), (c), (d), or (e) above, such witness may only be present in the hearing while so giving testimony.

4.2 Request for Continuances:

- a. The Complainant shall have the right to one continuance of a scheduled grievance hearing. The Complainant's sole and exclusive means to receive such a continuance is to file a written notice of the continuance with the Office of the County Attorney no later than 5:00 p.m. on the day before the scheduled hearing date. The Complainant or the Complainant's agent may file said written notice by personal delivery, telefax or by mail. If filing of the notice is by personal delivery or mail, a notation of date and time received made on the notice by any personnel of the County Attorney's Office shall be conclusive and irrefutable proof of the date and time of filing of said notice. If filing of the notice is by telefax, the printed notation at the top of the received fax document shall be conclusive and irrefutable proof of the date and time of filing of said notice. Upon filing the request for continuance no later than the deadline as set forth herein, the continuance shall be granted, and the County Attorney's Office shall promptly notify the Panel that the matter has been continued. In the event the request for continuance is not received by the deadline as set forth herein and in the event that the Complainant fails to attend the grievance hearing, the Panel shall have the authority, upon the motion duly made and seconded and approved by a quorum of Panel members present, to dismiss the grievance with prejudice. The Complainant shall be deemed to have failed to appear if the Complainant leaves the hearing for any reason before the hearing is concluded. Upon the granting of a continuance, the hearing shall promptly be rescheduled.
- b. The Complaint shall have the right to only one continuance as set forth above. The Complainant shall not have the right to any other continuances. In the event the Complainant fails to appear for the rescheduled hearing, the Panel shall have the authority, upon motion duly made and seconded and approved by a quorum of Panel members present, to dismiss the grievance with prejudice. The Complainant shall be deemed to have failed to appear if the Complainant leaves the hearing for any reason before the hearing is concluded.

4.3 General Hearing Rules:

- a. The President of the Panel controls the conduct of the meeting, and all parties shall be respectful of such authority. The Panel has the sole and absolute discretion to suspend or terminate any grievance hearing based upon any parties' inappropriate or disrespectful conduct at any hearing.
- b. The only condition upon the admissibility of evidence is that the evidence shall be directly related to the grievance properly before the Panel. The Panel shall have sole discretion whether to exclude all or part of proffered evidence on the grounds that it is not so directly related. If the President or any Panel member questions the admissibility of evidence based on the direct relationship requirement, the President shall generally err on the side of admissibility provided that the proponent is able to articulate a reasonable statement as to how the proffered evidence so directly relates.

- c. In addition, the Panel shall have the sole discretion to exclude any irrelevant, unreliable, and/or incompetent evidence. A party shall not be allowed to challenge admissibility of evidence based on the reasons stated herein.
- d. In making a decision to so admit or exclude evidence, the Panel shall articulate a reason for so admitting or excluding the evidence.
- e. A party to the proceeding may not object to any proffered evidence.
- f. A party may not cross-examine another party's witness(es).
- g. A party will not interrupt another party's presentation.
- h. Only the Panel may question a party and/or a party's witness(es). The Panel shall only have an opportunity to directly question a witness during such witness's testimony or rebuttal testimony.
- i. The Panel may not present evidence.
- j. A party does not have a right to compel the attendance of witnesses. All testimony must be provided voluntarily and without a fee.
- k. Any party proffering non-testimonial evidence shall present the item to the President, a copy for each member of the Panel, and a copy for each of the participating parties. Prior to proffering evidence, a party shall label each exhibit. A complainant shall commence labeling with the letter "C1, C2, C3", etc. The Department shall commence labeling with "D1, D2, D3", etc. Any employee shall commence labeling with "E1, E2, E3", etc.
- l. At the end of the hearing the Secretary will turn all documents received by the Panel over to the County Attorney's Office for their disposition.
- m. UNDER NO CIRCUMSTANCES SHALL ALL OR ANY PART OF A GRIEVANCE HEARING BE RECORDED WITH ANY AUDIO OR VIDEO DEVICE. UNDER NO CIRCUMSTANCES SHALL A COURT REPORTER OR ANY OTHER TYPE OF STENOGRAPHER BE PRESENT DURING A GRIEVANCE PROCEEDING. ANY PARTY OR PANEL MEMBER WHO RECORDS OR ATTEMPTS TO RECORD OR WHO MAKES OR ATTEMPTS TO MAKE A WRITTEN RECORD OF ALL OR ANY PART OF A GRIEVANCE HEARING BY ANY RECORDING DEVICE, COURT REPORTER, STENOGRAPHER OR OTHERWISE SHALL IMMEDIATELY FORFEIT HIS OR HER RIGHT TO HEAR AND/OR BE PRESENT FOR ALL OR ANY PART OF THE GRIEVANCE HEARING(S). HOWEVER, THIS PROVISION DOES NOT PROHIBIT ANY PARTY OR PANEL MEMBER FROM MAKING NOTES DURING THE GRIEVANCE HEARING. THE PANEL MEMBER ELECTED TO COMPOSE THE WRITTEN RECOMMENDATION SHALL GATHER COPIES OF ALL NOTES TAKEN BY OTHER PANEL MEMBERS TO ASSIST IN PREPARATION OF THE RECOMMENDATION. WHEN THE PANEL APPROVES THE DRAFT OF THE WRITTEN RECOMMENDATION, A MEMBER OF THE COUNTY ATTORNEY'S STAFF SHALL TAKE POSSESSION OF ALL NOTES AND**

EVIDENCE FOR APPROPRIATE DISPOSITION. ONLY THE ORIGINAL, LABELED EVIDENCE, SHALL BE RETAINED BY THE OFFICE OF THE COUNTY ATTORNEY.

4.3 Hearing Presentation:

- a. The complainant shall have no more than thirty (30) minutes to present the grievance. In this time the complainant shall complete the presentation of all testimonial and other evidence. The Panel shall have discretion to allow the complainant as much additional time as it deems necessary.
- b. The Department shall have no more than thirty (30) minutes to present its case. In this time the Department shall complete the presentation of all testimonial and other evidence. The Panel shall have discretion to allow the complainant as much additional time as it deems necessary.
- c. Each employee who is the subject of the grievance, if participating, shall have no more than thirty (30) minutes to present his/her case. In this time the employee shall complete the presentation of all testimonial and other evidence. The Panel shall have discretion to allow the complainant as much additional time as it deems necessary. This provision only applies if the Employee presents his/her own case to the Panel, which case must materially differ from the Department's case, and this provision is not triggered by the Employee appearing as a witness for the Department. Accordingly, it is the intent to prevent this provision from being used as the means to give the Department more time for case presentation than that allotted to the complainant.
- d. At the completion of the Department's and any employee's presentation, the complainant shall have fifteen (15) minutes to give a rebuttal presentation. The Panel shall have discretion to allow the complainant as much additional time as it deems necessary.
- e. At the completion of any complainant's rebuttal presentation, the Department and any employee shall each have fifteen (15) minutes to give a rebuttal presentation. The Panel shall have discretion to allow the complainant as much additional time as it deems necessary.
- f. Each side shall then have ten (10) minutes for the presentation of closing arguments.
- g. The Panel shall then have fifteen (15) minutes to address questions to the parties.
- h. Following questions by the Panel as set forth in Paragraph 4.3(f) above, the Panel shall conclude the hearing and shall dismiss the parties from the hearing area. The Panel shall then deliberate on its recommendation or it shall have authority to meet at a later date and time in order to so deliberate on its recommendations. In its deliberations the Panel may only rely on the evidence presented at the hearing, and under no circumstances may the Panel hear or rely on any source other than the evidence presented at the hearing. During its deliberations the Panel may review the evidence. Under no circumstances may any person other than the members of the Panel be present during the deliberations. The Panel shall make its recommendations in written format. The Panel member elected to

compose the written recommendation shall gather copies of all notes taken by other Panel members to assist in preparation of the recommendation. When the Panel approves the draft of the written recommendation, a member of the County Attorney's staff shall take possession of all notes and evidence for appropriate disposition. Only the original, labeled evidence, shall be retained by the Office of the County Attorney.

Part Five: Board of County Commissioner's Review Procedures

5.1 Who May Utilize the Review Procedure: Only the Director and/or the Director's designee and/or the complainant may request the Board of County Commissioners to review the Panel's recommendation.

5.2 Procedures for Requesting the Board's Review:

- a. The request for review shall be made no later than twenty (20) days following the issuance of the Panel's recommendation. In the case of the Department's denial of a grievance due to the limitation of actions provision of these Guidelines, the request for review shall be made no later than twenty (20) days following the issuance of the Department's denial of the grievance.
- b. The request shall be made in writing to the Office of the County Administrator. The request shall be deemed received when it is given to a secretary in the County Administrator's Office.
- c. The written request shall be no more than two (2) pages long. It shall set forth in simple and plain language the recommendations with which the requesting party disagrees, and it shall state in simple and plain language the reasons why the requesting party disagrees with the Panel's recommendations. In the case of an appeal based on the limitation of actions provisions, the written request shall set forth in plain and simple language the reasons why the complainant disagrees with the Department's denial of the complainant's request for a grievance.
- d. The requesting party shall attach to the written request a copy of the Panel's recommendations, and the requesting party shall "hi-lite" on said copy the specific recommendations with which the requesting party disagrees. The requesting party may attach copies of the exhibits presented at the grievance hearing.
- e. The requesting party shall provide to the County Administrator's Office seven (7) copies of the request and the attachments thereto, and, in the case of an appeal based on the limitation of actions provisions, seven (7) copies of the request for appeal. The requesting party shall also provide a copy of the request and all attachments thereto to the other parties and to the Secretary of the Panel.
- f. The County Administrator shall immediately forward a copy to each Commissioner; a copy to the County Attorney's Office; and retain a copy for the County Administrator's Office.

5.3 Board's Discretion to Hear the Request for Review: Within five (5) days after receiving a copy of the request for review, each Commissioner shall inform, either orally or in writing, the County Administrator concerning whether such Commissioner consents to hear the

grievance and/or the appeal based on the limitations of actions. In the event the majority of the Board does not so give assent, then the County Administrator shall send written notice to the parties that the Board declines to review the Panels' recommendations. In the event the Board declines to review the Panel's recommendations, then the provisions of Paragraph 3.2(i) above shall apply.

5.4 Board Procedures for Review of the Panel's Recommendations:

- a. In the event a majority of the Board decides to hear the request for a review of the Panel's recommendation, the County Administrator shall schedule the review for an executive session item at a regular meeting of the Board of County Commissioners. The matter shall be set so that the Board is able to comply with the thirty (30) day deadline set forth in Paragraph 3.4(b) above.
- b. The Board shall invite the complainant, the Director and/or the Director's designee(s), and the employee who is the subject of the grievance into the executive session. The Board may invite the County Attorney into the executive session. The County Attorney may only be present to assist and advise the Board, and under no circumstances shall the County Attorney represent the Department and/or any County employee.
- c. The Board shall then allow the requesting party ten (10) minutes to present his/her case. The Board shall then allow the other party ten (10) minutes to present a rebuttal case.
- d. The Board may allow an additional amount of time for open dialogue between the Board and all parties as a last means of attempting to resolve the grievance.
- e. e. In all respects the Board shall have complete discretion as to the conduct of the executive session and the conduct of the parties therein.
- f. The Board shall then issue its written decision by the thirty (30) day deadline set forth in Paragraph 3.4(a) above.

5.5 The Review Procedure Set Forth Herein is Final: The review procedure set forth herein is final, and no party shall have any other review procedure other than as set forth herein.

Director
Barbara J. Drake



Board of County Commissioners
Sallie Clark
Dennis Hisey
Jim Bensberg
Wayne W. Williams
Douglas Bruce

**El Paso County Department of Human Services
Quality Assurance Office**

105 North Spruce
P.O. Box 2692
Colorado Springs, Colorado 80901
(721) 444-5544
FAX (719) 444-5599

Quality Assurance Program

Customer Service Process

If you have a concern, begin by contacting the Quality Assurance coordinator at 444-5544 or by completing a Customer Service Form.

If you are not satisfied with the results after your concerns have been processed, contact the Quality Assurance Coordinator to begin the Appeal Process. Your appeal will be heard by the next level of administration.

Proceso de Servicio Para Clientes

Si usted tiene una preocupación debe ponerse en contacto con la persona coordinadora de este programa. Por vía telefónica, llame al número 444-5544, o llene una forma diseñada para cliente.

Si no está satisfecho(a) con los resultados obtenidos, después que su aplicación fué procesada, debe ponerse en contacto con la persona coordinadora de este programa, número de teléfono 444-5544, para comenzar el proceso de apelación. Su apelación será atendida por el próximo nivel administrativo.

(QA-4 &4SP Rev. 2/10/06)



El Paso County Department of Human Services Consumer Service Form

*If you have a suggestion or a concern, begin by contacting the
Quality Assurance Coordinator at 444-5544 or completing this form.*

(Optional) Your Name: _____ Today's Date: _____

Your Address: _____

Phone: _____

Dept. or Area of Concern: _____

Have you talked to any of the following about your concern?

- El Paso County Technician/Caseworker, Supervisor, Manager, Administrator, Department Director
- State Agency, Elected Official
- Other (*name of person or organization*) _____

What is your concern?

If you are not satisfied with the results after your concerns have been processed, you can request that your concerns be heard by the next level of administration. Contact the Quality Assurance Coordinator at 444-5544 to begin the process.

You may file a grievance against the conduct of an employee of the Department of Human Services in accordance with Section 19-3-211, C.R.S. Contact the Quality Assurance Coordinator for information on the grievance process. A separate form is

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Si no está satisfecho(a) con los resultados obtenidos, después que su aplicación fué procesada, debe ponerse en contacto con la persona coordinadora de este programa, número de teléfono 444-5544, para comenzar el proceso de apelación. Su apelación será atendida por el próximo nivel administrativo.



Departamento de Servicios Humanos del Condado de El Paso Forma de Servicio al Consumidor

Si tiene una sugerencia o preocupación, comience contactandose con el coordinador de garantía de calidad al 444-5544 o completando esta forma.

(Opcional) Su nombre: _____ Fecha de hoy: _____

Su dirección: _____

Teléfono: _____

Depto o área de preocupación: _____

Ha usted habla do acerca de su preocupación con alguno de los siguientes?

- Técnico/trabajador de casos, supervisor, gerente, administrador, director de Departamento del Condado de El Paso.
- Agencia del estado, oficial elegido
- Otro (*Nombre de la persona u organización*) _____

Cuál es su preocupación?

Si no está satisfecho/a con los resultados después que sus preocupaciones han sido procesadas, puede solicitar que sus preocupaciones sean escuchados en el siguiente nivel de administración. Contáctese con el coordinador de garantía de calidad para información sobre el proceso de queja.

Usted puede presentar una queja contra la conducta de un empleado del Departamento de Servicios Humanos de alverdo con la sección 19-3-211, C.R.S. Contáctese con el coordinador de garantía de calidad para información en el proceso de queja. Se requiere

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**El Paso County Department of Human Services
Quality Assurance Office
Quality Assurance Program
EMPLOYEE CONDUCT GRIEVANCE FORM**

I, _____, wish to file a grievance against an employee of the El Paso County Department of Human Services. The employee(s) name(s) is/are _____.

Specifically describe the conduct of the employee(s) that you wish to report. What did he/she/they do? **Example: If you feel the worker acted in a negligent manner, specifically describe what the worker did or did not do.** _____

_____. Please continue on another sheet if necessary.

I allege that this conduct is (please choose one or more):

- Against the law.
- Contrary to regulations.
- Dangerous, malicious, or negligent.

Please explain. _____

What remedies are you seeking? What do you want to happen? _____

_____. Please continue on another sheet if necessary.

Please describe the actions you have already tried to resolve your grievance through department staff, supervisors, or managers? _____

Please describe the reasons you are not satisfied with the Departments' response to your grievance. _____

NOTE: Your grievance cannot proceed unless this form is filled out completely and signed.

Signed: _____ Date: _____
Authorized Signature

I hereby give permission for the members of the Citizen Review Panel to review my case file records and hear my case.

Signed: _____ Date: _____
Authorized Signature

Director
Barbara J. Drake



Board of County Commissioners
Sallie Clark
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Jim Bensberg
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Douglas Bruce

**El Paso County Department of Human Services
Quality Assurance Office**

This side is for Official Business Only

Departments' understanding of the specific allegations. _____

Description of how these allegations were investigated. _____

Departments' findings. _____

Actions already taken to resolve or to correct any problems. _____

Departments' understanding of the unresolved issues that may not be appropriate for review by the Citizen Review Panel. _____

Departments' understanding of the unresolved issues that may be appropriate for review by the Citizen Review Panel. _____

Action taken by Official receiving signed form:

- Case referred to Supervisor.
- Case referred to Division Manager.
- Case referred to Administrator.
- Case referred to Director.
- Case referred to Citizen Review Panel.

Name _____

Title _____

Date _____