

PERSONNEL PROCEDURES
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1. PERSONNEL PROCEDURES

These Personnel Procedures describe Family Resources' role as employer and its relationship to the staff who implement our mission as employees. It is a guide for both employees and the organization and supplements other important sources such as summary plan descriptions and plan documents concerning benefits; board mandated policies; and corporate legal documents.

This document is not a contract and should not be considered to create any contractual term or condition between Family Resources and any employee. It is a reference source only. Any material contained in the following sections may be changed, amended or updated at any time by the administration of Family Resources, Inc.

2. SELECTION OF PERSONNEL

Recruitment and appointment of the President/CEO of Family Resources is the responsibility of the Board of Directors. Other officers of the corporation are appointed by the President/CEO with approval of the Board. All other employees of the agency are selected in accordance with the following guidelines:

2-A. JOB OPPORTUNITY POSTING AND HIRING DETERMINATION

Open positions are made known to present Family Resources' employees through an agency wide "Job Opportunity" posting at all business locations. These notices are posted whether or not the position is externally advertised. They provide information about the position and direction for making application. Positions will be posted for a minimum of seven days.

Decisions concerning employment and promotion are made solely on the basis of qualifications and indicated competence from a pool of candidates assembled in accordance with Family Resources' policies concerning discrimination and affirmative action through posting and other means of external recruitment.

2-B. DOCUMENTATION AND VERIFICATION

All candidates are required to provide documentation of the academic achievement, professional licenses, and experience which qualifies them for the position they seek. The extent and nature of the documentation may vary based upon accreditation standards. At a minimum, all candidates are expected to provide a copy of their highest academic degree or diploma, and a signed verification of their previous job related experience.

Character and suitability of candidates must also be verified. Each employee must provide a minimum of three outside references and participate in official checks of criminal history and child abuse records. A candidate for any position with a self reported or revealed history of conviction of a crime or a founded child abuse report must successfully complete the 'Record Check Evaluation' process with the Department of Human Services to be further considered for employment. Requirements for individual positions or programs may exceed this minimum.

A candidate who is found to have knowingly made a false statement or failed to disclose an important fact in connection with his or her application will be immediately removed from consideration. In the case of a present employee, he or she will be subject to immediate dismissal.

2-C. PROMOTIONS AND TRANSFERS

Any change in position within Family Resources by a current employee, whether viewed as a promotional opportunity or a lateral change is in effect a "Transfer". An employee requesting consideration as a candidate for an open position or wishing to transfer to another position must complete the appropriate Application for Transfer Form (obtain from HR) and submit it to Human Resources. An application for Transfer will be considered with all other applications for the position and a determination made under the criteria set forth in Section 2-A.

If the internal applicant is deemed the most qualified candidate for the position sought, the destination supervisor, employee, and current supervisor will cooperate to determine an appropriate date for the change to take effect. Factors to be considered in making this determination are:

- Promotional opportunities, if at all possible should not be delayed more than two weeks without the permission of the employee.
- The primary consideration will always be the ability of Family Resources to carry out its mission in the affected programs.
- Whether the move is a lateral transfer requested by the employee.

If the two supervisors are unable to agree, the matter will be submitted to Human Resources for a determination. In the event either of the supervisors or the employee disagree with the determination of Human Resources, the final determination will be made by President/CEO.

2-D. CHANGES IN PERSONAL INFORMATION, DOCUMENTATION OR QUALIFICATIONS.

It is important that Family Resources have current personal and professional information concerning its employees. Any change in such information must be reported on the Personnel Action form provided by HR. Examples of the changes which need to be reported include:

- Name Change
- New Residence, Phone Number etc.
- Obtaining new or advanced degree.
- Licensure

2-E. PHYSICAL REQUIREMENTS AND REASONABLE ACCOMMODATION

Certain positions at Family Resources require physical activity which may at times be strenuous. Candidates for those positions must be able to perform any physical activity described in the job description. Reasonable accommodation of a physical or mental disability will be afforded any employee. If accommodation is sought, a present or prospective employee is required to bring the matter to the attention of their supervisor or hiring official. That person will work together with the employee and Human Resources to determine an appropriate solution. See Section 12 Discrimination in the Workplace.

2-F. EMPLOYMENT RELATED MEDICAL SCREENINGS

Some positions at Family Resources, by reason of contractual or regulatory requirements, require pre employment or periodic medical and/or drug screening. Candidates for any of those positions will be advised of those requirements as part of the application process.

3. CONFLICT OF INTEREST, RELATIONSHIPS AND OTHER EMPLOYMENT

Service to children and families in fulfillment of Family Resources' mission deserves our full professional attention. The limitations that follow assist in achieving freedom from conflict or distraction:

3-A. CONFLICT OF INTEREST

No officer or employee may have a direct or indirect financial interest in any asset, business transaction, or professional service of the agency. Employees are responsible for disclosing any relationships that might be viewed as contrary to this rule so that the circumstances may be evaluated. The President/CEO is to be advised of any such situation and will make the final determination.

3-B. RELATIONSHIPS

Relationships between staff may have an impact in the workplace. The following guidelines apply:

Prohibited Relationships: No person employed as President/CEO, Vice President, or Program Director may be related by blood or marriage to any member of the Board of Directors or other named management official.

Other Relationships: Employees who have familial or committed relationships to any other member of Family Resources' staff need to disclose the relationship. In each case, the administration will evaluate the jobs and responsibilities of the individuals and the requirements of the program to make a determination with regard to what, if any, action should be taken. The need for any adjustment may vary from program to program and position to position. The final determination will be with the President/CEO.

3-C. OTHER EMPLOYMENT AND PRIVATE PRACTICE

Employees are not prohibited from having employment outside the agency when the following conditions are met:

- 1) His or her employment does not violate the conflict of interest rules in Section A. As an example; a Family Resources employee should not be employed by a vendor of goods to the agency.
- 2) His or her other employer is not in competition with Family Resources.
- 3) His or her work does not interfere with fulfillment of Family Resources employment responsibilities.
- 4) His or her outside employment is fully disclosed to his or her supervisor.
- 5) No exceptions will be granted without the approval of the President/CEO.

Private practice is very similar to outside employment. The mission of Family Resources is to provide services to children and families. Funding those services is a constant endeavor. Providing those services for private financial benefit in a way which creates a conflict of interest with the agency is to be avoided. Some kinds of private work, however, may not create this kind of difficulty. In addition to the guidelines set out in relationship to conflict of interest and outside employment, the following considerations apply to private practice:

- 1) A personal arrangement to provide professional service outside of the employment relationship must be disclosed to and approved by the agency. Final determination is made by the President/CEO.
- 2) If such an arrangement is approved, it should not involve use of agency facilities and resources unless financial arrangements are made to compensate the agency.
- 3) Examples of private practice include, but are not limited, to: therapy and counseling services; consulting services; speaking engagements; and expert witness services. Any arrangement should be disclosed.

4. COMPENSATION

4-A. BASE COMPENSATION

Compensation for the President/CEO of Family Resources is established by the Board of Directors. Compensation for other corporate officers is established by the President/CEO with the approval of the Board of Directors. Base compensation for all other employees of Family Resources is determined in accordance with the following guidelines. Any exception to these procedures must be specifically approved by the President/CEO.

Job Categories: Each position at Family Resources is assigned to a designated job category on the basis of the skills and qualifications required for the position and market considerations relevant to compensation for similar positions outside the agency. These job categories and position assignments are reviewed annually by the administration of Family Resources and are subject to amendment as deemed appropriate.

Pay Range: Each job category is assigned a pay range which establishes a minimum and a maximum amount for the annual base compensation for any position within the category. Pay ranges will also be reviewed annually and subject to amendment as deemed appropriate.

Hiring Range: An amount will be established within each job category pay range which will be the maximum compensation which may be paid to any newly hired employee within that category. The spread between the minimum compensation for the position and this amount will constitute the “hiring range”.

Compensation of New Employees: Base compensation for all new employees will be individually set by Human Resources in consultation with the hiring supervisor within the “hiring range” for their position. Any differentiation from the minimum will be based on identified special qualifications and previous experience.

A listing current job categories, position assignments, pay and hiring ranges, may be obtained at any time from Human Resources.

4-B: PAY INCREASES:

Absent a change in position there are three ways in which an employee may receive an increase in base pay:

Annual Review/Merit: Individual compensation may be reviewed at any time and shall be reviewed at the beginning of each fiscal year. If such a review indicates that a merit increase is recommended, **and** if there is a current performance evaluation in the file, **and** if funds are available, the employee's supervisor may recommend that employee for a merit increase. If accepted, the employee's base compensation may be increased. Under no circumstances, however, may base compensation be increased to an amount greater than the established job category pay range for the position.

Milestone Increments: Within the discretion of the administration, sub categories may be established within any job category resulting in a defined pay increment based upon an identified milestone or event. This is to be distinguished from promotional opportunities requiring an application process. Any such milestone category is subject to review, amendment, or elimination at any time.

Reclassification or Pay Range Changes: It is entirely possible that any position may be reclassified or the pay range re determined, or that budget considerations require or permit an across the board change in compensation for all or selected job categories.

4-C: PROMOTIONS/TRANSFERS:

When a Family Resources employee moves from one position to another by transfer or promotion base compensation will be established by Human Resources in consultation with the hiring supervisor within the pay range for the new position without consideration for the pay range of the previous position. Tenure and Family Resources experience related to qualifications for the new position, however, may be taken into account in establishing a base pay beyond the "hiring range" available to an outside new hire.

4-D. SPECIAL COMPENSATION

There are some circumstances in which staff may receive compensation in addition to their regular salary or hourly wage. Some of those instances and applicable guidelines are as follows:

Bonus: As recommended by the supervisor and approved by administration, an employee may be paid a bonus, which is a one time payment of a pre-determined amount. A bonus is individually determined based on program, staff performance, fiscal considerations, extraordinary achievement, length of service or the like. Not all employees receive a bonus and there is no entitlement or expectation of a bonus. When a bonus is approved, it will be included in the paycheck for the pay period in which the documentation is processed. All bonuses are subject to regular withholding and wage deductions.

Second Position or Contracting: By agreement between the employee, supervisors, and the administration, an employee may do extra work in a program other than their principal assignment for extra pay. This work should not conflict with performing the responsibilities of his or her principal

assignment. The additional pay will be processed with the employee's regular paycheck. Such pay will be subject to withholding and other payroll deductions.

Special Pay: Occasionally there are circumstances that warrant additional pay, or a temporary increase. This kind of special pay is processed and paid in the same way as regular pay.

Incentive Pay: Programs may establish a system of incentives under which additional compensation may be earned. When this is done, the extra pay is processed in much the same way as "special pay" except that it is based on an automatic or repeating calculation for each month. The exact timing of the inclusion of incentive pay in an employee's paycheck will depend upon the particular system.

4-E: PAY SCHEME AND PAY DAY

Hourly: Hourly employees are paid a set amount for each hour worked during a pay period. Hourly employees are also paid overtime (1.5 times the regular rate) for hours worked in excess of forty hours in a work week. The work week is designated as beginning on Sunday and ending the following Saturday. The amount and entitlement to overtime pay for hourly employees is determined in accordance with Department of Labor regulations under the Fair Labor Standards Act. Employees entitled to overtime must obtain supervisory approval before working in excess of forty hours in any work week.

Salary: Salaried employees receive a set annual amount which is divided among the applicable pay periods. Some salaried employees are classified as 'exempt' and some are not. Those who are classified as 'non exempt' also receive overtime pay for any hours worked in excess of forty hours in the Sunday to Saturday work week. The amount and entitlement to overtime pay for non exempt salaried employees is determined in accordance with Department of Labor regulations under the Fair Labor Standards Act. Employees entitled to overtime must obtain supervisory approval before working in excess of forty hours in any work week.

Fee Basis: Fee basis employees are paid a set amount for the completion of an identified job or unit of production without regard to the amount of time required for the task. Fee basis employees entitled to benefits receive an amount for holiday, vacation and sick leave days based on the average daily productivity expectation for the position. Some fee basis employees are classified as 'non exempt' and are therefore paid overtime for any hours worked in excess of forty hours in the Sunday to Saturday work week. The amount and entitlement to overtime pay for non exempt fee basis employees is determined in accordance with Department of Labor regulations under the Fair Labor Standards Act. Employees entitled to overtime must obtain supervisory approval before working in excess of forty hours in any work week.

Pay Periods and Pay Days: Family Resources employees are paid two times per month on the 15th and the last day of the month. When the scheduled pay date falls on a holiday the pay date is moved to the last office work day before the scheduled date.

Direct Deposit: All staff are required to arrange for direct deposit of pay into a personal bank account of their choice.

Final Pay: When an employee terminates his or her employment with Family Resources, he or she will be paid for any full or partial pay periods on the regular payday for that period. Any additional payments, such as unused and earned, vacation, or expense reimbursement will be included in the final check. Direct

deposit will be available for the final check if all Family Resources issued property has been accounted for. If that is not the case, the final check will be held at the Human Resources office for pick up, sent to the supervisor, or mailed as the exit form indicates.

Errors: Each employee should review their earnings statement which will be available online each pay day. Any question concerning the amount or calculation of the check should be immediately discussed with the supervisor. Further assistance is available from the Human Resources Office or the Payroll Technician in the Finance Office.

4-D: MEDICAL BENEFITS

Full time employees become eligible to participate in family resources medical and health benefit plans upon the completion of six months of employment.

5. FULL TIME/PART TIME STATUS

Employees who are hired to regularly work 35 or more hours per week are classified as “Full Time” employees. Full time employees are eligible to participate in all Family Resources employee benefits. Non full time or “Part Time” employees are not eligible for employee benefits with the following exceptions:

- They may be able to participate in the Family Resources Employee Assistance Program.
- An employee who works 1000 hours in a twelve month period calculated from their anniversary date becomes eligible for the pension and thrift plan benefits.
- An employee who has been employed for twelve consecutive months and who has worked 1,250 hours during the previous twelve month period is eligible for the unpaid portion of the Family Leave benefit. See Section 7-B, Family Leave.

A full time employee who elects to change to part time status will lose eligibility for any benefit requiring full time status. Approval of a request for a voluntary change to part time status is discretionary and will be based on program requirements.

If the change to part time status is involuntary, the employee will be offered the opportunity to continue medical, dental, and vision benefits, if currently enrolled, under COBRA (Consolidated Omnibus Budget Reconciliation Act of 1985). To ease the transition, the affected employee will be offered a reduced COBRA rate for a period of time not to exceed one (1) month. The employee will be charged a reduced COBRA rate equal to the current employee rate in effect at the time of reduction from full time to part time status. Family Resources, Inc will continue to pay the employer share during the additional month.

A part time employee who temporarily works full time hours (more than 35 in a week) does not become full time for benefits purposes since they regularly work less than 35 hours. An example of this would be a part time Residential Counselor who works greater hours over the summer or during the Christmas holiday season.

6. HOURS, ASSIGNMENT, LEAVE, AND HOLIDAYS

The wide variety of programs and services offered by Family Resources precludes the development of a single set of work rules relating to attendance. The following guidelines describe the boundaries within which individual programs establish their procedures:

6-A. HOURS OF WORK AND PLACE OF ASSIGNMENT

The hours of work and place of assignment for each employee are determined at the discretion of their immediate supervisor based upon the nature of the position and requirements of the program. The amount of structure and sensitivity to time and place will vary according to program responsibilities. All employees however, are responsible to their supervisor for their whereabouts on workdays and are individually responsible to keep all professional commitments. Absence from scheduled work or assignment for a half day or more must be approved and allowed under the applicable leave policy.

6-B. PAID LEAVE, PERSONAL DAYS, EFFECTIVE DATE, AND TRANSITION.

Commencing October 25, 2015, Family Resources will implement the following paid leave policy, subject only to the transition rules contained therein:

6-C. PAID LEAVE:

Full-time employees shall accrue paid leave at an individually established rate per month of paid employment. This rate shall be determined on the employees' education and experience, generally based on the following guidelines:

- Less than 5 years experience 8hrs./mo 12 days/yr.
- 5 + years experience or BA and 1 year 10hrs./mo 15 days/yr.
- 7+ Years of experience or BA + 3 years or MA/MSW 12 hrs./mo 18 days/yr.
- 9+ years of experience or BA + 5 years or MA/MSW + 2 years 14 hrs./mo 21 days/yr.
- 11+ years of experience or BA + 7 years or MA/MSW + 5 years 16 hrs./mo 24 days/yr.

Unpaid practicum internship or volunteer work does not count toward the experience requirement. Part time related experience is counted at 1/2 the length of the experience requirement.

Accrual shall be pro-rated for those months that the employee is not on paid status for the entire month.

Paid leave is accrued but not granted during the orientation period.
Part-time employees are not eligible for paid leave accrual.

After the initial rate is set, full-time employees will receive an accrual rate increase of two (2) hours per month every two (2) years. This increase will be effective on the anniversary month. The maximum monthly accrual rate is 16 hours per month at the first of each month.

There is a maximum accumulation of 320 hours of paid leave by the employee. Employees will be paid half (50%) of their remaining balance of paid leave hours accrued at the time they terminate employment in good standing provided, however, they must have given 30 days notice in writing of the termination. Employees who terminate without required notice or leave the agency not in good standing will not receive the financial paid leave reimbursement. Good standing is determined by being free of discipline, including involuntary termination for cause, for a minimum of six (6) months, and having returned and accounted for all agency issued property. Employees terminating prior to six months employment will not receive any payout.

6-D. TRANSITION

Family Resources employees with accrued but unused paid time earned under the previous policy concerning sick leave and vacation will have their balances combined effective October 25, 2015, and the combined balances applied toward the allowed accumulation of 320 hours provided in Section 6-C. Any employee with an existing combined accrual in excess of 320 hours will retain those hours as an exception to the policy to be used as appropriate in accordance with these procedures. Any pay out on termination, however, to which the employee is otherwise entitled shall be capped at 50% of 320 hours and any hours in excess of 320 as a result of this exception must be used prior to January 1, 2019.

6-E. HOLIDAYS

Family Resources observes seven paid holidays: New Year's Day, Martin Luther King Jr. Day, Memorial Day, Independence Day, Labor Day, Thanksgiving Day, and Christmas Day. When the holiday falls on a weekend day, the holiday may be observed on either the weekday prior to or immediately after the holiday, as determined by the administration. On those holidays, the public offices of Family Resources will be closed and only essential staff will be required to work. See 6-J Weather Emergency, for a definition of essential personnel. See Section 4-D for provisions relating to Holiday Pay. The paid holiday benefit is only available to full time employees. Non exempt full time staff (eligible for overtime) who are required to work on a holiday will receive 8 hours of holiday pay in addition to pay for the time actually worked. The holiday pay, however, will not count toward overtime.

6-F. PERSONAL TIME

In addition to the paid leave described in section 6-C, full time employees will receive twenty four (24) hours or 3 days of personal time per calendar year. Personal time will be pro-rated for employees hired during the second and third trimester of the calendar year. Personal time must be used during the calendar year granted; personal time not used by December 31st is forfeited.

6-G. PAID LEAVE/PERSONAL TIME APPROVAL PROCESS

All paid leave (including personal days) must be requested and approved by the immediate supervisor. It is advisable to schedule planned paid leave at least one (1) month in advance to insure approval and facilitate planning. Exceptions to this time frame may be granted by the appropriate supervisor in the exercise of discretion, taking into consideration the circumstances prompting the untimely request and the ability to find replacement staff to complete essential functions. *Any employee meeting the definition of essential staff requesting immediate leave due to unanticipated circumstances must follow the protocols for making the request as established by their individual program.* When appropriate the employee may

be required to document the basis for the immediate leave. Paid leave may only be received to the extent of the employee's earned accrual. Employee's may not 'borrow' leave against future employment.

6-H. UNPAID LEAVE

Unpaid leave of five days or less may be granted by the immediate supervisor of the requesting employee. Unpaid leave of more than five days requires approval from the Program Officer/Director and the Human Resources Department. Unpaid leaves of absence will be granted only if the person's absence will not be a detriment to the program or services of. Generally, if a position can remain unfilled or can be filled with a temporary or part-time employee, a leave of absence may be granted. Persons taking leaves of absence for other than a family emergency or illness are expected to have all their work up-to-date before leaving and are subject to recall at any such time that their work is found not to have been left satisfactorily. Persons on non-paid leaves of absence will not accumulate paid leave benefits after two weeks, but will be returned to employment with the same seniority as when they left their position. Persons who do not return at the end of a leave will be considered to have terminated their employment and, if rehired, will be considered a new employee. Health insurance coverage may continue through during the period of unpaid leave if arrangements are made for the employee to pay the premiums. Family Resources will not continue the payment of an individual's health insurance premium while the individual is on an unpaid leave of absence that extends beyond 30 days.

6-I. JURY DUTY

An employee who is called to and who reports for jury duty in any State or Federal Court or Grand Jury and who therefore loses time from work will receive, for each day of duty performed, the difference between the employee's normal straight time earnings for the day and the jury fee (excluding mileage and expenses). The employee must provide a written documentation from the appropriate public of the dates and times of service as well as the amounts of pay received prior to the completion of the pay period in which service ends. The employee will receive regular straight time pay, but must turn the pay for the jury duty over to the agency. If there is a delay in the reimbursement for jury duty, the employee will advise the Human Resource Department of the anticipated date of receipt. The employee receives payment for all time in that period, and releases the Court reimbursement check when it is received.

Notice of the summons for jury duty must be provided to the appropriate supervisor immediately upon receipt

6-J. UNIFORMED SERVICE LEAVE

To qualify for uniformed service leave, an employee must meet all of the following criteria:

- ✓ Be a current employee, either full time or part time
- ✓ Give notice that he/she is leaving the job for uniformed service, unless doing so is precluded by military necessity or is otherwise impossible
- ✓ Uniformed service must not exceed five (5) years
- ✓ Be released from service under honorable conditions
- ✓ Report back in a timely manner or have submitted timely application for reemployment

The following table outlines the assessed action or benefit, detailing the impact of the uniformed service leave.

Action/Benefit	Policy – Short Term (30 days or less)	Policy – Long Term (31+ days)
Employment Status	Current Active Employee	Current Employee on Uniformed Service Leave
Length of Service	Begins at hire date	Begins at original hire date, continuous until return
Pay	Must take either paid leave or unpaid leave based on availability & their choice	Ends with last day worked unless the employee chooses to take available paid leave; reinstated at rate when left + eligible increases
Paid Leave/Personal Time Availability	Take paid/unpaid leave as available; employee choice	Can take paid leave & personal time at beginning of leave as available; employee choice
Paid Leave/Personal Time Accrual	Continues to accrue while on paid or unpaid leave of duration 30 days or less	Accrual stops at month entering active duty or extended involuntary drills; resumes at same rate + eligible increases month of return
Holiday Time	Does not apply if leave extends over the holiday date	Does not apply if leave extends over the holiday date
Health/Dental Benefit Coverage	Maintains coverage per regular circumstances	Must be given the option for a COBRA-like coverage extending up to 18 months at their cost (no administration fee)
Life Insurance (Base)	Continues as per normal	Continues as per normal if employee arranges payment
Life Insurance (Buy-up)	Continues as per normal	Continues as per normal as long as premium payment is received by Four Oaks at the beginning of a month
Long Term Disability Coverage	Continues as per normal	Continues as per normal if employee arranges payment
Flex Spending	Continues as per normal	Continues per usual if employee payment
AFLAC Coverage	Continues as per normal payroll withdrawal	Continues per usual if employee payment
Retirement 401(k) Agency Contribution	Continues as per normal if worked 1000+ hours that contribution year	Continues as per normal if worked 1000+ per contribution year
Retirement 401(k) Eligibility & Vesting	Based on original hire date/no break uniformed service	Based on original hire date with no break for uniformed service
Retirement 401(k) Employee Contributions	As per normal as long as a paycheck is received to make deduction or employee makes direct payment	Contributions end with last paycheck; upon reemployment, has 3 times the length of their uniformed service to make payments into the plan

Reemployment	No break in employment timeline for short term service	Upon application for reemployment, reinstated with privileges & status earned by length of service
Application for Reinstatement Timeline	Must report back to work at beginning of next regularly scheduled shift	Service of 31 to 180 days, application for reinstatement received within 14 calendar days after completion of uniformed service Service of 181+ days, application for reinstatement must be submitted no later than 90 calendar days after completion of uniformed service
Injury or Disability Incurred During Uniformed Service -- Impact on Reinstatement	If injured or disabled, reinstatement deadline extended for up to 2 years	If injured or disabled, the reinstatement deadline may be extended for up to 2 years
Injury or Disability Incurred During Uniformed Service	Must make reasonable accommodation	Must make reasonable accommodation

6-K. FAMILY MEDICAL LEAVE

Employees who have been employed for at least twelve months and worked at least 1250 hours in that year are entitled to twelve weeks of leave per year under the family and Medical Leave Act of 1993. FMLA may be requested due to the birth or placement of a child with you for adoption or foster care, during your own serious health condition that makes you unable to perform the essential duties of your job, or during the serious health condition of an immediate family member that requires your care. Immediate family member is defined as spouse, child, or parent.

FMLA also covers any “qualifying exigency” arising out of the fact that an employee’s immediate family member is on active duty or has been called to active duty in the Regular Armed Forces, the National Guard, or Reserves in support of a contingency operation. The immediate family members who qualify are your spouse, child, or parent. An eligible Employee is entitled to a total of 26 weeks of unpaid leave during a single 12-month period to care for a covered family member, regardless of whether the employee has taken leave for another FMLA qualifying reason in the past twelve months.

Eligible employees are also entitled to a “parental care leave” to care for a military member’s parent, which in many cases will be an in-law, who is incapable of self-care when the care is necessitated by the member’s covered active duty. Further, the employee can take up to 15 days of qualifying exigency leave to spend time with a military member on Rest & Recuperation.

Employees are to notify their manager/Human Resources verbally or in writing that they are requesting a leave of absence. If the leave is believed to be one that qualifies for FMLA, the appropriate packet of paperwork will be forwarded to the employee for completion.

An employee has a right under the FMLA for up to twelve weeks of leave with job protection in a twelve-month period during a qualifying event. This is a “rolling” twelve month period, which means that we take the last date of FMLA leave used and counts forward twelve months to determine if unused leave is available.

Job protection provided to employees under the FMLA requires reinstatement into the same job upon return to work, or a job with substantially similar pay, duties, status, hours, and working conditions.

Military Caregiver Leave

Qualifying family members are entitled to 26 work weeks of FMLA leave in a single 12-month period to care for a covered service member with a serious injury or illness incurred in the line of duty on active duty for which the service member is undergoing medical treatment, recuperation, or therapy.

Covered service members include veterans, provided they were a member of the Armed Forces at any time during the five-year period preceding the date of the medical treatment, recuperation, or therapy. Determination of the five-year period for covered veteran status does not include period between their effective date and the enactment on October 28, 2009.

This policy requires employees to use accrued Paid Leave while on FMLA, beginning with the start of the leave until that leave is exhausted. Once an employee’s paychecks stop while on leave, the employee is required to pay his/her usual premiums for health insurance.

DEFINITIONS:

Serious Health Condition means an illness, injury, impairment or physical or mental condition that involves either inpatient care or continuing treatment by a health care provider.

Continuing Treatment means a chronic or long-term health condition that is incurable or so serious that, if not treated, would likely result in a period of incapacity of more than three calendar days.

Intermittent or Reduced Schedule Leave refers to a chronic or long-term health condition that reduces the individual’s ability to consistently perform the work assigned. Every employee is obligated to make a reasonable effort to schedule medical treatment as not to unduly interrupt Family Resources operations.

Returning to work following FMLA Leave requires medical confirmation of the ability to return to work and any limitations on that return. If returning the employee is salaried, and returning the employee to his/her former position or to an equivalent position would result in substantial or grievous economic injury to Four Oaks, the employee on leave may be denied reinstatement.

6-L. WEATHER EMERGENCY

Many of the services provided by Family Resources must be available regardless of conditions. Because of this need, it is expected that during periods of severe weather, staff will make every reasonable effort to report for work, including the use of public transportation. There may be occasions, however, when the weather is sufficiently severe that reporting to a site for work is impossible or when non essential personnel should be excused. Under those circumstances the following procedures shall apply:

- A weather emergency may be declared for any site by the senior official responsible for program operations at that location. This declaration will only be made after consultation with the President/CEO or their designee.
- After declaration of a weather emergency, non essential personnel may, if they wish, be excused from work at the site.
- Essential personnel is defined as any staff needed to provide a required service. Required service is defined as follows:
 - ❑ Necessary maintenance and facilities operation.
 - ❑ Staffing at the required level of all 24 hour residential programs and shelters.
 - ❑ Maintaining and staffing all crisis lines.
 - ❑ Providing previously scheduled service to any client who cannot be contacted to cancel or feels the need or desire to have the service notwithstanding the weather.
 - ❑ Providing all required emergency responses which are part of the individual program. Such responses will be defined at the program level but would include such things as sexual assault or domestic violence crises, court ordered emergency removal or placement of children, and the like.
 - ❑ Any individual needed to assure the availability of the agency to respond to any of the needs above identified. Such individuals need not be physically present at the site, if their function may be performed from another location.
- Each program shall have in place a communication and emergency transportation plan which will assure the provision of the essential services defined above. This plan will address the following issues:
 - ❑ The maintenance of uninterrupted communication between clients and the agency.
 - ❑ The provision of safe transportation assistance in circumstances where it is unsafe for essential personnel providing a required service involving transportation to do so in their personal vehicle.
 - ❑ A ready command or triaging system to assist in the determination of what is and what is not a required service.
 - ❑ Coordination between programs operating at the same site.

After approval by the President/CEO, the plan will be posted at each site, be included in the program manual, and will be kept on file in the corporate office.

Special considerations are involved with staff assigned to 24 hour residential facilities:

- If weather conditions do not allow replacement staff to report on schedule, the staff completing their work period may be required to remain on duty.
- Such staff required to remain on duty beyond their normal shift will be allowed, to the extent reasonable and possible to have sufficient rest or sleep periods.

Employees who miss work because of a weather emergency will be expected to make arrangements to complete missed assignments. Hourly employees will not be paid for time missed but may use earned paid leave or personal time. Salaried employees who do no work during the course of the regularly scheduled work day will also be expected to use paid leave or personal time.

7. THE FIRST SIX MONTHS

The first six months in the job is a special time for employees and the organization as the education and orientation process takes place. New employees and promoted or transferred employees will receive an evaluation at the end of this period of special status. The results of the evaluation will determine whether the special status period may be ended or extended. At any time that it is determined by the agency that the employee is unable to perform in the position in accordance with legitimate supervisory expectations, the employment relationship may be ended. In the case of a promoted employee in their period of special status, the option of returning to their previous position will be offered, if that can be done without displacing other staff. The following additional guidelines are provided with regard to special status:

- 1) In his or her first six months of special status, a new employee may not use earned vacation, and will receive no pay out of unused vacation if employment ends during that period.
- 2) Family Resources may place an employee on a new period of special status on the basis of performance issues reviewed with the employee. At the end of the special status, an evaluation will be done with regard to the identified issues. During this period, the employee will be given periodic, individual supervision time to review his or her progress.

8. EVALUATIONS

Following the special status evaluation, an employee is provided periodic written performance evaluations on the first and each employment anniversary date. These evaluations become part of the personnel file for each employee. General guidelines for this process are as follows:

- 1) An employee's evaluation is completed by his or her supervisor. In the case of the President/CEO, it is done at the direction of the Board.
- 2) Each employee is provided an opportunity to complete a self evaluation and to review and discuss the completed evaluation with his or her supervisor.
- 3) The original evaluation is signed by the supervisor and the employee; the employee is provided a copy for their own records.

- 4) An employee has the right to make a written response to be placed with the evaluation in his or her personnel file.
- 5) When there has been a change in supervisors since the employee's last evaluation, a reasonable attempt is made to receive information from all supervisors to formulate a current evaluation.

9. CONDUCT, PERFORMANCE AND DISCIPLINE

The community places its trust in Family Resources to provide services necessary for the well being of children and families. The staff of Family Resources is proud to accept that trust and demonstrate that it is well placed by observing the highest degree of professionalism in client care and staff conduct. The guidelines, which follow provide assistance in understanding the way in which we work to keep that goal:

9-A. PUBLIC CONDUCT

Conduct by an employee, whether during regular work hours or not, which is relevant to their ability to perform the functions of their job, or which may reflect upon the agency, is subject to review. The following guidelines are applicable to public conduct:

- 1) No statement of position on a public issue may be made on behalf of Family Resources, Inc. without approval of the President/CEO.
- 2) Steps should be taken to clearly identify a statement of private opinion as not being that of the agency.
- 3) Each employee is responsible for assuring that any statement made to the public or the press is issued within the guidelines of their program.
- 4) Rudeness or lack of responsiveness to any member of the public will not be tolerated.
- 5) Private conduct which indicates an impairment of an employee's ability to perform the essential functions of their job or which may affect the employee or the agency's professional standing will be subject to review.
- 6) Any situation which results in an employee being arrested or charged with a crime or being the subject of a professional or ethical complaint must be immediately reported to the employee's supervisor. An investigation will then be conducted into the allegations for the purpose of determining whether or not it is appropriate or safe for the employee to continue work while the allegations are pending. The employee will be asked to provide copies of all documents relating to the charge or incident in question. In the case of documents not in the employee's possession, such as police or other investigatory reports, the employee will be requested to execute such releases as are necessary to provide access to those materials. An employee who declines to assist in the investigation in the manner described will be placed on leave pending the outcome of the proceedings and is subject to termination. Earned vacation time may be applied to this leave at the option of the employee. Documents obtained through this process will be maintained in a confidential file in the Human Resources Office and will not be made a part of the employee's permanent personnel file unless the employee so requests.

9-B USE OR MIS USE OF 'CYBER MEDIA'

We live in an age increasingly dominated by electronic media. We have computers, cell phones, blackberries, digital images, blogs, twitters, face books, and so forth by which we are in constant communication with the world and with each other. There is a misleading tendency to think that this 'brave new world' is somehow different than the physical world we live and work in. Plain and simple, it is not. All of the same rules which apply to our conduct outside of the cyber world apply to our conduct inside of it. The guidelines which follow are provided for the purpose of clarification but they are not exclusive. Any situation which would result in employment or disciplinary action under any Family Resources policy or procedure is subject to the same action whether done in the physical or cyber world whether described in this section or not.

1. **Use of Agency Equipment or e-mail:** Computers, cell phones, cameras or any other equipment or communication device issued to an employee is for agency and not personal use. The same is true of agency e mail addresses and the agency e mail server and program. The same rules apply to their use as apply to more traditional methods of communication such as the land line telephone and regular mail. Refer to **Section 17 for further detail.**
2. **Breach of Information and/or Network Security:** Family Resources has established rules and practices designed to keep our electronic records, network and communications protected against unauthorized access or distribution. In addition, each employee provided access to those instruments and processes has signed a user agreement with regard to their use and participation. Any breach of those procedures and/or the user agreement will result in employment action commensurate with the nature of the breach. Refer to **Section 17 and the user agreement for further detail.**
3. **Conduct Not Involving Agency Assets:** Regardless of whether an agency device is used, electronic conduct compromising the agency or an employee's professional standing may lead to employment or disciplinary action. For example:
 - ✓ **Digital Images:** Making or transmitting a digital image which compromises client privacy and confidentiality is no different than taking or distributing a traditional film or video image.
 - ✓ **Public Statements:** Public statements made by e mail (or blogged, or twittered) are treated (and restricted) in the same way as public statements made in any other way.
 - ✓ **Social Sites:** Conduct displayed in or described in social networking sites such as Face Book or My Space can be public conduct which contains the potential to reflect on an employee's ability to perform their job or the standing of the agency. Any employee of Family Resources who participates in such a social networking activity must be warned to do so only under circumstances where their privacy may be protected and public access to the contents is appropriately limited.
 - ✓ **Boundaries:** The same professional boundaries which apply to our relationship with our clients applies to any activity, networking, or communication through electronic means. If an employee provides a client an e mail address for the purpose of facilitating the helping relationship, any and all communication must be limited to that which would be otherwise permissible. Under no circumstances should this communication be carried into a 'social relationship' or carried on through private e mail.

9-C. SUPERVISION

Most issues involving performance and conduct may be dealt with as part of the mentoring relationship between staff and their immediate supervisor. In that context:

- 1) Every employee is provided periodic, individualized supervision by the person to whom they report. The exact timing and context of the supervision may vary from program to program.
- 2) In addition to direction for accomplishing specific tasks, supervision involves providing guidance and assistance for professional development.
- 3) While professional discussion of issues between staff and supervisors is to be encouraged, there are occasions where considerations of time and place prevent it. The determination of the proper time for discussion is always with the supervisor.
- 4) A staff member who is dissatisfied with a supervisor's determination of an employment or client service issue may utilize the grievance procedure, but needs to meet performance expectations in the meanwhile.

9-D. DISCIPLINE

On those occasions when it is the judgment of the supervisor that an issue of conduct or performance is significant, a disciplinary process may be involved. The nature and extent of the discipline is a discretionary matter handled within the following general rules:

- 1) All discipline is documented in a way that clearly describes the conduct which raised the concern, the date it occurred, the consequence imposed, the future expectations of the staff member, and the date and manner of the communication of discipline to the employee.
- 2) The employee is provided a reasonable opportunity to provide a documented response, outside the grievance procedure, to be kept with the record of documentation in his or her personnel file.
- 3) While there is no set or formal progression, or expectation with regard to the nature and extent of discipline for any particular matter, the following examples and limitations are illustrative:
 - (a) Warnings or letters of reprimand or concern: These are documents that describe the behavior, advise the employee of its impropriety and potential consequences, and are placed in the employee's personnel file. The terminology of "verbal warning" may be occasionally used, but is nonetheless documented in writing.
 - (b) Probation or return to special status: Under these circumstances, an employee is specifically advised that any incident of a particular kind during a set period will result in dismissal.
 - (c) Suspension: A salaried employee may be suspended from work without pay for a determined period as the result of a serious safety violation. Hourly employees may be

suspended for any reason deemed appropriate. Suspensions are reviewed with the Human Resources Department.

- (d) Administrative Leave: An employee may be placed on administrative leave, with or without pay, as is determined necessary to complete an investigation. Administrative leaves are reviewed with the Human Resources Department.
- (e) Discharge: The employee is dismissed from the service of Family Resources. A discharge decision will take into consideration the nature and degree of the conduct, and the level and persistence of performance issues. A decision for discharge can be made at any time regardless of whether other, lessor or intermediate sanctions have been applied.
- (f) Discharges are reviewed for approval by the President/CEO or designee.

9-E. CONDUCT IMPACTING AGENCY INTEGRITY

The diversity of services provided by Family Resources requires that each program develop standards with regard to routine matters such as attendance, dress and the like. Other, more serious, issues have agency wide application. Infractions in any of those areas will lead to immediate dismissal except in the most singular circumstances. Those matters include:

- 1) Any infraction, behavior, or conduct which places a client at risk, or raises a reasonable concern about the reliability of staff with regard to client risk, whether the conduct or behavior raising the concern occurred in connection with work or not.
- 2) Knowingly making a false statement or record, or failing to disclose a material matter in connection with any of the affairs of the agency.
- 3) Violation or infringement of the rights of any client, including the client's right to confidentiality.
- 4) Conduct in violation of the policies and procedures relating to discrimination and harassment.
- 5) Conflict of interest or other serious ethical violation.
- 6) Conduct which intentionally or recklessly misrepresents to the public a position of Family Resources as an organization on any issue.
- 7) Theft or dishonesty of any kind, or misuse or conversion of agency property, computers, data or communications systems in violation of agency policy.
- 8) A matter which violates a regulatory, accreditation, or licensing requirement.
- 9) A matter which, in the judgment of the President/CEO, demonstrates a willful or reckless disregard for the mission of Family Resources.

In addition to those matters there are certain situations that are so serious that there may be no circumstances under which the behavior may be satisfactorily explained. Thus any instance of intentional

physical harm to or sexual contact with a client will result in immediate, preemptory, dismissal from employment with no exceptions and a full reporting of the facts and circumstances to the appropriate authorities.

9-F. DRUG FREE WORKPLACE

Fulfillment of the mission and purpose of Family Resources, Inc. requires full compliance with federal and state Drug Free Workplace statutes. Accordingly:

- 1) Unlawful manufacture, distribution, dispensation, possession, or use of a controlled substance while on agency property, during work hours or while conducting agency business outside the workplace will not be tolerated. Violation of this prohibition will result in immediate disciplinary action, up to and including discharge. Other provisions of the procedure concerning employee discipline may also apply.
- 2) Confidential counseling concerning substance abuse may be provided to any employee under the Employee Assistance Program of Family Resources.
- 3) Any employee who is convicted of any violation of any a statute must immediately notify their supervisor. Such conviction and/or failure to notify may result in discipline.
- 4) Any conviction by any employee will be reported to public funding agencies if required under the terms of funding.
- 5) Family Resources, Inc., provides continuing drug free awareness programming to assure that employees are aware of the dangers of drug abuse, the contents of the agency drug free workplace policies and procedures, the availability of counseling through the Employee Assistance Program, and the discipline which may be imposed as a consequence of involvement with illegal drugs.

10. GRIEVANCE PROCEDURE

An employee may express concern through a grievance that relates to any term or condition of work or employment, including issues involving the services being provided to a client.

10-A. SPECIAL TREATMENT, CLAIM OF DISCRIMINATION

An employee who is concerned about a possible violation of Family Resources' policy against discrimination may elect to voice the concern as provided in that policy or through this procedure. Regardless of the manner in which the concern is made known, supervisory personnel receiving any such communication of concern will respond as required by the policy concerning discrimination. If the matter is brought to their attention in the form of a grievance under this policy, this procedure will also continue independent of the investigation required by the policy concerning discrimination.

10-B. ROLE OF HUMAN RESOURCES

The role of the Human Resources Department will be to facilitate the grievance procedure. Copies of all documents will be filed with human resources and the date of receipt in that office will resolve any disagreement concerning timeliness. Forms for the processing of a grievance or request for mediation will also be made available upon request. In the event of a request for mediation, the Human Resources Department will assist the parties in obtaining the services of a mediator upon whom the parties agree.

10-C. GRIEVANCE PROCESS

1. STARTING A GRIEVANCE: A grievance should be brought to the attention of the immediate supervisor within ten days of the incident. If the grievance is not resolved by discussion and verbal clarification, a written grievance must be made and delivered to the supervisor, with a copy to the human resources office within ten days of the verbal discussion.

2. RESPONSE: The supervisor will respond in writing to the employee, with a copy to the human resources office. The written response will address the issues raised and, if appropriate, state the view of the facts upon which the decision is based. This response is due within ten days of receipt of the initial grievance.

3. APPEAL: The employee may appeal the written decision to the next level of supervision. This appeal must be in writing, make reference to the grievance and decision appealed, and briefly state the reasons for disagreement with the decision. The original complaint may be referred to and need not be restated. New issues should not be raised in the appeal. (Additional issues would be the subject of another grievance.) The document must be delivered to the next level official with a copy to the human resources office within ten days of the decision.

4. RESPONSE TO APPEAL: The official receiving the appeal will meet with the grieving employee and supervisor and conduct such other investigation as may be necessary. The grieving employee will have the right to request a private meeting scheduled during regular work hours. Thereafter, the official will file a written response to the grievance. This response is due within ten days of the appeal and the document must be delivered to the employee and the Human Resources Department.

5. FURTHER APPEAL: If the matter is not resolved by this response, the employee may continue to appeal, in like manner, with like time frames, through the chain of command to the President/CEO. At subsequent levels, however, the official receiving the appeal may, after consideration of the documents, respond in writing without a personal meeting.

10-D. MEDIATION

At any time during the course of a grievance proceeding, either party may request that the other engage in mediation. This request shall be in writing to human resources office. If both parties agree, the proceedings will be immediately suspended and the matter referred for third party mediation. Successful mediation will terminate the grievance. If mediation is unsuccessful, the matter will be resumed at the point where mediation was agreed to.

11. DISCRIMINATION IN THE WORKPLACE

11-A. PURPOSE

It is the policy of Family Resources, Inc., that all employees are responsible for assuring that the working environment is free from any type of discrimination based upon race, color, religion, creed, sex, gender identity or sexual orientation, gender identity, national origin or ancestry, age, mental or physical disability, marital status and familial status. (See Policy of Non Discrimination.) Not only should employees avoid any action or conduct which could be viewed as discriminatory, but they should as well strive to observe the following goals:

- 1) Promote courteous, mutually respectful, non-offensive interactions in the work place. Each individual has a different comfort level that should be recognized and respected.
- 2) Support the concept of a discrimination free workplace by taking action to end discriminatory behavior.
- 3) To directly confront behavior that they may observe between employees which is discriminatory or harassing.
- 4) Encourage employees to speak up if they feel they are a victim of discrimination, or of harassment, including sexual harassment, either by going to their supervisor or to any resource within the agency with whom they feel comfortable.

11-B. PROCEDURE RELATING TO DISCRIMINATORY CONDUCT

- 1) When an employee feels he/she is being discriminated against or is the victim of harassment or sexual harassment and has attempted to address the discriminatory behavior or believes he/she is not able to do so, the employee should promptly bring the complaint to their immediate supervisor. If the employee feels uncomfortable bringing the complaint to the immediate supervisor, the employee may contact any other supervisory employee or officer of the agency with whom they feel comfortable and is encouraged to do so. An employee who becomes aware of, but is not the subject of such behavior is likewise encouraged to take such action.
- 2) The resource who is contacted will review the agency policy on discrimination with the concerned employee and obtain information about what has occurred and what the immediate concerns of the employee may be. If there is a need for immediate action within the jurisdiction of the supervisory employee receiving the information, such action will be taken without delay. Under any circumstance, the supervisory employee receiving the information must at once report the circumstance to an appropriate authority, such as a program director, vice president, or president, together with a description of any action taken, or recommendation for further investigation or future action.
- 3) The investigation of any complaint will be handled in as confidential a manner as possible to protect the privacy of the person making the complaint and the person accused of wrongful conduct. If an in depth investigation is required to determine the circumstances, the case will be referred to the appropriate authority for a complete investigation in accordance with Family Resources Incident Assessment Procedures.
- 4) After the investigation is sufficiently complete to determine the facts, Family Resources, Inc. will take appropriate action, including discipline, when justified, to remedy all violations of the agency's policy on discrimination and harassment. The disciplinary measures taken will depend upon the specific facts

determined during the investigation. While any disciplinary measure described in these procedures may be available, there may be certain instances of such conduct which lead to immediate termination with no prior warning. Likewise, it may be determined that non-punitive action, such as requiring completion of additional training or a change of assignment may be an appropriate response.

- 5) Family Resources, Inc. will not tolerate any retaliatory behavior against the person who brought the complaint or against any person who assists the person in the bringing of the complaint. Any such instance of retaliation will itself be a violation of this Article and be subject to these procedures and to discipline, including immediate dismissal.
- 6) Any supervisory employee of Family Resources, Inc., who learns, by any means whatever, of a discriminatory or harassment situation, must report that situation to the appropriate authority within the agency. Any agency supervisor who fails to act on this policy will be subject to disciplinary action.
- 7) All agency personnel involved in this process shall respect the expressed desire of an employee such that his or her identity be kept in confidence so far as it is done in a manner which protects the greater interest of all employees in a work environment which is free from discrimination or harassment.

11-C. GUIDELINES

To help insure that all understand what constitutes discrimination or harassment, the following guidelines are offered:

In general, any conduct, whether official conduct by an employer or conduct by co-employees in the work environment that results in an employee being treated differently than others on the basis of any of the classifications described in these provisions, unless that different treatment is based upon a bona fide occupational qualification or essential function of a job, may be construed as discriminatory conduct. While the Family Resources, Inc., policy on discrimination is an outgrowth of its philosophy and mission statement; it is also shaped by laws which prohibit discriminatory practices in employment. Those laws, Federal and State, include Title VII of the Civil Rights Act of 1964, The Age Discrimination in Employment Act (ADEA), The Americans With Disabilities Act (ADA), the Equal Pay Act (EPA), the Iowa Civil Rights Act, the Illinois Civil Rights Act, and various local civil rights ordinances. While those laws are varied and designed to protect individual protected groups, they tend to identify the following general forms of discrimination:

HARASSMENT: Harassment of an individual on the basis of race, sex, national origin, religion, age or disability is a discriminatory practice under law. This policy also covers harassment on the basis of sexual orientation. Although much attention has been given in recent years to sexual harassment discrimination, it is important to stress that many of the same principles apply to other types of harassment, and that employers must be equally vigilant in preventing such harassment.

The types of behavior that create a "hostile working environment" generally will constitute discriminatory harassment if directed at persons because of their race, national origin, religion, age or disability or because of sexual orientation. In addition, while sexual harassment involves sexual conduct, there also may be gender harassment on the basis of sex where no sexual conduct is involved. Hostile work environment harassment includes unwelcome comments or conduct unreasonably interfering with an individual's work performance or creating an intimidating, hostile, or offensive work environment. The harasser can be the victim's supervisor, co-worker or a non-employee. For the guidance of employees,

examples of the kinds of conduct that may constitute harassment follow. It should be remembered that examples given are only that, and conduct not specifically described may still be harassment.

HARASSMENT BASED ON AGE, NATIONAL ORIGIN, RACE, DISABILITY, RELIGION, AND SEXUAL PREFERENCE

Some examples of non sexual harassment may include but would not necessarily be limited to the following:

- The use of derogatory names.
- Telling of derogatory jokes or stories.
- Writing or handing out materials of a derogatory nature.
- Derogatory comments.
- Gender based statements.

SEXUAL HARASSMENT: The Equal Employment Commission identifies two kinds of sexual harassment. One is easy to spot: "quid pro quo" harassment, where sexual favors are sought in exchange for tangible job benefits such as hiring, promotion, training, or job retention. This type of harassment is both illegal and grounds for immediate dismissal.

The "hostile work environment" is a less obvious, but a more common form of sexual harassment that also provides grounds for legal action and dismissal. In a hostile work environment, employees are subjected to verbal harassment, physical contact or graphic displays of sexually oriented material. A hostile work environment can be created by any employee or non-employee.

A man as well as a woman may be the victim of sexual harassment; a woman as well as a man may be the harasser. The victim may be of the same gender as the harasser.

The following are some of the types of verbal conduct that judges, juries, employers, and others have labeled sexual harassment:

- Referring to an adult as a girl, hunk, doll, babe, honey, etc.
- Whistling at someone, making cat calls.
- Making sexual comments or innuendoes, such as about a person's body.
- Turning work discussions to sexual topics.
- Telling sexual jokes or stories.
- Asking personal questions about social or sexual life.
- Repeatedly asking out a person who is not interested.
- Making kissing sounds, howling and/or smacking lips.

Harassment can be non-verbal too. Here are examples of some unspoken but potentially offensive behaviors:

- Looking a person up and down.
- Staring at someone.
- Blocking a person's path; hindering a person's movement.
- Displaying sexually suggestive visuals.
- Following a person.

- Winking, throwing kisses.
- Sending unwanted letters, gifts, or material of a sexual nature.
- "Hanging around" a person.
- Invading a person's "space"--standing closer than appropriate for the work being done, or placing oneself at closer distances to people of one gender than to those of the opposite sex.

Physical harassment ranges from subtle to blatant. Examples of physical harassment include any touching of another person in a manner regarded by that person to be inappropriate. Specific examples include:

- Giving a massage around the neck or shoulders.
- Touching a person's clothing, hair, or body.
- Touching oneself sexually around another person.
- Brushing up against a person.
- Tearing or pulling clothing.

It's important to know that all of the above forms of verbal, non-verbal, and physical conduct have been found to meet the legal definition of sexual harassment. It's also important to apply common sense. If something a person does or says causes another to become embarrassed or uncomfortable, that is probably a good sign the situation is verging on, or involving, inappropriate behavior. If you have questions or concerns regarding your behavior or someone else's, please discuss it with your supervisor, or any other resource within the agency with whom you feel comfortable, including the Diversity Coordinator, Human Resources Specialist, and the Employee Assistance Division.

DISPARATE TREATMENT: Disparate treatment is classic discrimination. It is employer conduct in the form of policies, rules, or directions which treats a protected group differently from others without justification based upon a bona fide occupational qualification or essential function of the job. Disparate Treatment involves a discriminatory motive or intent, although the intent may be innocent, rather than evil. Examples of disparate treatment may include:

- The use of more or less severe discipline.
- Providing more or less strict scrutiny.
- Differentials in job assignments, promotions, and hiring.

ADVERSE IMPACT: Adverse impact involves an employment policy or practice which is not intended to affect one group more than another, but which has an effect or "impact" upon a protected group which tends to be exclusionary or punitive. The test of whether there is an adverse impact may be purely statistical, as motive is not an issue. Any such policy or practice, which is shown to have an adverse impact, may be justified only by a showing that it is based upon a bona fide occupational qualification or essential function of a job. Examples of Adverse Impact might include: Height and weight or appearance restrictions.

REASONABLE ACCOMMODATION: The concept of reasonable accommodation normally arises in the areas of religious preference or mental or physical disability. In general, it places upon an employer the duty to make a reasonable accommodation to a religious practice or physical or mental limitation in the event of a conflict between the person and the normal working environment. A reasonable accommodation is defined as an accommodation which is not disruptive of the employer's operation and

does not place an undue hardship upon the employer or co-employees. An accommodation which displaces, or places extra duties on another employee, for example, would generally not be a "reasonable accommodation". Example of failure to reasonably accommodate might include:

- Denial of use of personal time for religious observance not recognized as a holiday by the agency.
- Denial of a lifting restriction to an employee with a back problem.

Any denial of accommodation or the existence of a policy having adverse impact must be based on an essential function of the job.

RETALIATION: Retaliation involves any conduct or action adverse to an employee who makes a claim of discrimination or assists another in pursuing a claim of discrimination. Retaliation is illegal whether or not the original claim is upheld or justified, so long as it was based upon a reasonable and good faith belief that the matter complained of was improper. Since retaliation is by itself considered a separate discriminatory act, all of the above guidelines and procedures apply to retaliatory conduct.

12. PERSONAL AUTOMOBILE AND MILEAGE

With several locations and a philosophy that takes us to the clients we serve, as much as it brings them to us, auto trips are a common part of our work. This section discusses the use of a personal car for business travel and the mileage expense reimbursement procedure.

12-A. USE OF PERSONAL VEHICLE

Safety is the first concern in the use of any vehicle, whether personal or agency owned. The following considerations implement that concern:

- 1) Staff using personal automobiles on agency business are required to have liability insurance at all times and to be able to document same at the time of employment and at any time thereafter.
- 2) Any matter which gives rise to a reasonable inference that an employee lacks safe and prudent driving habits needs to be addressed and remedied. Remedies may include withdrawal of the privilege of driving on agency business. If driving on agency business is an essential function of the employee's job, termination may result.
- 3) Employees who drive on agency business may be requested at any time to document their privilege to operate a motor vehicle and to cooperate in the production of their driving history. Employees should be aware that they are subject to driving record checks at any time, with or without their consent.

12-B. MILEAGE REIMBURSEMENT

Reimbursement for use of a personal vehicle on agency business is made on a mileage basis to the extent permitted by individual program protocols. The rate of reimbursement is set by the administration. While the actual rate may be adjusted from time to time, it cannot exceed the rate established by federal tax laws. The agency also follows the guide of federal tax rules in determining what is, and what is not, an

allowable mileage expense. While these rules are complicated, the following guidelines will assist staff in knowing what to expect:

- 1) Only miles actually driven in an employee's personal or family automobile may be claimed. When two or more staff travel in one vehicle, only the person whose automobile is used may claim the mileage.
- 2) Miles may not be duplicated. For example, a trip with more than one business stop is paid as one trip.
- 3) Mileage needs to be separated for reporting purposes if segments of the same trip relate to different programs.
- 4) Commuting and personal mileage will not be reimbursed. Commuting means driving from home (place of residence) to work (principal place of business or assignment) and back. Personal mileage is mileage resulting from a trip, the primary purpose of which is not business related.
- 5) Trips from one place of work to another work site, or from the place of work to a non work location for agency business are reimbursable expenses.
- 6) A personal stop, which does not add mileage to a business trip, does not disqualify the mileage from reimbursement. Conversely, a business stop, which does not add mileage to a personal trip, will not create a mileage claim.
- 7) Going from home to, or returning to home from, someplace other than the usual workplace for business is considered commuting. Exceptions to this are:
 - (a) Going to or from a temporary assignment outside of the metropolitan area.
 - (b) Specialized, emergency response which is a part of the job and not otherwise compensated.
 - (c) The amount by which the distance traveled is greater than the distance between "home" and the regular "office".

12-C. MILEAGE CLAIMS

Mileage and other expenses must be documented with Family Resources approved forms which are available in the Forms folder on the server. These are to be completed electronically as directed, printed to hard copy and approved by the appropriate supervisor. Approved claims received in the Finance Office will ordinarily be reimbursed within two weeks of submission. The following guidelines apply to the claim procedure:

- 1) Mileage claim forms are designed to obtain the information necessary to comply with Internal Revenue Service rules and to obtain agency reimbursement.

- 2) Mileage must be entered on the form electronically in whole amounts. When mileage is entered properly the form will automatically calculate the reimbursement amount at the existing rate. Claims should be submitted when they aggregate more than 20 miles, but no more often than monthly.
- 3) Once completed the forms must be printed and submitted to the appropriate supervisor for approval. Forms not fully completed or approved by the supervisor will be returned to the employee.
- 4) An employee who incurs expense or mileage in more than one program will need to complete separate claim forms for each of the involved programs detailing the expense or mileage for that program.
- 5) Mileage claim forms should be submitted on a current basis. Delay in submitting claims may result in the agency not being able to obtain agency reimbursement. **Any claim submitted more than 45 days following the last date in which the mileage was incurred may be denied! ALL CLAIMS FOR THE FISCAL YEAR (ENDING JUNE 30) MUST BE SUBMITTED BY JULY 10 EVEN IF THEY ARE LESS THAN 45 DAYS OLD OR THEY WILL NOT BE PAID.**
- 6) Family Resources reserves the right to reject any claim that is inaccurate or not currently filed.

13. TRAVEL AND OTHER EXPENSES

In addition to automobile mileage, Family Resources may reimburse employees for some other expenses incurred in the course of work. This section discusses those expenses and the applicable procedures. Please note: Claims under this section are subject to the same time frames as mileage claims. Thus: **Any claim submitted more than 45 days following the last date in which the mileage was incurred may be denied! ALL CLAIMS FOR THE FISCAL YEAR (ENDING JUNE 30) MUST BE SUBMITTED BY JULY 10 EVEN IF THEY ARE LESS THAN 45 DAYS OLD OR THEY WILL NOT BE PAID.**

13-A. TRANSPORTATION EXPENSE:

Travel outside of the metropolitan area which is necessitated by agency business will be reimbursed as follows:

1. Transportation by Automobile:

The employee's personal vehicle may be used and reimbursed as mileage expense for any trip under 200 miles. When a trip is expected to exceed 200 miles alternate methods of travel including, but not limited to, public transportation or the use of a rental vehicle must be evaluated to determine the most cost effective method to accomplish the purpose of the trip. When a less expensive means of travel is identified, the employee will have the option of using that method or capping their mileage reimbursement in the amount of the least expensive alternative. Except in the case of emergency all trips in excess of 200 miles and their expense require pre approval by the employee's supervisor.

2. Public Transportation:

When required, public transportation, such as air travel will be used. All public transportation, reservations, and itineraries must be arranged following a documented evaluation of available alternatives and approval of the appropriate supervisor. Any arrangements not made and approved in this manner may be declined for reimbursement.

3. Accommodations:

An employee is entitled to reasonable comfort and convenience when required to be away from home overnight while traveling for work. All accommodations for foreseeable overnight trips are to be arranged and reserved or approved in the same manner as public transportation. Any arrangements not made or approved in this manner are subject to being declined for reimbursement.

4. Meals and Incidentals Associated with Travel:

Meals and other incidental expenses necessitated by the travel with overnight stay will be reimbursed as a regular employee expense to a maximum of \$28.00 per day. Alcoholic beverages of any kind and expenses related to entertainment will not be reimbursed. Pursuant to IRS regulations we are required to follow, travel with overnight stay means travel requiring you to be away from where you generally work for a period substantially longer than a normal work day and requiring an overnight or equivalent rest period while away. Incidental expenses refers to things made necessary by the travel, such as baggage fees or internet connection fees if the connection is required for work while on the trip.

As with transportation arrangements, whenever possible, a trip qualifying for meal reimbursement must be pre approved by the appropriate supervisor. Questions concerning whether or the contemplated trip will qualify may be resolved with the Finance Office.

The claim presented for reimbursement must be accompanied by documentation stating detail and including a receipt or other proof of payment. Any expense attributable to a family member or other person not employed by Family Resources must be identified and, of course, will be the employee's responsibility. Supervisory approval will be required.

5. ADVANCE OR DIRECT PAYMENT

Expenses incurred as above during the course of travel may be paid directly by Family Resources, advanced by the employee and reimbursed, or advanced to the employee by the Finance Office prior to the trip in accordance with the arrangements made. In the case of a travel advance, the following rules apply:

- (a) Advance or direct payment by the Finance Office is subject to procedures and advance notice requirements established by that office.
- (b) Use of such an arrangement is limited to otherwise reimbursable expenses.
- (c) **The employee must reimburse any amounts paid directly or in advance that are not properly utilized or sufficiently documented.**

13-B. MEALS WITHOUT TRAVEL

Meals not associated with travel as described in the previous section are not reimbursed except in very restricted circumstances which meet all of the following criteria:

- ✓ There is a clear and identifiable, business purpose for the meal.
- ✓ There is a clear and compelling reason to accomplish the business purpose in this manner.

- ✓ There is a clear benefit to the agency and the fulfillment of its mission from conducting the business in this way.
- ✓ The expense has been pre approved by the appropriate supervisor or is of a type or series that has been pre approved.
- ✓ Questions concerning whether or not any particular expense of this nature may qualify may be resolved by discussion with the Finance Office.

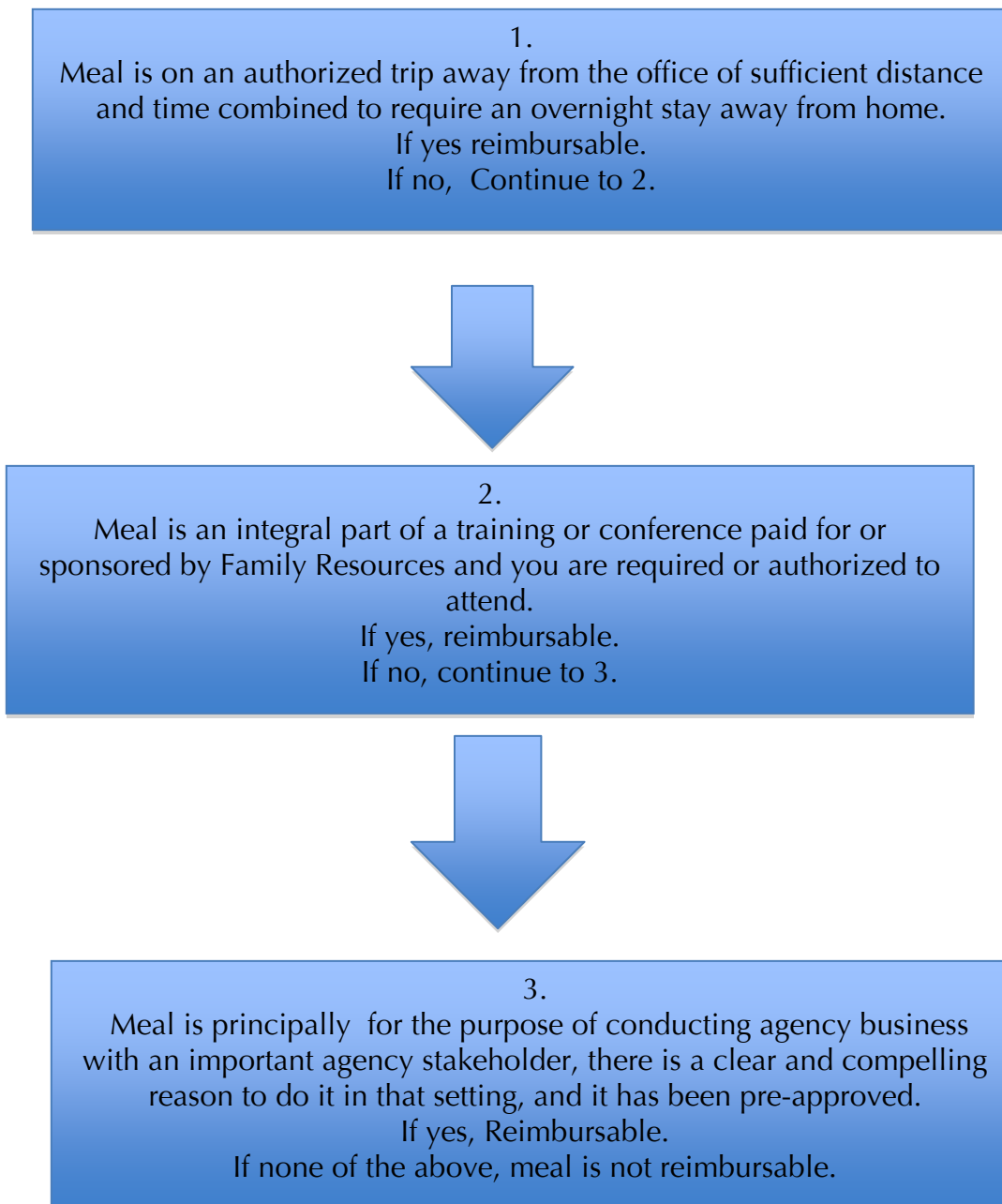
Non exclusive examples of meals which could be reimbursed under this provision include:

- ✓ A meal which is an integral part of a conference or training paid for or sponsored by the agency and the staff member has been required or directed to attend.
- ✓ A meal with or at the invitation of an important agency stakeholder to conduct agency business could not be conducted effectively in another setting.

Please note that IRS regulations identify all meals not necessitated by travel as 'Entertainment Expenses' and are thus closely scrutinized, especially within non profit agencies. Instances meeting all these criteria are rare.

13-C. DETERMINING MEAL REIMBURSEMENT

Determining whether or not a particular meal expense is reimbursable or not can be confusing. That is because the IRS rules we have to follow place meals in two different categories with different sets of rules depending on where, why, and how the expense was incurred. The following chart should help with that determination. Uncertainty may also be resolved through consultation with the Finance Office.



13-D. SUPPLIES AND OTHER EXPENSES

Each department is responsible for the upkeep of their office products and other materials used in daily operations. Program Supervisors have designated individuals who are responsible with the upkeep of the

office and program supplies. Some locations maintain a "petty cash" account that may be accessed in accordance with procedures established by the Finance Office. Access to that account is subject to approval of the program supervisor. These resources should provide most of the daily needs of staff. For those occasions when an employee advances personal funds, the following guidelines apply:

- 1) Submission, approval and payment procedures will be the same as for mileage claims.
- 2) Detailed documentation and receipts will be required in most cases.
- 3) The expense reimbursement form, available in the forms folder on the staff portal, must be completed electronically and printed for submission along with receipts and other documentation.
- 4) Supervisory approval is required for all reimbursements.
- 5) Family Resources reserves the right to decline reimbursement for items that could have been obtained from a "generic" supply source

13-E. LOSS OR DAMAGE TO PERSONAL PROPERTY

Family Resources will reimburse an employee 50% of uninsured damage to personal property in excess of \$10.00 for a loss that is caused by a work activity and is not the result of fault or negligence on the part of the employee. The following procedures apply to a claim for this kind of loss:

- 1) Documentation of the expense, such as a receipt for repair or replacement of the damaged property, must accompany the claim together with documentation or a statement of the amount of insurance coverage, if any, and a statement of the facts resulting in the loss.
- 2) A claim is subject to supervisory approval.
- 3) Loss of currency, credit cards, securities, or other valuable papers is excluded from this coverage.
- 4) A request for reimbursement beyond this procedure will be subject to approval by the President/CEO. This request must be in writing and set forth the facts and circumstances on the basis of which the request for exception is being made.

13-F. AUTO RELATED LOSSES ON AGENCY BUSINESS

Family Resources is responsible for losses incurred while employees are operating agency owned vehicles or rental vehicles obtained through agency procurement procedures. When a loss occurs through the operation of a personal vehicle on agency business the following applies:

- 1) Family Provides secondary liability insurance for the operation of personal vehicles on agency business. Primary coverage, by law, must be with the employee/owner of the vehicle.
- 2) Comprehensive or collision losses beyond the employee/owner's deductible must be covered by the employee/owner's carrier.
- 3) Comprehensive or collision losses not resulting from fault or negligence on the part of the employee/owner may be reimbursed to the employee/owner up to the amount of their deductible,

but in no cases to exceed \$500.00. Proof of damage and the amount of deductible must be provided. Claim must be submitted under the procedure set forth in Section 14-C.

- 4) No claim may be honored for an incident in which an incident report is not submitted by the end of the business day following the incident.

14. TRAINING AND EDUCATION

Fulfillment of the Family Resources mission necessitates providing an opportunity for continuing training and education. The agency provides an enriching program of training and educational opportunities.

14-A. MANDATORY REPORTER

Each employee of Family Resources receives a minimum of two hours of training with regard to the identification and reporting of suspected child abuse. This training must be completed and documented within the first six months of employment. This training is updated every five years.

14-B. IN SERVICE TRAINING

Each program, as a part of regular staff time, provides a program of in service training geared toward their particular needs.

14-C. FAMILY RESOURCES SPONSORED CONFERENCES

Family Resources sponsors and underwrites professional conferences and seminars to provide training opportunities for our staff, clients, and professional partners. Family Resources staff, subject to other professional commitments and supervisory approval, may attend these conferences without cost. The following considerations need to be observed:

- 1) Attendance is subject to timely registration in accordance with program announcements.
- 2) Usually there is a cost per attendee for related conference expenses. An employee who registers and does not attend a conference without good cause may be requested to reimburse Family Resources for this expense.

14-D. OTHER PROFESSIONAL CONFERENCES AND SEMINARS

Participation by staff in other professional conferences, seminars, and the like may be fully or partially underwritten by the agency on an individual basis. The procedures and guidelines relating to attending "outside" conferences are as follows:

- 1) Arrangements need to be made and approved in advance. This can happen either at the employee's request, or upon the supervisor's recommendation.
- 2) Family Resources does not have sufficient funds to meet all requests. Attendance is subject to supervisory approval. Partial reimbursement may be arranged if agreed to by the supervisor and the participant.

- 3) The training provided by these conferences is shared by all staff and programs. If an employee has received approval and registered for a conference, every reasonable effort should be made to obtain an approved substitute if the original registrant is unable to attend. Failure to attend or procure a substitute without good cause may require reimbursement of costs to the agency.

14-E. CONTINUING EDUCATION TUITION REIMBURSEMENT PLAN

To encourage continued professional development of staff, Family Resources sponsors a program of tuition reimbursement. The program is available to full time employees who have one year or more of full time continuous service prior to the start date of the course or class for which the reimbursement is requested. The tuition reimbursement amount will be fifty percent of the course tuition up to a maximum total reimbursement per employee, per year. The yearly maximum increases with additional years of continuous employment. The dollar value of the maximum amount available in the year is determined for each fiscal year (7/1-6/30) based upon available funds. To determine the amount for which you are eligible, obtain a current application form from the Human Resources Office.

To be eligible for reimbursement, the course must be held at an accredited institution and be:

- Coursework required for a human service or related degree, or
- Relevant to current employment responsibilities, or
- Approved classes in preparation for another position within the agency

The student/employee must receive a grade of C or higher, if enrolled in an undergraduate course, or B or higher if enrolled in a graduate level course.

An employee requesting tuition reimbursement must complete the application form (available from HR), obtain the approval of their supervisor, and deliver the form to the business office **before the class begins**. Class registration and verification of the tuition amount must be submitted with the application, or as soon as it is available. Any other financial assistance must be disclosed and will be taken into consideration before the 50% reimbursement is calculated.

In order to obtain the reimbursement, the student must file with the business office, proof of completion of the course, and grade, together with any additional required proof of tuition cost **within forty-five days of the time the course is completed**. Reimbursement will be made on the last paycheck of the month following receipt of the above information. You must be employed by FRI at the time reimbursement is made. The only exception to this rule will be for employees involuntarily separated from employment after the commencement of the class as a result of a layoff or elimination of position. Any such exception must be approved by the President/CEO, or designee.

15. INSURANCE AND EMPLOYEE INJURY

15-A. LIABILITY INSURANCE

Family Resources maintains a policy of professional liability insurance. This insures all employees, as well as the agency, with regard to claims of social work malpractice. The agency also maintains general commercial liability insurance and fleet insurance with regard to agency owned vehicles. Employees are required to maintain insurance on their personal automobiles when used in the course of business. (See

Sec. 13-B). Employees and volunteers who handle cash in the course of their duties are covered by a fidelity bond.

Any event which might lead to making a claim covered by any of these policies of liability insurance should be reported to corporate counsel without delay.

15-B. EMPLOYEE INJURY

When an employee is injured at work, the primary concern is proper treatment. Once the welfare of the employee is assured, additional concerns related to the safety of other employees and the efficient payment of resulting medical claims need to be addressed. The following procedures are designed to address those issues:

Initial Response:

- 1) The exact nature of the initial response to an employee injury will depend upon the extent of the injury and situation.
- 2) The employee who is injured, to the extent he or she is able, and all other employees present, ascertain the nature of injury and apply first aid.
- 3) Medical evaluation and treatment is sought if deemed necessary. Supervisor or staff in charge, as well as the HR Department during business hours will assist in this determination. All doubts should be resolved in favor of treatment. See subsequent sections dealing with choice of provider.
- 4) Any injury requiring medical treatment must be immediately reported to the staff in the **HR Department**. The office should be called whether during business hours or not and a message left if outside of answering hours. In addition, a copy of the incident report required in all cases of staff injury must be completed and provided to the HR office within 24 hours of the event. This is very important so that they can monitor care and so that they can file a First Report of Injury within the required 24 hours. This is a **federally required form** that must be completed for all occupational injuries or illnesses.
- 5) Transportation for medical evaluation and treatment must be considered. In the event emergency transportation (ambulance) is not required, but immediate treatment is sought, the employee should be transported, or at the very least accompanied, for that treatment. This is very important, even if the injured person protests that transportation assistance is not necessary.
- 6) If the employee's immediate supervisor is not already aware he or she should be notified of the situation.
- 7) Consideration is also given to notifying family or emergency contacts or assisting the employee in doing so.

Follow Up:

The following procedures follow the initial response. The order and manner in which they are taken will again depend on the nature and severity of the situation.

- 1) An injured employee's immediate supervisor has the responsibility to make a sufficient investigation concerning the facts. What is the nature of the injury? How did it occur? Who are the witnesses? What circumstances contributed to the injury? **This information must be sent to Human Resources in the form of a supplement to the incident report so that they have the additional required information to report to the workers compensation carrier.**
- 2) In any case where medical treatment was required, HR department will be involved in arranging for and/or monitoring care.

Injury Related Leave, Work Restrictions, and Return to Work:

The following *very important* procedures apply concerning the employees injury status:

- 1) If an employee is unable to return to work on the day of the injury, they will be paid for the balance of that day without being required to use sick leave.
- 2) If the employee is unable to return to work on their next scheduled day following the injury, or has work restrictions during a healing period, the human resources office must be immediately notified and the following procedures will be applied:
 - a) If the employee is off work for a full day or more, a Personnel Action Form must be completed utilizing the Leave of Absence section indicating when the Leave began and ends. The Personnel Action Form must be forwarded to Human Resources within 24 hours of the injury.
 - b) The employee will need to obtain and provide from the treating health care professional a statement of their condition and work restrictions. (Health care professionals are used to providing these and this should not present a problem.) This certification should be brought to the employee's supervisor who will immediately forward a copy to HR and to the nursing department.
 - c) When the employee is unable to work for a period of time they will be provided leave. For the first three days, regular sick leave rules apply. After three days, the employee will be entitled to wage replacement benefits under worker's compensation law. If the required absence from work lasts longer than fourteen days, the employee will be credited with any sick leave used, and if no sick leave was available, wage replacement benefits will be paid as required by law.
 - d) Every effort will be made to accommodate the work restrictions so that the employee may continue to work. If this accommodation is not possible within the employee's department, HR will work with other departments to try to locate other suitable temporary work.
 - e) If the work restrictions require reduced hours, or intermittent work, the same rules will be applied as apply to intermittent or reduced hour leave under the Family Leave provisions. The employee will be paid for the portion of time they are able to work, and wage replacement benefits will be paid for the difference up to the percentage of normal pay required by worker's compensation law.

- f) If accommodation to work restrictions require that the employee be temporarily placed in a lower paying position, wage replacement benefits will be paid for the difference up to the percentage of normal pay required by worker's compensation law.
- g) Human Resources must receive a notice from the employee's doctor when the restrictions no longer apply.

Reporting and Medical Bills:

The following procedures are established to assure that the injured employee receives appropriate, effective treatment and that the agency's obligations with regard to payment of medical costs is satisfied.

- 1) The Human Resources office of Family Resources completes the reporting process, and monitors the processing of all claims for medical treatment.
- 2) Medical providers should be advised that the injury is work related and all claims for services should be submitted to the current Workers' Compensation Insurance carrier of Family Resources, Inc. (if you are sent to the medical provider without information regarding the current carrier, please contact Human Resources at 563-468-2232 or 563-468-2229. All bills received by the employee at home or work should be immediately forwarded to the Human Resources Office at Family Resources at 2800 Eastern Ave.; Davenport, IA 52803.
- 3) Human Resources should be immediately notified of all injury-related absences, or anticipated absences related to a work injury.

General:

The following general rules and guidelines apply.

- 1) Choice of Physician: Family Resources collaborates with our Worker's Compensation Insurance Carrier to be able to provide the most effective medical response to work related injuries. This is important to ensure the best treatment which also controls costs. For that reason all medical treatment must be provided by a Family Resources designated provider. Non emergency treatment must be arranged through the HR office. Emergency treatment when needed can be provided in accordance with current instructions provided by the HR office. Treatment obtained from a non designated provider without prior authorization carries no guarantee of payment. Should the employee disagree with the assessment provided with regard to extent of injury or treatment they have a right to request a second opinion. The HR office may assist with that process.
- 2) Chiropractic Care: Because of Family Resources' contract with its worker's compensation insurance carrier, there is no guarantee of payment for chiropractic or other alternative forms of care, not determined to be medically necessary. The Workers' Compensation Carrier must authorize all treatment or the bill may become the responsibility of the employee.
- 3) Contacts: Any questions or concerns with regard to an employee injury, or the payment or processing of claims may be referred to the office of Human Resources.

16. AGENCY PROPERTY, DATA SYSTEMS, AND COMMUNICATION SYSTEMS

The physical plant, offices, supplies, equipment, libraries, computers, and communications systems of Family Resources are some of the tools we use to fulfill the agency's mission. The sections that follow discuss the role of staff in providing stewardship for agency property and supplies.

16-A. KEYS

Security concerns require reasonable restrictions for access to all Family Resources facilities. While residential or shelter programs may require additional measures, all locations contain confidential client records that must be protected. Each facility will have procedures appropriate to the programs in operation. The following general considerations apply on an agency wide basis:

- 1) Keys are issued on a controlled basis. Records are kept and keys may not be duplicated except by established procedure.
- 2) Keys should not be loaned.
- 3) Loss of a key must be immediately reported.
- 4) All assigned keys must be turned in at the end of employment.

16-B. CARE AND USE OF AGENCY FACILITIES AND PROPERTY

The facilities, supplies and equipment of Family Resources are provided to us by the community, whether directly by grant or gift or indirectly by program funding, for the purpose of carrying out our mission. Program and departmental procedures for the use of these assets are according to the following guidelines:

- 1) Family Resources personnel exercise care and prudence in their use of facilities and property to avoid damage or loss. Negligence in this regard may be cause for discipline or dismissal.
- 2) **Family Resources personnel should not employ agency assets for personal use.** The only exception would be minor use, which is incidental to employment, such as use of lunch rooms and equipment provided for employees, the making of local phone calls which do not interfere with the employee's work, and the like.
- 3) Loss or damage to agency property is promptly reported.
- 4) Agency property or facilities may be used from time to time in connection with a service or community activity which is consistent with our mission but which is not a Family Resources program. Such use of property or facilities is subject to prior administrative approval, participation, and monitoring by authorized Family Resources staff.

16-C. ELECTRONIC DATA, COMPUTER, AND COMMUNICATIONS SYSTEMS

Computers, electronic communication, data processing, data transfer and data storage are becoming a more significant part of our professional work. The physical property of those systems are telephones, two way radios, pagers, computers and other gadgets that we see, touch, and use. The non-physical property of those systems are the records, communications, programs, software and intellectual systems by which they operate. All aspects of those systems are subject to the same guidelines as any other kind of property. In light of the special nature of some of these systems, the following guidelines are applicable:

- 1) Since the proprietary interest in the means of communication (phone, e-mail, internet connection, etc.) lies with the agency, and is therefor agency property, the following rules apply:
 - (a) Personal use of any communication, cell phone, or computer equipment, save for brief, incidental use not interfering with agency business and incurring no cost, is strictly prohibited.
 - (b) There is no right of privacy connected with use of agency equipment and Family Resources may and will monitor use and content.
 - (c) Only authorized personnel may load or download programs or software on an agency computer, or make any repair or change in the "hardware" thereof.
 - (d) Misuse or abuse of any communications system will result in appropriate action. Misuse includes excessive private use for whatever reason.

- 2) The same rules of security, privacy and confidentiality which apply to all agency property and facilities apply to these systems. Thus:
 - (a) Passwords are an important key to system security. Employees are required to use passwords as required by computer protocols issued by the agency and to protect the security of those passwords.
 - (b) Contents of the drive of an agency owned computer are subject to review at any time, and may not be the repository of personal records or private material.
 - (c) Use of an agency owned computer, system, or software for an improper purpose is considered a breach of security.
 - (d) Client information contained in an electronic communication or record is subject to the same rules of confidentiality and security as paper records. The following are examples of such rules:
 - i. Client records may not be transferred to an unauthorized, unprotected computer storage device.
 - ii. Client records communicated electronically to any source are subject to the same rules relating to authorization for release and record keeping as are paper records.

16-D. THE BASICS OF COMPUTER AND WORK STATION SECURITY

Those employees assigned to use an agency provided computer work station or allowed access to the agency network or information systems from a personally owned computer must observe the following basic security rules:

1. Passwords must be protected! Therefore never share your password with any other individual and do not write it down or place it anywhere where it may be found or observed by anyone other than yourself. *If you forget your password you may always contact IT for assistance.*
2. Never leave a computer logged on to a Family Resources network or client record system unattended! If you leave your workstation you must first log off or create a password protected screensaver. This rule applies whether working at an FRI site or from a remote location.
3. Do not access a Family Resources network or record system from a computer subject to public use, such as a library or hotel 'business center'.
4. If you are provided access to a Family Resources network or record system from home from a computer which may be used by others, you must create a separate password protected user account for that access and follow the password security rules with regard to anyone who may have access to that computer.
5. Do not copy or download any Family Resources protected information to any portable or external media, such as a CD, DVD, or 'Flash Drive' unless absolutely necessary for a business related purpose. If such an occasion arises, protect and secure the media in the same way you would a paper document and permanently delete the contents immediately upon completion of its proper use.
6. Follow all rules set out in your 'Technology user Agreement'.

16-E. INTELLECTUAL PROPERTY

Intellectual property includes the systems, plans, programs, documents, and strategies developed in the course of employment with Family Resources for the purpose of pursuing our mission of service. This kind of property does not lose its character as an agency asset because of its nature. The following guidelines highlight some special situations that uniquely apply to this kind of asset:

- 1) It is a conflict of interest, as in private practice or outside employment, for a Family Resource's employee to use the intellectual property of the agency for private gain.
- 2) Intellectual property may not be moved or communicated outside the agency without authorization.
- 3) Intellectual property may not be copied, taken, or utilized by a former employee without authorization, whether or not the individual involved assisted in its development.

16-F. GIFTS, GRATUITIES, FEES, HONORARIUMS, AND OTHER MONETARY TRANSACTIONS

The professional services of Family Resources staff are provided to the community in fulfillment of our mission. Consistent with this principal and with the guidelines for conflict of interest, staff should not accept gifts, gratuities, honorariums or payment from or on behalf of service recipients. The following suggestions will assist the employee in dealing with those situations:

- 1) Respond to an offer or tender of a monetary gift by suggesting that the gift be made as a general contribution to the agency, and request that it be paid through the business office.

- 2) It may not be possible to anticipate and deflect small items such as cookies, candy, flowers and the like. Such items of non-economic value may be retained. Other items should be shared with staff or the agency as appropriate.
- 3) Promptly turn all payments or honorariums received for activities connected with the agency over to the business office to be handled like any other fee for service.

17. PERSONNEL FILES

The Human Resources Office maintains a permanent personnel file for each employee. Access to that file is limited on an "as needed basis" to the employee, the employee's supervisor, management, and human resources. The file is also subject to review by licensing and accreditation officials. The file is maintained for five years following the end of employment. At that time it is destroyed.

It is important that accurate information be maintained in the personnel file. The following guidelines apply:

- 1) Employees must provide current information concerning residence and home phone number. Emergency contact information is also helpful.
- 2) Legally required employment, credentialing, and licensing documents must be provided.
- 3) Written evaluations and other performance or discipline documentation must be part of the permanent file.
- 4) Complete training records or copies of them are required at least annually.
- 5) Commendations or other records of accomplishment will be placed and kept in the file on the request of management or the employee.
- 6) Pertinent information required for human resources, payroll, benefit administration, or audit functions may be a part of the file.
- 7) Other matters deemed appropriate for the permanent file by the employee's supervisor may also be retained.

Any employee may review the contents of their personnel file by appointment with the Human Resources Office. Copies of any portions of the file may be provided upon request, with reimbursement by the person for reasonable cost. Any written comments by way of factual correction provided by the employee will be added to the file.

18. ENDING OF EMPLOYMENT

A separating employee will meet with his or her supervisor or a human resources representative for an exit interview. At that time the last workday, reason for separation, accumulated leave, disposition of agency

property and transfer of work is discussed and documented. Instructions for disposition of the final paycheck are discussed and a future mailing address established. Following the exit interview, notices pertaining to pension rights and continuation of medical coverage are handled by human resources and the business office.

The following guidelines apply to some of the situations that result in the termination of employment:

- 1) In the event of a resignation, it is hoped that employees will provide a written notice of intent as early as possible. Doing so will assist in the process of arranging for the smooth flow of work.
- 2) If it becomes necessary, in the judgment of the agency, to eliminate a position or positions as a result of financial or organizational factors, the following procedures are followed:
 - (a) Incumbents in the affected positions will be notified as soon as practicable.
 - (b) Consideration will be given to transfer of affected employees to open positions in other programs for which they may be qualified.
 - (c) Reasonable use of agency supplies and equipment will be allowed for preparation of resumes and other materials in connection with a job search or paid time allowed for interviews with prospective employers.
 - (d) At the request of the employee or as initiated by management, expanded access to the EAP program may be arranged during and immediately after the layoff period.

An employee who does not report to work or account for his or her whereabouts during work time for two days is considered to have voluntarily resigned from Family Resources. In this case and in the event an employee is unwilling or unable to participate in an exit interview, documentation will be completed by the supervisor and mailed to the last known address, along with the final paycheck and other legally required notices. In the event there is unreturned agency property, the final check will not be mailed and will be available at the Human Resources Office.