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Revised:	10.0100 Agency Mission 10.0200 Agency Structure

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10 AGENCY OVERVIEW

10.0100 Agency Mission

The mission of Family Resource Agency Inc., a not-for-profit organization, is to serve families, children, and adults in ways that improve their quality of life and enable them to be more self-sufficient, productive members of the community.

10.0200 Agency Structure

The organizational structure of Family Resource Agency, Inc. is as follows: The Agency is governed by a volunteer Board of Directors. The Board of Directors is responsible for establishing Agency personnel and fiscal policies, procedures, rules, etc. that are consistent with the mission of the Agency.

The Chief Executive Officer is directly responsible to the Board of Directors and is in charge of the day-to-day operations of the Agency. The CEO is authorized to create such policies, procedures, and processes, within any limiting parameters set by the Board, that are necessary for attainment of the Agency's Mission and Goal Statements.

In Head Start matters relating to planning, general administration, personnel administration, and the grant application process and evaluation, the Agency is also required to involve the Head Start Policy Council. This required involvement is fully described in a document entitled "Overview of Governance and Management Responsibilities Related to Head Start." This publication thoroughly outlines the way governance and management are shared by the various bodies and positions throughout the Agency.

The Agency's Organizational Chart delineates the lines of supervision and responsibility. All members of the organization are encouraged to use proper lines of communication in resolving any issues that may arise. (A copy of each program's organizational chart may be obtained from the respective Program Director or the CEO.)

Issued Date: 06/26/06	Descriptor Code: 10.0300
Revised: 05/24/10	10.0300 Agency History

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2
3 **10.0300 Agency History**
4

5 As of July 1, 1972 the Blythe Day Care Center, Inc. and the Cleveland Day Care Center,
6 Inc. were officially merged into Cleveland Day Care Centers, Inc. The name Cleveland Day
7 Care Centers, Inc. was officially changed on October 27, 1986 to Family Resource Agency,
8 Inc. Although July of 1972 is recognized as the organization's creation date, its roots
9 extend back into the 1960's.

10
11 In the early 60's, in Cleveland, the Reverend Isaac Byrdie and members of the Pleasant
12 Grove Baptist Church recognized the need to provide child care for preschool children
13 while their mothers worked. Out of this a nursery school was started in the basement of the
14 church. The day care soon outgrew this space and moved to a building on Inman Street,
15 which later became known as the Inman Street Day Care Center. At about the same time
16 in another part of town, namely the Blythe Avenue area, a survey was being conducted by
17 a newly organized Community Action Program. It revealed that the residents placed a high
18 priority on day care services. As a result of these findings, Cleveland officials agreed that a
19 house that had formerly been a community center and then closed could be reopened as a
20 child care center. This came to be known as the Blythe Avenue Day Care Center.

21
22 After struggling separately for years, in July 1972 the two centers completed the necessary
23 documents to become one organization, Cleveland Day Care Centers, Inc. At that time,
24 they served 35 children and had an annual budget of \$15,100 with a large portion of that
25 coming from United Way. In February 1974 the Agency introduced a program for
26 handicapped children. Then in 1976 another center for preschoolers and two afterschool
27 centers were opened using funds from the TN Department of Human Services. In 1978 the
28 center for handicapped children was closed and a center for toddlers was opened.
29 Following in 1980-81 the Agency operated a United Way funded Girl's Club. However, due
30 to lack of interest at the time, that program was closed and the toddler services were
31 expanded.

32
33 In January of 1985 the Agency underwent a large expansion after it was awarded a grant to
34 operate the Head Start program in Bradley, McMinn, Meigs, and Polk counties of Southeast
35 Tennessee. Also, at about the same time a center was opened to serve infants. It was as
36 a result of the expanded geographic area and types of services that the Agency decided to
37 change its name to reflect its broader mission. Consequently, the organization became
38 known as Family Resource Agency, Inc.

39
40 In 1987 the Agency continued to expand its services. That year it was awarded a grant by
41 the local United Way to open a shelter for victims of domestic violence. This program

Family Resource Agency, Inc.
Personnel Policies and Procedure Manual

1 became known as the Family Violence Program and the shelter portion of it became known
2 as the Harbor Safe House. This program has grown and now serves both Bradley and
3 Polk counties. Additionally, the program became a “dual issue” program when funding was
4 received in 2000 to provide rape/sexual assault services.

5
6 In early 1988 the organization assumed management of the Cleveland Emergency Shelter,
7 a local homeless shelter, and managed that project for several years. However, due to lack
8 of funding, management of the program was later returned to the group that had started it.

9
10 In 1991 the State of Tennessee awarded the Agency a contract to provide additional
11 services to four Southeast Tennessee counties. The purpose of this new service was to
12 match persons who needed child care with providers and to determine their eligibility for
13 assistance with child care costs. This service became known as the Child Care Broker
14 Program. In late 1999 this service was expanded into five more Southeast Tennessee
15 counties. Unfortunately, in mid 2003 during a competitive bidding process, the Agency lost
16 this service to another organization who underbid the Agency’s proposal.

17
18 Another large expansion took place in 1994. This time the Agency received the grant to
19 provide Head Start services to six Northwest GA counties. In early 2000 the program was
20 notified that it was being awarded an Early Head Start grant to provide Early Head Start
21 services to children in Chattooga County, and then in 2002 the Agency took over Early
22 Head Start services to Whitfield and Murray counties. For the past few years as well, the
23 program has been providing Pre-K services at certain locations, which are funded by the
24 State of Georgia lottery funds.

25
26 In 2005 Tennessee passed a bill creating a new universal Pre-K program. Through
27 negotiations with both the Bradley County and Cleveland City School systems Family
28 Resource Agency was awarded contracts to operate the Pre-K programs for both school
29 systems.

30
31 Today, Family Resource Agency touches literally thousands of lives each year while
32 providing services at over 50 locations in 10 counties of Tennessee and Georgia.
33 Approximately 500 persons are employed by the Agency to serve the families and
34 communities in order that our Agency is truly a “family resource.”

Issued Date: 06/26/06	Descriptor Code: 20.0100 – 20.0200
Revised:	20.0100 No Implied Contract 20.0200 Equal Opportunity Non-Discrimination Policy

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20 GENERAL POLICIES

20.0100 No Implied Contract

The contents of this manual should not be interpreted in any way to imply a contract of employment or practice, nor does it alter the employment at-will relationship under which you work. The Agency reserves the right to modify, revoke, suspend, terminate, or change this manual and its policies and practices at any time and without notice. No statement or promise by a supervisor, manager, or any other employee, past or present, may be interpreted as a change or modification of policy, nor will it constitute an agreement with an employee.

20.0200 Equal Opportunity Non-Discrimination Policy

It is the policy of Family Resource Agency, Inc. to provide employment and promotion opportunity to all persons without regard to race, color, creed, age, sex, religion, national origin, disability, veteran's status, or any other category protected by law.

Issued Date: 06/26/06	Descriptor Code: 20.0300
Revised:	20.0300 Harassment

1
2
3 **20.0300 Harassment**
4

5 It is the policy of this Agency to prohibit harassment of its employees in the work place by
6 any person. Family Resource Agency believes that employees should be able to work in
7 an environment free from harassment in any form, particularly involving:

- 8
9 * unwelcome sexual advances as a condition of your employment or in return
10 for money;
11 * workplace decisions that affect your employment and that you believe to be
12 made because of your reactions to unwelcome advances;
13 * your work environment, if you feel it is hostile or offensive to you;
14 * offensive or hostile remarks made in relation to race, age, sex, national origin,
15 disability, or other status protected by law.
16

17 The Agency does not tolerate harassment in the workplace, whether by another employee,
18 supervisor, vendor, or Agency client or customer. If you encounter or know of any such
19 situations pertaining to you or some other employee within the Agency, the Agency has a
20 need to know about the matter. To report or discuss such a situation, several specific
21 channels for an employee to do so have been established. These include reporting the
22 matter to one of the positions as follows:

- 23 · Family Violence Program Director 423-479-9339 ext. 3525 or 423-303-3525
24 · TN Head Start Director 423-479-9339 ext. 3518 or 423-303-3518
25 · GA Head Start Director 706-861-0105 ext. 122
26 · Fiscal Director 423-479-9339 ext. 3529 or 423-303-3529
27 · Executive Assistant to the CEO 423-479-9339 ext. 3519 or 423-303-3519
28 · CEO 423-479-9339 ext. 3517 or 423-303-3517
29

30 A situation may also be reported by writing to one of the aforementioned persons. It is
31 essential that you notify one or more of these individuals immediately, even if you are not
32 sure the offending behavior is considered harassment.
33

34 If a harassment situation should occur at a time when all of these individuals, the
35 employee's supervisor or any other supervisor is not available, the employee is empowered
36 to leave the site of the harassment without fear of adverse job action. The employee
37 experiencing the harassment should then continue to attempt to make contact with one of
38 the persons indicated above to report the matter and receive further instructions. If the
39 harassment complaint should involve the CEO as the harasser, an employee may contact
40 the Board President directly. The Executive Assistant to the CEO can provide that name

1 and phone number.

2

3 An immediate investigation will be discreetly conducted and, if warranted, disciplinary
4 action taken against any employee deemed to have harassed another. The Agency cannot
5 guarantee complete confidentiality nor anonymity. However, the Agency does pledge that
6 only those needing to know will be contacted and that no retaliatory measures will be taken
7 against an employee who makes a good faith report of harassment.

8

9 Since each situation is unique in regard to the nature of possible harassment, each case
10 will be dealt with on a case by case basis considering the facts of the situation.

11 Harassment may subject an employee to termination.

Issued Date: 06/26/06	Descriptor Code: 20.0400
Revised: 05/24/10	20.0400 Confidentiality

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20.0400 Confidentiality

It is the policy of this Agency that the business affairs, especially information relating to clients, should not be discussed except as authorized. Confidential information about clients and the service(s) they receive is not to be released without proper written authorization to release such information nor is anyone permitted to make or remove copies of Agency records, reports, or documents without prior approval.

Employees are to be cautious in the discussion of client or Agency related information. Employees must prevent other clients or other unauthorized parties from overhearing discussions relating to clients or Agency business. Employees should also take care to safeguard client files, etc., from unauthorized viewing. The principles of confidentiality also apply to employment applications, personnel files, medical files, and Agency financial information.

Any employee engaging in the disclosure of confidential information or spreading rumors concerning clients, other employees, or the Agency shall be subject to discipline up to and including termination.

Guidance concerning what positions or persons are authorized to access specific information is typically addressed in the operating plans and procedures for each individual program. Consult with the CEO or your Program Director if you have any questions about specific information and whether it is to be treated as confidential.

If an employee leaves employment with the Agency, the employee must surrender all information-bearing items in his/her possession, including but not limited to diskettes, jump-drives, notebook computers, cell phones, reports, or other items containing Agency information.

Issued Date: 06/26/06	Descriptor Code: 20.0500
Revised: 05/24/10	20.0500 Information and Communication Technology Systems Usage and Monitoring

1
2
3 **20.0500 Information and Communication Technology Systems Usage and**
4 **Monitoring**
5

6 Technology is a valuable and costly Agency resource provided to Agency employees for
7 the benefit of the Agency's business. Irresponsible or unauthorized use of technology
8 resources reduces their availability for critical business operations, compromises network
9 security, and poses other risks to the Agency's efficient and professional operation.

10
11 The purpose of this policy is to instruct employees on their duties and responsibilities with
12 regard to technology provided by the Agency and to define authorized uses and prohibited
13 uses of such technology.
14

15 ***Employee Identity and Passwords***

16 Each Agency employee who requires an email account will have one created for them by
17 the ICT staff. Tennessee employees will receive fratn.com accounts and Georgia
18 employees will receive fragahs.com accounts. Normally, email addresses will be created
19 using the staff member's first letter of their first name along with their last name. If this
20 creates a duplicate address, then the new employee's address will include their middle
21 initial also. An exception to this scheme is members of the M.A.D. Team. Their email
22 address will simply be their first name.
23

24 Employees are required to create a password in order to access Agency technology
25 resources. The password must meet the following requirements:

- 26 • Minimum of eight characters long
- 27 • Contain at least one upper case letter
- 28 • Contain at least one lower case letter
- 29 • Contain at least one numeric digit

30
31 An employee's Username and Password will grant them access to various Agency
32 technology resources and must therefore be guarded. Usernames and passwords should
33 be kept confidential and not be kept near computers.
34

35 In the event of a security breach, various log files can and will be reviewed to determine the
36 source of the breach. If the breach is traced to an individual's username and password,
37 that employee will be held responsible. For this reason, this information should not be
38 shared with other individuals as this could make you liable for any actions they perform
39 using your identity.
40

1 ***No Confidentiality or Expectation of Privacy***

2 All employees are hereby notified that there is no confidentiality nor expectation of privacy
3 in the use of any technology provided by the Agency. This includes, but is not limited to: all
4 information transmitted, generated, received, or stored on the Agency's computer system,
5 or any information processed, generated, received or transmitted by the use of telephones,
6 cell phones, radios, pagers, copy machine, fax machine, or any other similar device or
7 function. This includes both the use of the Agency's technology for official business use
8 and for authorized personal use.

9
10 Information, messages and/or documents processed, transmitted, generated or received in
11 any way by the use of Agency technology are Agency property and may be retrieved from
12 storage even though they have been deleted by the sender and receiver. These messages
13 may be used in disciplinary proceedings.

14
15 Employees are cautioned that any message sent electronically can be intercepted, read,
16 stored, or re-transmitted outside the Agency's control and, as such, there should never be
17 an expectation of privacy.

18
19 Electronic messages can never be unconditionally and unequivocally deleted. The
20 possibility of discovery always exists. Use caution and judgment in determining whether a
21 message should be delivered in person instead of electronically.

22
23 Employees should be aware that if they use the technology to transmit personal messages,
24 such messages will be treated no differently than other transmissions and may be
25 accessed, reviewed, copied, deleted, or disclosed by the Agency. Employees should not
26 expect that a personal message will never be disclosed to or read by someone other than
27 the intended recipient(s).

28
29 The use of computer passwords or account codes does not ensure or suggest any
30 confidentiality or expectation of privacy. Electronic messages are not the private property of
31 the sender or recipient, even though passwords or encryption codes are used for security
32 reasons.

33
34 ***Ownership of Communications***

35 The Agency's technology is Agency property. All communications, by whatever form or
36 nature, conducted over Agency property belong to the Agency, and not to the employee.

37
38 ***Right of the Agency to Inspect***

39 All information transmitted, generated, composed, received, or stored on the Agency's
40 computer system, or in any message transmitted by the use of any Agency technology is
41 subject to inspection at any time without prior warning or notice to any employee and
42 without the knowledge of any employee. Such actions may be conducted using content
43 filtering software, or by designated Agency employees, and/or designated external entities.

44
45 The Agency has the capability and authority to evaluate the performance and use of its
46 technology resources, and will routinely monitor their use. Some of the concerns of the

1 Agency include cost analysis, security, bandwidth allocation and the general management
2 of the Agency's gateways to the Internet.

3
4 The CEO, Program Directors and their designees have the authority to inspect the contents
5 of any equipment, files, calendars or electronic messages of their subordinates in the
6 normal course of their supervisory responsibilities. The ICT Director, or other authorized
7 personnel shall extract stored messages when requested to do so by authorized Agency
8 personnel.

9 10 ***Prohibited Activities***

11 The following activities are prohibited at all times, while using any of the Agency's
12 technology in any manner:

- 13 • Using technology to conduct any type of illegal activity
- 14 • Accessing, disseminating, or storing any pornographic material(s), links to websites,
15 or anything which could be construed as sexually explicit, scandalous, defamatory,
16 libelous, illegal, immoral or unethical (including hate, illegally discriminatory, or racist
17 literature or messages)
- 18 • Sending or posting threatening, defamatory, slanderous, racially and/or sexually
19 harassing messages, remarks, or proposals, including the use of vulgar or obscene
20 language
- 21 • Composing or sending any message which contains racial or sexual slurs or jokes,
22 or otherwise contains patently harassing, intimidating, abusive or offense material
23 (pictures, images, words, etc.) to or about others
- 24 • Forwarding "junk" or "email" chains. For information on how to identify this type of
25 email, visit the "Tech FAQ" section of the Agency's website at <http://www.fratn.com>
- 26 • Intercepting, eavesdropping, recording, altering, deleting, examining, copying, or
27 modifying another employee's electronic messages without consent of the other
28 employee (unless otherwise permitted in this policy)
- 29 • Attempting to override, disable, tamper with, or avoid any security or integrity
30 procedure, measure, or device
- 31 • Malicious attempts to harm or destroy data of another user, the Internet, this or other
32 networks
- 33 • Sending messages or providing information that could damage the Agency's
34 reputation, or that are deliberately misleading or deceptive
- 35 • Using any inappropriate background screen images (e.g., screen savers, etc.)
- 36 • Downloading screen-savers and/or games from the Internet
- 37 • Attempts to secure a higher level of privilege on network systems than authorized
- 38 • Downloading of files from peer-to-peer networks (e.g., Kazaa, etc.)
- 39 • Changing system settings (network neighborhood, domain, device setup, Internet
40 access options, system registry, control panel Regional Settings, or any other areas
41 dealing with advanced settings which may alter your computer's performance, etc.),
42 except for printer's properties (unless otherwise permitted in this policy)

43 44 ***Limited Personal Use of Agency Resources***

1 Use of Agency technology for personal use is permitted during break time, though all of the
 2 above mentioned "Prohibited Activities" still apply. Such personal use must not add any
 3 financial liability to the Agency (e.g., long distance phone calls). Any time spent on Agency
 4 technology for personal use will be counted as break time. This time is considered along
 5 with your normal breaks, NOT in addition to them. Listed below are a few examples of
 6 personal technology use. This list is not all inclusive:

- 7 • Participating in chat rooms, which are not related to Agency business or to job
 8 related/professional development
- 9 • Playing computer games
- 10 • Downloading audio and/or video clips from the Internet, unless it is specifically
 11 related to the employee's job duties
- 12 • Accessing Social Networking sites (e.g., Facebook, MySpace, YouTube, etc.) for
 13 other than work related use.
- 14 • Accessing streaming audio or video for other than work related use.
- 15 • Working on personal tasks such as school/college work.

16 ***Inadvertent Access***

17 It is important to distinguish between passive or inadvertent receipt of materials, on the one
 18 hand, and actions which require deliberate decision, on the other. For example, it is
 19 possible for an employee to:

- 20 • Be sent unsolicited sexually-explicit or racist materials; or
- 21 • Be misled by a search engine's links, such as to accidentally open offensive
 22 materials; or
- 23 • Misdial a phone number

24 Such activities should be distinguished from those of an employee who consciously
 25 accesses, downloads or distributes sexually-explicit materials.

26 Employees who inadvertently access an adult pornographic or other prohibited website or
 27 telephonic location shall report this to an ICT staff member immediately. Inadvertent access
 28 shall be treated as a mistake.

29 ***Receipt of Inappropriate Materials***

30 If an employee receives inappropriate/prohibited material from another person, they will
 31 immediately advise the sender that they are not permitted to receive such information and
 32 not to send similar material again. If the employee needs assistance in responding to such
 33 situations, they will contact their supervisor who can assist them or arrange for assistance
 34 from the ICT staff (e.g., if the other party does not cooperate, contact ICT staff for guidance
 35 in blocking transmissions from the offending party.)

36 ***Personal E-Mail***

37 Personal e-mail shall be defined as email that is not part of Family Resource Agency's e-
 38 mail system (i.e., @fratn.com or @fragahs.com email addresses)

39 If an employee uses any computer or appliance from inside the Agency's computer network
 40 to view personal e-mail over the Internet, they may not, under any circumstance, download
 41 Family Resource Agency, Inc.

1 or activate any attachments to e-mails. Exceptions may be made by the ICT Director only.
2 For Georgia Head Start, exceptions may also be approved by the GAHS ICT Coordinator)

3

4 ***Separation from Employment***

5 Upon separation from the Agency's employment, the Agency will deny all access to
6 technology resources, including the ability to download, forward, print or retrieve any
7 messages stored in the computer system, regardless of sender or recipient.

8

9 ***Disciplinary and/or Legal Action***

10 Violations of this policy will be evaluated on a case-by-case basis and may result in:

- 11 • Restriction, suspension or loss of technology access or capability, and/or
12 • Disciplinary action up to and including termination.

Issued Date: 06/26/06	Descriptor Code: 20.0600 – 20.0700		
Revised: 08/25/08	20.0600 20.0700	Smoking/Tobacco Use Restrictions on Political Activities	

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2
3 **20.0600 Smoking / Tobacco Use**
4

5 In order to promote a safe and healthy working environment for all employees, the Agency
6 has a policy of discouraging the use of tobacco. Smoking and the use of tobacco in any
7 form are prohibited in the interior of all buildings, offices, and vehicles, including personal
8 vehicles where an employee is claiming mileage for the drive and has a non-smoking
9 employee or client with them. Any person wishing to smoke or use tobacco products of any
10 kind must do so outside, in a properly designated area and dispose of the product properly.
11 The Agency reserves the right to designate which exterior areas may be used for smoking
12 at each location. In locations where the Agency site is housed on the campus of a school
13 or some other organization, Agency personnel must adhere to the policies of that location if
14 they are more restrictive than our own. This may include a total ban on the use of tobacco
15 products at a location or locations.

16
17 Employees who smoke may not take numerous smoke breaks during the day. The number
18 and frequency of breaks are limited to no more than one per morning and one per
19 afternoon and a duration of no more than 15 minutes each, assuming their respective
20 position or location allows for breaks such as these.

21
22 **20.0700 Restrictions on Political Activity**
23

24 This Agency must administer its programs in a politically nonpartisan manner and must
25 avoid action which can reasonably be construed as intended to favor one political party
26 over another or to influence the outcome of any election for public or party office. The use
27 of program funds, the provision of services, and assignment of personnel must not result in
28 the identification of the program with any partisan political activity or with any non-partisan
29 political activity which is designed to further the election or defeat of a candidate for public
30 party office. In addition, program funds may not be used in the provision of services or the
31 assignment of personnel in connection with voters or potential voters to the polls. The
32 Head Start Act of 1990 also prohibits Head Start Agencies from using Head Start funds,
33 equipment, or staff to transport voters to the polls or to engage in voter registration
34 activities.

35
36 Employees should refrain from any activity that would give the appearance the Agency
37 is affiliated with or supportive of a particular political party.

Issued Date: 06/26/06	Descriptor Code: 20.0800		
Revised: 09/24/07	20.0800	Conflicts of Interest and Nepotism	

20.0800 Conflicts of Interest and Nepotism

No person shall be employed while s/he or a member of his/her immediate family serves on a board or council of this Agency, if that board or council has authority to order personnel actions affecting his/her job. This includes a board or council that, either by rule or practice, regularly nominates, recommends, screens, or approves candidates for the Agency or program by which he is employed. No person for whom this policy would apply, may submit an application for employment while s/he or an immediate family member serves on a board or council as described above. However, a Policy Council member may be employed as a substitute but must abstain from voting on any issue directly relating to that position classification.

No person shall be employed in a job over which a member of his/her immediate family exercises supervisory authority. No person shall enter into a paid procurement for goods or services with a relative. For the purpose of the above, a member of an immediate family shall include any of the following persons:

- | | | | |
|---------|---------------|----------|-----------------|
| Husband | Wife | Daughter | Daughter-in-law |
| Father | Father-in-law | Brother | Brother-in-law |
| Mother | Mother-in-law | Sister | Sister-in-law |
| Son | Son-in-law | | |

In addition, the Agency also considers it improper, and the same policy applies, if the relationship is a “step” or “half” relationship involving any of the above named relatives (i.e. step-brother, step-mother, half-sister).

It is the policy of this Agency that relatives should not be employed in a position in which there is a supervisory relationship. If such a relationship should be created by promotion or reassignment, or come to light after both are employed then, one or both persons would have to be transferred or terminated to remedy the potential conflict of interest situation. An exception would be allowed if it is documented that no other qualified person is available to fill one of the positions and there have been reasonable attempts to find someone. This exception would need the CEO’s written approval to be allowed to exist.

The Agency discourages dating between persons who have a supervisor/subordinate relationship. If such a relationship should come to light then one or both parties would be reassigned, transferred, or potentially terminated to remedy the potential conflict of interest situation.

Issued Date: 06/26/06	Descriptor Code: 20.0900 – 20.1100
Revised:	20.0900 Prohibition Against Accepting Gifts and Gratuities 20.1000 Personal Property 20.1100 Suggestion Procedure

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3 **20.0900 Prohibition Against Accepting Gifts and Gratuities**
4

5 Employees are prohibited from accepting gifts, money, free services or other items of value
6 from persons receiving benefits or services under the programs or performing services
7 under contract or otherwise in a position to benefit from an employee action. This does not
8 apply to inexpensive items such as pens, pencils, other token items, or meals with a retail
9 value of less than \$25 and with a \$100 limit per year per source. Any employee
10 determined to be in violation of this policy is subject to discipline up to and including
11 termination.
12

13 **20.1000 Personal Property**
14

15 The Agency does not assume any responsibility for the loss or theft of personal belongings.
16 Employees are advised not to carry large sums of cash or other valuables with them when
17 they come to work. It is expected that employees will exercise reasonable care with
18 respect to their purses, handbags, briefcases, etc. Items such as these should not be left
19 unattended.
20

21 **20.1100 Suggestion Procedure**
22

23 It is the desire of the Agency to encourage all employees to submit any constructive
24 suggestions they may have for improving any aspect of the operations of the Agency or its
25 programs or facilities. Examples of constructive suggestions include: a more efficient use
26 of physical facilities, new sources of buying supplies, improvements in Agency policies, or
27 ideas for improving attendance and punctuality.
28

29 Suggestions should be submitted in writing to the Program Director or CEO. Every effort
30 will be made to give an employee recognition if their suggestion is implemented.
31 The Agency may also offer financial incentives for suggestions that save the Agency
32 money.

Issued Date: 06/26/06	Descriptor Code: 20.1200
Revised:	20.1200 Community, Program Reviews, and CDA Involvement

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3 **20.1200 Community, Program Reviews, and CDA Involvement**
4

5 The Agency recognizes that as it is a part of the larger community, and it is appropriate for
6 staff to be involved in various civic and community affairs. This is particularly appropriate
7 for Administrator level staff. However, other staff may also find opportunities for
8 involvement. It is difficult to set specific limits since some involvements may be of a short
9 duration while others are ongoing. Therefore, it is essential that outside involvements of
10 this nature be discussed with one's Program Director or the CEO. It will then be the
11 responsibility of the person in authority to explore the potential impact of the employee's
12 involvement to determine if approval can be granted.
13

14 Director level employees are allowed and encouraged to become members of civic groups.
15 The Agency will pay for the Director's dues and meals to attend the meetings if the Director
16 is active in the club and there does appear to be some benefit to the Agency for his/her
17 membership.
18

19 Regarding outside Head Start Program Reviews and CDA consulting, the Agency allows
20 employees to participate in outside Program Reviews for Head Start and CDA
21 Assessments. The following stipulations apply: (1) that all absences relating to being away
22 from work at the Family Resource Agency be approved in advance by the CEO and/or
23 appropriate Program Director (2) that no employee be away from his/her work for more
24 than (10) ten working days each year for the purpose of participating in such reviews or
25 consultations (3) that the employee may elect to do one of the following in terms of
26 reimbursement for consulting: be paid as a consultant while away doing the consultation,
27 elect for the consulting fee to be paid to Family Resource Agency, or choose to have no
28 consulting fee paid to either the employee or the Agency. If the employee chooses to be
29 paid as a consultant, the employee would have to take approved leave for the days away
30 from work. If the consulting fee is paid to the Agency, then the employee would not need to
31 take any type of leave to be away from work to conduct the review. Likewise, if neither the
32 employee nor the Agency receives a consulting fee, then the employee would not need to
33 take any kind of leave to be away from work.

Issued Date: 06/26/06	Descriptor Code: 20.1300
Revised:	20.1300 Agency Staff or Volunteers with Infectious Disease

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20.1300 Agency Staff or Volunteers with Infectious Disease

This policy pertains to all employees, parents or other program volunteers. When it becomes known to the employee or volunteer that s/he has HIV, AIDS, hepatitis, tuberculosis, or some other infectious disease or illness that is considered to be a serious health threat, it is required that s/he report this to the Program Director or CEO immediately.

A release of information form should be signed so that information may be obtained from the employee's/volunteer's physician and decisions can be made based upon relevant information. Many factors related to the employee's employment or the volunteer's ability to volunteer will depend upon information supplied by the physician. In the case of an employee, the identification of his/her physician and release of medical information specific to the medical condition will be required from the employee as a basis for continued employment.

Each case will be reviewed individually to address issues, including but not limited to: continued employment, work assignment, appropriate personal hygiene, protection of the employee from diseases, and establishing a schedule for review of the case.

It is the intent of the Agency to restrict information concerning an infected employee to a "need to know" basis. It is the intent of the Agency that such employee not suffer discrimination due to this affliction, and to insure this, the Agency will take appropriate action to protect confidentiality and the health of the afflicted employee and others.

Issued Date: 06/26/06	Descriptor Code: 20.1400 – 20.1550	
Revised: 08/25/08, 05/24/10	20.1400	Outside Employment
	20.1500	Open Door Policy
	20.1550	Concern Line

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3 **20.1400 Outside Employment**
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5 The Agency allows its employees to hold second jobs subject to certain restrictions as
6 outlined in this section. The Agency recognizes the right of its employees to spend their
7 non-working time away from the job as they please. However, the Agency does require
8 that activities away from the job not adversely affect the employee's job performance or
9 compromise the Agency's interests.

10
11 Outside employment will not be considered an excuse for poor job performance,
12 absenteeism, tardiness, refusal to travel, refusal to work different hours or a different
13 schedule, or work overtime if requested to do so. Should the outside employment cause or
14 contribute to any of these situations, such outside employment must be discontinued or, if
15 necessary, normal disciplinary procedures would be followed, up to and including
16 termination.

17
18 **20.1500 Open Door Policy**
19

20 Open, direct, and respectful communication is a critical and necessary part of working
21 effectively with others and having an enjoyable and profitable work environment. Internal
22 procedure allows employees to resolve work related issues, questions, and concerns
23 through the informal OPEN DOOR POLICY. The Agency supports the belief that the Open
24 Door Policy is a key element in any successful business relationship, and should
25 successfully resolve employee issues. Retaliation against any employee for appropriate
26 usage of Open Door channels will not be allowed or tolerated. Respect for confidentiality,
27 except on a need-to-know basis, will be maintained throughout the process.

28
29 The process involves first discussing the issue or problem with your immediate supervisor
30 for resolution. If the issue or concern involves your supervisor or remains unresolved,
31 discuss the issue with an appropriate higher level supervisor, Program Director, Assistant
32 Director, or the CEO for resolution.

33
34 **20.1550 Concern Line**
35

36 As another form of communication, Family Resource Agency has initiated a Concern Line
37 for employees to utilize when they have concerns they think need to be addressed to upper
38 management. The phone number for the Concern Line is 423-479-9339, then press "6"
39 when the voice mail message begins. When an employee calls the Concern Line, the call
40 will go directly to a confidential voice mailbox (no one will pick up the phone) that can only
Family Resource Agency, Inc.

1 be accessed by the CEO. All calls are anonymous unless the employee wishes to leave
2 his/her name and phone number. When calling the Concern Line, the employee has ten
3 minutes to leave a concern; if more time is needed, the employee will need to call back and
4 continue speaking. Also, if there is silence for six seconds or a lot of background noise, the
5 voice mailbox will disconnect and the employee will need to call back. When calling, it is
6 important that the employee leave as much detail as possible about the concern, including
7 “who, what, when, and where.” Lastly, if an employee prefers, he/she may email their
8 concern to james@fratn.com.

Issued Date: 06/26/06	Descriptor Code: 20.1600 – 20.1700
Revised:	20.1600 Rehiring Former Employees 20.1700 Social Security, Income Taxes, and Unemployment Insurance

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20.1600 Rehiring Former Employees

Depending on the circumstances of their departure, the Agency may consider a former employee for re-employment. Such applicants are subject to the Agency's usual pre-employment procedures.

An employee who is rehired and has been away from employment with the Agency for less than 180 calendar days shall be eligible to receive leave amounts at the same level as he/she received at the point of their separation from employment assuming the employee is returning to a position with the same type of benefits as the position the employee left.

In regard to health and other insurance benefits, a former employee who is rehired is eligible to again participate in these various benefits as soon as is allowable according to the individual policies and practices allowed by the plan documents.

In regard to the retirement plan, all time in service (employment with the Agency) before a break in service (leaving our employment) will be taken into account immediately to determine if an employee is eligible for participation. The complete Retirement Plan Document prevails in any situation where there may be a discrepancy between what is included in the Personnel Policies and Procedures, a Summary Plan Description, or any other written material as compared to the actual Retirement Plan Document itself.

20.1700 Social Security, Income Taxes, and Unemployment Insurance

As required by law, the Agency pays premiums for social security and unemployment insurance benefits. Under federal law, employees must pay for a portion of the social security benefits as well. Those costs are noted on the deductions portion of employees' paycheck stub. The Agency also makes income tax deductions and reports income as required by relevant federal and state law.

Issued Date: 06/26/06	Descriptor Code: 20.1800	
Revised:	20.1800 20.1900	Return of Agency Property Court-Ordered Deductions from Pay

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20.1800 Return of Agency Property

Any Agency property issued to an employee, such as computer equipment, cellular telephones, keys, pagers, tools, materials, uniforms, and credit card(s), must be returned to the Agency at the time of separation/termination. The employee is responsible for any lost or damaged items. Where permitted by law, the value of any property issued to an employee and not returned may be deducted from the employee's paycheck.

20.1900 Court-Ordered Deductions From Pay

By law, we are required to execute any court-ordered wage garnishments. These may include deductions related to bankruptcy, child-support payments, or judgments related to other debts. When court-ordered deductions are to be taken from an employee's paycheck, the employee will be notified.

Issued Date: 06/26/06	Descriptor Code: 20.2000 – 20.2000.30
Revised:	20.2000 Dress Code 20.2000.10 Office Staff 20.2000.20 Classroom/Cafeteria/Shelter Staff 20.2000.30 Special Days/Occasions

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3 **20.2000 Dress Code**
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5 We recognize that different positions within our organization have greatly varying job
6 duties. Because of that, we provide differing dress code requirements for the major
7 categories of staff. This guidance cannot possibly cover all issues so it may be appropriate
8 for individual programs to elaborate further as the need exists. However, any further
9 elaborations may not diminish this general policy nor allow employees to dress less
10 professionally or more casually than the policies here allow.

11
12 Any employee who arrives for work not dressed according to Agency dress code may, at
13 the discretion of the supervisor, be asked to return home to change. This would be on the
14 employee's own time and expense. Further instances, beyond one individual notification to
15 an employee that his/her dress or hygiene does not conform to the dress code, will subject
16 the employee to disciplinary measures.

17
18 The Agency does recognize there are widely accepted differences in the way females and
19 males customarily dress. Therefore, the Agency does differentiate in some instances
20 between what is commonly acceptable for females versus males or vice versa.

21
22 All Agency staff are expected to project a level of personal hygiene and appearance that
23 presents a well-groomed image. This includes frequent baths, clean nails, well-kept hair,
24 clean clothes and a professional general appearance consistent with the employee's
25 organizational duties.

26
27 Staff should be mindful of others in the use of perfumes or colognes so that coworkers or
28 clients are not overwhelmed by the use of such heavy fragrances.

29
30 Jewelry worn in the skin and/or through holes pierced into the body are limited to the ears
31 only while at work. Offensive, sexually suggestive, or lewd tattoos that can normally be
32 seen during typical work interactions are not permitted either.

33
34 Clothing and foot wear worn by staff should be clean, in a good state of repair, and not
35 ragged, frayed, or with holes.

36
37 For the purposes of this dress code policy, all Agency employees are divided into two basic

1 groups. One group is "Office Staff" and the other is "Classroom, Cafeteria, and Shelter
2 Staff."

3 4 **20.2000.10 Office Staff**

5
6 Office staff are staff who, no matter the program or the site, are assigned to work in a
7 capacity that most persons would categorize as "office work"; or they work in one of the
8 Agency's offices, including the offices of a Head Start or early learning site. Examples of
9 these positions include: Specialists of all kinds, Program Assistants, Coordinators, Site
10 Managers, Center Managers, MIS Personnel, and Directors.

11
12 The minimum requirement for office staff is ***Business Casual***. In defining business casual,
13 these are the guidelines. Pants may be a dress khaki, dress corduroy or regular dress
14 slacks for men or women. Cargo pants with outside pockets, even though they may be
15 khaki, are not acceptable. Shirts, blouses, or sweaters must be at least as dressy as a
16 pullover polo type shirt or top. Shirts or blouses should normally be worn tucked into the
17 pants unless they are specifically designed to be worn outside. T-shirts, whether plain or
18 with slogans, are not allowable. In determining what a T-shirt is or is not, keep in mind
19 common sense. Ladies have been wearing tops for many years that do not have a collar
20 yet they are not considered a T-shirt; so they would typically be acceptable for women to
21 wear.

22
23 Jean type pants are not acceptable no matter whether they are blue or some other color.
24 Tennis or jogging shoes also are not acceptable no matter what the color. There are a
25 variety of leather or leather-like walking shoes in browns, blacks, or tans that are
26 comfortable yet look professional enough. Dress sandals are considered appropriate office
27 attire for women, but not for men. Flip flops and beach shoes, though, are not allowable
28 and may not be worn at work.

29
30 Sweat pants, sweat shirts, sweat suits, jogging suits, and flannel shirts are not acceptable
31 either. Leotards, spandex, and other extremely form fitting garments are also too casual.

32
33 In the office setting, it is acceptable for women to wear garments that are a cross between
34 a dress or skirts and shorts. These are called skorts. No shorts, whether dress, bermuda,
35 walking, or some other kind are acceptable for men or women as office attire.

36
37 Employees should not dress in a provocative or indecent manner. Some examples include
38 shirts or blouses that are see-through or mesh, dresses, skirts, or shorts that are very short,
39 and tank or tube tops. (Dresses, skirts, and shorts may be no shorter than 3 inches above
40 the knee.) No matter the type of top and bottom combination, all tops and bottoms should
41 meet in such a manner that one's mid-section remains covered during typical job activities.

42
43 There may be occasions where an employee should dress more formal than business
44 casual. These times may include meetings with other business or community leaders who
45 will likely be dressed in dress shirts, ties, and coats for the gentlemen; or pant suits or
46 professional dresses for the ladies. In these instances it is appropriate and expected for

1 our employees to dress in a similar manner so a professional image will be projected.

2
3 **20.2000.20 Classroom/Cafeteria/Shelter Staff**

4
5 Besides the clothing considered acceptable in the previous “Office Staff” section,
6 classroom, cafeteria, and shelter staff may also wear jeans, tennis shoes, or jogging shoes
7 as long as they are clean and cared for. Garments with tears and/or holes, or those
8 designed to look like they are dirty are not acceptable. Shirts and blouses should be long
9 enough to be worn tucked in or to keep one’s mid-section covered during typical job
10 activities which include activities with the children.

11
12 Shorts may be worn provided they are of the longer type—no biking and no shorter than 3
13 inches above the knee. T-shirts and sweat shirts may be worn provided they do not have
14 suggestive or offensive messages or logos on them.

15
16 Cafeteria/kitchen staff should wear hairnets or some other appropriate hair covering while
17 performing either food prep or food serving duties.

18
19 **20.2000.30 Special Days/Occasions**

20
21 At certain times a program or office may relax the dress code for a specific function. For
22 example, for staff appreciation days or picnics, field trips, or special work days staff may be
23 permitted to dress more casually than normally allowed. However, these exceptions are
24 limited. Since our dress code is already business casual, we will not typically observe
25 casual Fridays or another regular day where we dress down any further.

Issued Date: 06/26/06	Descriptor Code: 20.2100 – 20.2300	
Revised:	20.2100	Fraud
	20.2200	Licensures/Certifications
	20.2300	Child Abuse/Neglect Reporting

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3 **20.2100 Fraud**
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5 The Agency needs to know about any instances of fraud, theft, or the improper use of
6 Agency property or equipment. Any person having knowledge of any of these situations
7 should immediately contact his/her Program Director, the CEO, the Board President, or the
8 Agency's independent outside auditor. The phone numbers of any of those persons can be
9 supplied by the Executive Assistant to the CEO at 423-479-9339 ext. 3519 or 423-303-
10 3519.

11
12 **20.2200 Licensures/Certifications**
13

14 For positions that require a particular license and/or certification, it is the responsibility of
15 the employee to keep those current. Failure to do so may subject the employee to
16 termination or demotion to a lower level position in which the certification or license is not
17 required.

18
19 **20.2300 Child Abuse/Neglect Reporting**
20

21 In situations where an employee of the Agency may suspect child abuse and/or neglect, it
22 is the responsibility of the employee to report that information to the proper authorities. As
23 reporting procedures differ from state to state, the employee should speak with his/her
24 supervisor or other program management to become familiar with the process if he/she has
25 not already had training in that area.

Issued Date: 06/26/06	Descriptor Code: 30.0100 – 30.0200	
Revised: 05/24/10	30.0100	Right to Inspect Agency Property
	30.0200	Reminder to Employees

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3 **30 AGENCY RIGHTS**
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5 **30.0100 Right To Inspect Agency Property**
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7 All Agency locations, supplies, records, and equipment are considered the property of the
8 Agency. The Agency reserves the right to review, inspect, and open all buildings, storage
9 facilities, desks, lockers, computers and the files stored on them, cell phones, blackberries,
10 and other equipment or facilities that belongs to or is leased, rented, or in use by the
11 Agency. Therefore an employee should have no presumption of privacy in regard to
12 his/her use of the above-mentioned items.
13

14 **30.0200 Reminder To Employees**
15

16 The Agency reminds all employees that it maintains and utilizes the right to:
17

- 18 (a) assign, supervise, discipline, and dismiss employees;
19 (b) determine and change general schedules, as well as individual employee's starting
20 and quitting times, as well as shifts;
21 (c) transfer employees within programs, to other work sites, or into other programs and
22 other classifications;
23 (d) determine and change the size of or qualifications of the work force, including
24 changes to positions or job titles;
25 (e) establish and change pay and benefit levels, rates of pay, pay dates, and any
26 other aspects of compensation and benefits;
27 (f) establish, change, and abolish its policies, practices, rules and regulations;
28 (g) determine and change methods by which its operations are to be carried out; and
29 (h) assign duties that may or may not be in a particular job description to employees in
30 accordance with the Agency's needs and requirements and to carry out all ordinary
31 administrative functions.

Issued Date: 06/26/06	Descriptor Code: 40.0100 – 40.0100.40
Revised: 05/24/10	40.0100 Hiring Process
	40.0100.10 Family Violence and Fiscal Services
	40.0100.20 Head Start Division
05/24/10	40.0100.30 Director Level Employees Hiring Process
	40.0100.40 CEO Hiring Process

40 EMPLOYMENT PRACTICES

40.0100 Hiring Process

It is the policy of this Agency to hire individuals who are suitable or trainable for employment as determined by our standards of physical fitness, education, experience, aptitude, and character. All decisions regarding the recruitment, selection, and placement of employees are made solely on the basis of job-related criteria.

In no event shall the hiring of an employee be considered as creating a contractual relationship between the employee and Agency unless otherwise provided in writing by a specific employment contract agreement. Such relationship, except as a specific written contractual agreement, shall be defined as "employment at will", where either party may dissolve the relationship at any time and without prior notice. It should also be noted that even for positions holding a specific employment agreement, certain behaviors or Agency rule violations will subject them to a termination of that contract agreement and that the contract agreement may be terminated by the Agency during an initial introductory or probationary time period as outlined in the contract agreement.

Filling a position normally involves several steps. When a position becomes available, current employees of the Agency are notified through posting position openings at the administrative and/or other specific program locations.

If a qualified applicant or applicants respond from within the organization, the hiring process is begun using those applicant(s) from inside the organization. The administration, at its discretion, may also consider applications currently on file or may choose to externally advertise a particular job opening even if applicants respond from within. Usually, if the position's responsibility lies within a single county, the position would only be advertised in the newspaper of that county. However, if the job normally involves work in several counties, other county newspapers would typically be utilized. The Agency may also use Internet websites in lieu of, or in addition to, other forms of advertising for openings.

No prospective employee shall be considered hired until an official recommendation in Family Resource Agency, Inc.

Personnel Policies and Procedure Manual

1 the form of a Payroll Change Notice is signed by the Program Director, if applicable, sent
2 to the CEO, and the CEO has officially accepted that recommendation. The CEO's
3 signature on the Payroll Change Notice constitutes acceptance of the recommendation.
4 Also, in the case of Head Start employees, the hiring must further be approved by the
5 Policy Council before it becomes official.

6 Any employee wishing to transfer from one Agency program to another should
7 immediately notify his/her present Program Director of his/her desire to transfer or apply
8 for another position.

9 10 **40.0100.10 Family Violence and Fiscal Services**

11
12 The respective Director of each Program or Department is responsible for the hiring of
13 staff within their respective programs. This includes advertising and/or posting position
14 vacancy announcements, obtaining applications and conducting interviews, checking
15 references, and then making a recommendation to hire to the CEO. At the Director's
16 discretion he/she may delegate, some or all of, these duties to other staff.

17 18 **40.0100.20 Head Start Division**

19
20 For Head Start/Early Head Start Personnel, the Head Start Director is responsible for the
21 hiring of staff following applicable federal Head Start guidelines. In addition to the duties
22 and guidelines mentioned in section 1 above, Head Start regulations also require the
23 Policy Council to approve/disapprove the hiring of all Head Start staff. The Head Start
24 Director, depending upon the policies of the specific Head Start program, may involve
25 the Policy Council during the interview process or may choose to recommend staffing
26 decisions to the Policy Council at a regular or called meeting.

27 28 **40.0100.30 Director Level Employees Hiring Process**

29
30 Employees covered under this section are the Fiscal Director and Program Directors.
31 Assistant Director level employees are not included in this section of policy.

32
33 The CEO is responsible for interviewing applicants and selecting one or more to then be
34 interviewed by a committee. For a non-Head Start position, the committee is an ad hoc
35 committee consisting of the Chair of the Finance Committee, the Chair of the Human
36 Resource Committee, the Chair of the Board, and the CEO. For a Head Start Director
37 position, the committee is an ad hoc committee which includes the Chair of the Finance
38 Committee, the Chair of the Human Resource Committee, the Chair of the Board, the
39 CEO, and also persons from the Policy Council of the Head Start Program the position
40 works in. For more specifics on the procedure involved in hiring a Head Start Director
41 please refer to the document "Overview of Governance and Management
42 Responsibilities Related to Head Start."

43 44 **40.0100.40 CEO Hiring Process**

45
46 The Executive Committee of the Board of Directors is responsible for advertising,

- 1 screening, and interviewing applicants for the position of CEO. The final hiring
- 2 recommendation would then be made to the full Board of Directors and the Board would
- 3 act on that recommendation.

Issued Date: 06/26/06	Descriptor Code: 40.0200 – 40.0300		
Revised: 08/25/08	40.0200	Reference, Background Check, and/or Driving Record Check	
05/24/10	40.0300	Wage/Salary Scale	

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3 **40.0200 Reference, Background Check, and/or Driving Record Check**
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5 As a condition of employment, the Agency requires that a reference check be completed
6 on prospective employees. This may include checks with former employers, character
7 references, driving and/or traffic violation records, as well as a criminal background
8 check, as appropriate. Falsification or omission of background information may be
9 cause for immediate termination. All prospective employees are to complete and sign a
10 **Driving Record Declaration Form.**

11
12 All persons hired, including substitutes, will complete a **Personal Vehicle Liability**
13 **Insurance Form** indicating they have auto insurance that will cover them while using
14 their vehicle. An updated form will be collected yearly from all employees.

15
16 An MVR check will be completed during the initial hiring process on all employees hired
17 except for substitutes. If a substitute is later transferred into a regular position, the MVR
18 check will be completed at that time. One exception to this is in the Family Violence
19 Program, which considers its night-time staff as substitutes. In the case of the Family
20 Violence Program, an MVR check will be completed on all staff, including substitutes, at
21 the time of initial hire.

22
23 An MVR check may be completed directly by Family Resource Agency, through another
24 Agency such as the Department of Human Services, through the Department of Public
25 Safety, or through a private contractor. In situations where the check is completed
26 through the Department of Human Services, we will request from them the criteria they
27 use to indicate whether or not the person is eligible to drive to transport children.
28 However, DHS only reports to us whether or not a person has a driving record that is
29 acceptable or not. Persons who have an unacceptable driving record are not eligible for
30 employment with Family Resource Agency in a position that involves the transport of
31 children, adult clients, or other employees. Any person who does not have an
32 acceptable driving record **may not** be employed in a position in which the person is
33 allowed to drive even their own vehicle on Agency business.

34
35 In situations where we do receive specific information back regarding an individual's
36 driving record, we will use the following criteria to make decisions. This information is
37 generally based upon criteria by our current commercial auto insurance carrier.

38
39 No major violations within the last 3 years. Major violations would include DWI, DUI,

1 vehicular homicide, reckless driving, drug possession, or leaving the scene. If a person's
2 driving record includes any of these situations, then he/she will not be eligible to be
3 hired.

4
5 The following are violation/accident thresholds above which a person could be hired, but
6 not be allowed to drive in relation to Agency business. If the person has not exceeded
7 the threshold, the person can be hired for a position involving driving. This would include
8 any driving which includes transporting other Agency employees and/or clients or a
9 situation where the employee drives and collects mileage reimbursement. If an
10 employee is not eligible to drive, then a memo explaining the situation should be given to
11 the employee, and the employee should sign a copy of it indicating his/her understanding
12 that he/she is not eligible to drive on Agency business until such a time as his/her driving
13 record falls below the thresholds or standards outlined below. If an employee is hired
14 who is at the threshold yet does not cross it, then he/she should be informed that if
15 he/she crosses the threshold during the rolling 3 year period, then he/she may lose
16 his/her job because of the inability to drive on Agency business.

17
18 Maximum of one moving violation in the last three years in combination with one at-fault
19 accident, or maximum of two moving violations with no at-fault accident. Maximum of
20 two at-fault accidents in the last three years with no moving violations.

21
22 The Agency reserves the right to check an employee's MVR at any time in the future
23 when such a check or investigation is deemed in the best interest of the Agency.

24 25 **40.0300 Wage/Salary Scale**

26
27 The Agency utilizes a position classification system based upon pay grades. Periodically
28 these grades are adjusted to meet the organizations staffing needs. As a Head Start
29 requirement, the Agency periodically obtains information about other similar
30 organizations, their positions, and their pay in order to provide wage comparability
31 information. Since the Family Resource Agency is primarily an education organization,
32 operates numerous facilities, operates a transportation system, and requires degree
33 holding personnel in higher level positions, the comparability data is typically gathered on
34 neighboring school systems. This provides a reasonable comparison.

35
36 The Agency also adheres to the Head Start requirement that Head Start funds may not
37 be used to compensate any employee, including the CEO, at a rate greater than that of a
38 Federal Executive Level II employee. As that amount changes periodically, please
39 consult an official federal website for that information.

Issued Date: 06/26/06	Descriptor Code: 40.0400
Revised:	40.0400 Introductory Period

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40.0400 Introductory Period

All new employees and all present employees transferred or promoted to a new position shall be placed on an initial introductory period of at least 90 days. This applies to all employees, even those who have a specific employment contract. Longer introductory periods may be used by individual programs at that Director's discretion. Upon successful completion of the introductory period, the employee will be given regular status.

During this period, the employee's job performance will be carefully observed by the supervisor. Weaknesses in performance, work habits or levels of cooperation may be brought to the employee's attention if deemed appropriate by the Agency supervision and management.

At the end of the introductory period, if the employee has completed it, or sooner if appropriate, the supervisor will prepare a written evaluation of the employee's job performance. If the employee has been successful in his/her job performance so far, the employee will be removed from introductory status. However, if the supervisor wishes to, he/she may recommend extending the introductory period for a set additional period of time. At that point, the employee may then be reevaluated and a recommendation made by the supervisor concerning whether to put the employee on regular status. No employee may receive more than one introductory extension and still remain employed with the Agency. No employee is eligible for any type of pay raise during an introductory period.

Employees during or at the conclusion of an introductory period may be terminated, either with or without a formal evaluation having been completed. Employees terminated during or at the conclusion of the introductory period have no rights of appeal of the termination decision. However, all terminations must be done with approval of the designated authorities as outlined in the termination section.

Issued Date: 06/26/06	Descriptor Code: 40.0500 – 40.0600
Revised:	40.0500 Orientation and Training of Employees 40.0600 Physical and/or Mental Health Exam

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40.0500 Orientation and Training of Employees

It is our intent to provide proper orientation and training to all employees both new and old. All new employees should receive orientation either prior to beginning work or in no case later than 3 work days after beginning work. Because of child care licensing regulations in Georgia, employees in that state must complete their orientation prior to beginning work.

The orientation should include, but not be limited to, discussing the position job description and obtaining a signed copy for the personnel record, an introduction to personnel policies and procedures, obtaining a signature from the employee indicating they have received a copy of the personnel policies, and a review of the fringe benefits the employee is entitled to. It is the responsibility of the Program Director to insure this is done. The CEO has this responsibility for the positions he/she supervises. A new employee or employee changing positions should also receive on-the-job training from his or her supervisor or fellow workers. In order to further train staff, the various programs of the Agency schedule in-service training programs. All staff, as appropriate, are expected to take part in this training. As funding is available, the Agency also sends certain staff to out-of-town conferences or training programs. Staff are expected to participate in these activities as requested.

40.0600 Physical and/or Mental Health Exam

The Agency reserves the right to require an individual to be examined by a physician and/or mental health practitioner whenever conditions make this desirable for the protection of the employee, coworkers, clients, or the Agency. No person shall be employed or continue to be employed whose physical or mental health could be reasonably believed to be a threat or a potential threat to the safety and well-being of Agency clients or staff. Additionally, certain programs of the Agency, due to state or federal regulations, may require physicals and drug tests prior to employment, at certain regular intervals, at random times, or after the occurrence of specific events.

In any circumstances in which the Agency may not be satisfied with the results of a physical or psychological exam, the Agency may request that the employee submit to a second exam. The second exam would be at the Agency's expense and with a qualified practitioner of the Agency's choosing. In the event of conflicting opinions, the Agency's

- 1 practitioner and the employee's practitioner shall designate a third practitioner, and that
- 2 practitioner's report shall be binding on all parties. The expense of the third examination
- 3 shall also be born by the Agency.

Issued Date: 06/26/06	Descriptor Code: 40.0700 – 40.0700.20
Revised: 08/25/08	40.0700 Annual Performance Evaluation 40.0700.10 Employees 40.0700.20 CEO

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3 **40.0700 Annual Performance Evaluation**

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5 **40.0700.10 Employees**

6
7 Each employee shall be formally evaluated at least once per year and at other times as a
8 supervisor may consider it necessary. Evaluations are conducted by the employee's
9 supervisor in writing and on an official Agency evaluation form. In all cases the official
10 review/evaluation should be discussed with the appropriate supervisory staff before
11 sharing the evaluation with the employee. Each Program Director is responsible for
12 insuring that all evaluations conducted within his/her respective program are properly
13 reviewed and signed off on before being shared with the employees. The CEO is
14 responsible for reviewing and signing off on all evaluations personally conducted by the
15 Directors.

16
17 After the evaluation results are discussed with the employee, the employee should sign
18 the form indicating the evaluation was discussed. A signed copy of the evaluation is to
19 be placed in the employee's personnel record and a copy given to the employee.

20
21 For all employees who supervise others, the annual evaluation process shall also include
22 the use of a Supervisor Relationship Survey Form and other surveys that may be used at
23 the time. The general results of the survey process will be shared during the evaluation
24 review and will be a part of the evaluation process.

25
26 If an employee disagrees with the results of his/her evaluation, the employee may utilize
27 the Agency's grievance policy to officially grieve the matter or instead may simply ask
28 that a statement be attached in which he/she rebuts information contained in the
29 evaluation.

30
31 **40.0700.20 CEO**

32
33 The CEO is expected to provide effective leadership to the staff of the Agency and insure
34 the Agency's business is conducted in an ethical and lawful manner. The Board will
35 evaluate the CEO, at least annually, with a process and procedure it informs the CEO of
36 ahead of time in order that the CEO may understand how he/she is to be evaluated and
37 to be fully prepared for the evaluation process. The Board shall also share the results of
38 the evaluation process with the CEO in a timely manner.

1 At the present time, the process is as follows: In May or June at the latest, the CEO will
2 complete a written self-evaluation in narrative form that would contain the following
3 sections and emphasize performance of the total organization (since that is what the
4 CEO position is about):

- 5 1. Leadership and management of the organization
- 6 2. Fiscal management of the organization
- 7 3. Quality of services to clients/customers
- 8 4. Community involvement/public relations/marketing
- 9 5. Relationship with Board

10
11 In each of these areas the CEO will write a paragraph or so that shares his/her
12 perception of his/her performance in each specific area along with some type of
13 justification in support of any assertions made regarding his/her performance. At the end
14 of each section, the CEO will rate his/her performance in each area as:

- 15 a. Exceeds expectations
- 16 b. Meets expectations
- 17 c. Below expectations

18
19 At the end, the CEO will do a conclusion or summary that also includes a rating of
20 his/her overall performance for the year and that also includes a rating statement like
21 that mentioned above. The CEO will also include a section of his/her goals for next year
22 that are not already a part of the strategic plan.

23
24 After the CEO has completed the self-evaluation, he/she would share it with the
25 Executive Committee via email in draft form. If there is anything in particular the
26 Executive Committee wants the CEO to address, the CEO could then add it before
27 presenting it to the entire Board.

28
29 At the same time the CEO is completing a self-evaluation (May or June), the Executive
30 Assistant to the CEO will send out the CEO survey instrument to his/her direct reports
31 only. All of these surveys would have a stamped, self-addressed envelope so the
32 completed surveys are sent directly back to the Board member designated to receive
33 them. That particular Board member would then be responsible for compiling those 6 or
34 so surveys and putting together an overview of the results of the surveys to share with
35 the CEO at the end of the evaluation process.

36
37 When the self-evaluation is finalized and the results of the CEO survey are compiled,
38 usually in July, the Executive Committee would then share these two documents with the
39 entire Board for a discussion without the presence of the CEO. If the Board agrees with
40 the CEO's self-evaluation and rating of each area, the evaluation would be voted on and
41 considered to be finalized. If the Board did not agree, the Board would identify the
42 specific areas of disagreement and share their rationale for their disagreement with the
43 CEO. The CEO would then have the opportunity to provide additional information to the
44 Board at the next Board meeting to support the CEO's rating. After the additional
45 information is provided by the CEO, the Board would then reconsider the area where
46 there was a difference in perception. The Board might vote to accept the CEO's self-

1 rating as a result of the new information, or it might choose to stay with its prior
2 perception and rating. In any case, the evaluation would then be finalized by the Board
3 and would become "official" at that point.

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Issued Date: 06/26/06	Descriptor Code: 40.0800
Revised:	40.0800 Employee Transfers

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40.0800 Employee Transfers

Transfers and requests for transfers can be divided into two categories; those within a program and those between two programs. A request for a transfer within a particular program should be directed to the Director of the program. The request should be in writing, either in memo form or on an appropriate application form. In the case of transfers within a program, there is no need for the employee to inform anyone outside the program concerning his/her request. It is the responsibility of the Program Director to grant or deny the request and to consult with the CEO prior to official action on the request.

In the case of transfers between programs, a different process is required. Anyone wishing to transfer from one program to another should notify his/her present Program Director of his/her wish to transfer, as well as notify the Program Director of the program s/he wishes to transfer to, and complete an application and the necessary paperwork for applying for the position. If necessary, the CEO will act as the coordinator of such transfers between programs in regard to the transfer timetable and other issues if these details cannot be worked out to the mutual satisfaction of the Directors involved.

Issued Date: 06/26/06	Descriptor Code: 40.0900
Revised:	40.0900 Rules of Conduct/Disciplinary Measures

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3 **40.0900 Rules of Conduct/Disciplinary Measures**
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5 It is the policy of the Agency that certain rules and regulations regarding employee
6 behavior are necessary for the efficient operation of the Agency and for the benefit and
7 protection of the rights and safety of all. Conduct that interferes with operations, brings
8 discredit on the Agency, or is offensive and/or abusive to clients or fellow employees will
9 not be tolerated.

10
11 All employees are expected to conduct themselves and behave in a manner which is
12 conducive to the efficient operation of the agency. The following types of conduct are
13 prohibited and could subject the individual involved to disciplinary action up to and
14 including termination. **It should be clearly noted to all employees this is not an all-**
15 **inclusive or exhaustive list.** Other behavior or situations not specifically noted will be
16 dealt with by management in a manner deemed appropriate, considering the
17 circumstances.

18
19 Obviously, the violation of some rules is a more serious offense than the violation of
20 others. Anyone violating the following rules will be subject to the procedure
21 corresponding to the designated type of rule: A, B, or C. This procedure will typically be
22 followed. **However, the Agency reserves the right to take other action or to skip a**
23 **step or steps due to extenuating circumstances, such as a past history of violation**
24 **of a number of rules, recent Corrective Action Plans, or any other factor(s) the**
25 **Agency management considers relevant.**

26
27 When utilizing the Corrective Action Plan (CAP) form and process, the form should be
28 completed and reviewed by the CEO prior to sharing it with the employee. This helps to
29 insure that a thorough investigation into the facts has been conducted before any official
30 disciplinary actions are taken. After the CEO has reviewed and approved the CAP, it is
31 then shared with the employee. This should be done in the presence of at least two
32 persons, preferably two persons in the employee's line of supervision. The employee is
33 then asked to sign the CAP form to indicate the matter has been discussed with him/her.
34 If he/she refuses, the other persons involved can sign stating the time and date it was
35 shared with the employee. The employee should be given a copy of the form. The file
36 copy of the form is then sent up the supervisory line for the appropriate signatures,
37 including the CEO's. After the CEO signs the form, it is placed in the employee's
38 personnel file.

39 If the employee wishes to rebut the information or interpretation of the information that is
40 the basis of the Corrective Action Plan, the employee may prepare a written statement of
41 rebuttal that will be attached to the CAP document and placed in their personnel file

1 along with the CAP. The employee may utilize the Agency's grievance process if he/she
2 wishes to officially grieve the CAP.

3
4 Note the Corrective Action Plan is the Agency's approved format for providing **official**
5 **and formal information** to an employee relating to behavior that must be corrected,
6 changed, and/or improved. Programs may use center action reports or other written
7 communication to employees to address these same types of issues on an informal
8 basis. However, those center action reports and/or memos are typically considered as a
9 part of an informal process and do not carry the same level of consequences as the
10 formal CAP process. Often this informal communication is initiated at a local center or
11 site level by an employee's immediate supervisor and does not require the approval of
12 the Program Director and/or CEO. **It should be duly noted there is no requirement**
13 **that an informal process be utilized before the formal discipline process is**
14 **initiated, or that a person will receive any informal chances or writeups before the**
15 **formal process is utilized.** With the approval of an appropriate Director or the CEO,
16 the formal discipline process may be initiated at any time in order to deal with
17 performance and behavior issues.

18
19 Relating to the official and formal Corrective Action Plan Process, a violation of an "A"
20 rule will typically be handled in a 4-step procedure and utilize the Agency's Corrective
21 Action Plan form:

- 22 (1) First written/formal warning;
- 23 (2) Second written/formal warning;
- 24 (3) Third written/formal warning and disciplinary suspension; and
- 25 (4) Discharge.

26
27 A violation of a "B" rule will typically be handled in a 3-step procedure and utilize the
28 Agency's Corrective Action Plan form:

- 29 (1) First written warning;
- 30 (2) Second written warning and disciplinary suspension; and
- 31 (3) Discharge.

32
33 A violation of a "C" rule will be handled in a 1-step procedure:

- 34 (1) Discharge.

Issued Date: 06/26/06	Descriptor Code: 40.1000 – 40.1000.30
Revised: 04/27/09 04/27/09	40.1000 Classification of Rules (A, B, C) 40.1000.10 “A” Rules 40.1000.20 “B” Rules 40.1000.30 “C” Rules

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3 **40.1000 Classification of Rules (“A”, “B”, or “C”)**

4
5 **40.1000.10 “A” Rules**

- 6
7 1. Loafing, loitering, or wasting time during work hours.
8 2. Frequent tardiness or excessive absenteeism.
9 3. Failure to report absence to immediate supervisor within a reasonable time.
10 4. Unacceptable appearance or personal hygiene.
11 5. Excessive errors.
12 6. Insufficient quantity of work.
13 7. Waste of materials.
14 8. Unacceptable quality of work, including negligence or inefficiency.
15 9. Leaving department, job, or office premises during working hours without proper
16 authorization.
17 10. Smoking or the use of tobacco in restricted areas.
18 11. Soliciting for contributions without authorization.
19 12. Unauthorized distribution of literature or written or printed matter of any
20 description on Agency premises.
21 13. Unauthorized or excessive personal use of telephone or e-mail system for
22 personal business.
23 14. Failure to follow Agency policies and/or procedures that are not related to safety
24 or health issues as indicated in “B” rule #8.
25

26 **40.1000.20 “B” Rules**

- 27
28 1. Disorderly conduct on Agency premises, such as excessive practical jokes,
29 excessive horseplay, etc.
30 2. Unauthorized posting or defacing or removing posted materials on bulletin boards,
31 walls, or any equipment.
32 3. Making slanderous comments and/or rumor spreading concerning Agency
33 employees, clients, or customers.
34 4. Carelessness resulting in injuries, property damage, or dangerous conditions.
35 5. Use of profane and/or obscene language.
36 6. Failure to immediately report another employee’s inappropriate treatment of a
37 child/ren or client(s), including physical punishment, slapping, spanking, hitting,

- 1 jerking by arm, hair pulling, extended isolation, improper discipline, or neglect.
 2 7. Failure to work cooperatively with other staff.
 3 8. Failure to observe safety, health, or licensing rules and regulations.
 4 9. Failure to immediately report an accident or incident, including personal injury
 5 and/or damage to Agency equipment or vehicle.
 6 10. Disobedience, insubordination, or refusing to perform work or carry out
 7 reasonable assignments or instructions.
 8 11. Illegal gambling on Agency property.
 9 12. Unprofessional conduct which includes improper interactions involving a
 10 child/children, a client or clients, the general public, or an employee or employees,
 11 yet that does not rise to the level of abusive behavior as outlined in "C" rule # 7.
 12

13 **40.1000.30 "C" Rules**

- 14
 15 1. Deliberate or willful abuse, damage or destruction of Agency property or the
 16 property of a client or another employee.
 17 2. Possession, use, or being under the influence of alcohol or illegal drugs while on
 18 Agency property or while operating Agency equipment or vehicles.
 19 3. Possession of firearms, weapons, or explosives on Agency property without
 20 authorization.
 21 4. Theft, misuse, or unauthorized use, or removal of Agency property without
 22 authorization, including charging unauthorized personal long distance calls to the
 23 Agency's account.
 24 5. Intentionally falsifying any Agency record, document or report, or giving false
 25 information for the purpose of deception.
 26 6. Threatening, intimidating, coercing, or interfering with fellow employees or Agency
 27 clients.
 28 7. Using unacceptable words and/or conduct which evidences abusive and/or violent
 29 behavior and/or neglect of children, clients, or fellow employees.
 30 8. Leaving a child unattended outside, on a vehicle, or while on a field trip.
 31 9. Extreme carelessness resulting in serious injury or harm to a client, customer, or
 32 employee of the Agency.
 33 10. Failure to immediately report another employee's abuse of a child, client, or fellow
 34 employee.
 35

36 The foregoing examples are illustrative of the type of behavior that will not be permitted.
 37 They are intended only as guidelines and are not intended to be all-inclusive.
 38 Employees are expected to conduct themselves in a respectable manner while fulfilling
 39 their assigned duties. Employees should be courteous, respectful, and cooperative in
 40 dealing with other employees, as well as children and their parents. All should dress and
 41 behave in a manner appropriate to their job assignment. All employees are expected to
 42 perform their jobs in a responsible and efficient manner. (See appropriate job
 43 description).

Issued Date: 06/26/06	Descriptor Code: 40.1100
Revised:	40.1100 Zero-Tolerance Policy

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3 **40.1100 Zero-Tolerance Policy**
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5 The Agency has a zero-tolerance policy regarding leaving a child unattended on a
6 vehicle or while on a field trip. "Unattended on a vehicle" is defined as absent
7 appropriate adult supervision in the immediate vicinity of the vehicle.
8

9 Any allegation of a child being left unattended in the two situations mentioned above will
10 be immediately investigated. If it is found the person or persons directly in charge of the
11 child or children left the child or children unattended, that person or persons will be
12 immediately terminated. If this involves a Head Start employee, due to Head Start
13 Policy, the Head Start employee will be suspended without pay until the next Policy
14 Council meeting where a recommendation to terminate will be made to the Policy
15 Council.
16

17 If a staff person or persons should leave a child unattended outside in a circumstance
18 other than previously mentioned, which includes the playground area surrounding the
19 center. the person or persons immediately in charge of the child shall, at a minimum, be
20 subject to a mandatory suspension of 5 days without pay and be placed upon
21 probationary employment status for at least 90 days. The employee or employees
22 involved shall also be required to attend additional training. Any further incidents of a
23 similar nature within a period of 3 years shall subject the person to immediate
24 termination. If the investigation into the circumstances dealt with in this paragraph
25 reveals the person or persons involved grossly ignored Agency policy and training
26 regarding the proper supervision of the children, the staff person or persons involved
27 may be immediately terminated instead of being suspended. The facts determined in the
28 course of the investigation will be used to make this decision.
29

30 It is imperative that all staff who have direct responsibility for children provide for the
31 supervision of the children in a responsible and prudent manner. This involves, but is
32 not limited to, checking to see that all children have safely exited a vehicle, counting
33 heads during transition times, conducting a "sweep" of the playground or room when
34 changing locations, and any other action that could be reasonably expected from a
35 prudent person. Since this is a zero-tolerance policy, it will apply to all employees
36 regardless of prior length of service and regardless of prior employment record.

Issued Date: 06/26/06	Descriptor Code: 40.1200
Revised:	40.1200 Interaction with Children

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40.1200 Interaction with Children

Staff should be positive in their interaction with children. In discipline, the overwhelming emphasis should be on the use of positive reinforcement and the teaching of appropriate behavior, rather than punishment.

Agency policy does not allow spanking or other forms of physical punishment. The following actions are also prohibited. They include striking, hitting, jerking, pulling the hair of, shaking, and/or yanking by the arm or other appendage. Any staff believed to have engaged in any of these behaviors is subject to immediate dismissal.

The Agency also prohibits the deprivation of food, rest, or outside play time as discipline techniques. Screaming or yelling at the children is prohibited as well.

All Head Start personnel must have in their personnel file a signed form stating that they have read and understand the proper use of corporal punishment and isolation as disciplinary measures in Head Start Classrooms. Head Start policy forbids the use of corporal punishment and total or extended isolation as disciplinary measures in Head Start programs.

Agency staff should use the following guideline in administering time out for the children. The rule is typically one minute of time out for each year of age of the child. However, even when time out is appropriately used, the child must be able to be seen and supervised by a staff person while the child is in time out. If difficulties arise in the management of a certain child or children, the appropriate supervisory or resource staff should be contacted immediately for assistance in dealing with the situation.

The Agency approves of the use of the therapeutic restraint or hold with children who are in danger of hurting themselves or others. This technique may involve the wrapping of one's arms and/or legs around a child to prevent him or her from uncontrollably flailing about. Caution should always be used in the application of this technique to prevent any unintentional injury to the child.

Issued Date: 06/26/06	Descriptor Code: 40.1300 – 40.1500
Revised:	40.1300 Suspension 40.1400 Termination 40.1500 Resignation from Employment

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3 **40.1300 Suspension**
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5 As a disciplinary and/or administrative measure, suspension with or without pay may be
6 used. In emergency situations, Program Directors have the authority to use this
7 procedure without the CEO's prior consent, especially in situations such as child abuse,
8 theft, gross negligence, or any other circumstance needing immediate action. This
9 method of discipline may be used with any position and without Committee or Council
10 approval if the suspension is for 31 days or less.

11
12 An administrative suspension or placing an employee on administrative leave with or
13 without pay may be used in circumstances where an investigation into an incident or
14 allegation is undertaken and it would be best for the employee not to be at his/her
15 regular post while the matter is being reviewed. Suspensions of this nature will normally
16 only last for a few days.

17
18 If the suspension is being used as a disciplinary measure, the circumstances
19 surrounding the suspension should be carefully documented on an Employee Corrective
20 Action Plan form and placed in the employee's file. This should be done within 24 hours
21 of the suspension by the administrative official initiating the decision. If this is not
22 possible, the reasons should be documented. If the suspension involves investigation of
23 an incident or an allegation, the results of the investigation should be put in writing and
24 appropriately filed.

25
26 **40.1400 Termination**
27

28 The CEO has the authority to terminate any person in any non-Head Start position with
29 the exception of a Director level position. Normally, this authority is delegated by the
30 CEO to the Directors of the Agency's various programs or departments. Directors should
31 first review the situation with the CEO before terminating any employee, except in the
32 case of the CEO's absence.

33
34 Regarding termination of Head Start employees, a recommendation to terminate should
35 be made to the appropriate Policy Council by the Head Start Director after consulting
36 with the CEO. The Policy Council must then approve/disapprove the recommendation.
37 In any Head Start personnel matter and/or situation where there is unreconciled
38 disagreement between the Policy Council and Program or Agency Management, the
39 matter should be handled according to the Impasse Resolution Procedures as outlined in
40 the "Overview of Governance and Management Responsibilities Related to Head Start"

1 document.

2

3 Pertaining to Director-level positions, except Head Start, the CEO is responsible for
4 making a termination recommendation to the Joint Finance/Human Resource
5 Committee. The Committee then votes on that recommendation. If the termination
6 involves a Head Start Director, the related process is also outlined in the document
7 referenced in the above paragraph.

8

9 **40.1500 Resignation from Employment**

10

11 All employees, except Administrators, are asked to provide a written resignation with two
12 weeks notice when desiring to discontinue their employment with the Agency. The
13 administrators, however, are asked to give a month's notice when resigning. An
14 employee Termination Report should be completed by the appropriate Administrator on
15 all employees who resign.

16

17 The Agency may request resigning employees to participate in an exit interview process
18 and/or questionnaire to discuss the reasons for the resignation and enable the Agency to
19 improve its programs and policies as needed.

Issued Date: 06/26/06	Descriptor Code: <p style="text-align: right;">40.1600</p>
Revised:	<p>40.1600 Reduction in Force</p>

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40.1600 Reduction In Force

In the event that a reduction in the work force becomes necessary requiring the modification or elimination of currently filled positions, management will attempt to carry out the necessary changes in an equitable manner.

A reduction in force may be caused by lower funding levels, a need to improve program efficiency, a reduction in enrollment, or other factors. It is the responsibility of management to identify specifically which center, program, or employee group that is to be affected. Each of the Agency's major programs or divisions stands alone. Therefore, a RIF in one program or division would not extend to another.

The primary consideration for retention of individuals affected by a reduction in force shall be performance and length of service, with documented job performance being more important than length of service. If there is no distinguishable difference in the performance of the possibly affected employees, then termination or lay-off shall proceed in the following order: temporary employees, employees who have not completed their introductory period; part-time employees; and, finally, regular full-time employees with the shortest length of service.

Recall decisions will be based on the same factors as used in determining which jobs are displaced. Employees recalled will be in the reverse order of lay-off or termination. At the time of lay-off or termination, an employee is eligible to be paid for any annual leave earned but not taken.

Issued Date: 06/26/06	Descriptor Code: 40.1700
Revised:	40.1700 Grievance/Appeal Procedure

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3 **40.1700 Grievance/Appeal Procedure**
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5 Any employee who is terminated, suspended, has any type of adverse disciplinary action
6 taken against him/her, has received an unfavorable evaluation, is effected by a RIF, has
7 been transferred, or demoted has a right to request a formal review of the matter.
8

9 The formal grievance process is as follows: The employee wishing to grieve must
10 present, **in writing**, the facts concerning their grievance to the CEO. The written
11 statement, memo, or letter must begin with the words ***"I (name of employee) wish to***
12 ***grieve the following action for the following reasons.***" The grievance should then
13 specifically outline why the employee believes the action taken was not appropriate, fair,
14 or violated policy. If the employee is not satisfied with the review and decision made by
15 the CEO, the next and final step would be to take the grievance to the Joint
16 Finance/Human Resource Committee of the Board of Directors.
17

18 For purposes of notification within the Agency, any formal grievance should be directed
19 to the CEO's office. The CEO's office will then be responsible for hearing the grievance
20 or forwarding it to the Joint Finance/Human Resource Committee of the Board of
21 Directors.
22

23 In order to utilize this formal grievance process, the employee must file the written
24 grievance with the person or body appropriate to hear the grievance within 7 calendar
25 days of official notification of the decision or action which they wish to grieve. The
26 person or body then has 15 calendar days in which to hear the grievance. This same
27 time frame continues to apply to each and every further appeal to higher levels of
28 authority. This time frame may be extended with mutual agreement. The person or
29 body hearing the grievance, after hearing the grievance, has 7 calendar days in which to
30 render a written decision to the grieving individual. At any point in the grievance
31 process, if the individual bringing the grievance does not further appeal the matter to the
32 next appropriate level within the proper time frame, it will be assumed the individual is
33 satisfied with the decision, and the grieving individual will have forfeited his/her right to
34 grieve that particular matter further.
35

36 The Administration does maintain an "open door policy" and encourages any person to
37 informally discuss any problem or concern with an appropriate Administrator before filing
38 a formal grievance.

Issued Date: 06/26/06	Descriptor Code: 40.1800 – 40.2000	
Revised: 04/25/08	40.1800	Personnel Records
	40.1900	Personnel Records Retention Guide
	40.2000	Providing Future References

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3 **40.1800 Personnel Records**
4

5 All records, including personnel records, are the property of the Agency. **Current**
6 **employees, only, are allowed to review their own personnel files and make copies**
7 **of items within the provisions of this policy.** Any employee wishing to review his/her
8 personnel file must make an appointment with their Program Director or the CEO within
9 normal office hours. The Program Director or CEO will arrange for a mutually convenient
10 time and place for the review to take place. The records review will be supervised at all
11 times by an appropriate staff person. No file(s) may be taken out of the office. The
12 employee may make one photo copy of each document in the file. If the employee
13 believes there is some error or inaccuracy in the file, then s/he may submit a written
14 statement describing the inaccuracy or error and any documentation available to support
15 his/her assertion. That material will then be placed in the employee's file and become a
16 part of it.
17

18 **40.1900 Personnel Records Retention Guidelines**
19

20 The following guidelines apply only to personnel records. They are not applicable to
21 client files and financial records of various kinds.
22

23 Job applications, resumes connected with a specific job advertisement, job
24 advertisements, interview information, interview evaluation or scoring sheets, and
25 reference check information related to persons that are not hired are to be kept on file for
26 **one year** from the interview date. Unsolicited resumes are not considered to be official
27 applications and are therefore not required to be retained.
28

29 Currently there are many differing retention requirements pertaining to employment
30 records of various kinds. In order to comply with these requirements in as reasonable
31 and efficient manner as possible, employment and/or personnel records are to be kept
32 for **four years** past the employment termination date. The exception to this time frame is
33 for medical records relating to any worker's comp claim or an employee's exposure to a
34 hazardous material in which he/she had a "significant adverse reaction." In these two
35 situations just mentioned, the records are to be retained for the staff person's life of
36 employment plus 30 years. However, for employees who have had no such exposure to
37 a hazardous material or who have had no worker's comp claims, their medical files will
38 be retained for only four years past the termination of their employment date.

39 Employee medical information relating to Family Medical Leave requests, job-related

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1 injuries, or accident information, exposure to a hazardous material including blood-borne
2 pathogens, and medical reports and/or information related to any of these previously
3 mentioned situations are kept in the employee medical file. The employee medical file,
4 which is considered to be a part of the Personnel Files must be kept separately from the
5 other personnel records and information shared only on a need-to-know basis with an
6 authorized supervisor.

7
8 For employees who have worked with the Agency for more than four years, only their
9 most recent four annual performance evaluations will be retained in the file. For annual
10 evaluations more than four years old, the employee's evaluation score and evaluation
11 date from these "old" evaluations should be recorded on a sheet labeled "Prior
12 Evaluation Tally Sheet," which is kept in the personnel file. After the information is
13 recorded on the sheet, the annual evaluations over four years old are to be removed
14 from the file and destroyed.

15 16 **40.2000 Providing Future References**

17
18 Certain positions within the Agency are allowed to provide employment reference
19 information. These include the Program Directors, the Fiscal Director, the CEO, and the
20 designated person in the Fiscal/Payroll Office who handles personnel matters. If a
21 request for a reference is received or other information concerning a former employee is
22 requested, refer the request to the Program Director, the Fiscal Director, the
23 Fiscal/Payroll Office, or the CEO.

24
25 Also, within a respective program, the Director or the CEO may delegate to a specific
26 staff person, typically the person within the program who keeps human resource records,
27 the authority to provide limited reference information. This delegated authority to release
28 reference information shall be limited to the release of only very specific information.
29 This specific information is the former staff person's position and dates of employment.
30 Additionally, the person delegated to release this limited information referenced in the
31 preceding sentence may also confirm information that has been requested to be
32 released by an employee for the purpose of loan or housing applications. This would
33 typically involve the release of salary or pay rates. Any further reference information,
34 which includes such information as pay, but not under the circumstances mentioned
35 above, attendance, and performance, shall only be provided by one of the positions
36 indicated in the first paragraph as being authorized to provide such information. Those
37 positions include Program Director, Assistant Program Director, Fiscal Director, the
38 designated person in the Fiscal Payroll Office, and the CEO.

39
40 The Agency will provide minimal reference information on any employee. This includes
41 employment dates and position or positions held. To release any other reference
42 information related to performance, wages, attendance, or other matters, an employee or
43 former employee must have signed an appropriate Reference Information Release Form.
44 This authorization must be signed, dated, and witnessed before any information, other
45 than the minimal information as indicated above, can be released. Former employees
46 may complete such a release by requesting the form and then faxing or returning the

1 completed form to the Payroll Office.

Issued Date: 06/26/06	Descriptor Code: 40.2100 – 40.2200	
Revised: 05/24/10	40.2100	Cell Phone Use
	40.2200	Breaks

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40.2100 Cell Phone Use

The safety of our employees and the public is important to us. For that reason employees who use a cell phone for conducting Agency business while driving must either use a hands-free device or pull off the road while talking on the phone. For safety reasons, employees are also prohibited from texting while driving. This applies to both an Agency phone and the employee’s personal cell phone if it is being used for Agency business or if the employee is driving a vehicle on Agency business.

Cell phone usage, including texting, by teaching staff while they are on duty with children present is strictly prohibited, except under emergency circumstances. The site supervisor must be aware of the circumstances and give her/his permission. Otherwise, it is expected that staff will keep their cell phones off and refrain from receiving or making phone calls or texts while on duty and caring for and/or working with children or clients.

40.2200 Breaks

The organization recognizes there are differences in the law between the states of Georgia and Tennessee regarding lunch and other breaks. In Tennessee if an employee works at least six hours straight then he/she is entitled to a 30 minute “lunch break” in which they are allowed to be away from their duties. We endeavor to staff our centers where persons may take these breaks as allowed by law.

In Georgia no such law exists, so a teacher’s work day may not include a lunch time in which they are away from their class.

Regarding smoke breaks and other short breaks during the day, the law does not require those types of breaks be given. Especially for classroom staff, it is often impossible for us to accommodate those types of breaks, although in some sites with more favorable staffing patterns we are able to give those breaks to a reasonable extent. The site supervisors are responsible for letting employees know whether or not these types of breaks can be taken at all.

At locations such as administrative offices workers should take no more than two 15 minute breaks, smoking or otherwise per day.

Regarding lunch breaks, the Agency discourages staff from eating at his/her desk for the following reasons. First, for worker’s whose desks are open to view from the public this

1 presents an unprofessional look to the office. Secondly, if required by law, employees
2 should have a lunch break in which they are free from their duties. Often staff will
3 continue to answer their phones and perform other duties while they are eating thereby
4 not having a duty-free lunch period. Therefore, the Agency discourages this practice
5 unless the staff person in question can shut their door and not answer their phone so
6 that they have a lunch period that is typically free from interruption.

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Issued Date: 01/25/10	Descriptor Code: 40.2300
Revised:	40.2300 Reporting on the Job Injuries, Accidents, or Incidents

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4 **40.2300 Reporting On the Job Injuries, Accidents, or Incidents**
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6 The Family Resource Agency has a strong commitment to safety in the workplace. The
7 Agency insists that its employees work in a safe manner and be free from the effects of
8 drugs and/or alcohol. In order to be fully aware of safety issues, the Agency has
9 adopted a very strict policy in regard to reporting on the job injuries, accidents, and
10 incidents. All employees must take this matter very seriously or risk losing her/his job.
11

12 Therefore, all employees must immediately report any and all on the job injuries,
13 accidents, or incidents on the **Accident/Incident/Injury Report form**. If an employee
14 does not fully comply with this policy, he/she will be subject to discipline up to and
15 including termination. The first violation of this policy will subject the employee to a
16 mandatory 5 consecutive day suspension without pay for violation of the company's
17 safety and reporting policy. Any second violation will subject the employee to immediate
18 termination.
19

20 For the purposes of this policy, a report should be made as soon as possible, but in no
21 case no later than two hours after the injury, accident, or incident has occurred or at the
22 end of the employee's regular work day, whichever is sooner. However, if the employee
23 is injured to such an extent, such as being unconscious, that he/she is incapable of
24 making the report then s/he will be relieved of the duty to report.
25

26 For the purpose of this reporting policy, an injury is considered damage or hurt to the
27 employee's body or to the body of another. All on the job injuries must be immediately
28 reported by the employee to his/her supervisor or another appropriate supervisor if
29 his/her supervisor is not immediately available. The supervisor will insure that
30 appropriate first aid is rendered or the employee is directed to appropriate medical care if
31 necessary. The supervisor will also let the employee know if the injury or incident is
32 serious enough to necessitate a drug test for those involved. For example, if an
33 employee reports that he/she has a scraped her knee and only needs onsite first aid,
34 that level of injury/accident typically would not trigger a drug test. A minor injury such as
35 this must be recorded by the employee on an **Accident/Incident/Injury Report form**,
36 also within the same time frame as described above.
37

38 At all times it is up to the discretion of management in consideration of the circumstances
39 as to whether an employee is asked to take a drug test. However, post accident/injury
40 drug tests are **automatically required** when an employee has caused, contributed to, or
41 been involved in an on the job injury that results in a loss of work time or requires the
Family Resource Agency, Inc.

1 services of a health care professional. Loss of work time means any period of time
2 during which an employee stops performing the normal duties of employment and leaves
3 the place of employment to seek care from a medical provider. This drug test
4 requirement applies to the employee who is injured; however, if another employee
5 caused or contributed to the accident, yet was not injured, the uninjured employee must
6 be tested as well. All on the job injuries that are more severe than those reported on the
7 Incident Report form must be immediately reported to the agency's **worker's**
8 **compensation insurance carrier** using the official process in place at the time.
9

10 For the purpose of this particular policy, an accident or incident is defined as an event
11 involving an employee in which equipment or a facility belonging to the agency, or
12 equipment belonging to the employee or another employee or entity has been damaged
13 or destroyed during the course of the employee's work activities.
14

15 For example, if an employee is involved in a traffic accident while driving an agency
16 vehicle or their own vehicle and the employee was driving on agency business or agency
17 time, these would be examples of an accident/incident. To emphasize, this policy
18 applies to **all** accidents/incidents involving damage to a moving vehicle, including trailers;
19 any major damage to a facility, and/or major damage to any other significant piece of
20 equipment. These types of accidents/incidents automatically trigger a required drug test.
21 For the purposes of this policy though, a drug test is not involved in instances involving
22 damage to minor equipment. This might involve situations such as accidentally dropping
23 a camera on the floor and breaking it or accidentally dropping a cell phone or laptop
24 computer.
25

50 CLASSIFICATION OF PERSONNEL
ASSOCIATED WITH AGENCY

issued Date: 06/26/06	Descriptor Code: 50.0100 – 50.0100.70
Revised:	50.0100 Classification of Employees 50.0100.10 Substitutes and Temporaries 50.0100.20 Regular Part-time 50.0100.30 Regular Full-time 50.0100.40 Contract Employees 50.0100.50 Administrator Level Employees 50.0100.60 Volunteers 50.0100.70 Independent Contractors

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3 **50 CLASSIFICATION OF PERSONNEL ASSOCIATED WITH AGENCY**

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5 **50.0100 Classification of Employees**

6
7 The Agency recognizes several distinct classifications of employees. Details of these
8 classifications and the accompanying fringe benefit levels are outlined below.

9
10 **50.0100.10 Substitutes and Temporaries**

11
12 The Agency employs a variety of substitutes and temporary persons to perform a
13 number of functions. Substitutes and temporaries receive no benefits but are paid only
14 for the time worked. Based upon federal regulations, a substitute or a temporary
15 employee may be eligible to make contributions to the Agency's retirement plan.
16 However, the Agency does not make any contributions or provide other benefits for a
17 substitute or temporary worker.

18
19 **50.0100.20 Regular Part-time**

20
21 A part-time employee is someone who works less than 30 hours per week on a regular
22 basis. Part-time employees who are scheduled to routinely work at least 20 hours per
23 week are eligible to receive all fringe benefits, except health insurance. Their fringe
24 benefits, though, are typically pro-rated compared to full-time regular employees. This
25 classification of employee is not eligible for health insurance through the Agency.

26
27 **50.0100.30 Regular Full-time**

28
29 All non-contract employees, except Directors, who regularly work 30 hours or more per
30 week fall into this classification. Employees in this category receive full fringe benefits,
31 including Agency-paid individual health insurance coverage.

32
33 **50.0100.40 Contract Employees**

50 CLASSIFICATION OF PERSONNEL ASSOCIATED WITH AGENCY

1 Many Head Start employees fall into this classification. These are employees who have
2 a formal written employment agreement that typically follows the school year. Contract
3 employees receive fringe benefits each year as specified in the employment agreement
4 or an addendum to it. Employees in this category are eligible to receive Agency-paid
5 individual health insurance coverage.

50.0100.50 Administrator Level Employees

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8
9 Administrator level employees are persons who are, at least, in charge administratively
10 of an entire program. This includes all Directors, Assistant Directors, and the CEO.
11 Employees at this level receive the same fringe benefit level as that of the other full-time
12 regular employees except that administrator level employees are eligible to receive
13 Agency paid family health coverage.

50.0100.60 Volunteers

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16
17 Those individuals who may volunteer their time or service to the Agency are expected to
18 adhere to the same relevant policies and procedures and standards of conduct as any
19 paid staff person who may perform a similar task. Any volunteer not subscribing to these
20 policies and procedures, if the situation warrants, may be barred from further activities
21 associated with the Agency. Volunteers are not covered by worker's compensation
22 insurance coverage. Instead, any accident or injury related to the work of a volunteer for
23 the Agency is covered under the general liability insurance coverage.

50.0100.70 Independent Contractors

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26
27 The Agency engages a variety of persons and/or businesses to perform a variety of
28 services. These may include plumbing, electrical, HVAC, janitorial services, and other
29 types of service or repair. These persons and/or businesses are not considered
30 employees but are considered to be independent contractors of Family Resource
31 Agency.

32
33 The Agency has a policy that prohibits current employees from being contracted to
34 provide services as an independent contractor in addition to being employed with the
35 Agency.

Issued Date: 06/26/06	Descriptor Code: <p style="text-align: right;">60.0100 – 60.0350</p>	
Revised: <p style="text-align: right;">05/24/10 12/18/06</p>	60.0100 60.0200 60.0300 60.0350	Work Hours and Reporting Sign-Out Sheets Time Sheets Paychecks

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60 COMPENSATION, BENEFITS, AND WORK SCHEDULES

60.0100 Work Hours and Reporting

It is the policy of the Agency to establish working hours as required by workload and production flow, client service needs, and the efficient management of personnel resources. Employees’ work hours shall be established by the Program Director or CEO. All employees shall complete a daily time sheet to document actual time worked. Before turning it in, the employee should sign it and have his/her supervisor review and sign it also.

60.0200 Sign-Out Sheets

All employees are expected to be at their assigned work stations during their regular work schedule. If an employee finds it necessary to leave work during the day on personal business, he/she should first contact the supervisor to obtain permission to leave. The only exception to this would be in the case of a true emergency. When leaving on personal business, the employee is expected to sign out on their time sheet and on the employee sign-out sheet at his/her work location.

Employees are required to sign in and out on the proper sign in-out sheets to document their arrival and departure times. Under no circumstances is a non-exempt employee to sign out on the log sheet and continue working. A non-exempt employee may not sign in early and start work early or sign out for lunch and not take lunch either. Doing so subjects a person to discipline up to and including termination.

60.0300 Time Sheets

All employees must complete a time sheet daily as worked. It is especially important for staff who are paid on an hourly basis or for contract staff whose hours must be accurately tracked to do this.

It is the responsibility of each employee to make sure his/her time sheet is signed and turned in appropriately in order for it to be processed. Failure to do this on a timely basis may result in an individual not receiving an accurate payroll check as anticipated.

It is strictly against Agency policy for non-exempt employees to work time that is not properly recorded on the employee’s time sheet.

1
2 In rare instances where an employee may have worked, but for some reason may not
3 have completed his/her time sheet properly and is not available to complete it or correct it,
4 the employee's supervisor will complete an estimated or provisional time sheet on behalf
5 of the employee. The estimated or provisional time sheet will be duly labeled as such and
6 will be used to produce the employee's pay check. The employee's pay will then be
7 adjusted on the next paycheck if it is determined the estimated or provisional time sheet is
8 in error.

9
10 Since Agency policy requires that an employee complete a daily time sheet, if the
11 employee does not do this, with only rare exceptions due to unusual circumstances, the
12 employee will subject him/herself to corrective discipline due to not following Agency
13 instructions.

14
15 All time sheets should be reviewed by and signed off on by an appropriate Coordinator,
16 Assistant Director, or Director position. The CEO reviews and signs off on all of his/her
17 direct reports.

18
19 **60.0350 Paychecks**

20
21 It is the policy of the Agency to pay all employees using an electronic paycheck
22 distribution system, usually as a direct deposit into a checking or savings account. In
23 certain instances where an employee is unable to set up a direct deposit, the Fiscal
24 Department will set up the electronic deposit using a pay card system. In either case,
25 paper checks will not be issued.

60 COMPENSATION, BENEFITS,
AND WORK SCHEDULES

Issued Date: 06/26/06	Descriptor Code: 60.0400 – 60.0400.20
Revised: 05/21/07 05/21/07, 01/25/10	60.0400 Overtime 60.0400.10 Non-Exempt Employees 60.0400.20 Exempt Employees

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60.0400 Overtime

The Agency recognizes two categories of employees in relation to overtime pay in accordance with applicable State and Federal laws. These classifications are Non-Exempt and Exempt.

60.0400.10 Non-Exempt Employees

Non-exempt employees are all employees in positions not classified as exempt. Individuals in these non-exempt positions are paid time and a half for any hours worked in excess of 40 hours during any workweek. The 40 hours applies only to hours actually worked. It does not apply to time claimed as leave or time paid for a holiday. For instance, if a person worked 37 hours during a week and had 8 hours of holiday pay, then none of the hours would be counted as time and a half since the person actually worked only 37 hours that particular week.

Agency positions considered non-exempt are eligible to receive overtime pay for time worked beyond 40 hours in a particular seven day work period. The Agency work week is considered to be that span of time from 12:01 am Sunday to 12:00 midnight the following Saturday. Due to budgetary constraints, overtime work is highly discouraged. Any employee needing to work overtime must discuss it with his/her Program Director or designee and obtain advance approval if at all possible. In any instance where advance approval was not obtained, an explanation should be included on the time sheet in the appropriate section.

Any employee who works overtime should list the time separately on his/her time sheet to facilitate more accurate processing. Also, it must be indicated on the time sheet who approved the overtime work and the reason for it. The information should be written in the space labeled "Comments/Explanations Including Overtime." Remember overtime is only applicable if the total time for the entire week is greater than 40 hours. For instance, four days of 10 hours each would not be considered overtime.

Employees who are eligible to earn overtime are responsible for making sure that it is duly recorded on their time sheet. The Agency accepts no responsibility for the payment or credit of any overtime unless it is properly recorded and documented by the employee with the pay period it applies to.

60.0400.20 Exempt Employees

1 Exempt employees, on the other hand, are employed to fulfill certain duties and are paid
2 regardless of the time involved. Since exempt employees are typically hired to work in
3 full-time positions where there is a full-time work load, there is an expectation that those
4 employees work at least 40 hours per week. These positions are paid on a salary basis
5 within the meaning of the overtime exemption regulations and receive a full weekly salary
6 for any week in which he/she performs any work, regardless of quality or quantity and
7 without regard to the number of days or hours actually worked subject to the exceptions
8 listed below. If an exempt employee does not perform any work during a specific work
9 week, then s/he will not be eligible for compensation unless the time off is covered by
10 approved paid leave. The following exceptions and clarifications apply to when and how
11 deductions can be made to an exempt employee's pay. Keep in mind that a deduction
12 from pay or "docking," as it is commonly referred to, must be done in full day increments
13 only. Keep in mind, though, that taking a deduction from an employee's pay or docking is
14 an entirely separate topic from the requirement that exempt employee use paid leave to
15 cover absences of a day or any portion thereof. Since these two topics are separate and
16 are governed by different regulations, they are discussed separately in these policies.

17
18 Deductions can be made from an exempt employee's pay if the exempt employee is
19 absent from work for one or more full days due to one of the following: (1) sickness or
20 disability (since the employees of our agency are covered by a bona fide sick leave plan)
21 or (2) personal reasons other than sickness or disability. For example, if an exempt
22 employee is out of paid leave and is absent for one full day and three hours of another
23 day for personal reasons, his pay may only be "docked" for the full day. It cannot be
24 docked for the partial day. The same is also true if it applies to sickness, unless it is
25 Family Medical Leave. If that is the case, see the paragraph below that covers Family
26 Medical Leave.

27
28 Deductions can also be made to offset amounts the employee received for jury duty,
29 witness fees, military pay, for penalties imposed in good faith for infractions of safety rules
30 of major significance, or for unpaid disciplinary suspensions of one or more days imposed
31 in good faith for workplace rule infractions.

32
33 Also, we are not required to pay the full salary to an exempt employee in the initial or final
34 week of employment, or for any week in which the employee is out on unpaid leave under
35 the Family and Medical Leave Act. The examples listed in this paragraph are not
36 considered deductions or docking but are simply a calculation based upon the actual time
37 worked for the week compared to the minimum weekly schedule required. Therefore,
38 they do not have to be done in full day increments as the other "docking" situations
39 require.

40
41 In regard to work schedule for exempt employees, being an exempt employee does not
42 allow the employee to determine whatever schedule s/he wishes to work. The
43 employee's supervisor is able to determine what specific hours and days of the week are
44 in the agency's best interest for the employee to be present. Any substantial deviation
45 from the employee's routine schedule set by his/her supervisor has to be specifically
46 approved in advance and in writing by the supervisor using the Leave Request Form.

60 COMPENSATION, BENEFITS, AND WORK SCHEDULES

1 Due to their exempt status, exempt employees often work more than this minimum time
2 stated above. However, any deduction calculations necessary will be based upon the
3 presumption of a 5 day/ 40 hr/week schedule unless the employee has routinely been
4 working some other approved schedule.

5
6 As general guidance, full-time exempt employees are expected to work five days per
7 week and a minimum of 40 hours per week. However, exempt employee are allowed an
8 exception of up to 10% of their work weeks during the course of a year in which they are
9 not required to work and/or claim leave for the minimum of 40 hours per week. The 10%
10 exemption mentioned above is provided to allow exempt employees to fall below the 40
11 hour requirement from time to time without having to use annual or sick leave in every
12 instance. However, if an employee is at or above this 10% allowance then she/he is
13 required to use appropriate leave in order to bring them up to a minimum of 40 hours on
14 their time sheet. For a year round employee, this would give them 5 work weeks during
15 the year when their hours could be short. For a contract employee working 40 weeks,
16 this would give them 4 weeks.

17
18 As with non-exempt employees, if an exempt employee is out of appropriate leave, the
19 exempt employee will be considered AWOL in situations where s/he may not work his/her
20 required schedule and will be dealt with as provided in the agency's current absentee
21 policies.

22
23 In certain limited circumstances, an exempt employee's schedule may be temporarily
24 decreased and the person paid as if an hourly employee. These circumstances are
25 limited to situations where the employee is taking Family Medical Leave and is out of paid
26 leave; or the employee is attending school and temporarily requests an abbreviated
27 schedule because of his/her school class requirements.

28
29 Also, occasionally an exempt employee may work less than a 5 day/week schedule if s/he
30 has obtained written approval in advance by his/her supervisor to do so. For example,
31 s/he might work four 10/hr. days and not have to come in as usual on the fifth day.

32
33 In regard to taking leave, an exempt employee may take leave in increments of less than
34 a full day, since taking leave or charging the employee's leave balance is not the same as
35 a deduction from the employee's pay. For example, if the employee has worked 37 hours
36 during the week, s/he may need to take 3 hours of leave so that his/her time sheet shows
37 40 hours of work and/or leave for the work week.

Issued Date: 06/26/06	Descriptor Code: 60.0500
Revised:	60.0500 Travel Time – Work Time

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60.0500 Travel Time - Work Time

For approved travel, the following policy outlines what is or is not considered compensable work time while one is traveling:

- Time spent traveling from home to one's workstation is not considered work time.
- If no overnight travel is involved, then all travel time is compensable work time.

If overnight travel is involved, then certain conditions apply.

- Travel during regular work hours is considered compensable time even if the travel is on a non-work day.
- However, overnight travel time which is outside of regular work hours is compensable only if one is actually working.
- Driving is considered working, whereas riding in the vehicle or riding on a common carrier is not considered working.

If an employee wishes to drive for his/her own personal reasons and management was willing to provide commercial common carrier transportation, the employee can only count the time that would have been on commercial carrier as compensable time, if applicable. For long trips this may require an employee to use leave of an appropriate type.

60 COMPENSATION, BENEFITS,
AND WORK SCHEDULES

Issued Date: 06/26/06	Descriptor Code: 60.0600
Revised: 04/27/09	60.0600 Leave Benefits

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60.0600 Leave Benefits

The Agency recognizes various types of leave relevant to certain specific circumstances. In applying for leave, employees must always specify a certain period of time with a beginning date and an ending date. Leave requests for indefinite periods can not be processed by the administration. Employees who are away from work without approved leave will be considered Absent Without Leave or AWOL.

Employees may only apply for or claim paid leave that is available to them at the beginning of the payroll period during which the leave is being requested. The amount of leave available is shown on the employee's most recent check stub and also on the leave report that is generated and distributed after each payroll period is completed. An exception to this is that for contract employees that are allocated leave, their leave is available to them on the effective date of the payroll change notice completed by the program. It is the responsibility of the program staff approving leave requests to insure contract employees do not request more leave than the amount allocated to them.

Employees are typically required to use the appropriate form of paid leave if they are absent and the paid leave is available to them. The amount required to be used does vary sometimes based upon the employee's current work schedule. For example, the person may be contracted to work full-time in an exempt position for ten months of the year. This same person may then agree to work part of his/her summer break in some other position or in the same position but on a part-time or as-needed basis. In this case the person is not performing their regular position or carrying their regular work load as outlined in his/her employment contract. In these instances the person would be paid only for time actually worked and would claim leave as other non-exempt personnel would under similar circumstances.

A further example would be an exempt employee who has an employment contract that calls for a reduced schedule during the summer. That employee would only be required to take leave in an amount consistent with the number of hours per day he/she normally works per day during the abbreviated summer schedule.

60 COMPENSATION, BENEFITS,
AND WORK SCHEDULES

Issued Date: 06/26/06	Descriptor Code: <p style="text-align: center;">60.0600.10 – 60.0600.20</p>
Revised: 04/27/09, 05/24/10 05/24/10	60.0600.10 Annual Leave 60.0600.20 Sick Leave

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60.0600.10 Annual Leave

Since Head Start/Early Head Start and Pre-K personnel, except the Head Start/EHS/Pre-K Director and certain other full-year employees, are employed on a school year format, these personnel are required to sign employment agreements each year. The agreement and addendum to the agreement designate the period of employment, the annual leave, sick leave and personal days that can be earned or granted, the holidays that will be observed, and the rate of compensation. Currently, these contract employees are granted annual leave at the following levels: New staff up through 3 years of service – 2 days; 4-8 years of service – 3 days; 9-18 years of service – 4 days; and 19+ years of service receive 5 days. Note: This applies to contract employees who typically have all or some of the summers off and who do not “earn” annual leave as explained below. Contract employees who reach certain service milestones will receive the increased amount of leave as of their next contract year. Non contract employees who “earn” leave and who reach certain service milestones will receive the increased amount as of the service anniversary date.

For other employees, annual leave, or vacation as it is called, is earned at the rate indicated on the chart. Annual leave for each pay period is automatically calculated by the payroll software and is prorated if the employee works less than 80 hours for each pay period.

Years of Service Months of Service	0 - 3yrs. 0-36months	4 - 8yrs. 37-96mths.	9 - 18yrs. 97-216mths.	19+yrs. 217+mths.
Annual Leave Days Per Year	12	18	24	30

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Employees are encouraged to take annual leave earned during a particular budget or program period. Employees should take annual leave so that their accrued annual leave balance is no more than 1-1/2 times their regular annual amount earned. Annual leave may not be advanced or taken before it is earned.

The Head Start centers normally operate on a school year of August through May with approximately two weeks off at Christmas and a break in the Spring. Holidays and other days off for Head Start staff are scheduled according to the published calendars for each

1 site each year. These days off built into the calendar are for the contract employees only.
2 All others follow the rest of the Agency's observance of holidays and earn leave as
3 outlined in the above paragraphs.

4
5 To request annual leave, an employee should submit the proper leave request forms to
6 the Program Director or CEO for review. These preferably should be submitted in
7 advance of the desired leave date.

8
9 Annual leave may be used to cover any time that an employee is off, including days of
10 absence due to inclement weather, personal business, vacation, and for any other
11 personal reason. Any employee who leaves the employment of the Agency shall be paid
12 for any unused annual leave that he/she has earned up to that point.

13
14 Employees may cash out a portion of their annual leave while still employed, subject to
15 the following provisions. The employee must maintain a minimum annual leave balance
16 of at least ten working days, may cash it out on no more than two occasions during a
17 calendar year, and the cash out request must amount to at least 8 hours of leave. Due to
18 budget management necessities, any requests to sell back leave have to be approved by
19 the appropriate Director or the CEO in the case of his/her direct reports.

20
21 **60.0600.20 Sick Leave**

22
23 Sick leave is granted at the rate of ½ of a regular day's work time per month. To be
24 eligible to receive sick leave, an employee must normally work at least 20 hours per week
25 and be considered a regular employee. Maximum sick leave days for Head Start staff are
26 specified in the personnel addendum and are granted at the beginning of each contract
27 year.

28
29 Sick leave may not be taken before it is earned. Sick leave earned may be carried over
30 from one budget or program period to another. Sick leave for each pay period is
31 automatically calculated by the payroll software and is prorated if the employee works
32 less than 80 hours for each pay period.

33
34 Sick leave may be used for personal illness, disability, medical, mental health, or dental
35 needs; restrictions on the employee because of quarantine; and illness in the immediate
36 family. "Immediate family" includes:

- 37
38 * parents
39 * brothers or sisters
40 * wife or husband
41 * children
42 * father-in-law
43 * mother-in-law

44
45 plus other relatives by blood or marriage, if they are living with the employee.
46

60 COMPENSATION, BENEFITS, AND WORK SCHEDULES

1 Any employee who is absent from work due to personal illness, accident or disability, or
2 family medical problems should refer to the Family Medical Leave section to be aware of
3 additional benefits granted, or conditions outlined, by that type of leave under the
4 circumstances outlined in that section.

5
6 If an employee knows he/she will not be able to report to work due to illness, the
7 employee should notify his/her immediate supervisor. This should preferably be done the
8 night before, if not then, at least prior to the employee's regular starting time. This is
9 especially important for those persons who must open each center in the mornings and
10 the bus drivers.

11
12 If the immediate supervisor cannot be reached, the employee should contact the next
13 level of supervision. If the employee is too ill or incapacitated to call, the employee
14 should have a responsible person to call on his/her behalf and relay the necessary
15 information to his/her supervisor instead.

16
17 Employees who have sick leave in excess of 80 hours are allowed to convert any sick
18 leave in excess of the 80 hours into annual leave if they desire to. The conversion though
19 is at a two for one rate, meaning that for every two hours of sick leave the employee will
20 receive only one hour of annual leave. Only one conversion is allowed per calendar year.

Issued Date: 06/26/06	Descriptor Code: 60.0600.30
Revised: 04/27/09	60.0600.30 Family Medical Leave

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60.0600.30 Family Medical Leave

Amount of Leave

The Family and Medical Leave Act entitles certain eligible employees to take up to 12 weeks of unpaid leave each year for certain specified medical or family reasons. The FML year is a rolling 12 month period that starts with the first day of FML taken. Additionally, FML has been extended to include leave for a spouse, child, parent, or “next of kin” to provide care to a covered military service member who incurs a serious illness or injury in the line of duty. FML also now allows for leave due to a “qualifying exigency” related to a covered family member’s military service. Time spent on FMLA leave for multiple reasons is counted toward the overall leave limits set forth above.

In regard to FML related to care for a covered service member, an employee may take up to 26 weeks in one twelve month period to provide care. The covered service member must be a member of the Armed Forces, National Guard or reserves; called into active duty; have incurred a serious illness or injury in the line of duty; have not been discharged from the military; and not on a permanent disability retired list.

Qualifying Exigency Leave

In regard to FML related to a qualifying exigency, this leave is subject to a 12 week maximum in a 12 month period. The leave must arise because an employee’s spouse, son, daughter, or parent is either on active duty or has been notified of an impending call to active duty for a contingency operation, and the person on duty or called into duty is either a member of the reserves or a retired member of the reserves who has suddenly been called into active service. This type of FML does not cover the reservist or retired reservist him/herself, and it does not cover family members of those enlisted in regular military service. The qualifying exigency can be any issue related to a short-notice deployment (7 calendar day limit) to include child care/school issues, financial/legal arrangements, counseling, rest/recuperation-5 day limit, official military events, and other post-deployment activities.

Eligibility

To be eligible for FML, an employee must have been employed with the Agency at least 12 months. The 12 months need not be consecutive, making it possible for a person to be re-employed and be eligible for FML if the total period of employment is 12 months or more. Thus, separate periods of employment will be counted, unless a break-in-service exceeds seven years. An exception of when periods of employment beyond seven years will be counted toward the 12 months is if the break was due to National Guard or

1 Reserve military obligations; or there was a written agreement reflecting the Agency's
2 intention to rehire after the break. However, in order to be entitled to FML leave, an
3 employee must also have worked at least 1,250 hours during the 12-month period
4 immediately preceding the beginning of the FML leave. It should be noted that any time
5 an employee was employed by a temporary help agency at Family Resource Agency
6 counts toward the employee's 12-month and 1,250 hour requirements for FML eligibility.
7

8 ***Purposes of Leave***

9 Besides the military related reasons mentioned above, FML can be granted for one or
10 more of the following reasons: (1) for the birth or placement of a child for adoption or
11 foster care; (2) to care for an immediate family member-defined here as a spouse, child,
12 or parent with a serious health condition; or (3) because of a serious health condition that
13 causes the employee to be unable to perform the essential functions of his/her job.
14 Leave taken for birth or adoption (including foster care placement) must conclude within
15 12 months of the birth or placement.
16

17 The term "serious health condition" includes any illness, injury, impairment or physical or
18 mental condition that involves: (a) an overnight stay in the hospital, hospice, or residential
19 medical care facility; (b) incapacity to work or perform regular daily activities for more than
20 three consecutive calendar days and treatment by or under the supervision of a health
21 care provider two or more times, or once which results in a regimen of continuing
22 treatment under the supervision of a health care provider; (c) incapacity due to pregnancy
23 or prenatal care; (d) incapacity related to a chronic serious health condition that requires
24 periodic treatment by or under the supervision of a health care provider over an extended
25 period of time; (e) incapacity due to a condition which is continually monitored by a health
26 care provider; or (f) incapacity related to the receipt of or recovery from multiple
27 treatments for a condition that would be likely to cause a period of incapacity of more than
28 three consecutive calendar days if such treatments were not administered.
29

30 Routine doctor's visits, well-baby exams, minor colds and illnesses do not typically qualify
31 for Family Medical Leave. Relating to reason # 2 above, if the child is over 18, the child
32 must be "incapable of self-care" and considered "disabled." Also in regard to reason # 2,
33 a parent does not include an in-law, and if the person considered to be the parent isn't the
34 employee's biological parent, the person who stood in the place of the parent must have
35 had this "in place of" relationship when the employee was a child and not after the
36 employee became an adult.
37

38 Family and Medical Leave may also apply in certain situations where an employee is out
39 of work due to a worker's comp related injury or illness. In a situation such as this, the
40 employee may be put on Family and Medical Leave and be on Worker's Comp Leave
41 concurrently, as well as receive any worker's comp benefits they are entitled to.
42

43 ***Husband and Wife Rule***

44 If spouses are both employed by the Agency, they are jointly entitled to a combined total
45 of 12 work weeks of leave for (a) the birth or placement of a child for adoption or foster
46 care, (b) to care for a parent (but not a parent "in-law") who has a serious health

1 condition, or (c) for injured service member leave.

2
3 ***Intermittent Leave***

4 Under some circumstances FML may be taken intermittently-which means taking leave in
5 blocks of time or by reducing the normal weekly work schedule. Where the FML is for the
6 birth or placement for adoption or foster care, then whether or not the leave may be used
7 intermittently is up to the Agency to determine. That will be determined by management
8 based upon the specific leave request and the position the person requesting the leave
9 holds. In the case of FML for an employee's medical care or the care of a seriously ill
10 family member, intermittent leave will be available. However, the employee is responsible
11 for scheduling treatment in a manner that does not unduly disrupt the Agency's
12 operations. The Agency may elect to temporarily transfer the employee to an alternative
13 job with equivalent pay and benefits that better accommodates recurring periods of FML.

14
15 ***Substitution of Paid Leave***

16 Employees who have leave (sick, annual, etc.) available at the time of the FML request
17 are required to use that leave time as a part of the total leave time available under the
18 FML regulations. One exception to this policy should be noted. In the case of a worker's
19 comp situation and FML running concurrently, an employee who is receiving a worker's
20 comp benefit payment would not be required to use his/her other paid leave after the
21 worker's comp benefit payments have started.

22
23 ***Health Insurance***

24 During the period of time covered by FML, the Agency will maintain health insurance
25 benefits for the employee at the same level they were provided immediately prior to the
26 leave request. This includes all insurances the employee was enrolled in at the time. In
27 cases where the employee is paying a portion of the insurance, it is the employee's
28 responsibility to continue to pay his/her part of the premiums during the time of leave.
29 Therefore, an employee knowing ahead of time that he/she will be out on FML should
30 make arrangements to pay for this ahead of time or on a regular basis during the
31 absence. If an employee's portion of the health plan cost is not paid in a timely manner,
32 the employee's group health plan coverage may lapse. In such circumstances, the
33 employee will be provided with a 30-day grace period within which to pay his/her portion
34 of the health plan cost; at least 15 days before the expiration of the 30 day grace period
35 the Agency will send a notice to the employee stating that health plan coverage will
36 terminate at the end of the 30 day period. If an employee does not return to work after
37 FMLA leave, the Agency reserves the right to recover all group health plan costs paid by
38 the Agency during his/her leave. An employee in this situation should sign a statement
39 acknowledging this and giving the Agency the right to recover any insurance premiums
40 paid for the employee during the leave.

41
42 ***Accrual of Benefits***

43 Annual leave and sick leave benefits do not continue to accrue or be earned during the
44 portion of the leave which is time off without pay. Upon return from FML, an employee
45 must be restored to his/her original job or to an equivalent job with equivalent pay,
46 benefits, and other employment terms and conditions.

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Employee Responsibilities

Employees seeking to use FML are required to do the following:

1. File a 30 day notice of the need to take FML if the need is foreseeable or provide as much notice as is possible under the circumstances if the need is unforeseeable.
2. Provide a medical certification upon the prescribed form supporting the need for leave due to a serious health condition affecting the employee or an immediate family member.
3. Provide a second or third medical opinion at the Agency’s expense if the Agency requests it.
4. Provide reports and updates as requested during FML to document the employee’s status and intent to return to work.
5. Provide a “fitness for duty” certification to return to work if the request involves a serious health condition of the employee.
6. Apply for FML if the absence is longer than 5 consecutive work days, requires time off on a frequent basis, or is within the situations covered by FML. (Please note the Agency’s requirement is 5 days so that absences due to viruses, the flu, etc. don’t trigger the FML paperwork. However, an employee may turn in a FML request if the absence is more than 3 days and is for a serious health condition but is not required to do so unless the absence is for more than 5 days.)
7. Employees must follow the Agency’s regular policies for absence notification, provide additional information beyond just “calling in sick” to continue to use FML, and specifically reference the qualifying reason for FML as the need for their continuing absence.
8. Provide adequate paperwork documenting adoption or foster care if the request involves adoption or foster care.
9. Complete the prescribed forms and provide relevant documentation if the request involves leave related to covered military service.

Medical Certification

Within 5 days of an employee’s written or verbal request for FML, the Agency-meaning the program the employee works in- will provide the employee with a Conditional Notice Memo stating whether or not the Agency believes the situation qualifies for FML and will also include information regarding other forms and/or documents the employee must have completed and/or provide in order for the Agency to fully consider the request. In situations related to medical issues, a form will be given to the employee that the employee must have completed by his/her physician and returned to the Agency within 14 calendar days. If the employee does not comply with the request for the additional medical information or certifications, the Agency may disapprove the FML request. **Note:** It is the employee’s responsibility to see to it the medical provider returns the necessary forms related to the FML request in a timely manner. Also, if the medical provider charges to complete the forms, it is the employee’s responsibility to pay any charges related to the completion of the forms.

If the FML request is not for a medical reason, for example an adoption, no medical forms

1 are necessary. All requests for FML are to be routed to the appropriate Program Director,
2 if applicable, and then to the CEO for approval/disapproval.
3
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5 ***Designation of Leave***

6 After obtaining all facts necessary to determine whether FMLA leave should be granted,
7 the Agency will notify the employee of its decision. If the Agency has knowledge
8 sufficient to put it on notice that leave taken by an employee qualifies as FMLA leave but
9 does not designate it as FMLA leave, the Agency can subsequently designate the leave
10 as FMLA leave, but the designation will apply only from that point forward. On the other
11 hand, if the Agency does not learn that the leave is for an FMLA-qualifying purpose until
12 after the leave has begun, the entire leave period may be retroactively designated as
13 FMLA leave, in the discretion of the Agency. Similarly, if the Agency does not learn that
14 the leave was for an FMLA qualifying purpose until the employee returns to work, the
15 entire leave period may be retroactively designated as FMLA leave.
16

17 In considering whether or not FML is applicable to a situation and when the first day of
18 FML begins, the Agency presumes FML begins the first day of absence related to the
19 condition or situation that precipitates the FML request, regardless of whether the request
20 was immediately made or not.
21

22 For the purposes of determining the amount of FML leave used by an employee, the fact
23 that a holiday or GAL day may occur during the week taken as FML has no effect. The
24 entire week is counted as a week of FML. However, if the center or site the employee is
25 assigned to is closed for the entire week, such as over the Christmas holidays, then that
26 week is not counted against the employee as a week of FML.
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60 COMPENSATION, BENEFITS,
AND WORK SCHEDULES

Issued Date: 06/26/06	Descriptor Code: <p style="text-align: center;">60.0600.40 – 60.0600.50</p>
Revised: <p style="text-align: center;">01/25/10</p>	60.0600.40 Bereavement 60.0600.50 Discretionary Leave

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60.0600.40 Bereavement

The Agency grants up to four consecutive normal work days for bereavement per occasion for instances of death of the following relatives: a parent, step-parent, a child, step-child, or a spouse.

The Agency grants up to two days of bereavement for the following:

- | | | |
|-------------|----------------|-------------------|
| brother | grandchild | great grandparent |
| sister | brother-in-law | mother-in-law |
| grandparent | sister-in-law | father-in-law |

plus other relatives by blood or marriage, if they are living with the employee. Any time off with pay beyond that outlined above would have to be charged against an annual or personal leave balance.

Bereavement leave may not be used to cause an employee to be paid for more than 40 hours of work in a particular work week.

60.0600.50 Discretionary Leave

Discretionary leave is simply approved time off without pay. This can be used in circumstances in which sick, annual, or other types of leave are inappropriate or have been exhausted. Certain types of time off without pay are specifically covered in the Family Medical Leave section. This Discretionary Leave applies to circumstances not covered in the Family Medical Leave section or any of the other types of leave. Before applying for Discretionary Leave, an employee must apply for and exhaust all other appropriate types of leave.

Employees are expected to be reasonable in their request for discretionary leave. Although no specific number of days are granted, the CEO or Program Director has the right to deny any requests that he/she may regard as excessive, unreasonable, or that would hinder the operation of the Agency. All Discretionary Leave requests must be approved by both the Program Director, if applicable, and the CEO. In order not to be considered an occurrence under the general absence policy, the approval must be in advance. See section 60.0800 Absence Policy.

60 COMPENSATION, BENEFITS,
AND WORK SCHEDULES

Issued Date: 06/26/06	Descriptor Code: <p style="text-align: center;">60.0600.60 – 60.0600.70</p>
Revised: <p style="text-align: center;">05/24/10</p>	60.0600.60 Military Leave 60.0600.70 Jury Duty/Civil Leave

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60.0600.60 Military Leave

Employees who are members of the National Guard or any branch of the Reserves are eligible to be excused from work to attend inactive duty training (drill), periods of annual training, and at other times when they have been officially “called up” to serve.

Eligible employees taking military leave are required to give the Agency advance notice of the need to be away from their job duties to attend scheduled drills or training. If the employee does not notify the Agency in advance and within a reasonable time frame, he/she may forfeit certain protections he/she has under the law. Advance notice is not required in circumstances where the employee has no advance notice concerning the call up or deployment.

For military absences of 30 days or less, an employee is required to report back to work at the beginning of his/her next regularly scheduled work period, provided there has been at least an 8 hour rest period between the end of a reasonable commute time to home from drill and the beginning of the work period. For any absences longer than 30 days and other issues relating to military leave, refer to the website, The National Committee for Employer Support of the Guard and Reserve. This website provides additional guidance.

For the purposes of paid leave and other accrued or granted benefits, if a person is absent 30 days or less, he/she will be treated as if he/she had not been absent. Leave benefits will accrue or be granted as normal. Also, if the leave is for 30 days or less, the Agency will pay for any insurance coverages that it normally pays for. However, if the absence is longer than 30 days, the Agency will not continue to pay for health insurance coverage. In this case, the employee on military leave is eligible to continue paying for his/her insurance similar to being on COBRA.

No absences will be counted as an occurrence or as an absence as a part of a total absence calendar for any person on military leave. During a period of military leave retirement benefits shall accrue as if he/she were working for the Agency during that entire time. Although actual payments will not be made to the retirement plan during the military absence, if the person returns to employment from military leave as required under the law, the person shall have any retirement plan contributions made for the period of absence as if he/she had been employed during that time. The contributions would be based upon wages in the last position occupied with any required COLA’s being included as well.

1
2 For other leave benefits, although no leave amounts will be accrued or granted during the
3 military leave period, upon the person's return he/she will be eligible to earn or receive
4 future leave in amounts consistent with treating the person's military leave as time worked
5 for the Agency. Employees on military leave will not be paid by the Agency for the time
6 on military leave unless they have some other type of paid leave balance available and
7 they request to use it.

8
9 Employees who are on an employment contract and take military leave will have their
10 employment contract revised and/or the contract payments suspended if it appears likely
11 the employee will not be available to work the contracted schedule.

12
13 **60.0600.70 Jury Duty/Civil Leave**

14
15 Employees are encouraged to fulfill their civic responsibility when called upon for jury
16 duty. The Agency shall pay an employee's regular salary when an employee serves on a
17 jury up to a maximum of 5 work days. Any days served beyond that would be without
18 pay.

19
20 To be eligible for pay, the employee shall immediately notify their supervisor when the
21 summons is received, return to work immediately following completion of jury duty each
22 day, and furnish the Agency with proof of the dates of jury duty service and amount of
23 compensation received. The Agency will only pay the employee the difference between
24 the jury duty compensation and their regular salary.

25
26 Employees who are scheduled to report for jury duty service at a later time than their
27 normal work day may need to report to work first. For example, if an employee is
28 scheduled to begin work at 6:00 am and jury duty does not begin until 9:00 am, he/she
29 should report to work first and then leave for jury duty later, considering, of course, a
30 reasonable driving/parking time.

31
32 Employees may also apply for civil leave if they are subpoenaed to testify in court as long
33 as the employee him/herself is not a party to the lawsuit or hearing. The actual time
34 allowed will be up to the Agency, considering the circumstances.

Issued Date: 06/26/06	Descriptor Code: 60.0600.80
Revised: 04/27/09	60.0600.80 Administrative Leave/General Administrative Leave

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60.0600.80 Administrative Leave/General Administrative Leave

The Agency recognizes two categories of Administrative Leave. One is General Administrative Leave and the second is simply Administrative Leave.

General Administrative Leave is applicable in instances where there is a widespread event such as a snowstorm, ice storm, flood, or other disaster. In those instances the CEO may grant up to three days (3) general administrative leave during a specific program or calendar year. This form of leave is not granted on an individual employee basis but is at least center-wide in its application. The situation must be wide-spread enough so that most, if not all, the Agency's employees within a particular area are affected. Employees who are on discretionary, or some other type of leave without pay, during or the day immediately preceding the event precipitating the granting of General Administrative Leave, will not receive General Administrative Leave for the day as others did. However, anyone who is on any type of paid leave will receive the GAL for the day as the rest of the employees did. Both full-time and part-time employees receive an amount of GAL that is consistent with their work schedule for that particular day. GAL will not be granted that would cause an employee to be paid for more than 40 hours in a particular week.

Simple Administrative Leave may be designated as either paid or unpaid depending upon the circumstances. Whether it is paid or unpaid is at the sole discretion of the CEO or his/her designee. For example, this type of Administrative Leave might be used in circumstances where an investigation is being undertaken and it would be in the best interests of the Agency for an employee to not be at work.

Administrative Leave that is unpaid is also used especially in our Head Start programs since employees may not be terminated without Policy Council approval. In situations warranting termination, the employee is typically suspended or put on unpaid Administrative Leave until a recommendation to terminate can be brought before the Policy Council.

60 COMPENSATION, BENEFITS,
AND WORK SCHEDULES

Issued Date: 06/26/06	Descriptor Code: 60.0600.90
Revised:	60.0600.90 Sabbatical Leave

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60.0600.90 Sabbatical Leave

For employees who have been employed with the Agency for at least 10 years and in good standing with the Agency in terms of performance, the employee may apply for sabbatical leave. This could be for a period of time for the employee to continue his/her education, take a long trip, or simply to rest and renew. All requests of this type should be sent to the CEO. In regard to what leave balances are available to an employee upon such a leave request as this will be up to the CEO. In no instances will more paid leave be made available to an employee than his/her total accumulated leave balances at the time the request is granted. As no specific time limits are imposed, all requests of this nature will be considered strictly upon a case-by-case basis at the discretion of the CEO.

Since the availability of other benefits such as health insurance, retirement, and/or other insurance benefits are somewhat dependent upon the policies of the insurance/retirement plan providers, any employee wishing to apply for this type of leave should ask for written confirmation concerning specifically what benefits would be available and for how long. This request for clarification should be directed to the office of the CEO.

Issued Date: 06/26/06	Descriptor Code: 60.0600.100 – 60.0600.110
Revised: 05/24/10 12/18/06	60.0600.100 Job-Related Injuries, Worker’s Comp., and Worker’s Comp. Leave 60.0600.110 Pandemic Leave

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60.0600.100 Job-Related Injuries, Worker’s Comp., and Worker’s Comp. Leave

The Agency recognizes as leave another type of absence from work. This involves worker’s comp leave. In an effort to better track and manage time away from work involving work related injuries, etc., the Agency requires employees to cooperate with the Agency administration in completing the necessary paperwork related to this type of leave. No specific numbers of days are granted for this type of leave. All work-related injuries are dealt with according to applicable worker’s comp laws and regulations and in conjunction with other types of leave available to the employee, including Family Medical Leave.

Employees who are away from work on Worker’s Comp leave are required to keep in regular contact with their respective Program Management and to complete any paperwork related to the leave. With this type of leave it is extremely important the Agency be kept up-to-date concerning the span of time being requested off, how the employee is progressing in his/her recovery, and a projected return to work date. In order to accomplish this, **Agency policy requires all employees who are away from work for absences of over five work days to contact the designated Supervisor with an update on at least a weekly basis.**

It is the goal of Family Resource Agency to return its employees to work as soon as is reasonably and safely possible after a work related injury has occurred. The Agency, at its sole discretion may, on a temporary basis, make modified duty work available to an employee if the medical caregiver authorizes the employee to return to modified duty work. The Agency will determine the availability and duration of the modified duty work after the employee has been released by the treating physician for such work. In this situation, if the employee does not return to work yet he/she has been released to do so, the worker’s comp carrier will be promptly notified. This may jeopardize the employee’s eligibility to receive certain benefits, including worker’s comp benefit payments. Also, in some instances this may constitute job abandonment and would be dealt with accordingly.

Any employee who suffers any work-connected injury, no matter how minor, should report the incident to their supervisor for first-aid treatment and/or recording of the incident (See section 40.2300 – Reporting on the Job Injuries, Accidents, or Incidents). Any employee who is injured severely enough to be absent from work or to need medical attention

1 should immediately report the incident to their supervisor, Program Director, or to the
2 CEO. This should be reported by a phone call or personal contact with the appropriate
3 supervisory person and then follow-up with the Agency form designated for that purpose.
4 The Agency will complete the necessary worker's compensation insurance forms. An
5 employee who is injured shall follow the Agency procedure that is in place at the time
6 regarding the physician or physicians that may be seen.
7

8 In the event of such an injury requiring time off, the employee shall apply for leave
9 designated as Worker's Comp leave. While on Worker's Comp leave, the employee is
10 also required to also use any sick and/or annual leave he/she has available up to the
11 point where any type of worker's comp temporary disability payments may be started. At
12 the point those payment begin the worker is no longer required to use any remaining sick
13 or annual leave balances.
14

15 In the event of disability over a certain period of time designated by the laws covering
16 such a matter, the employee may be eligible to receive compensation pay from the
17 worker's compensation insurance carrier.

18 Employees who are away from their jobs due to a worker's comp related injury or
19 accident shall also be required to apply for Family Medical Leave as outlined in that
20 section, if they are eligible for that type of leave since laws and regulations related to
21 these two overlap each other.
22

23 Upon release by the attending physician, the employee is expected to return to work. If
24 the employee does not return to work when released by the physician, the employee will
25 be considered absent without approval. Therefore, the employee would be considered to
26 have abandoned his/her job and would be subject to the policies governing that behavior.
27

28 **60.0600.110 Pandemic Leave**

29

30 Pandemic Leave will apply only in circumstance when the Public Health Department has
31 declared there is a pandemic flu event. This leave will give employees up to 15 work
32 days of leave, with pay, if they were either personally ill or had to care for another
33 immediate family member who was sick due to the bird flu virus. This leave would have
34 to be used concurrently with other appropriate leave if the employee had other leave
35 available. In unusual situations, this leave could be extended beyond the 15 work days
36 with CEO approval. Pandemic Leave was established to help protect the Agency's
37 employees from loss of income in a pandemic situation and to encourage an employee to
38 remain home if he/she is sick or if he/she has to care for sick family members with
39 pandemic flu in order to hopefully prevent the spread of the virus.

60 COMPENSATION, BENEFITS,
AND WORK SCHEDULES

Issued Date: 06/26/06	Descriptor Code: <p style="text-align: right;">60.0700 – 60.0900</p>
Revised: <p style="text-align: center;">05/21/08 08/25/08</p>	<p>60.0700 Applying for Various Types of Leave</p> <p>60.0800 Absence Policy</p> <p>60.0900 Job Abandonment</p>

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60.0700 Applying for Various Types of Leave

Requests for leave should be in writing. An employee should complete an official leave request form or put his/her request in memo form. No request is considered to be officially approved until signed by the Program Director or the CEO, if applicable. All leave requests must be for a specific period of time.

60.0800 Absence Policy

In order to effectively carry out the services the Agency is charged to provide, employees are expected to show up for work and to report at the required time. Unscheduled absences hinder the efficient operation of the Agency and its programs. However, the Agency does recognize that employees, for various reasons, have unscheduled situations that arise that make it difficult or impossible to come to work.

For supervisors, it is very difficult to ascertain who has a legitimate excuse for an absence or who does not. Therefore, in order to be the fairest to all employees and to minimize the possibility of preferential treatment, we have adopted a “no fault” policy. Certain “exceptions” are identified below.

An occurrence is defined as a full day of absence, having missed the cumulative hourly equivalent of a regular work day, or consecutively missed days for the same reason after an employee has exhausted all relevant approved leave such as sick, annual, or FML. For example, if an employee misses five consecutive days of work and then returns to work it will be considered (1) occurrence, or if an employee misses two consecutive days and then misses another day a week later, that would be considered two occurrences. If an eight hour employee misses 2.5 hours one day and 5.5 hours another day, that would be considered (1) occurrence.

There are two calendars that are relevant to Agency absence policy. The first is the occurrence calendar. This calendar is slightly different for regular employees and for contract employees. The occurrence calendar for regular employees begins January 1st of each year and ends on December 31st. For contract employees it is the dates that begin and end their employment contracts each year. This occurrence calendar does not “roll” but is pegged to the specific periods of time indicated above.

60 COMPENSATION, BENEFITS,
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1 The other calendar is the total absences calendar. It is a “rolling” calendar that begins
2 with the first absence without leave to cover the absence and extends or rolls forward for
3 12 months from that absence.

4
5 The number of occurrences tallied will be based upon an employee’s occurrence
6 calendar. For all employees their occurrence tally will be (0) when they begin a new
7 calendar year or a new contract year. For example a regular employee could have a tally
8 of 6 occurrences as of December 31st but as of January 1st that same employee would
9 have a tally of 0 occurrences. The same would be true for contract employees as they
10 enter a new contract period.

11
12 No absent days or hours will be counted toward the accumulation of occurrences if the
13 following situation or situations exist:

- 14 · The employee or a family member as defined by Agency sick leave policy is in the
15 hospital overnight or has a same-day outpatient procedure at an outpatient facility.
16 (This does not include typical doctor’s office or walk-in clinic visits.)
- 17 · The employee or a family member as defined by Agency sick leave policy is
18 involved in a vehicle accident.
- 19 · An act of nature prevents the employee from getting to work on time. (See below.)
- 20 · The employee suffers a work-related injury, which results in lost work-time.
- 21 · The employee is absent during approved Family Medical Leave.
- 22 · The employee is absent on approved leave of another kind such as annual, sick,
23 bereavement, jury duty, military, etc.
- 24 · The employee is absent on discretionary leave that has been pre-approved by both
25 the Program Director and CEO in advance of the absence.

26
27 An act of nature is defined as a catastrophic event such as a storm, tornado, hurricane,
28 ice or snow storm or similar event. The CEO will determine the further definition of a
29 catastrophic event. To qualify for one of these exceptions the employee may have to
30 provide proof upon request by management concerning any of the exceptions or
31 clarifications listed. In the event of an act of nature, the employee will be expected to
32 return to work within 24 hours of the incident. Any exceptions must be discussed with the
33 Program Director and approved by the CEO.

34
35 Occurrences are counted after the employee has exhausted all of his/her leave days.
36 The total number of occurrences will be used to determine disciplinary and corrective
37 action as indicated below:

- 38
- 39 1-occurrence Informal Written or Verbal Notification by Supervisor
- 40 2-occurrences First Written Warning–Corrective Action Plan
- 41 4-occurrences Second Written Warning–Corrective Action Plan
- 42 6-occurrences Suspension Without Pay
- 43 7-occurrences Termination

44 It is also important to note that any time an employee is absent for (12) work days or 96
45 work hours, or more that is not covered by approved leave during a 12 month rolling Total
46 Absences Calendar Period, the employee may be terminated regardless of the number of

1 occurrences as outlined above.

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3 **60.0900 Job Abandonment**

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5 Any employee who is absent for three or more work days without having completed the
6 necessary official leave request form, or without having done a specific written leave
7 request, or without having contacted the Program Director or CEO by phone and gained
8 approval for his/her absence shall be considered to have abandoned his/her job. This
9 section applies to all types of absences, including absences caused by illness or injury on
10 the job.

11

12 Also, any employee who is absent a total of 120 consecutive days shall be considered to
13 have resigned from his/her job. This relates to any type of absence, including those
14 covered initially by Family Medical Leave and/or Worker's Comp Leave.

60 COMPENSATION, BENEFITS,
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Issued Date: 06/26/06	Descriptor Code: 60.1000
Revised: 09/24/07	60.1000 Holidays

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60.1000 Holidays

Family Resource Agency, Inc. grants the following holidays with pay: New Years Day, M.L. King's birthday, President's Day, Good Friday, Memorial Day, July the Fourth, Labor Day, Thanksgiving and the Friday following, Christmas Eve, Christmas Day, and New Years Eve. Should the holiday fall on a Saturday or Sunday, the preceding Friday or the following Monday would typically be observed as the holiday. The administration will advise employees concerning which day is observed as the holiday. Employees who work less than full-time and who are eligible to receive holiday pay receive an amount equivalent to a normal work day for them.

In order to receive holiday pay, an employee must work the day before the holiday and the day after or be on paid leave the day before and the day after or some combination of the two. This requirement is also applicable to termination situations whether the termination is voluntary or involuntary.

All employees except substitutes and temporaries are eligible to receive holiday pay. Other employees will be paid for a holiday even while on his/her initial introductory period. The number of holidays which Head Start employees are eligible to receive are specified in the annual addendum to their employment agreement.

Some Agency Programs have to be open 365 days per year regardless of holidays. For employees who work in these Programs, the Program Director may offer an employee who has to work on the holiday two options. S/he may be allowed to take another day as their "holiday" day. Or they may work that day and be paid for the time they actually work plus receive their regular holiday pay for that day as well. The particular option offered is up to the Program Director.

An exception to this policy involves employees who work at a site that may be closed either before, or after, a holiday and therefore it isn't possible for the employees at that site to work. In that situation, the employee would not have to use leave or work either before or after the holiday in order for him/her to receive holiday pay if the center is officially closed during that period of time.

Also, we do have a few part-time employees or employees who normally work a schedule of less than five days a week, yet who are eligible to receive holiday pay. These employees, too, will be eligible to receive holiday pay if they work their normal schedule either before, or after, the holiday, even if their schedule includes a day off either before,

1 or after, the holiday itself.

Issued Date: 06/26/06	Descriptor Code: <div style="text-align: right;">60.1100</div>
Revised:	<div style="display: flex; justify-content: space-between;"> <div style="width: 30%;"> 60.1100 60.1200 </div> <div style="width: 70%;"> Group Insurance COBRA Benefits </div> </div>

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60.1100 Group Insurance

It is the desire of the Agency to make available a group insurance package to employees of the Agency to protect them against catastrophic medical liabilities as long as financially feasible for the Agency to do so.

Employees are eligible for various benefit levels as outlined in the section, Classification of Employees. Employee contributions to the plan may vary depending upon funding. Any employee who is employed regularly for at least 30 hours per week is eligible after being employed with the Agency for 90 days. Insurance coverage typically begins the first of the month following the 90 day initial employment period. If the employee does not enroll in the insurance program within 15 days of his/her initial eligibility, then he or she may have to prove insurability at a later time. In some cases, the employee may be declined coverage at that point.

Any employee participating in the insurance program who takes leave without pay in excess of 30 continuous days will be responsible for paying the total premiums of his/her insurance program except in the case of an employee who is on Family Medical Leave. In that case, the insurance benefits would be as described in that section.

Employees who are eligible for Agency-paid health insurance coverage are allowed to trade their Agency-paid health insurance coverage for up to \$100 per month in other insurance benefits the Agency will pay for. These include dental, additional life, disability, or other supplemental insurance the Agency may offer. **For an employee to take advantage of this option, he/she must provide proof of health insurance elsewhere.**

Director level employees (who are eligible for full family coverage) and who elect any level of coverage that is at least \$100 below the maximum allowable for their position are also eligible to receive these other benefits (up to the \$100 per month) in lieu of the higher level and higher cost of family coverage.

60.1200 Cobra Benefits

According to the Consolidated Omnibus Reconciliation Act of 1985 (COBRA), upon the occurrence of certain events which cause you to lose health insurance coverage, you, your spouse, and your eligible dependents may have the right to continued coverage for a limited period of time at your own expense. Consult the summary plan descriptions for your health insurance plan and talk with the Benefits Manager at the Main Administrative Office for more detail.

60 COMPENSATION, BENEFITS,
AND WORK SCHEDULES

Issued Date: 06/26/06	Descriptor Code: 60.1300
Revised: 05/24/10	60.1300 Retirement Plan

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60.1300 Retirement Plan

The Agency currently makes contributions to a retirement plan for eligible employees. Presently this contribution is equal to 5% of the employee's gross pay. To be eligible, an employee must be at least 21 years of age and have worked for the Agency for two years. During this two year period the employee must have been credited with at least 1000 hours of service each year. After the employee becomes eligible, the Agency begins making payments into a tax-sheltered annuity on behalf of the employee. Each participant is fully vested in the plan immediately.

Any employee, no matter their age or classification, may choose to make their own voluntary tax deferred contributions to the plan. For voluntary contributions to the plan, employees do not have to be employed for two years. They may begin contributions on their own as soon as they have completed 90 days of employment.

Issued Date: 06/26/06	Descriptor Code: 60.1400
Revised: 04/27/09	60.1400 Education Assistance Plan

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60.1400 Education Assistance Plan

Family Resource Agency recognizes the mutual benefits derived from personal growth and increased work competence within its staff. Therefore, it is the policy of this Agency to provide financial assistance to employees interested in furthering their formal education. Any funds available for Education Assistance come out of each individual program's budget and are only available to employees of that specific program. Also, because these funds are program specific, they may not be available at all times and to all employees due to budget limitations or restrictions applicable to a specific program.

The assistance is provided under provisions of the Education Assistance Plan. And while completion of a course of study provides an improved educational background, the accomplishment does not necessarily obligate the Agency to reward such completion through promotion, transfer, reassignment, wage or salary increase.

Three classifications of employees are eligible to apply for assistance. These classifications include full-time regular, contract, and administrator level employees. Part-time employees that normally work less than 30 hrs. per week, substitutes, and temporary employees are not eligible.

To Apply: For consideration and possible approval, an employee should make a written request on the Education Assistance Form and routed to his/her Program Director or the CEO, if appropriate. All requests shall be considered on a first come, first served basis so long as funds are available. If more requests are received than funds are available, a waiting list of approvable requests shall be maintained. These requests would be granted as funds are available and in the same chronological order they are received.

Courses that may be approved for funding are those which will directly improve the employee's ability in his/her present position, increase potential in a foreseeable future position in the Agency, or are courses required as a part of an overall degree program that meet the previous two criteria.

The Education Assistance Plan provides employees with reimbursement of up to 100% of the documented cost of tuition, required textbooks, registration, and laboratory fees for courses. The course(s) must be approved by the Agency and successfully completed at a duly accredited college, university, technical school, or other source.

In order to apply for education assistance, an employee must have completed one year of employment with the Agency and not be on probation at the time of application.

In order to receive reimbursement at the 100% level, the course(s) must meet the preceding criteria and the employee must show evidence of a grade of A in the course(s).

60 COMPENSATION, BENEFITS, AND WORK SCHEDULES

1 For a grade of B, the employee will be eligible for the same kind of reimbursement but at
2 a 90% level. A grade of C will receive reimbursement at the 50% level. A grade of D or
3 below, an incomplete, or withdrawal from the course is not eligible for any kind of
4 reimbursement. It is the responsibility of the employee to provide this documentation in
5 order that a reimbursement be made. The reimbursement will be made directly to the
6 employee.

7
8 All requests for initial approval of course(s) and requests for actual payment shall be
9 reviewed by the CEO prior to final approval. Appropriate Program Directors should
10 review any requests from within their programs prior to submitting them to the CEO.
11 Each Agency Program shall have the freedom to create a staff development or other
12 appropriate committee to facilitate the review and processing of such requests from within
13 its own program should such need exist. The amount of Education Assistance funds
14 available shall be established for each program and shall be independent of all other
15 programs.

16
17 The following costs are excluded from the program: late fees and/or interest for delayed
18 payment plans, institutions or programs not approved by the Agency, audited courses,
19 programs or courses not relevant to the Agency's operations, cost of transportation, living
20 expenses, calculators, recording devices, or school supplies other than textbooks.

21
22 An employee who leaves the Agency for reasons other than involuntary layoff prior to
23 completion of the course(s) shall forfeit rights to any reimbursement for course(s)
24 completed after termination. Also, the employee must remain employed with the Agency
25 for at least one year after receiving his/her last payment for educational assistance, or
26 he/she must repay any amount of educational assistance voluntarily received during the
27 12 months immediately preceding his/her separation from the Agency. These costs
28 include books, courses, CDA credentialing, and other costs that may have been identified
29 by the Program providing the benefit. These costs would be outlined in writing in the
30 agreement the Program asks the employee to sign prior to his/her receiving these
31 benefits. This repayment provision applies only in circumstances where the employee
32 has voluntarily separated from employment with the Agency prior to fulfilling his/her time
33 commitment.

34
35 There may be certain courses or training the Agency administration may specifically
36 request a person to take for the benefit of the Agency. These will be paid for in advance
37 by the Agency. However, that does not prohibit the Agency from requiring employees
38 who receive this training or coursework to sign an agreement stipulating they will remain
39 employed with the Agency for a period of time.

40
41 Courses and expenses related to CDL, first aid, CPR, and other designated training or
42 workshops required or requested will be paid for fully by the Agency.

Issued Date: 06/26/06	Descriptor Code: <p style="text-align: center;">60.1500 – 60.1600</p>	
Revised:	60.1500	Employee Appreciation/Morale Building Plans
08/28/06	60.1600	Pay Increases and Incentive Pay
08/25/08	60.1700	Wellness Initiative

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60.1500 Employee Appreciation/Morale Building Plans

The Agency recognizes that it is in its best interests to maintain a competent and committed workforce. In order to achieve that goal, the Agency will sponsor and pay for certain events to show appreciation to its employees and recognize faithful service in its various programs. These events may include opportunities for the Agency or program to bestow upon employees token expressions of appreciation. These events may also include a meal or other activities paid for by the Agency for the group or individuals being shown appreciation. Any appreciation or morale building event shall be approved through the usual process of obtaining approval for a purchase request.

60.1600 Pay Increases and Incentive Pay

Each position within the Agency falls into a particular pay grade. With each pay grade there is an accompanying pay range. It will be up to the CEO, upon the recommendation of the Director who supervises the program in which the employee works, to approve all pay increases for positions so long as they fall within the Board approved specified pay ranges. Pay increases outside of the specified ranges have to be reviewed by the Joint Finance/Human Resource Committee before being implemented. One exception to this is that pay increases for Director level positions are reviewed by the Joint Finance/Human Resource Committee prior to implementation.

Although across the board cost of living increases are not the preferred means of delivering increases, and the Agency prefers to administer increases based upon performance, the Agency recognizes that some funding sources require that across the board cost of living increases be given. In those programs, the Agency does comply with that requirement. However, in programs where the funding sources do not require this approach, increases will typically be based upon performance. Cola increases will only be given to persons who are employed with the Agency at the time the cola increase is actually given.

In order to promote higher performance and efficiency among employees, the Agency offers a performance incentive plan. In regard to this plan, all the programs of the Agency are completely independent of each other, and the actions of one program in no way dictate or effect what might or might not be provided for in another of the Agency's

1 programs.

2
3 The plan works as follows: All employees who have been employed with the Agency for
4 at least one year, who have no scores on his/her evaluation instrument of a "2" or below,
5 and who obtain a composite score of at least a 3.75 are eligible to participate.

6 Furthermore, the level of the incentive pay shall be administered based upon a tiered
7 approach. Those whose score is from 3.75-3.99 shall be eligible for one level of incentive
8 pay. Those who have a composite score of 4.0-4.49 shall be eligible for a higher level of
9 incentive pay. And finally, those who have a composite score of 4.5 or greater shall be
10 eligible for the highest level of incentive pay.

11
12 Additionally, and especially in times where COLA's are not available and/or funding is flat,
13 or particularly so, each Director has the option of identifying certain positions that are
14 considered critical and may recommend to the CEO an additional lump sum performance
15 incentive payment for those positions. All of the other performance requirements (as
16 stated above) apply to any of these payments as well.

17
18 The actual dollar amounts or percentages correlating to the various incentive levels shall
19 be recommended annually by the Program Director to the CEO. To facilitate the process,
20 toward the end of each program's budget year, the Director of the program will indicate
21 whether she/he believes there will be the potential for funds to be available for this
22 incentive plan. This decision will obviously take into consideration preserving funding for
23 the program's other needs such as supplies, repairs, etc. If funds are deemed available,
24 the Director will identify the specific employees who meet the criteria stated above for
25 incentive pay. Performance will be based upon the employee's most recent evaluation
26 score. Once these specific employees with their corresponding evaluation scores have
27 been determined, the Director will forward that information to the CEO along with a
28 recommendation regarding the size and type of performance incentive payment. The
29 CEO will then approve, disapprove, or modify the proposal. The actual incentive
30 payments, if approved, will typically be issued to eligible employees in their last check to
31 be received during that program's budget period.

32
33 Since the Agency general administrative staff are not tied to a specific funding source, it
34 will be up to the CEO to approve incentive payments for any general administrative staff
35 to be administered at a time within the administrative budget year at which the funding of
36 those requests is deemed to be reasonable. The Fiscal Director will be responsible for
37 presenting a recommendation to the CEO for potential incentive payments for staff within
38 the Fiscal Department.

39
40 **60.1700 Wellness Initiative**

41
42 Family Resource Agency is interested in improving the overall health and wellness of its
43 workforce. Research has shown that fit employees are typically more productive
44 employees and are absent less often. On the other hand, being obese or overweight,
45 and/or having a poor diet often leads to a host of serious health problems. Therefore, the
46 Agency is promoting good health and wellness among its employees by supporting their

1 efforts to learn and practice proper nutrition habits and participate in fitness-related
2 activities. This initiative may include the Agency's providing for reimbursement or partial
3 reimbursement for certain health, nutrition, and/or fitness related activities or other
4 activities that fall under the wellness initiative. From time to time the Agency will publish,
5 through memo for, an overview of the plan that is in place at that time. The Agency
6 reserves the right to modify the plan, abolish it, or change it in any way and at any time
7 without notice.

Issued Date: 06/26/06	Descriptor Code: 70.0100 – 70.0200
Revised:	70.0100 Travel Safety 70.0200 General Travel Policies

1
2
3 **70 TRAVEL**
4

5 The following sections relating to travel and travel advances outline the policies covering
6 employee travel, as well as travel involving program parents, Board, Council, and/or
7 Committee members.
8

9 **70.0100 Travel Safety**
10

11 In order to promote safety, the Family Resource Agency requires employees and others
12 to wear seat belts while driving or riding in an Agency vehicle or in a personal vehicle
13 while on Agency business. The only exception is when bus monitors and/or other bus
14 personnel may need to get up and move around the vehicle, as the need arises and as
15 safety permits, in order to maintain order and promote the children's safety on the bus. At
16 all other times though, the bus monitor and other bus personnel must wear their seat belts
17 as well.
18

19 The Agency also expects that its employees will observe all relevant traffic laws and
20 regulations, including obeying posted speed limits while traveling on Agency business
21 and/or driving Agency vehicles.
22

23 **70.0200 General Travel Policies**
24

25 Employees may be reimbursed for use of a personal vehicle while on Agency business at
26 a rate up to that allowed by Federal Travel Regulations. The particular amount allowable
27 by Federal Regulations and currently acknowledged by the Family Resource Agency will
28 be distributed and updated periodically as an attachment to the Agency's Personnel
29 Policies and Procedures Manual. This information shall include the reimbursement rates
30 for travel by automobile or by motorcycle. To be reimbursed, employees must submit the
31 request on the approved travel or mileage claim form.
32

33 Any out-of-the-area or out-of-state travel must be approved by the Director or CEO before
34 it is undertaken. Approval is obtained through completion of the Travel Advance
35 Authorization Form. **Out-of-the-area travel is defined as travel outside of the**
36 **Agency's service area.**
37

38 Travel must always be by the most direct route possible. Any individual traveling by an
39 indirect route must assume any extra expense incurred thereby. When several persons
40 are traveling to a location, as many persons as is reasonably possible must ride in one

1 car. Any person wishing to drive individually for his/her own personal convenience shall
2 not be eligible for mileage reimbursement. Mileage shall be computed from the
3 employee's residence or official work station, whichever is shorter.

4
5 Expenses for meals and lodging will be allowed when overnight travel is required out-of-
6 area. Reimbursement is typically consistent with the rates which are allowable by the
7 U. S. General Services Administration federal travel regulations. Those rates are
8 published on the website www.gsa.gov and are found under domestic per diem rates. If
9 the city or county travel the employee is traveling to is not listed on the website, the
10 traveler is to use the standard CONUS destination rate that is applicable at the time of the
11 travel. Since persons traveling on Agency business receive a per diem rate, there is no
12 need to submit meal and incidental expense receipts. However, receipts are required for
13 all lodging travel reimbursement. If a traveler fails to attach a lodging receipt, that portion
14 of his/her travel claim will not be processed. Since Family Resource Agency is not an
15 official part of government, hotels are not required to honor government rates for our
16 employees. However, they often do and an employee should always ask for the
17 government rate as we are an official subcontractor or grantee of the government. Also,
18 while traveling within the State of Tennessee, employees should carry with them a sales
19 tax exemption certificate and request the hotel to remove any sales tax from the bill.
20 Lodging reimbursement is always the lesser of the approved reimbursement rate plus
21 applicable taxes or the actual expenses.

22
23 Lodging at conference hotels is given special consideration. It is understood that
24 oftentimes lodging at conference hotels is at a higher rate than the rate indicated by the
25 federal travel regulations for that area. A traveler should indicate on his/her Travel
26 Advance/Authorization Form the hotel is a conference hotel so the higher rate can be
27 approved.

28
29 If a traveler is unable to find a hotel that will not accept the government rate yet is not a
30 conference hotel, the traveler must attach to the Travel Advance/Authorization Form
31 information concerning what he/she has done to try to find a hotel that is within the
32 allowable rates for the area chosen.

33
34 When calculating the M&IE allowance, the traveler may claim the full M&IE amount if
35 he/she is in travel status for the full day. However, on days of departure and/or return or
36 on other days where the traveler is traveling for less than a full day, the traveler must
37 calculate the M&IE allowance based on the quarter system explained below.

38
39 For partial days of travel, the M&IE allowance is pro-rated in the following manner. Each
40 24 hour span of time is divided into four (4) 6-hour quarters that begin at 12:01 am and
41 end at midnight. The quarters are divided as follows:

- 42
43 . 1st quarter 12:01 am--6:00 am
44 . 2nd quarter 6:01 am--12:00 noon
45 . 3rd quarter 12:01 pm--6:00 pm
46 . 4th quarter 6:01 pm--12:00 midnight

1
2 Some important times for you to note are your times of departure from your home or
3 office to travel on Agency business and the time of your return for the same. For
4 example, if you left your home at 7:15 am to drive to another city to be there overnight,
5 then you may claim three quarters or 3/4 of a day's M&IE allowance. If you use the \$39
6 per day rate then you may claim 3/4 of \$39, which in this case would be \$29.25. Using
7 the same \$39 per day rate as above, if you returned home at 6:01 pm in the evening then
8 you may claim the full \$39 M&IE allowance for the day you return.

9
10 Other transportation expenses are also allowable and reimbursable with the proper
11 receipts. These include taxis, public bus or transit transportation, ferries, and parking.
12 Reimbursement for these expenses require receipts except that parking up to \$8.00 per
13 day is reimbursable without a receipt. If a higher parking rate is claimed, a receipt must
14 be attached.

15
16 Certain telecommunication costs are also reimbursable while on Agency business. These
17 include local phone calls, fax charges, and long distance calls. In order to be reimbursed,
18 an employee must provide a statement furnishing the date, name and location for the
19 phone calls and fax charges as well indicate what Agency business it pertained to. The
20 use of personal cell phones and any accompanying charges for specific calls may also be
21 reimbursed in the same manner as those costs previously identified.

22
23 ***Occasionally an employee may travel out-of-area but not have to be away***
24 ***overnight. In instances where an employee travels out-of-area but does not stay***
25 ***overnight, the following prorated M&IE reimbursement rates apply based upon the***
26 ***location traveled to. These apply for both in-state and out-of-state travel and apply***
27 ***only if the employee is in travel status for at least 12 hours during the work day. If***
28 ***a corresponding M&IE rate is not found in the Federal Travel Regulations, the***
29 ***lowest rate automatically applies.***

30
31 See Appendix for Location and Corresponding M&IE Rate Below:

Per diem	\$ 39.00	\$ 44.00	\$ 49.00	\$ 54.00	\$ 59.00	\$ 64.00
Breakfast	\$ 7.00	\$ 8.00	\$ 9.00	\$ 10.00	\$ 11.00	\$ 12.00
Lunch	\$ 11.00	\$ 12.00	\$ 13.00	\$ 15.00	\$ 16.00	\$ 18.00
Dinner	\$ 18.00	\$ 21.00	\$ 24.00	\$ 26.00	\$ 29.00	\$ 31.00
Incidentals	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00	\$ 3.00

32
33
34 Reimbursement for air travel is permissible when time is an important factor or where the
35 trip is so long that other methods of travel would prove more expensive because of
36 subsistence allowance or mileage. To document the traveler is obtaining a reasonably
37 priced ticket, it is recommended that information from websites such as ORBITZ or

1 TRAVELOCITY.com be attached to the Travel Advance/Authorization Form to show the
2 various airfares typically available.

3
4 If the travel is to a conference, workshop, or seminar, a bulletin or agenda showing the
5 dates and times of the event must be attached to the claim form.

6
7 In order for a travel claim form to be processed and the expenses paid, the claim must be
8 on an appropriate travel claim form. If the correct information is not included, the form
9 will be returned to the employee for proper documentation. In this event, it is quite likely
10 the reimbursement to the employee will be delayed.

Issued Date: 06/26/06	Descriptor Code: 70.0300 – 70.0500
Revised:	70.0300 Travel Advances and Travel Authorization 70.0400 Other Special Meal Reimbursements 70.0500 Auto Insurance Requirements

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2
3 **70.0300 Travel Advances and Travel Authorization**
4

5 All out-of-area or overnight travel should be approved through an employee's submission
6 of the Travel Advance/Authorization Form. Not only is this form to be used by employees
7 requesting an advance, but the form is also documentation the specific travel has been
8 approved by the appropriate Director-level staff.
9

10 Employees may also use the form to request a travel advance for expenses for approved
11 overnight or out-of-the-area travel. The travel advance should be based on the
12 employee's reasonable travel plans. Also, by signing the form and accepting the
13 advance, the employee is taking responsibility for those funds as well as agreeing to the
14 timely completion of the necessary travel reimbursement forms after travel has been
15 completed. The proper travel reimbursement forms must be completed by the employee
16 within two weeks (14 days) of returning from travel. If an employee fails to complete the
17 forms within this time frame, the full amount of the travel advance may be deducted from
18 the employee's pay or any other funds the Agency owes the employee.
19

20 When an Employee returns from travel, he/she must also submit a travel claim form
21 showing the actual travel completed. Since the travel advance is an estimate of mileage
22 and/or other expenses, it is possible that the actual expenses will be lower or higher than
23 the advance request. In either case, the travel claim form will show whether the
24 employee is owed money or owes money to the Agency. If money is owed to the Agency,
25 the employee should refund the Agency those funds, preferably by check, along with
26 his/her Travel Claim Form. If money is owed to the employee, s/he will be reimbursed for
27 that amount.
28

29 **70.0400 Other Special Meal Reimbursements**
30

31 Occasionally, employees are required to attend a training event at a hotel or other
32 location where it is not feasible for the employee to obtain a reasonably priced lunch
33 elsewhere. In these instances, if the employee will be in training for at least 6 hours
34 during the day, the Program Director or the CEO may authorize a special meal
35 reimbursement for that unique circumstance and/or location even if the location is not
36 considered out-or-area. The reimbursement amount should be consistent with the partial
37 day per diem rates outlined in Section B.
38

1 **70.0500 Auto Insurance Requirements**

2
3 Any employee who drives a personal vehicle on Agency business, which includes any
4 employee who receives a mileage reimbursement check from the Agency, is required to
5 carry personal vehicle liability insurance in an amount at least equal to their respective
6 state's required minimums at the time. In order to document this, all new hires are
7 required to complete the Personal Vehicle Liability form and to notify the Agency of any
8 changes in insurance coverage. An updated form may also be required annually or other
9 times at the Agency's request.

Issued Date: 06/26/06	Descriptor Code: <p style="text-align: center;">80.0100 – 80.0100.130</p>
Revised:	<p>80.0100 General Information</p> <p>80.0100.10 Purpose</p> <p>80.0100.20 Definitions</p> <p>80.0100.30 Employee Assistance Program</p> <p>80.0100.40 Rejection of Treatment – Failure of Rehabilitation</p> <p>80.0100.50 Alcoholic Beverages</p> <p>80.0100.60 Prescription Drugs</p> <p>80.0100.70 Illegal Drugs</p> <p>80.0100.80 Employment of Persons Addicted to or Dependant Upon Alcohol or Drugs</p> <p>80.0100.90 Safety of Work Force; Work Rules; Blood and Urine Tests</p> <p>80.0100.100 Confidentiality</p> <p>80.0100.110 Drug Free Awareness Program</p> <p>80.0100.120 Reporting Convictions</p> <p>80.0100.130 Discipline Upon Conviction</p>

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80 ALCOHOL/DRUG POLICY

80.0100 General Information

80.0100.10 Purpose

The purpose of this policy is as follows:

- A. to establish and maintain a safe, healthy working environment for all employees;
- B. to insure the reputation of the Agency and its employees as good, responsible citizens worthy of employment and the public's trust;
- C. to reduce the incidence of accidental injury to person or property;
- D. to reduce absenteeism, tardiness and indifferent job performance;
- E. to provide assistance toward rehabilitation for any employee who seeks the Agency's help in overcoming any addiction to, dependence upon, or problem with alcohol or drugs;
- F. to protect the welfare of our clients
- G. to meet federal requirements for a drug free workplace and to comply with requirements of the Federal Omnibus Transportation Act of 1991.

80.0100.20 Definitions

- 1
- 2 A. Alcohol or alcoholic beverage -- means any beverage that may be legally sold and
- 3 consumed and that has an alcoholic content in excess of .5% by volume;
- 4 B. drug -- means any substance (other than alcohol) capable of altering the mood,
- 5 perception, pain level, or judgment of the individual consuming it;
- 6 C. prescribed drug -- means any substance prescribed for the individual consuming it
- 7 by a licensed medical practitioner;
- 8 D. illegal drug -- means any drug or controlled substance, the sale or consumption of
- 9 which is illegal;
- 10 E. he or his -- also means "she" or "hers" in appropriate context;
- 11 F. reasonable suspicion -- means there are reasonable grounds for suspecting that a
- 12 drug or alcohol test would turn up evidence that an employee is using drugs or
- 13 alcohol;
- 14 G. safety-sensitive functions -- include all on-duty functions performed from the time
- 15 an employee begins work or is required to be ready to work until the employee is
- 16 relieved from work and all responsibility for performing work. It includes, but is not
- 17 limited to, driving, on-call drivers, inspecting, supervising, or performing any
- 18 volunteer or paid work for Family Resource Agency and its programs.
- 19

20 **80.0100.30 Employee Assistance Program**

21

- 22 A. Any employee who feels that s/he has developed an addiction to, dependence
- 23 upon or problem with alcohol or drugs, legal or illegal, is encouraged to seek
- 24 assistance. Assistance may be sought by writing in confidence to or asking for a
- 25 personal appointment with the appropriate Program Director or CEO.
- 26 B. Except as required by law, each request for assistance will be treated as
- 27 confidential and only those persons "needing to know" will be made aware of such
- 28 requests.
- 29 C. The Program Director or CEO or such other person as s/he may specifically
- 30 designate will be responsible for developing contacts with local hospitals and
- 31 community organizations offering alcohol or drug treatment programs (e.g., Care
- 32 units, Alcoholics Anonymous, Narcotics Anonymous, Community Health Centers,
- 33 etc.) and for referring employees seeking assistance to an appropriate treatment
- 34 organization.
- 35 D. Rehabilitation itself is the responsibility of the employee. Any employee seeking
- 36 medical attention for alcoholism or drug addiction may be entitled to benefits under
- 37 the Agency's group medical insurance plan, if they have chosen to be covered by
- 38 said plan. For employees enrolled in a formal treatment program, the Agency will
- 39 grant sick leave and then annual leave until the same are exhausted and then
- 40 discretionary leave without pay subject to the conditions set out in the Agency's
- 41 leave policy. To be eligible for continuation in employment, the employee must
- 42 provide certification that he is continuously enrolled in a treatment program and
- 43 actively participating in that program.
- 44 E. Upon completion of a treatment program, the employee will be returned to work
- 45 without reduction of pay or seniority.
- 46 F. Employees completing treatment shall be subject to urine or blood tests at any

1 time, at the discretion of the CEO, for a period of one year from their return to
2 work.

- 3 G. Any employee who is required to maintain a commercial driver's license as a
4 condition of employment is advised to seek assistance prior to random drug and
5 alcohol testing. Testing positive for illegal drugs and/or alcohol shall be cause for
6 discipline up to and including immediate discharge.

7
8 **80.0100.40 Rejection of Treatment – Failure of Rehabilitation**

9
10 Any employee suffering from an alcohol or drug problem who rejects treatment or who
11 leaves a treatment program, including follow-up services, prior to being properly
12 discharged will be immediately terminated. No employee will be eligible for this Employee
13 Assistance Program more than one time. The recurrence of an alcohol or drug problem
14 will be cause for termination.

15
16 **80.0100.50 Alcoholic Beverages**

- 17
18 A. No alcoholic beverage will be brought into or consumed upon Agency premises.
19 B. Drinking or being under the influence of an alcoholic beverage while on duty is
20 cause for termination.
21 C. Any employee whose off-duty abuse of alcohol results in excessive absenteeism
22 or tardiness or is the cause of accidents or poor work may be disciplined up to and
23 including termination.

24
25 **80.0100.60 Prescription Drugs**

- 26
27 A. No prescription drug shall be brought into the Agency workplace by any person
28 other than the person for whom the drug is prescribed by a licensed medical
29 practitioner and shall be used only in the manner, combination and quantity
30 prescribed.
31 B. Any employee whose abuse of prescription drugs results in excessive absenteeism
32 or tardiness or is the cause of accidents or poor work may be disciplined up to and
33 including termination.

34
35 **80.0100.70 Illegal Drugs**

- 36
37 A. The use of an illegal drug or controlled substance or the possession of same on or
38 off duty is cause for termination.
39 B. The sale or delivery of illegal drugs or controlled substances by an employee to
40 another person is cause for termination and for referral to law enforcement
41 authorities.
42 C. The "occasional," "recreational" or "off-duty" use of illegal drugs will not be
43 excused. Employee involvement with illegal drugs, even "recreationally," will not
44 be tolerated.

45
46 **80.0100.80 Employment of Persons Addicted to or Dependent upon Alcohol or**

Family Resource Agency, Inc.
Personnel Policies and Procedure Manual

Drugs

- 1
- 2
- 3 A. A person presently using illegal drugs or having a history of alcohol or drug
- 4 dependency will not be knowingly employed unless there is evidence of
- 5 rehabilitation satisfactory to the Agency.
- 6 B. Applicants for employment may be required to take a pre-employment physical
- 7 examination (including urinalysis and/or blood test). No applicant whose
- 8 examination and interview, combined with general reference and background
- 9 checks, indicate present alcohol or drug abuse will be hired.

80.0100.90 Safety of Work Force; Work Rules; Blood and Urine Tests

- 10
- 11
- 12
- 13 A. Each employee, as a condition of employment and upon "reasonable suspicion,"
- 14 may be required, upon request of Agency supervisory personnel, to submit to
- 15 blood, urine, or other tests for determining use of alcohol and/or drugs.
- 16 B. Each employee, as a condition of employment, will also be required, from time to
- 17 time, to sign the form of "Certification and Declaration" that illegal drugs are not
- 18 being used.
- 19 C. Any employee who is required to maintain a commercial driver's license as a
- 20 condition of employment is subject to the Omnibus Transportation Employee
- 21 Testing Act of 1991 (OTETA), which is mandated for our Agency for compliance.
- 22 OTETA requires all covered employees to submit, at any time the employee is on
- 23 duty and at other times, to drug and alcohol testing to determine the presence of
- 24 prohibited substances. Specific information related to OTETA testing and
- 25 procedures is included in the final section of the Alcohol and Drug Policy.

80.0100.100 Confidentiality

26

27

28

29 The results of all physical examinations and blood and urine tests will be treated as

30 confidential, and distribution limited to those having a "need to know" to the extent

31 permitted by law.

80.0100.110 Drug Free Awareness Program

32

33

34

35 The CEO or Program Directors will make material available that will inform workers of the

36 Agency's policy on alcohol and drugs.

80.0100.120 Reporting Convictions

37

38

39

40 All Agency employees are required to notify the Program Director or CEO if they are

41 convicted of any offense involving the use, possession or distribution of alcohol or drugs

42 within five (5) days of their conviction, regardless of where the offense occurs or whether

43 the conviction is appealed, and again within five days after any conviction becomes final.

44 The CEO shall, if appropriate, report the same to the federal government granting agency

45 within five (5) days of any final judgment of conviction.

1 **80.0100.130 Discipline Upon Conviction**

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6

Any final conviction of a drug or alcohol-related offense shall be punishable by appropriate disciplinary measures up to and including termination.

Issued Date: 05/24/10	Descriptor Code: 80.0150
Revised:	80.0150 Drug-Free Workplace

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80.0150 Drug-Free Workplace

Introduction

The illegal use of drugs and the abuse of alcohol are problems that invade the workplace, endangering the health and safety of the abusers and those who work around them. Family Resource Agency is committed to creating and maintaining a workplace free of substance abuse without jeopardizing valued employees' job security. To address this problem, FRA has developed a policy regarding the illegal use of drugs and the abuse of alcohol that we believe best serves the interests of all employees. Our policy formally and clearly states that the illegal use of drugs or the abuse of alcohol or prescription drugs will not be tolerated. As a means of maintaining our policy, we have implemented pre-employment and active employee substance abuse testing. This policy was designed with two basic objectives in mind: (1) employees deserve a work environment that is free from the negative effects of drugs and alcohol and the problems associated with their abuse, and (2) FRA has a responsibility to maintain a healthy and safe workplace.

To assist us in providing a safe and healthy workplace, we maintain a resource file of information on various means of employee assistance in our community, including but not limited to drug and alcohol abuse programs. Employees are encouraged to use this resource file, which is located in the office of the Executive Assistant to the CEO. In addition, we will distribute this information to employees for their confidential use.

An employee whose conduct violates the Agency's Substance Abuse Policy will be disciplined up to and including termination.

We believe it is important that we all work together to make Family Resource Agency a drug-free workplace as part of our continual efforts to provide a safer and more rewarding place to work.

Substance Abuse Policy Statement

Family Resource Agency is committed to providing a safe work environment and to fostering the well-being and health of its employees. That commitment is jeopardized when any Family Resource Agency employee illegally uses drugs on or off the job, comes to work under their influence, possesses, distributes or sells drugs in the workplace, or abuses alcohol on the job. Therefore, Family Resource Agency has established the following policy, pursuant to drug free workplace rules and regulations of both Tennessee and Georgia. Therefore:

1 (1) It is a violation of company policy for any employee to use, possess, sell, trade, offer
2 for sale, or offer to buy illegal drugs or otherwise engage in the illegal use of drugs on or
3 off the job,

4 (2) It is a violation of company policy for any employee to report to work under the
5 influence of or while possessing in his or her body, blood or urine, illegal drugs in any
6 detectable amount.

7 (3) It is a violation of company policy for any employee to report to work under the
8 influence of or impaired by alcohol.

9 (4) It is a violation of the company policy for any employee to use prescription drugs
10 illegally, i.e., to use prescription drugs that have not been legally obtained or in a manner
11 or for a purpose other than as prescribed. However, nothing in this policy precludes the
12 appropriate use of legally prescribed medications.

13 (5) Violations of this policy are subject to disciplinary action up to and including
14 termination.

15
16 It is the responsibility of the Agency's supervisors to counsel employees whenever they
17 see changes in performance or behavior that suggest an employee has a drug problem.
18 Although it is not the supervisor's job to diagnose personal problems, the supervisor
19 should encourage such employees to seek help and advise them about available
20 resources for getting help. Everyone shares responsibility for maintaining a safe work
21 environment, and co-workers should encourage anyone who has a drug problem to seek
22 help.

23
24 The goal of this policy is to balance our respect for individuals with the need to maintain a
25 safe, productive and drug-free environment. The intent of this policy is to offer a helping
26 hand to those who need it, while sending a clear message that the illegal use of drugs
27 and the abuse of alcohol are incompatible with employment at Family Resource Agency.

28
29 As a condition of employment, employees must abide by the terms of this policy and must
30 notify Family Resource Agency in writing of any conviction of a violation of a criminal drug
31 statute occurring in the workplace no later than five calendar days after such conviction.

32
33 The company offers resource information on various means of employee assistance in
34 our community, including but not limited to drug and alcohol abuse programs. Employees
35 are encouraged to use this resource file; which is located in the office of the Executive
36 Assistant to the CEO. In addition, we will distribute this information to employees for their
37 confidential use.

38 39 **General Procedures**

40 Any employee reporting to work visibly impaired will be deemed unable to perform
41 required duties and will not be allowed to work. If possible the employee's supervisor will
42 first seek another supervisor's opinion to confirm the employee's status. Next, the
43 supervisor will consult privately with the employee to determine the cause of the
44 observation, including whether substance abuse has occurred. If, in the opinion of the
45 supervisor, the employee is considered impaired, the employee will be sent home or to a
46 medical facility by taxi or other safe transportation alternative - depending on the

1 determination of the observed impairment - and accompanied by the supervisor or
2 another employee if necessary. A drug or alcohol test may be in order. An impaired
3 employee will not be allowed to drive.
4

5 ***Opportunity to Contest or Explain Test Results***

6 Employees and job applicants who have a positive confirmed drug or alcohol test result
7 may explain or contest the result to the medical review officer within five (5) working days
8 after receiving written notification of the test result from the medical review officer; if an
9 employee's or job applicant's explanation or challenge is unsatisfactory to the medical
10 review officer, the medical review officer shall report a positive test result back to the
11 company; a person may contest the drug test result pursuant to rules adopted by the
12 Department of Labor in the employee's respective state where the employment takes
13 place.
14

15 ***Confidentiality***

16 The confidentiality of any information received by the employer through a substance
17 abuse testing program shall be maintained, except as otherwise provided by law.
18

19 ***Job Applicant Drug Testing***

20 All job applicants of Family Resource Agency will undergo testing for substance abuse as
21 a condition of employment. Any applicant with a confirmed positive test result will be
22 denied employment. Applicants will be required to submit voluntarily to a urinalysis test at
23 a laboratory chosen by FRA, and by signing a consent agreement will release FRA from
24 liability. If the physician, official or lab personnel has reasonable suspicion to believe that
25 the job-applicant has tampered with the specimen, the applicant will not be considered for
26 employment. Family Resource Agency will not discriminate against applicants for
27 employment because of a past history of drug or alcohol abuse. It is the current illegal use
28 of drugs and/or abuse of alcohol, preventing employees from performing their jobs
29 properly, that FRA will not tolerate.
30

31 ***Employee Drug Testing***

32 Family Resource Agency has adopted testing practices to identify employees who use
33 illegally use drugs on or off the job or who abuse alcohol on the job. It shall be a condition
34 of employment for all employees to submit to substance abuse testing under the following
35 circumstances:

36 1. When there is reasonable suspicion to believe that an employee is illegally using drugs
37 or abusing alcohol.

38 'Reasonable suspicion' is based on a belief that an employee is using or has used drugs
39 or alcohol in violation of the employer's policy drawn from specific objective and articulate
40 facts and reasonable inferences drawn from those facts in light of experience. Among
41 other things, such facts and inferences may be based upon, but not limited to, the
42 following:

43 (A) Observable phenomena while at work such as direct observation of substance abuse
44 or of the physical symptoms or manifestations of being impaired due to substance abuse;

45 (B) Abnormal conduct or erratic behavior while at work or a significant deterioration in
46 work performance;

- 1 (C) A report of substance abuse provided by a reliable and credible source;
 2 (D) Evidence that an individual has tampered with any substance abuse test during his or
 3 her employment with Family Resource Agency;
 4 (E) Information that an employee has caused or contributed to an accident while at work;
 5 or
 6 (F) Evidence that an employee has used, possessed, sold, solicited, or transferred drugs
 7 while working or while on FRA's premises or while operating FRA's vehicle, machinery, or
 8 equipment.

9
 10 2. When employees have caused or contributed to an on-the-job injury that resulted in a
 11 loss of work-time, which means any period of time during which an employee stops
 12 performing the normal duties of employment and leaves the place of employment to seek
 13 care from a licensed medical provider. Family Resource Agency will send employees for
 14 a substance abuse test if they are involved in on-the-job accidents where personal injury
 15 or damage to company property occurs.

16
 17 3. As part of a follow-up program to treatment for drug abuse.

18
 19 4. Routine fitness-for-duty drug or alcohol testing. A covered employer must require an
 20 employee to submit to a drug or alcohol test if the test is conducted as part of a routinely
 21 scheduled employee fitness-for-duty medical examination where the examinations are
 22 required by; law, regulation, are part of the covered employer's established policy, or one
 23 that is scheduled routinely for all members of an employment classification group.

24
 25 ***Alcohol Testing***

26 The consumption or possession of alcoholic beverages on Family Resource Agency's
 27 premises is prohibited. (Company sponsored activities which may include the serving of
 28 alcoholic beverages are not included in this provision.) An employee whose normal
 29 faculties are impaired due to alcoholic beverages, or whose blood alcohol level tests .10%
 30 by weight for non-safety sensitive positions, or .04% for safety sensitive positions, while
 31 on duty/company business shall be guilty of misconduct, and shall be subject to discipline
 32 up to and including termination.

33
 34 ***Refusal to Submit***

35 Failure to submit to a required substance abuse test also is misconduct and also shall be
 36 subject to discipline up to and including termination.

37
 38 ***Important Information for Job Applicants and Employees***

39 When an employee or job applicant submits to a drug and/or alcohol test, he/she will be
 40 given a form by the specimen collector that contains a list of common medications and
 41 substances which may alter or affect the outcome of a drug or alcohol test. This form will
 42 also have a space for the donor to provide any information that he/she considers relevant
 43 to the test, including the identification of currently or recently used prescription or non-
 44 prescription medication or other relevant information. The information form should be kept
 45 by the job applicant or employee for their personal use. If the job applicant or employee
 46 has a positive confirmed test result, a medical review officer will attempt to contact the

1 individual in order to privately discuss the findings with that person. The job applicant or
 2 employee should keep the form as a “reminder “ to discuss this information at that time.
 3 The medical review officer will take this information into account when interpreting any
 4 positive confirmed test results. The information provided shall be treated as confidential
 5 and will not be given to the employer. Employees and job applicants have the right to
 6 consult with a medical review officer for technical information regarding prescription and
 7 non-prescription medicine.

8
 9 It is the responsibility of every employee or job applicant to notify the testing laboratory of
 10 any administrative or civil action brought pursuant to a Drug-Free Workplace Program.
 11 The provisions of this policy are subject to any applicable collective bargaining agreement
 12 or contract and include the right of appeal to the applicable court.

13
 14 Substance abuse testing for job applicants and employees will include a urinalysis screen
 15 for the following drugs: *

16
 17 Alcohol: (not required for job applicant testing)

18
 19 Any “Alcoholic Beverage”, all liquid medications containing ethyl alcohol (ethanol). Please
 20 read the label for content. For example; Vicks Nyquil™ is 25% (50 proof) ethyl alcohol,
 21 Comtrex™ is 20% (40 proof), Contac Severe Cold Formula Night Strength™ is 25% (50
 22 proof) and Listerine™ is 26.9% (54 proof).

23
 24 Amphetamines: “speed,” “uppers,” etc.

25
 26 Cannabinoids: THC, marijuana, hashish, “pot,” “grass,” “hash,” etc.

27
 28 Cocaine: “coke,” “crack,” etc.

29
 30 Phencyclidine: PCP, “angel dust.”

31
 32 Opiates: Narcotics, Heroin, Codeine, Morphine, “smack, dope, etc... “.

33
 34 ***Pre-Employment Drug Testing Consent and Release Form for Family Resource
 35 Agency***

36 I hereby consent to submit to urinalysis and/or other tests as shall be determined by
 37 Family Resource Agency in the selection process of applicants for employment, for the
 38 purpose of determining the drug content thereof.

39 I agree that

40 _____
 41 (name of physician or clinic)

42
 43 may collect these specimens for these tests and may test them or forward them to a
 44 testing laboratory designated by the company for analysis.

45
 46 I further agree to and hereby authorize the release of the results of said tests to the

Family Resource Agency, Inc.
 Personnel Policies and Procedure Manual

1 company.

2
3 I understand that it is the current illegal use of drugs and/or abuse of alcohol that prohibits
4 me from being employed at this Company.

5
6 I further agree to hold harmless the Company and its agents (including the above named
7 physician or clinic) from any liability arising in whole or part out of the collection of
8 specimens, testing, and use of the information from said testing in connection with the
9 Company's consideration of my employment application.

10
11 I further agree that a reproduced copy of this pre-employment consent and release form
12 shall have the same force and effect as the original.

13
14 I have carefully read the foregoing and fully understand its contents. I acknowledge that
15 my signing of this consent and release form is a voluntary act on my part and that I have
16 not been coerced into signing this document by anyone.

17
18 Applicant:
19 Print Name _____ S.S.#: _____ - _____ - _____

20
21 Applicant:
22 Signature _____ Date: _____ / _____ / _____

23
24 Witness Printed Name:
25 _____

26 Witness Signature:
27 _____

28
29 **Active Employee Certificate of Agreement for Family Resource Agency**

30 I do hereby certify that I have received and read the Family Resource Agency's
31 substance abuse and testing policy and have had the drug-free workplace program
32 explained to me. I understand that if my performance indicates it is necessary, I will
33 submit to a drug and/or alcohol test. I also understand that failure to comply with a drug
34 and/or alcohol testing request or a positive confirmed result for the illegal use of drugs
35 and/or alcohol may lead to discipline up to and
36 including termination of employment and/or loss of workers' compensation benefits. *

37 * (pursuant to applicable Tennessee and Georgia laws)

38
39 _____
40 Name of Employee (please print)

41
42 _____
43 Employee's Signature

44
45 _____
46 Date

- 1
- 2 (This certificate becomes part of the active employee's personnel file.)
- 3

Issued Date: 06/26/06	Descriptor Code: 80.0200 – 80.0200.20
Revised:	80.0200 OTETA Related Information 80.0200.10 Required Tests 80.0200.20 Testing Procedures, Policy, and Discipline

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80.0200 OTETA Related Information

80.0200.10 Required Tests

- A. Pre-performance tests. By federal law, tests must be conducted before the first time a driver performs any safety-sensitive function for the Agency. If a pre-employment test is positive or if the employee refuses to execute the required consent/release form, the employee will be discharged immediately.
- B. Reasonable suspicion tests. These tests shall be conducted when a supervisor has a reasonable suspicion that the driver has violated the alcohol/drug prohibitions.
- C. Random testing. Random tests shall be conducted on a random basis at unannounced times throughout the year. Tests for alcohol shall be conducted just before, during, or just after the performance of a safety-sensitive function. The number of random alcohol tests annually will equal 25% of the average number of covered employee positions. The number of random drug tests annually will equal 50% of the average number of covered employee positions. Drivers will be selected by a scientifically valid random process, and each driver shall have an equal chance of being tested each time selections are made. The tests will be given without advance notice in any given 12-month period. There will be no maximum number of samples that any one individual will be required to provide during the testing schedule. Employees will be required to report to a designated collection site for testing as soon as possible but in no event later than four hours following notification.
- D. Post-accident testing. Alcohol and controlled substance tests shall be conducted as soon after an accident as practicable on any driver who (1) was performing a safety-sensitive function with respect to a vehicle, if the accident involved the loss of human life; or (2) who receives a citation under state or local law for a moving traffic violation arising from the accident, or (3) the accident is estimated to have done more than \$200 damage to the vehicle. Employees are required to notify their immediate supervisor of any accident resulting in injury or damage. Any employee who fails to report an accident or submit to drug/alcohol testing where required by law or this policy will be subject to discipline up to and including immediate discharge.
- E. Return-to-duty testing. Any employee who has violated any of the alcohol or controlled substance use rules must undergo a return-to-duty alcohol or controlled substance test with the result indicating a verified negative result for alcohol or

1 controlled substance use. Any employee who is tested and found to have an
 2 alcohol concentration of 0.02 or greater but less than 0.04 may not perform safety-
 3 sensitive functions until 24 hours after the test is administered. This requirement of
 4 Federal Law does not prohibit disciplinary action from being taken against such an
 5 employee which can include immediate dismissal. An employee who is found,
 6 through testing conducted in conformity with the Federal Rules, to have an alcohol
 7 concentration of 0.04 or greater shall not perform safety-sensitive functions until
 8 the employee has been evaluated by a substance abuse professional, completed
 9 any rehabilitation required by the substance abuse professional and tests at less
 10 than a 0.02 level for the presence of alcohol, and negative for illegal drugs. This
 11 requirement does not prohibit disciplinary action being taken against an employee,
 12 including immediate discharge.

- 13 F. Follow-up testing. Each employee identified by a substance abuse professional
 14 who indicates a need for assistance in resolving problems with alcohol or
 15 controlled substance and who has been allowed to return to duty is subject to
 16 unannounced follow-up alcohol or controlled substance testing over the first 12
 17 months following the employee's return to duty as determined by the substance
 18 abuse specialist.

19
 20 **80.0200.20 Testing Procedures, Policy, and Discipline**

- 21
 22 A. Guidelines-as directed by the Federal Department of Transportation procedures for
 23 drug testing programs and the provisions of OTETA.
 24 B. Controlled substance testing. Employees will regularly be tested for
 25 amphetamines, cocaine, marijuana, opiates, and phencyclidine. Testing for alcohol
 26 will be conducted subject to final provisions of OTETA. Employees may be tested
 27 for other controlled substances without advance notice as part of a separate test.
 28 C. Types of tests (generalizing). Urinalysis will be utilized in completing all drug
 29 testing and evidential breath testing will be utilized for alcohol testing.
 30 D. Collection sites. Individuals may provide specimens at designated testing sites.
 31 Under the alcohol testing site requirements of the law, the site will (1) afford aural
 32 and visual privacy to the employee being tested, and (2) be secure while the test is
 33 going on.
 34 E. Collection procedures for alcohol testing. A documented procedure that ensures
 35 accuracy, reliability, and confidentiality of alcohol testing results will be maintained.
 36 All tests will be performed using evidential breath tests (EBT) devices approved by
 37 the National Highway Traffic Safety Administration (NHTSA). Additionally,
 38 procedures are subject to proficiency requirements for breath alcohol technicians
 39 (BAT), quality of assurance plans for breath testing devices, and protection of
 40 employee test records.
 41 F. Collection procedures for drug testing. A documented procedure will be
 42 maintained for collection, shipping and accessing urine specimens. A tamper-
 43 proof sealing system, identifying numbers, labels and sealed shipping containers
 44 will be used to safeguard the specimen in a transit status and protect the integrity
 45 of the specimen. All employees will be required to execute the applicant/employee
 46 consent form.

- 1 G. Evaluation and return of results. The laboratory will transmit the results of all tests
2 to the Medical Review Office (MRO). The MRO is responsible for reviewing the
3 quantified test results of employees and confirming that the individuals tested have
4 used drugs or alcohol in violation of Family Resource Agency policy. Prior to
5 making a final decision, the MRO shall give the individual tested the opportunity to
6 discuss the results either face to face or over the phone. The MRO shall then
7 notify the designated contact person at Family Resource Agency as to which
8 employee or applicant tests positive.
- 9 H. Release of test results. Tests shall not be released by Family Resource Agency
10 beyond the MRO without the individual's written authorization unless authorized or
11 required by state or federal law. Upon written request, an employee shall receive
12 copies of any records pertaining to drug or alcohol tests.
- 13 I. Discipline. Any employee may be discharged for any violation of this policy. Any
14 employee who refuses to submit to screening, refuses to execute a release, or who
15 otherwise fails to cooperate with an investigation will be disciplined. If an
16 employee tests positive for drugs or alcohol, s/he will be subject to immediate
17 discharge.
- 18 J. Additional information. Any employee who desires more information or needs
19 clarification shall contact his/her supervisor or program director.
- 20 K. Change in policy. This drug/alcohol policy represents the current guidelines
21 available under evolving federal laws and regulations. Therefore this policy may be
22 changed at any time and without prior notice to covered employees to comply with
23 applicable federal and state laws and procedures.

Issued Date: 06/26/06	Descriptor Code: 90.0100 – 90.0500	
Revised:	90.0100	Fax Machine
	90.0200	Postage Meter
	90.0300	Copy Machine
	90.0400	Duplicator
	90.0500	Telephone

1
2
3 **90 CHARGES FOR COPY MACHINE, FAX, DUPLICATOR, POSTAGE**
4 **METER, AND TELEPHONE**

5
6 Since many of our employees do not receive a copy of the Financial Procedures,
7 Procurement, and Property Manual, here are excerpts and/or condensed versions of
8 several relevant policies.
9

10 Fax machines, postage meters, duplicators, and copy machines are pieces of Agency
11 equipment that may be used on a limited basis by employees for personal reasons.
12 However, it is important and necessary that any personal use by an employee be
13 appropriately recorded and paid for. Any charges paid should be given to the appropriate
14 employee and recorded as a receipt to the petty cash fund. This equipment and these
15 services are available to Agency employees and not to the general public. The following
16 are the rates that are currently in use:
17

18 **90.0100 Fax Machine**

19

	Charge per page	
	Send	Receive
21 Local	\$0.10	\$0.10
22 Long distance	\$0.20	\$0.20

23
24

25 These rates apply to faxes sent in the lower 48 states. Any faxes outside the lower 48
26 states and/or to another country require the approval of the CEO or a Program Director.
27 The cost would have to incorporate the long distance phone charges to the specific
28 location.
29

30 **90.0200 Postage Meter**

31
32 The rates charged are simply the prevailing United States Postal Service Rates charged
33 for the type of mail being sent.
34

35 **90.0300 Copy Machine**

36
37 Any personal use of an Agency copy machine requires the employee pay \$0.05 per copy.

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90.0400 Duplicator

All copies made on the duplicator at the main office are \$0.025 per copy.

90.0500 Telephone

Personal long distance phone calls should not be made and billed to the Agency. Any personal long distance calls should be billed to the employee's personal phone card or their home number.

Employees having Agency cell phones are responsible for paying for any services, calls, or excess charges that are incurred because of personal use for either incoming or outgoing calls. The rate and cost is simply whatever amount the Agency is billed for those services, calls, or excess charges by the phone service provider.

The Agency reserves the right to modify these policies at any time based exclusively upon the needs of the Agency. Furthermore, nothing in these policies should be construed as creating any contractual agreement.

THE END

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