

EMPLOYEE HANDBOOK

INTRODUCTION

Welcome

Welcome. It is my pleasure to welcome you as a member of the staff of the Chihuahuan Desert Research Institute (herein after referred to as CDRI). You are an integral part of a dynamic nonprofit organization.

As an employee of the CDRI, you are a community relations representative both on and off the job. I ask that you learn about our organization so that you can speak confidently about the CDRI in all your associations.

We designed this manual to help you understand what your benefits are and what policies guide your day-to-day activities here at the CDRI.

We think working with the CDRI is a special opportunity. We hope that you will find your employment a matter of both pride and satisfaction and that it will be mutually productive and enjoyable.

Sincerely,

Dr. Cathryn Hoyt

Equal Employment Opportunity

It is the policy of the CDRI to afford equal opportunity in all aspects of employment to all persons without discrimination on the basis of race, religion, sex, national origin, ethnicity, age, physical disabilities, political affiliation, color, marital status, or medical condition. This policy shall apply to all employees, applicants for employment, including recruitment, screening, referral, hiring, training, promotion, discharge or layoff, rehiring, compensation, and benefits.

Americans with Disabilities Act (ADA)

CDRI welcomes applications from people with disabilities. We fully support the Americans with Disabilities Act of 1990. We are taking steps to make our work facilities as barrier-free and accessible as possible and as defined by state and federal statutes.

We have sought to identify the essential functions and physical requirements of all distinct jobs at CDRI and will make reasonable accommodations through scheduling, task reassignment, and other methods to accommodate applicants and employees with disabilities.

Handbook Use and Purpose

CDRI's personnel policies were developed to facilitate consistent and equitable employment and personnel practices for all employees of the agency. This employee handbook is designed to help employees familiarize themselves with important information about the CDRI, as well as information regarding their own privileges and responsibilities.

It is not possible to anticipate every situation that may arise in the workplace or to provide information that answers every possible question. Also, future circumstances may require changes in the policies, practices, and benefits described in this handbook. Accordingly, the CDRI reserves the right to modify, rescind, supplement, or revise any provision in this handbook. The CDRI will make reasonable efforts to provide employees with advance notice of any modifications or revisions to the handbook and will distribute updated pages as revisions are made.

It is important to note that this handbook only highlights the CDRI's policies, practices, and benefits and is not intended to be a legal document or contract. The policies and procedures in this handbook are intended to replace all previous personnel policies, practices, and guidelines. Any questions regarding the contents of this handbook may be addressed to your supervisor or the executive director.

EMPLOYMENT POLICIES

Employment and Hiring Policies

Work Eligibility

CDRI seeks to comply with the requirements of federal law and employs only United States citizens and non-citizens who are lawfully authorized to work in the United States. All employment is conditioned on receipt, by the hiring supervisor or director of administration, of documentation establishing identity and authorization to work in the United States.

Introductory Period

Employees are considered introductory during the first ninety (90) days following the date of hire. During this period, performance will be carefully evaluated and a determination made regarding the employee's ability to perform. The fact that an employee has completed the introductory period does not guarantee continued employment. During the introductory period, employees are not eligible to take vacation or paid sick time.

Your employment is a mutual relationship between you and CDRI, which either party may end during or after your introductory period.

Employee Classifications

We place staff members into classifications based on job description, consistent with the Fair Labor Standards Act and applicable state law.

Exempt Employee: An executive, administrative, or professional employee, who is exempt from the provisions of the FLSA, usually paid an annual salary.

Nonexempt Employee: An employee (generally paid by the hour) who is eligible for overtime pay according to the provisions of the FLSA.

Regular Full-Time Employee: A salaried or hourly employee who is normally scheduled to work forty (40) hours or more per workweek and whose employment has no specified end date.

Regular Part-Time Employee: A salaried or hourly employee who is normally scheduled to work between fifteen (15) and thirty-two (32) hours per workweek and whose employment has no specific end date.

Temporary Employee: An employee who is hired on a full- or part-time basis for a specified period of time, usually not to exceed six (6) months.

On-Call Employee: A nonexempt employee who is not required to work a specified number of hours in any given workweek but who is scheduled to work on an as-needed basis.

Inactive Employee: An employee who is on a leave of absence and is not receiving pay from CDRI.

Changes in Employee Classifications

All employees are classified as regular, temporary, part-time, or full-time, and these classifications determine eligibility for benefits and overtime pay. An employee's classification will not be changed due to a temporary change in work schedule.

Changes in employee classification will occur when a job change, a promotion, or a change in work hours---projected to be ongoing or last more than four (4) months---takes place.

Position Descriptions

CDRI strives to maintain a written job description for all positions. In the event that new paid positions are created through expansion or reorganization, written job descriptions will be prepared and then approved by the executive director before the position is filled.

A job description generally contains the following elements: title, summary of job duties, performance requirements, definition of essential and nonessential functions, qualifications (education, experience, other), title of the immediate supervisor, employee's signature, executive director's signature, and date. Employees may occasionally be required to perform related duties not set forth in the job description. Job descriptions must be rewritten in the event of major new responsibilities or other significant changes.

Hiring of Relatives

To foster an environment in which integrity and objectivity can be maintained, the CDRI does not permit the employment of members of the same family in the same department.

For purposes of this policy, the term *family* applies to the following relationships, based on blood, marriage, or other definitions: parent-child, sibling, grandparent-grandchild, aunt/uncle-niece/nephew, stepmother/father-stepchild, cousin, or spouse-spouse or spousal equivalent.

CDRI does not permit an employee to work under the immediate supervision of a member of the same family. If such situations now exist or if they develop in the future because of promotion, marriage, transfer, or any other reason, the management of CDRI reserves the right to transfer or terminate either or both employees, if necessary.

Employment Development Policies

Performance Evaluations

Each employee's performance will be reviewed on a continual basis by his or her immediate supervisor. A formal year-end performance appraisal will be conducted, to coincide with the end of the CDRI's fiscal year. Although the mechanics of the performance appraisal process may change from time to time, it will always include the components of planning, goal setting, measurement, communication, and feedback.

Annual performance appraisals, signed by both employees and supervisor, are placed in the employee's personnel file. Employees may keep a copy of their appraisal and have the opportunity to comment on it in writing. Performance appraisal also includes a discussion about career planning and development.

Education and Professional Development

The CDRI supports employees who wish to enhance their professional development and job-related skills through external education programs and conferences. In addition, employees may be asked to attend conferences and training forums as participants or presenters. Employees must have the prior approval of their supervisor to attend outside development events.

The CDRI covers the costs of outside training and conferences based on organizational benefit and annual budget. All CDRI-covered training and conferences require the approval of the executive director and are subject to change based on budgetary constraints.

BENEFITS POLICIES

Health, Wellness, and Employee Assistance

Medical Insurance

Eligible full-time employees may choose medical coverage for themselves and their immediate family. The cost of medical insurance is shared by the employee and the CDRI with the CDRI covering up to \$300 of the monthly premiums. Coverage begins on the first day of the month following the first 30 days of employment. Coverage ends on the last day of the month in which the employee is employed.

Definitions for Eligibility

For the purposes of benefits coverage, "immediate family" is defined as spouse or partner, parents, parents-in-law, siblings, children, grandchildren, and grandparents.

Insurance Continuation

Upon termination, employees who have been covered under a health insurance plan for at least three months and who are not terminated for cause are entitled to continue insurance coverage at their own expense for up to six (6) months (more in some exceptional cases) through COBRA benefits. More information regarding COBRA coverage, costs, and administrative procedures is available from the business manager at the time employment ends or when an employee has a question about other qualifying events.

Workers' Compensation

CDRI carries workers' compensation insurance as required by law to protect employees who are injured on the job. This insurance provides medical, surgical, and hospital treatment in addition to compensation for loss of pay resulting from work-related injuries or illness. The cost of this coverage is paid by the agency.

You must immediately report any on-the-job injury to your supervisor, regardless of how minor the injury may seem. Questions concerning our workers' compensation coverage should be directed to the business manager.

CDRI does not provide workers' compensation coverage for injuries sustained during or as a result of an employee's voluntary participation in off-duty social, recreational, or athletic activities that are not part of an employee's work-related duties. If an employee is required or expected to participate in a recreational, social, or athletic activity as part of his or her job; however, workers' compensation coverage may apply.

Disability Insurance

Employees of CDRI who are unable to work due to illness, injury, or pregnancy may receive state-funded income protection insurance for the time they are unable to work. The determination of benefits is up to the state. An employee may apply for disability benefits after being disabled for eight (8) days, or if hospitalized, after one (1) day of disability. Forms can be obtained from the business manager, the local office of the Employment Development Department, or the employee's physician.

If a physician deems an employee to be temporarily disabled, the employee cannot return to work without first submitting a medical release to his or her supervisor.

Paid Time Off

Vacations

Regular full-time employees receive 80 to 120 hours per year. Full-time employees earn accrued paid vacation time on the following schedule, beginning with the first day of employment:

1-5 years:	10 days each calendar year (80 hours)
5 years and over:	15 days each calendar year (120 hours)

Regular, part-time employees who work 32 hours per week receive 64 hours per year.

No other classification of employee earns paid vacation time.

At the end of each calendar year, employees may carry over accrued vacation time up to 40 hours. In extraordinary circumstances when vacation cannot be taken in the approved time frame, the executive director may grant approval to carry over time beyond the allotted period while regular accrual continues.

All vacation time must be requested and approved in advance. Employees with five (5) or more years of service may take vacation time for the current year in advance of its being accrued.

Employees may not receive pay in lieu of vacation. When they leave the organization, employees will be paid for any accrued, unused vacation.

Holidays

The executive director at the beginning of the fiscal year publishes the holiday schedule. CDRI observes the following holidays:

New Year's Day	Labor Day
Memorial Day	Thanksgiving Day
Independence Day	Christmas Day

All regular full-time employees are paid eight (8) hours' wages for each holiday. All employees working 24 to 32 hours receive eight (8) hours' wages for four (4) holidays during the year. Part-time employees who do not work on the day on which a holiday falls may observe the holiday on a different day of the week by arranging for this in advance with their supervisor.

Any nonexempt employees required to work on a holiday will be paid at one and one-half (1.5) times their regular rate of pay for hours worked that day. Any exempt employees required to work on a holiday will be paid at one and one-half (1.5) times their regular rate of pay for that day.

Temporary employees do not receive holiday pay.

Employees on vacation at the time a holiday occurs will not have that day counted as vacation pay.

Sick Time

Sick time provides regular full- and part-time employees who work 32 hours a week or more with paid time off to recover from illness or injury. Sick time may also be used by employees for health care appointments that cannot be scheduled outside work hours.

Accrual and Payment

Regular full-time employees accrue five (5) days of sick leave per year and regular part-time employees working over 32 hours per week receive four (4) days of sick leave per year.

Sick time is accrued from the start of employment but cannot be used until the employee has satisfactorily completed the introductory period. Employees can accrue up to ninety (90) days of sick leave although only a maximum of ten (10) hours of accrued sick leave will be paid upon termination of employment.

Sick Time Use

Employees are responsible for directly notifying their supervisor when prevented from starting or continuing a workday due to illness or injury. Employees must also keep their supervisor informed about the expected duration of the time away from work.

In most circumstances, a doctor's statement is required when an employee uses more than three (3) consecutive days of sick time or when an accumulation of absences seems to establish (in the supervisor's judgment) a problematic use of sick time. The CDRI may request verification of the reasons for any use of sick time.

Employees may use sick time to care for ill family members, but the same verification requirements apply in these instances.

Jury and Witness Duty

Regular full-time and regular part-time employees who are called to serve on a jury will be granted up to two (2) weeks paid leave and will be granted unpaid leave for the remainder of their jury duty. Temporary employees will be granted an unpaid leave for the period of their service. Employees may keep any compensation received for their jury duty.

Exempt employees who are required to serve longer than two (2) full weeks and who do some work for the CDRI during each of the remaining weeks that they serve will continue to receive full pay while on jury duty.

Proper documentation demonstrating the required time away from work may be requested prior to granting the leave. If an employee is not required to report or is released early from jury or witness duty, the employee must immediately report to work.

All employees will be granted an unpaid leave if called to serve as a witness in a legal proceeding.

Bereavement Leave

Regular full- and part-time employees will be granted up to three (3) days of leave, paid at the employee's daily rate of pay, determined by the number of hours the employee is regularly scheduled to work per week, in the event of a death in the employee's immediate family.

Time Off to Vote

Employees who are unable to vote in an official public election during non-work hours may arrange, with at least forty-eight (48) hours' advance notice, to take up to two (2) hours off from work, with pay, to vote. Advance approval for such time off must be obtained from employee's supervisor.

Unpaid Time Off and Leaves of Absence

Disability Leave

Medical Disability Leave

Disability leave is available to an employee whose physician certifies that the employee is temporarily disabled from performing his or her job because of illness, injury, physical or mental impairment, pregnancy, or childbirth. After using accrued sick time, an employee may elect to use accrued vacation, provided that the employee gives advance notice of this election to the supervisor prior to or at the time the leave begins. If accrued vacation is to be used, it shall be used at the beginning of the leave or immediately after any accrued sick time is exhausted. Following the use of accrued sick time and vacation time, the remainder of the leave shall be unpaid. Employees on disability leave should apply promptly for state disability insurance, workers' compensation insurance, or long-term disability benefits, whichever is applicable.

Medical certification of disability must be submitted at or before the start of a disability leave of absence and at least every thirty (30) days of leave thereafter, stating the nature of your disability and the expected date of return to work. Requests to extend an initial leave must be accompanied by supporting medical certification and must be received by the supervisor at least two (2) working days in advance of the previously estimated return date. An employee returning to work from a disability leave must give at least two (2) days' advance notice to the supervisor and, upon returning to work submit a written release from the employee's physician.

Pregnancy and Childbirth Leave

Pregnancy or childbirth leave is not to exceed four (4) months in any twelve (12) month period and does not have to be continuous. Employees returning from a pregnancy or childbirth leave of absence of four (4) months or less will be returned to the job they left unless, for organizational reasons, the CDRI was unable to hold the job open or to fill it temporarily because to do so would have resulted in an undue hardship on CDRI. Under those circumstances, the CDRI will offer the employee a substantially similar job if one exists that the employee is qualified to perform.

Work-Related Illness or Injury Leave

A leave of absence due to a disabling work-related illness or injury is generally not limited in duration. Employees returning from such a leave will be returned to the job they left unless, for organizational reasons, the CDRI was unable to hold the job open or to fill it temporarily because to do so would have resulted in an undue hardship on CDRI. Under those circumstances, CDRI will offer the employee a substantially similar job if one exists that the employee is qualified to perform.

Non-Work-Related Illness or Injury Leave

A leave of absence necessitated by a disabling non-work-related illness, injury, or medical condition that is temporary or of relatively short duration may not exceed two (2) months in any twelve- (12) month period and does not have to be continuous. Employees returning from such a leave of two (2) months or less will be returned to the job they left unless, for organizational reasons, the CDRI was unable to hold the job open or to fill it temporarily because to do so would have resulted in an undue hardship on CDRI. Under those circumstances, CDRI will offer the employee a substantially similar job if one exists that the employee is qualified to perform.

Benefits During a Medical Leave

The CDRI will continue to pay for insurance coverage for employees during the unpaid portion of a medical leave up to a maximum of four (4) months. Beyond that time, if additional leave is approved, employees participating in health insurance coverage will be given the option of paying for continued coverage for the duration of the leave.

Benefits that accrue for hours worked will not accrue during a medical leave. Leave time will be counted toward seniority, however.

Resignation During a Medical Leave

Failure either to comply with CDRI's certification and notice requirements during a leave or to return from a leave on the first working day following the end of the leave will be considered a resignation on the part of the employee.

Long-Term Illness or Permanent Disability

An employee whose leave is necessitated by a disabling non-work-related physical or mental impairment, which substantially limits one of the employee's major life activities and is expected to be ongoing for a substantial period of time or is of permanent duration, may be accommodated with longer and more frequent leaves as long as such leaves will not result in an undue hardship on CDRI.

Such employees will be returned to the job they left unless, for organizational reasons, the CDRI was unable to hold the job open or to fill it temporarily because to do so would have resulted in

an undue hardship on the agency. Under those circumstances, the agency will offer the employee a substantially similar job if one exists that the employee is qualified to perform.

Drug or Alcohol Rehabilitation Leave

CDRI recognized that drug and alcohol abuse are serious medical problems and wants to assist employees who realize that they have such a problem, which may interfere with their ability to perform their job in a satisfactory manner. Employees who decide to enroll voluntarily in a rehabilitation program due to a problem with drugs or alcohol use will be given time off to participate in such a program, and CDRI will make reasonable efforts to keep this fact confidential.

To be granted a leave for this purpose, the employee must submit certification of enrollment in a drug or alcohol rehabilitation program at or before the leave begins. The certification must include a statement that the employee's participation in the program prevents him or her from working and must specify beginning and ending dates of the program and the employee's estimated date of return to work. An extension of the leave requires supporting documentation prior to the end of the initial leave.

Employees returning from such a leave will be returned to the job they left unless, for organizational reasons, the CDRI was unable to hold the job open or to fill it temporarily because to do so would have resulted in an undue hardship on the CDRI. Under those circumstances, the CDRI will offer the employee a substantially similar job if one exists that the employee is qualified to perform.

Military Leave

Employees who are or who become members of the National Guard or military reserves will be granted a leave of absence to attend military training in either mandatory or voluntary status for a maximum period of fifteen (15) calendar days annually. CDRI will cover the difference between an employee's regular pay for the period and the pay received from the military when training is mandatory. Such pay will not be provided to cover lost earnings in the case of voluntary training.

Employees who leave our employ for active military duty, active duty for training, initial active duty for training, inactive duty training, full-time National Guard duty, or examinations to determine fitness for duty in any branch of the armed forces of the United States will be reinstated with accrued tenure (including seniority and accrued benefits). This is in accordance with the provisions of the Uniformed Services Employment and Reemployment Rights Act of 1994.

Employees must advise their supervisors of their military training schedule as far in advance as possible.

Personal Leave

Employees are expected to maintain a continuous record of employment. However, we recognize that it may be necessary for an employee to be excused from work for personal reasons. In such cases, employees must submit a request for a personal leave of absence as far in advance as possible. All requests will be given every consideration consistent with the urgency and need of the employee's circumstances, the employee's job performance, and the department's workload. Authorization for such personal leaves of absence is fully at the discretion of the executive director.

Personal leaves of absence are without pay and are available to full- and part-time employees who have completed one (1) year of service. Failing to return to work upon completion of the leave or working for another employer during the leave without prior approval will be considered a resignation.

A personal leave of absence of no more than thirty (30) days will not be considered an interruption of continuous service with respect to benefit plans. Employees on personal leaves of more than thirty (30) days may continue insurance coverage by paying the cost of the monthly premium. Benefits that normally accrue for hours worked will not accrue during a leave. Upon returning from a personal leave, an employee will have the same amount of seniority as when the leave began. All personal leaves are granted at the discretion of management, based on our needs related to your position and the hardship that might result from your absence at a particular time.

WORKPLACE STANDARDS AND PRACTICES

Work Hours and Pay

Workweek

The workweek commences at 12:01 a.m. Sunday and ends at midnight Saturday. The standard workweek for all full-time employees is 40 hours.

Pay Periods

For all regular, full-time employees, the standard pay period is semimonthly (1st and the 16th day of the month). Part-time employees are paid every other week. When a payday falls on a weekend or holiday, paychecks will be distributed on the last working day prior to the weekend or holiday.

Work Schedules

Employees of CDRI are expected to work the number of hours agreed on at the time of hire. Although the regular workweek is from 8:30 a.m. to 5:30 p.m. Monday through Saturday, other work arrangements may be made between the employee and his or her supervisor, subject to the demands and limitations of the job and department. Supervisors have final approval for flextime

requests and retain the authority to require the employee to return to a regular schedule should organizational need require it.

Meal and Rest Periods

All nonexempt staff members receive a paid ten (10) minute period for each four (4) hours worked or major fraction thereof. Full-time staff members take one rest period in the first half of their day and one in the second half.

Nonexempt staff members who work eight (8) hours or more receive a paid lunch break of sixty (60) minutes. Rest periods cannot be combined with the lunch break. Staff members may not skip rest and meal breaks to shorten the workday.

Timekeeping Requirements

All employees submit time sheets for each pay period. You will not be paid until your timesheet is submitted. Any falsification of a time sheet will result in disciplinary action, up to and including discharge.

Overtime Pay

Nonexempt employees are paid at the rate of one and one-half (1.5) times their regular rate of pay for hours worked in excess of forty (40) hours in a workweek.

Overtime is not at the employee's discretion; it requires advance supervisory approval. An employee may request compensatory time off as a substitute for overtime pay. Vacation, holiday, and sick time do not constitute hours worked for the purposes of computing overtime.

Ordinarily, exempt employees are not compensated for working more than forty (40) hours in a week. In unusual circumstances, when an exempt employee is required to work a substantial number of extra hours, the supervisor may grant compensatory paid time off. Such time must be taken within thirty (30) days of the extra time worked.

Wage Garnishments

From time to time, we may be required to withhold monies from an employee's pay. If the CDRI receives a court-authorized garnishment or levy, the staff member affected will be notified immediately.

Payroll Deductions

Your payroll and earnings deductions are detailed with your check. Mandated and voluntary deductions may include the following:

Deductions Mandated by Federal and State Law

Federal income tax
State income tax
Social Security, Medicare contributions
State disability insurance
Workers' compensation insurance
Garnishments, wage attachments

Voluntary Deductions

Health insurance
Flexible spending account
401(k) contribution

Any questions about your paycheck should be directed to the business manager.

Salary Philosophy

It is the policy of the CDRI to make every effort to compensate employees fairly and equitably and to recognize the contributions made by existing employees as its highest priority in budgeting expenses.

The board of directors sets the salary of the executive director. The executive director sets all other salaries according to ranges approved by the board. Periodically, the executive director reviews salaries for all positions and uses information about compensation at other agencies to ensure that the CDRI remains competitive in its compensation practices.

Salary Reviews

Staff members have the opportunity for a salary increase annually at the beginning of the CDRI's fiscal year or twelve (12) months from their most recent salary review. Increases are not automatic but are based on overall job performance and the CDRI's budget. Staff members who are on written warning are not eligible for salary increases until their performance or other job-related issues are satisfactorily resolved.

Workplace Health and Safety

Safety Policy

CDRI strives to provide a safe and healthful workplace and to prevent accidental injury through employee training and education. The CDRI maintains a safety manual with complete information on all aspects of our safety program.

CDRI's supervisors are responsible for overseeing the safety programs of the CDRI. All supervisors are required to see that every employee has read the safety rules. Furthermore, supervisors are expected to enforce all safety rules as the surest method of preventing accidents and injuries.

It is the responsibility of the maintenance department to oversee proper care, storage, and maintenance of all equipment and potentially hazardous materials (including chemicals such as toner or cleaning agents). The maintenance staff regularly conducts safety reviews of work areas and takes steps to correct any potentially hazardous situations.

All employees and volunteers are required to work in a safe and responsible manner. Safety requirements for employees and volunteers include all of the following:

- Considering safety as a daily on-the-job priority
- Following all safety rules and work procedures
- Immediately reporting any unsafe condition, accident, or near-miss to their supervisor
- Maintaining a clean and orderly work area
- Working only with equipment or materials with which they are familiar and for which they've been properly trained.
- Always wearing seat belts when traveling on CDRI business

Any willful violation of a safety procedure can result in immediate termination of employment.

Drug-Free Workplace

It is the purpose of the CDRI to help provide a safe and drug-free work environment for our clients and our employees. With this goal in mind and because of the serious drug abuse problem, in today's workplace, we are establishing the following policy for existing and future employees of the CDRI.

The CDRI explicitly prohibits:

- The use, possession, solicitation for, or sale of narcotics or other illegal drugs, alcohol, or prescription medication without prescription on the CDRI landsite or customer premises or while performing an assignment.
- Being impaired or under the influence of legal or illegal drugs or alcohol away from the CDRI or customer premises, if such impairment or influence adversely affects the employee's work performance, the safety of the employee or of others, or puts at risk the CDRI's reputation.
- Possession, use, solicitation for, or sale of legal or illegal drugs or alcohol away from the CDRI or customer premises, if such activity or involvement adversely affects the employee's work performance, the safety of the employee or of others, or puts at risk the CDRI's reputation.
- The presence of any detectable amount of prohibited substances in the employee's system while at work, while on the premises of the CDRI or its customers, or while on CDRI business. "Prohibited substances" include illegal drugs, alcohol, or prescription drugs not taken in accordance with a prescription given to the employee.

An exemption to the above will be given during CDRI events when alcohol is served. Employees may consume up to two alcoholic beverages during these events.

The CDRI will conduct drug testing under any of the following circumstances:

- **RANDOM TESTING.** Employees may be selected at random for drug testing at any interval determined by the CDRI.
- **FOR CAUSE TESTING.** The CDRI may ask an employee to submit to a drug test at any time it feels that the employee may be under the influence of drugs or alcohol, including, but not limited to, the following circumstances: evidence of drugs or alcohol on or about the employee's person or in the employee's vicinity, unusual conduct on the employee's part that suggests impairment or influence of drugs or alcohol, negative performance patterns, or excessive and unexplained absenteeism or tardiness.
- **POST-ACCIDENT TESTING.** Any employee involved in an on-the-job accident or injury under circumstances that suggest possible use or influence of drugs or alcohol in the accident or injury event may be asked to submit to a drug and/or alcohol test. "Involved in an on-the-job accident or injury" means not only the one who was injured, but also any employee who potentially contributed to the accident or injury event in any way.

If the employee is found in violation of this drug-free workplace policy, they will be given a warning after the first offense and will be terminated after the second offense. Employees who are impaired or under the influence of legal or illegal drugs or alcohol, while operating a vehicle or other heavy equipment at work, will be terminated immediately.

If an employee is tested for drugs or alcohol outside of the employment context and the results indicate a violation of this policy, the employee may be subject to appropriate disciplinary action, up to and possibly including discharge from employment. In such a case, the employee will be given an opportunity to explain the circumstances prior to any final employment action becoming effective.

Conviction Notification

An employee who is convicted of violating a criminal drug statute in the workplace must inform the executive director of this agency (including pleas of guilty or nolo contendere) within five (5) days of the conviction. Failure to so inform the CDRI will result in disciplinary action up to and including termination of employment.

Substance Abuse Treatment

Employees who violate the drug-free workplace policy may, at the discretion of management, be required to attend a rehabilitation or drug abuse assistance program as an alternative to disciplinary action. Employees given this opportunity must satisfactorily participate in the program as a condition of continued employment.

Smoking

Smoking is prohibited in all CDRI offices.

Work Practices and Environment

Punctuality and Attendance

Employees who are unable to report for work for any reason must notify their immediate supervisor within one (1) hour of their regularly scheduled starting time.

In general, all employees are expected to be responsible and demonstrate respect for fellow employees by establishing a record of punctuality and regular attendance. These are factors considered in evaluating overall job performance.

Frequent lateness or excessive absenteeism may result in disciplinary action up to and including termination.

Use of Facilities and Property

Employees are asked to treat the CDRI property as they would their own. Specifically, employees are to keep their own work area and common areas clean and well maintained and limit their use of CDRI equipment to work-related purposes. Employees are required to receive supervisory approval before removing any CDRI property from the premises.

Occasionally, employees may need to enter CDRI premises after the offices are closed to retrieve personal items or to complete projects. Employees must provide their supervisor with advance notice if they intend to enter the premises after office hours.

Guests and Visitors

Employees are asked to keep on-the-job visitors to a minimum to ensure that the workplace is not unduly interrupted. All visitors should remain in the reception area until escorted by the appropriate employee.

Security

CDRI strives to provide a secure work environment for our employees, volunteers, clients, and visitors. We ask that you comply with all security procedures established in your work area and that you immediately report any breach of security to your supervisor.

We encourage employees to be prudent about bringing personal items to work. The CDRI is not responsible for losses resulting from theft of property while you are away from your work area.

Employees should immediately report lost or stolen keys or missing CDRI property to your supervisor. Copying or giving keys or lock combinations to an unauthorized individual will be considered grounds for immediate dismissal.

Personal Use of Phones

Although occasional personal phone calls are to be expected, please confine your use of the phones to CDRI business as much as possible. Should circumstances require that you place a long-distance call, we ask that you use a personal calling card or call collect.

Use of personal cell phones should be restricted to breaks and lunch hours. Cell phones should be turned off when in meetings or working with clients or volunteers. Emergency calls can be placed to the main CDRI phone number and will be immediately relayed to the employee.

Use of Personal Automobile

Employees who use their own automobiles for travel on authorized CDRI business will be reimbursed for mileage at the rate established by the Internal Revenue Service. Employees must have prior supervisory approval for the use of personal vehicles and must carry, at their own expense, the minimum insurance coverage for property damage and public liability.

Attire and Personal Hygiene

It is expected that employees will maintain a clean and neat appearance and will project a professional and businesslike image in dealing with other employees, clients, volunteers, and the general public. The CDRI reserves the right to define appropriate standards of appearance for the workplace.

Expense Reimbursement

Reasonable and customary personal expenses incurred in the performance of one's job will be reimbursed. Reimbursement requires prior authorization by the employee's immediate supervisor, approval of actual expenses, and submission of receipts.

Information and Communication

Confidentiality of Voice Mail and Electronic Mail

CDRI employees use voice mail and electronic mail to communicate with clients and others in the CDRI and to receive messages when these people are unavailable. Employees should be aware that voice mail and electronic mail messages are not private and are subject to review by the management.

Time spent on-line on CDRI-sponsored account should concern CDRI business only. Personal use of the Internet may result in disciplinary action and/or dismissal.

Intellectual Property and Destruction of Documents

All ideas, programs, written materials, slides, photographs, electronic media, and all other intellectual materials developed by the employee while on CDRI time and/or financed by grants

awarded to the CDRI are the property of the CDRI. All originals of such materials remain the property of the CDRI and should not be removed by any means. Destruction or theft of such documents will be considered cause for civil liabilities to the extent allowed by law.

Employee Information

It is important that personnel files contain up-to-date information regarding each employee. Employees should inform their supervisor immediately whenever there are changes in their personal data, such as address, telephone number, marital status, domestic partnership, number of dependents, and person to notify in case of emergency.

Employees have the right to inspect their personnel file during regular office hours, given reasonable notice to the CDRI. An appointment to inspect the file may be made with the business manager, who will accompany the employee while he or she inspects the file. Employees may obtain copies of any document in their personnel file to the extent required by law. Personnel records are the property of CDRI and are not allowed to leave the office of the executive director without authorization.

No reference information other than a verification of dates of employment, wages, and job titles will be given out to a third party without prior written authorization by the employee.

Agency Confidentiality

Confidential information obtained during or through employment with CDRI may not be used by any staff member for the purpose of furthering current or future outside employment or activities or for obtaining personal gain or profit.

At no time should a staff member disclose nonpublic or sensitive information to individuals other than on a need-to-know basis.

Internal Communication

We use bulletin boards, mailboxes, and office e-mail to communicate important information to staff members on a regular basis. Each of our staff members is responsible for reading posted or distributed information on a timely basis.

Solicitations

Solicitations and distributions are not permitted, except for annual charitable campaigns (such as United Way) that are formally approved by the board of directors. Activities that are not permitted include the following:

- Solicitation by an employee during work time
- Solicitation by an employee not on work time of an employee who is on work time
- Any solicitation or distribution by non-employees
- Distribution of advertising materials or literature of any kind in work areas

For the purposes of this policy, the following definitions apply:

- *Solicitation* includes, but is not limited to, any request for signatures, contributions, support of political activities, merchandise purchases, and organizing activities.
- *Distribution* includes, but is not limited to, passing out of literature, pamphlets, leaflets, or notices of any kind.
- *Work time* means all hours an employee is or should be working other than lunch or break time.
- *Work areas* are any area where agency work is regularly performed.

Standards of Conduct

Harassment

It is the policy of the CDRI that there shall be no harassment of any employee by fellow employees or by any supervisor on account of an employee's sex, race, national origin, religion, physical handicap, or sexual orientation (or on account of any other protected status).

The agency does not condone and will not permit such harassment of any employee and, in particular, will not tolerate the making of unwelcome sexual advances to any employee, unwelcome physical, verbal, or visual behavior that is sexual in nature, or the making of remarks or jokes known to be offensive to any employee because of his or her sex, age, race, national origin, religion, physical handicap, or sexual orientation. An employee who believes that he or she has been treated in violation of this policy should immediately report the matter to the executive director. The executive director will seek to investigate all complaints or violations of this policy promptly in as discreet a manner as possible.

Workplace Conduct

Every organization has certain guidelines that are developed to reflect sound operational practices. The CDRI requires of its employees discipline, cooperation, efficiency, and productivity. It has set out standards of behavior with which all employees are required to comply. Failure to comply with these standards will result in disciplinary action, up to and including termination. Examples of conduct that may require disciplinary action include, but are not limited to, any of the following:

- Substandard job performance
- Failure to carry out job responsibilities
- Being absent from work without prior notification to supervisor
- Any safety violation
- Excessive tardiness or absenteeism
- Unauthorized overtime
- Rudeness or discourtesy toward a fellow employee, supervisor, volunteer, supporter, or member of the general public

Working with Children 18 and Younger

The CDRI is committed to maintaining an environment in which the safety and well-being of children is of paramount importance. To ensure this safe environment, all staff will undergo a criminal background check prior to employment.

Every staff member working with young people should treat them with respect and dignity. Discipline of a child involved in a CDRI-sponsored program or activity is the responsibility of the accompanying adult or guardian. *CDRI staff shall not engage in disciplinary action of any kind.*

Staff shall not participate, nor condone, any of the following activities:

- Scapegoating, ridiculing, or rejecting a young person;
- Making any racially provocative comments to a young person, even in fun;
- Rough, physical, or sexually provocative games;
- Making sexually suggestive comments about or to a young person, even in fun;
- Inappropriate and intrusive touching of any form;
- Sexual relationships with young people even if they consent.

If evidence of nonprofessional interaction between CDRI staff and young people is found, a thorough investigation of the violation will be conducted. If a policy violation is proven, the employee will be dismissed, and a report will be filed with the appropriate authorities.

Open-Door Policy

The CDRI has an open-door policy that encourages employee participation in decisions that will affect them and their daily professional responsibilities. This policy also encourages employees who have job-related problems or complaints to talk them over with their supervisor or a manager at any level of management who they feel can help them. CDRI believes that employee concerns are best addressed through informal and open communication.

The CDRI will attempt to keep all such expressions of concern, their investigation, and the terms of their resolution confidential. However, in the course of investigating and resolving concerns, some dissemination of information to others may be appropriate.

No employee will be disciplined or otherwise penalized for raising a concern in good faith.

Disciplinary Procedures

Corrective Action

The corrective action process is designed to protect the safety and promote the fair treatment of all employees. Discipline may be required for substandard job performance, safety violations, absenteeism, or inability to work as part of a team. CDRI supervisors are responsible for

identifying problems and assisting in their resolution. Any discipline involving suspension or discharge must be reviewed and approved by the executive director.

There are four levels of corrective action, any one of which may be entered into, depending on the circumstances and severity of the problem:

Employee Counseling or Verbal Warning. The supervisor counsels the employee following a minor offense in an effort to eliminate possible misunderstandings and to identify what constitutes good performance. The supervisor will help the employee develop a solution and improve performance to the appropriate level. Verbal warnings are documented by the supervisor and signed by the employee.

Written Warning. The employee meets with his or her supervisor and is presented with a written notice of corrective action. A written warning is designed to make sure that the employee is fully aware of the misconduct or performance problem, including the degree of seriousness and the consequences if the problem is not corrected. The supervisor and employee set a time frame during which improvement must be made and maintained, and a check-in process is determined. Employees on written warning are not eligible for promotions, transfers, or pay increases unless specifically approved by the executive director.

Suspension. Employees who are suspected of serious misconduct may be suspended with pay in situations where an investigation is required prior to final action being taken.

Discharge. In cases of serious misconduct, immediate rather than progressive corrective action may be taken. Termination can result from a single serious offense, or it can be the final step in a process to correct a series of minor offenses of the same nature. It can also occur as the result of ongoing conduct that is inconsistent with CDRI policy.

An employee may be suspended with pay pending an investigation of a charge of serious misconduct.

Complaint Procedures

Grievance Procedure

Any employee who has a complaint concerning a CDRI policy or its application has the right to file a grievance according to procedures outlined in this policy. No employee will be discriminated against, harassed, or intimidated or will suffer any reprisal as a result of filing a grievance or participating in the investigation of the grievance. If an employee feels that he or she is being subjected to any reprisal, that employee has the right to appeal directly to the executive director.

Employees should attempt to resolve the problem informally with their supervisor as soon as possible. If a solution cannot be reached, the employee may present a formal grievance, in writing, to the executive director.

All complaints will be handled in a timely manner. CDRI's goal is to resolve a complaint within twenty (20) working days from the time of its initiation. If an extension or reduction of the time limit becomes necessary, all parties involved will be notified. Employees may not file grievance procedures challenging the substance of a performance evaluation.

Conflict of Interest

It is important that employees avoid conflicts of interest to maintain high standards of conduct. A conflict of interest is a situation in which an employee's private or economic interest interferes with or in any way influences the employee's duties and responsibilities at CDRI or with the CDRI's general activities, even if this conflict has no adverse impact on job performance.

Employees must advise the executive director of any outside employment (on either a salary or a fee basis). Any employee needing advice about a potential conflict of interest should consult with the business manager or the executive director. If an employee's outside activity is determined to constitute a conflict of interest and the activity continues beyond a reasonable amount of time disciplinary action will result, up to and including termination of employment.

Fees and Honoraria

When staff members consult, lecture, counsel, or advise outside individuals or organizations on behalf of CDRI, all fees, donations, or cash honoraria must be paid to the CDRI.

Relations with Suppliers

From time to time, employees may be offered gifts, entertainment, or other favors from a supplier, contractor, or organization with which the CDRI has business dealings. No employee of CDRI may accept any item of value aside from nominal gifts and common courtesies.

Furthermore, all employees should understand that entering into a personal relationship with a subordinate employee or with an employee of a supplier, contractor, or other organization having financial dealings with CDRI creates a possible conflict of interest that requires full disclosure to the CDRI.

END OF EMPLOYMENT

Ending Employment

At-Will Status

Employment with CDRI is not for any specified period and can be terminated by either the employee or the CDRI at any time with or without any particular reason or advance notice. Nothing contained in these policies is intended to, or should be construed to; alter the at-will relationship between CDRI and its employees. Although other terms and conditions and benefits of employment CDRI may change from time to time, the at-will relationship of employment is

one aspect that cannot be changed except by an agreement in writing with the board of directors, signed by the chair of the board on behalf of the entire board.

Voluntary Termination of Employment

Any employee may voluntarily resign at any time and for any reason. Employees will be considered to have resigned if either of the following events occurs:

- Failure to return from an approved leave of absence on the specified return date
- Failure to report to work without notice for three (3) consecutive days

All employees are asked to give a minimum of two (2) weeks' written notice of resignation. If an employee is asked to leave our employ before the end of the notice period (for example, if a replacement is to begin immediately), the employee will be paid for the entire notice period.

Employees are required to turn over all keys and other CDRI property to the office manager before leaving on their last day of work.

Involuntary Termination

The CDRI reserves the right to terminate any employee at any time, with or without cause or notice. Generally, when an employee is believed, in the opinion of his or her supervisor, to have a job performance problem or to be engaging in behavior that is unacceptable or counterproductive, the employee will be given an opportunity to improve his or her performance or behavior to an acceptable level by means of a formal disciplinary action process. However, the following list, though not complete, gives examples of behavior that can result in immediate termination of employment:

- Breaching confidentiality
- Violating the drug- and alcohol-free workplace policy
- Theft---including, but not limited to, the removal of CDRI property or the property of another employee from CDRI premises without prior authorization
- Walking off the job without supervisory approval
- Working for another employer while on a leave of absence without prior consent of the CDRI
- Fighting, roughhousing, abusive language, or conduct that is hostile or disrespectful toward a coworker, supervisor, board member, volunteer, or any person associated with or served by the CDRI
- Disregarding established safety procedures; knowingly creating an unsafe work situation for self or any coworker
- Falsifying or altering records or time sheets
- Refusing to perform a work-related duty when directly instructed to do so by a supervisor or member of management
- Unauthorized use or dissemination of proprietary information
- Violating the CDRI's equal opportunity or harassment policies
- Unauthorized use of CDRI property, including vehicles

All involuntary terminations require review by the executive director.

Job Elimination and Layoffs

If it becomes necessary to reduce or change the composition of the CDRI's workforce, the executive director, in consultation with the board of directors, will decide which jobs will be eliminated.

Regular full- and part-time employees who have worked at least one (1) calendar year and whose positions are eliminated by a workforce reduction may receive a severance allowance. Generally severance pay is equal to one (1) week of pay for every full year of employment, to a maximum of twelve (12) weeks' pay. The executive director, with approval of the board, at the time of a workforce reduction will set the CDRI's exact severance policy.

Exit Interviews

The executive director will conduct a confidential interview with each employee who voluntarily terminates employment with CDRI prior to the last day of work. These conversations enable the CDRI to gather important information about personnel policies and procedures that may be of benefit to many other employees. Although exit interviews are not mandatory, employees are encouraged to participate in them and to speak frankly about their employment experience with CDRI.