

Appendix 6C

FDLC PERSONNEL POLICIES
AND PROCEDURES

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These policies have been reviewed and approved by the FDLC Executive Committee as of October, 1993. These policies can be modified as necessary. The Executive Director has final approval on all changes that do not affect the budget. The FDLC Executive Committee must approve any policy change that affects the budget.

I. Employee Definition

The FDLC recognizes the following categories of employees:

- exempt staff
- non-exempt staff.
- full-time regular
- part-time regular
- full-time temporary
- part-time temporary
- independent contractors

Full-time regular—one who is hired for a position that is expected to continue on an ongoing basis and who works 35 hours per week.

Part-time regular—one who is hired for a position that is expected to continue on an ongoing basis and who works 15–34.5 hours per week.

Full time temporary: One who is hired to work 35 hours per week for a period not to exceed twelve consecutive calendar months.

Part time temporary: One who is hired to work less than 35 hours per week for a period not to exceed twelve consecutive calendar months.

Independent contractor: One who is contracted to perform a particular function or responsibility for a specific period of time. This is distinct from a temporary employee in that an independent contractor is considered self-employed, and the nature of the work is independently completed, oftentimes not at the employer's worksite.

Exempt: This refers to employees who are "exempt" and therefore not covered by the overtime regulations established by the Fair Labor Standards Act. Some administrative positions and nearly all professional positions are considered to be exempt positions.

Non-Exempt: This refers to employees who are covered by the overtime regulations established by the Fair Labor Standards Act. As such, they are entitled to receive compensation for any time worked over the agreed upon number of hours per week.

II. Hiring

POLICY:

It is the policy of the FDLC to recruit and hire qualified applicants for available positions.

ADMINISTRATION:

Recruitment and hiring practices will be carried out without regard to race, color, marital status, sexual orientation, political ideology, age, creed, religion, gender (except where religion or gender is a bona fide occupational qualification for the position), ancestry, national origin, physical or mental disability, or any other basis prohibited by local, state, or federal law.

Prior to recruitment and hiring for any position, including contracts with independent contractors, the Executive Director will assure the following:

- a. As appropriate, dialogue with consultative boards
- b. A determination that there is a need for the position
- c. Confirmation that there is the financial ability to fund the position
- d. Completion of a written job description for the position.

The process for recruitment varies depending upon the nature of the position. For part-time, temporary positions, there will typically be less advertising, screening, etc. than, for example, when recruiting for the Executive Director. However, steps a-d listed above should be completed for all hiring processes.

The composition of a screening and interviewing committee also depends upon the nature of the position. Care will be taken to assure the best available applicant is recruited and selected for all positions.

Prior to making a job offer for any position, reference checks will be completed. All job offers will be confirmed in writing by the Executive Director prior to the beginning of work.

III. Work Hours/Reporting Time

It is the policy of the FDLC to observe the following provisions regarding work hours and reporting of time:

For payroll purposes, the standard week runs from 12:01 a.m. Monday through 12:00 midnight Sunday.

The regular work week runs from 8:30 a.m. to 4:30 p.m. Monday through Friday with one hour per day for lunch, totaling 35 working hours per week.

A pay period consists of one regular work week as defined above with paydays occurring each week on Thursday. If a holiday falls on a Thursday, pay will be received on the Wednesday immediately preceding. For all regular staff members; i.e., the Executive Director, the Executive Assistant and the Secretaries, the weekly pay period will include Friday of that week. If there is any deviation from regular work hours on Friday, the work hours will be reflected in the following week's time reported. All part-time temporary employees or contracted work will be paid on an hourly basis for the hours worked Monday through Thursday of each week. Friday work hours will be reported with the subsequent week's hours worked.

IV. Salary Administration

POLICY:

It is the policy of FDLC to develop and maintain a salary structure that is internally and externally equitable.

This salary administration program has been adopted with the objective of providing the FDLC with the necessary tools to attract new employees by offering competitive salaries and to retain and reward present employees who are competently performing their assignments.

ADMINISTRATION:

- a. **Salary Range.**

A salary range exists for each position. The salary range for every position consists of a hiring minimum, a midpoint, and a hiring maximum. These ranges are established to meet the internal needs of the FDLC and to place the FDLC in a competitive position with regard to external marketplace. Attachment A lists the salary ranges for all staff positions. These ranges will be reviewed by the Executive Director and the Executive Committee every October in preparation for the following year's budget.
- b. **Salary Increases.**

The rate of increase is determined by taking into consideration the external marketplace increases, the length of service at FDLC, and the availability of funds to pay for salary increases. Final approval is given by the Executive Committee.
- c. **Promotion.**

A promotion is the movement of an employee from one position to another position that is on a higher classification level. Normally, employees in non-exempt positions will be in a position for six months and employees in exempt positions for one year before being considered for a promotion. When employees are promoted, their new salary will be between the minimum hiring and maximum hiring level for the new grade level. The recommendation will be given to the Executive Committee for final approval.
- d. **Promotion Procedure.**

All employees are eligible to apply for positions for which they meet the minimum qualifications. Final hiring/promotion decisions are made by the Executive Director.
- e. **Hiring.**

Applicants hired to fill an existing vacancy will receive no less than the hiring minimum and no more than the hiring maximum of the range for the position being filled.

V. Performance Evaluations

POLICY:

It is the policy of FDLC to evaluate employees' job performance regularly. Such evaluation is based on predetermined criteria and objectives and is part of the permanent employment record.

ADMINISTRATION:

Employees new in their job as a result of a hire, promotion, transfer, or demotion, will receive a written evaluation by their supervisor after three months of employment and after six months of employment. It is the responsibility of the supervisor to schedule and complete these evaluations in a timely manner.

Employees who have successfully completed the initial employment period (six months) will receive a written evaluation by their supervisor on an annual basis. Annual evaluations are, unless otherwise stated, completed in June of each year.

A copy of the written Performance Evaluation Form is included as Attachment B.

On-going, informal evaluation/feedback opportunities need to occur throughout the year. Supervisors should provide verbal feedback about employees' job performance and employees should regularly ask supervisors for feedback on their job performance.

VI. Vacation

POLICY:

It is the policy of the FDLC to grant annual paid vacation time to its full time eligible employees in the following manner:

ADMINISTRATION:

Years of Employment	Vacation Earned:
0 through 2 years	10 days per year
3 through 4 years	15 days per year
5 through 10 years	20 days per year
11+ years	25 days per year

Part time employees who work at least 20 hours per week are eligible for the same rate of vacation accrual, pro-rated according to their hours worked and the regular 35 hour work week (e.g. an employee who works 25 hours per week would for the first 2 years of employment, receive 10 days (two weeks) of vacation per year at a rate of 25 hours pay per week for each of those weeks of vacation).

During the first year of employment, the employee will earn vacation from the date of employment to December 31 of that year. In subsequent years, the employee will earn vacation beginning from January 1.

An employee will begin earning vacation at the higher rate as of January 1 of the year in which he/she completes his/her third, tenth, and twentieth years of service.

If a holiday falls during an employee's scheduled vacation period, he/she will be credited with an additional day of vacation.

Should an employee become ill during the scheduled vacation period and remains ill for at least four (4) vacation days, the time off will be charged to sick leave rather than vacation, upon presentation of a doctor's certificate to the supervisor.

Employees will normally schedule vacation consistent with the needs of the office and with prior supervisory approval. The Vacation Leave Request Form (see Attachment B) will be used for all vacation requests.

A supervisor may authorize advance vacation in an amount equal to the total number of vacation days already earned by the employee during the current calendar year (plus any carryover from the previous year). For example, an employee has earned six vacation days during the current calendar year and has carried over 4 days from the previous year. The supervisor may advance up to an additional 10 vacation days beyond what that employee has actually earned.

Employees who have received advance vacation and who terminate prior to the time they actually earn the vacation already taken, will repay the vacation time not yet earned.

Vacation may be taken in increments of hours, days, or weeks. A maximum of one week vacation accrual may be carried over from one calendar year to the next.

Employees who terminate will be paid for any earned, unused vacation.

Employees who are on an authorized leave of absence without pay may elect to retain their vacation credit rather than be paid for the earned, unused vacation, provided that such election does not violate the carryover provision of this policy. Additional vacation is not earned during unpaid absences.

Vacation will not be counted as time worked for overtime purposes.

VII. Sick Leave

POLICY:

It is the policy of the FDLC to provide income to eligible employees during periods of disability or illness.

ADMINISTRATION:

Sick Days Earned According to Years Of Employment At FDLC

0 through 10 years	1 day per month
11 through 20 years	1 1/2 days/month
21+ years	2 days per month

Sick leave may be used for the following reasons:

1. If employees are ill, injured, temporarily disabled, physically or mentally unable to do the job; or

2. If employees' spouse, child, parent, or other significant relative or individual is ill, injured, or temporarily disabled and the employees' presence is needed; or
3. If employees have a doctor's or dentist's appointment.

The maximum amount of sick leave that can be accumulated will be sixty (60) days for exempt personnel. All unused sick leave will be carried over from year to year up to the maximum of sixty (60) days. The maximum amount of sick leave that can be accumulated will be twenty (20) days for non-exempt personnel.

Any illness that requires an employee to be away from work for five consecutive days may require written confirmations from a doctor.

Sick leave can be taken in increments of hours, days or weeks and will be requested/recorded on the Employee Sick Leave Form (see Attachment C).

There will be no payment for earned but unused sick leave at the time of termination.

No advance sick leave will be granted.

Sick leave will not be counted as time worked for overtime purposes. Additional sick leave is not accrued during periods of unpaid absences such as leave without pay.

During an extended unpaid leave of absence, an employee will not accrue sick leave.

The FDLC reserves the right to review and examine all days away from work due to illness and to take necessary corrective action if it is deemed that the use of sick leave is being misused and/or abused.

VIII. Holidays

POLICY:

It is the policy of the FDLC to provide eligible employees paid time off for designated holidays:

ADMINISTRATION:

The FDLC observes the following paid holidays.

1. New Year's Day
2. Martin Luther King
3. Washington's Birthday
4. Holy Thursday
5. Good Friday
6. Memorial Day
7. Independence Day
8. Labor Day
9. Columbus Day
10. Veterans' Day
11. Thanksgiving Day

12. The Friday following Thanksgiving Day
13. Christmas Day

Holiday schedule dates will coincide with days on which holidays are publicly observed. Other designated holidays that fall on a Saturday or Sunday will be observed on either the preceding Friday of the following Monday. Full time employees receive the above-listed paid holidays each year. Part time employees receive holiday pay for that part of the holiday which would have normally been worked.

Holiday pay will not be considered time worked for purposes of computing overtime.

IX. Funeral Leave

POLICY:

It is the policy of the FDLC to grant time off from work with pay to an employee for the purposes of attending the funeral of a family member.

ADMINISTRATION:

Up to a maximum of 2 working days can be granted to attend a funeral.

The term "family member" is defined as:

- a. member of employee's immediate family (spouse, child, mother, father, brother, sister, grandparents)
- b. employee's guardian, if applicable
- c. mother-in-law, father-in-law
- d. spouse's grandparents

A supervisor may also grant up to one day of paid funeral leave to an employee for the purpose of attending a funeral of someone other than a family member.

X. Jury Duty

POLICY:

It is the policy of the FDLC to comply with civil government requirements regarding obligations of citizens to serve on jury duty.

ADMINISTRATION:

Employees are paid their current salary while serving on jury duty. Employees will return to FDLC any compensation received for being a jurist. When employees' attendance is not required as a jurist, they will return to work.

XI. Overtime

POLICY:

It is the policy of the FDLC to comply with state and federal regulations regarding overtime pay.

ADMINISTRATION:

Overtime work must be authorized by designated supervisors.

Employees in non-exempt positions will receive overtime compensation at the rate of one and one-half their current hourly pay once they have actually worked more than forty (40) hours within seven consecutive calendar days.

Employees in non exempt positions who work more than their normally scheduled hours but less than 40 hours within a seven consecutive calendar day period may choose one of two options:

1. Their current regular hourly rate of pay, or
2. Compensatory time (i.e. time off during the regular work week in lieu of receiving pay). Such time will be taken within one month in which the overtime occurred. All overtime worked will be compensated on the same basis, whether the hours worked are in the office in which the employee is regularly assigned or in another office.

Employees in exempt positions will receive no payment for hours worked in excess of their regularly scheduled hours.

XII. Educational Assistance

POLICY:

It is the policy of the FDLC to provide financial assistance for educational purposes to its full-time and part-time employees who work 28 hours/week or more. Each request will be reviewed by the Supervisor and the Executive Director for approval of financial assistance.

Employees must have completed six (6) months of service with FDLC prior to applying for educational assistance.

Employees who wish to pursue courses of study should present in writing to the Supervisor the institution at which the course(s) is to be taken, name of the course, cost of the course, and the dates the course begins and ends. If possible, an employee must make the requests for educational assistance at least one month in advance of the beginning of classes, to insure ample time for reviewing and processing the request. If approval is granted the employee should follow these guidelines.

1. The FDLC will authorize a maximum of \$200 per calendar year per employee. Any employee who resigns or leaves FDLC employment for other reasons, except budgetary reasons, must reimburse the FDLC for any educational assistance funds advanced for a course not completed at that time.

An employee who does not successfully complete a course, for which moneys were advanced, for any other reason, must also reimburse the FDLC for any educational assistance funds granted.

2. Once the course has been successfully completed, the employee will present evidence of this to the Supervisor.
Courses pursued under the provision of this policy normally should not interfere with the employee's normal work assignment.

XIII. Unpaid Leave of Absence

POLICY:

It is the policy of FDLC to allow eligible employees to request an Unpaid Leave of Absence from work.

ADMINISTRATION:

Regular employees who work at least 20 hours per week may request an unpaid leave of absence. When reviewing such requests, supervisors will consider the following:

- An unpaid leave of absence is defined as an absence from work longer than one day for which sick leave, vacation, or other paid leave is not appropriate or available.
- An employee must have a minimum of six months service with FDLC before a request for an unpaid leave of absence may be considered.
- A request for an unpaid leave of absence must be submitted to the Supervisor at least thirty (30) days prior to the desired commencement of the leave.
- The leave may be approved for a maximum of twelve (12) months. An extension of up to six (6) months may be granted upon receipt of a written request from the employee.
- Service time will be unbroken when considering vacation, sick leave, and length of service for retirement purposes.

XIV. Corrective Action

POLICY:

It is the policy of FDLC to provide a just and formal process to eligible employees who are experiencing serious job performance problems. The purpose of this process is to give employees both time and guidance to assist them in correcting work-related performance concerns. This policy commits supervisors to provide employees having job performance concerns reasonable and appropriate assistance to improve their performance and continue employment with the FDLC.

It is the policy of the FDLC to provide information and training to all employees on implementing this policy. The procedure outlined below is applicable to employees who have completed the initial employment period.

Principles

- To assure that people working for the FDLC are competent in fulfilling their work;
- To assure fair, consistent treatment of all employees having performance concerns;
- To assure employees have accurate, specific, and explicit information about the concerns identified through a performance evaluation process;
- To work with employees having performance problems in a way that affirms the employer's commitment to have the employee succeed;
- To provide a sound, factual basis on which to terminate employees whose job performance has not sufficiently improved during the probation period;
- To assure that an individual's right to confidentiality is honored; and
- To provide an environment that promotes a spirit of reconciliation.

Procedure:

A. Performance Discussion

To begin the corrective action procedure, the first step requires the Executive Director to meet with the employee, identify and discuss the concern, and involve the employee in strategizing ways to correct the concern.

During this meeting, the Executive Director will describe the specific behaviors/actions that need to be addressed and changed. The goal at this meeting is to gain a commitment from the employee to acknowledge and change the identified behaviors. A time frame for improvement is identified and agreed upon.

B. Written Statement

If the concern is not resolved within the time frame outlined in the performance discussion, the Executive Director will prepare a written statement to give to the employee.

The Executive Director meets with the employee, again identifying the concern and describes to the employee the significance of the issues and the consequences of not sufficiently improving, e.g. probation, termination. The Executive Director and employee again strategize ways to correct the concern and a time frame for improvement is agreed upon.

The Executive Director prepares a statement summarizing the meeting and both the Executive Director and employee sign the statement. The employee signs it to signify that she/he has read and understood the statement. Such form will include a place for employee response and information stating that if the employee significantly disagrees with the Executive Director's assessment, she/he has access to the Problem-solving Procedure. This statement is included in the personnel file maintained by the Executive Director for the employee. If the performance concern is sufficiently improved within the guidelines established during this meeting, a memo updating the fact that corrective actions have been taken will be placed in the employee's personnel file.

Supervisors are expected to keep their director informed of serious concerns they are having about employees' job performance.

C. Decision-Making Leave

When the steps outlined above fail to produce the desired changes in the employee's work performance, the Executive Director places the employee on a paid, one-day "decision-making leave." The FDLC pays the employee for this leave day to demonstrate the seriousness of the concern and to provide the employee an opportunity to make a decision about the job. However, at this point, continued employment with the FDLC is contingent upon the employee's commitment to work to resolve the concerns.

The Executive Director implements the decision-making leave by meeting with the employee at the beginning of the workday, discussing the situation, and having the employee leave for the remainder of the day. The Executive Director will attend this meeting to clarify issues and confirm the process. The employee is instructed to return on the day following the leave with a decision either to change the problem behavior(s) and continue in the position, or to resign.

On returning to the job the following day, the employee does not immediately begin work. He or she first meets to inform the Executive Director about her/his decision. If the decision is to change and stay, the employee is placed on probationary status. The steps which are implemented during this process are outlined below under Section D,

"Probation Procedure." If the employee decides to resign, she/he will follow the steps regarding resignation as outlined in the Termination Policy .

D. Probation Procedure

The formal probation process is a process whereby the employee and Executive Director set specific goals and develop an action plan to change the problem behaviors and improve performance. The Executive Director must work with the Chair of the Personnel Committee during the probationary period to insure that correct procedures are implemented.

At the initial probationary meeting, the following points will be covered:

1. the specific reasons for the probation and the significance of the concern;
2. why the Executive Director is concerned about the problem ;
3. the effect continuation of the problem has on the office/department;
4. review of previous discussions and warnings;
5. the degree of improvement the Executive Director needs to see;
6. actions the Executive Director will take to assist the employee during the probation period;
7. steps the employee will take to improve the performance;
8. how progress will be measured (as a norm, the tool used for performance evaluations will be used);
9. a schedule of dates for checking progress (at least every two weeks);
10. beginning and ending dates for the probationary period;*

11. the possible outcomes of a probationary period;¹
 - a. off probation
 - b. extended probation
 - c. termination
12. a statement that any salary increase due during the probation period will be deferred to the end of the probationary period. A salary increase which is implemented in this manner will not be retroactive to the normal date of the increase

At the end of the meeting, the Executive Director will prepare a memo to the employee summarizing all the points outlined above. The memo will be signed by the employee and Executive Director. A copy of the signed memo is placed in the employee's personnel file and sent to the Chair of the Personnel Committee.

The Executive Director will maintain documentation throughout the probation period which records the employee's progress and the Executive Director's assessment of the progress. After each meeting regarding the progress the employee is making, the Executive Director prepares a "Corrective Action Form" to the employee summarizing the points of the meeting. A copy of the signed form is placed in the employee's personnel file and sent to the Chair of the Personnel Committee.

At the end of the probation period, the Executive Director will meet with the Chair of the Personnel Committee to determine whether or not the employee is to be removed from probationary status, terminated, or placed on extended probation. These alternatives and the procedure to be followed under each alternative are outlined below.

Ending Probation

The employee should be taken off probation if her/his performance has sufficiently improved during the probation period. If that is the case, the Executive Director will state in writing to the employee, citing the specific performance improvements and stating that the employee is no longer on probation. The memo should also state that the employee is now expected to maintain the improved level of performance and that additional performance problems will be handled according to the procedures outlined in the Corrective Action Policy.

A copy of this memo will be placed in the employee's personnel file and sent to the Office for Lay Personnel.

¹Probation periods for non-exempt employees will normally be six weeks. Probation periods for exempt employees will normally be three months. The different probation periods for exempt and non-exempt personnel have been established to reflect the fact that because of the nature of the work involved, it would normally take a longer period of time to determine whether or not an exempt employee's performance had improved significantly enough to warrant continued employment.

Termination

If there has not been sufficient improvement in the employee's performance to continue her/his employment, the Executive Director may terminate the employee. The employee will be terminated according to the guidelines outlined in the Termination Policy (Section XV).

Extended Probation

The probation period may be extended for up to twice as long as the initial probation period. It may be appropriate to place an employee on an extended probation period if the employee's performance has shown some improvement but is still below the performance objectives outlined in the initial probation meeting.

If a decision is made to place an employee on extended probation, the employee will be notified by memo of the extension and the new timeline in the probation period, including new probation dates and the schedule of meeting dates to assess performance improvement. A statement stipulating that all the other conditions of the original probation period are still in effect is included in the memo. Both the Executive Director and the employee sign this memo. A copy of the signed memo is placed in the employee's personnel file and sent to the Chair of the Personnel Committee.

Future Probation Periods

The following information summarizes what actions will be taken if the employee demonstrates future performance problems.

If similar performance problems occur subsequent to the completion of the probation process, the Executive Director will issue the employee one written warning. If the problem is not corrected within three weeks for non-exempt and four weeks for exempt employees, or recurs within the same 12-month period, the employee will be terminated according to the guidelines outlined in the Termination Policy. After a 12-month period has expired, the employee will be issued one written warning regarding subsequent performance problems, similar to those dealt with during the probationary period. If the problem is not corrected within three weeks for non-exempt and four weeks for exempt employees, the employee will be terminated.

If subsequent performance problems occur after the satisfactory completion of the probation period which are substantially different from those addressed during the probation period, the Corrective Action Procedure should be implemented at step 1 by the Executive Director initiating a performance discussion.

If it is necessary to implement a probationary period more than two times during the course of an employee's career with the FDLC, it may be necessary to terminate the employee without the consideration of future probationary periods. This decision is made by the Executive Director and the Chair of the Personnel Committee.

XV. Termination Procedures

POLICY:

It is the policy of the FDLC to follow established processes for the ending of employment for employees

ADMINISTRATION:

Termination is a process which results in the ending of employment at FDLC. It may be either voluntary or involuntary.

Voluntary termination is a result of an action, initiated by employees, which results in an employee's choosing to leave their job. It may be through either resignation or retirement.

Employees in non-exempt positions who are voluntarily terminating are asked to give at least two weeks notice to the Executive Director. Employees in exempt positions who are voluntarily terminating are asked to give at least four weeks notice to the Executive Director.

Involuntary termination is the result of an action initiated by the employer, which results in the ending of employment for employees. It is prompted by one of the following reasons:

1. Lay Off

Elimination or reduction of a position which is either permanent or indefinite. It is caused by reductions in operating budgets and/or changes in the organization's goals, needs, directions, or structure. A lay-off must be authorized by the Board of Directors. A minimum of 20 working days notice will be given to employees whose positions are being eliminated/reduced. If the position from which an employee is laid off reopens within ninety calendar days, that employee will have the right of first refusal. Employees who are laid off may be considered for other open positions in FDLC provided they meet the minimum qualifications and can perform the responsibilities. The final decision for hiring is the responsibility of the hiring supervisor.

2. Discharge for Cause

Termination of employees from their position, directly resulting from the employees' actions or behaviors. Following is a non-exclusive list of actions which are grounds for termination:

- a. Incompetence, inability, or uncorrected inefficiency in performance of job responsibilities (this presumes performance evaluations have been completed which document the concerns)
- b. Misrepresentation of a significant fact on the Employment Application.
- c. Misuse of alcohol or drugs affecting work performance.
- d. Sexual, physical, or verbal harassment during the performance of FDLC business.
- e. Abuse of sick leave.

- f. Refusal to carry out official directives within the job duties and responsibilities required of the position.
- g. Public acts that result in significantly inhibiting FDLC from accomplishing its goals and mission.
- h. Unexcused absences or absences from work which are unrequested or unapproved; failure to report for work for three or more consecutive days.
- i. Conviction of a felony.

3. Immediate Dismissal:

An action, initiated by the employer, directly resulting from employees' actions or behaviors, that results in the ending of employment for the affected employee. No previous warning or performance evaluation is required. This will occur upon proof of extraordinary misconduct, such as harassment against any person during the performance of FDLC business, or the theft, or willful destruction of property owned or used by FDLC.

Upon termination, regardless of reason, employees are eligible for the following:

- a. Salary earned but not yet received;
- b. Vacation earned but not yet taken;
- c. The ability to continue on group medical coverage through self-pay provisions;
- d. Retirement benefits which they are eligible to receive, as determined by the Pension Plan.

XVI. Termination Pay

POLICY:

It is the policy of the FDLC to compensate eligible employees who are laid off due to reorganization or budgetary needs.

ADMINISTRATION:

Regular employees who work at least 20 hours per week and who are terminated due to reorganization or budgetary considerations are entitled to receive four weeks notice. They are also eligible to receive termination pay in accordance with the following schedule:

Termination Pay Schedule

Length of FDLC Employment	Weeks of Pay:
0 through 1 year	2
1 through 2 years	3
2 through 4 years	4
4 through 7 years	5
7+ years	6

Termination pay will be calculated according to the eligible employee's salary being earned on the last day of work.

XVII. Health Insurance And Other Benefits**POLICY:**

It is the policy of FDLC to provide competitive and just benefits to eligible employees.

ADMINISTRATION:

The Federation provides health and pension benefits. Each plan has its own deductibles and conditions of participation. The benefits are described in plans on file at the National Office. Only full-time and part-time employees who work at least twenty hours each week are eligible for these benefits. Management will make all final decisions on health and welfare benefits plan revisions or adoptions.

XVIII. Pay Advances/Requests for Vacation Checks**POLICY:**

Pay advances for employees are not permitted. All requests for vacation checks must be submitted to the Executive Director at least one week in advance of the date on which the check is needed.

XIX. Travel**POLICY:**

It is the policy of FDLC to reimburse or otherwise compensate employees for travel-related expenses, providing such travel has been authorized by the Executive Director.

ADMINISTRATION:

Employees receive their regular salary during the period of time away from the office. Employees in non-exempt positions are to keep track of all hours worked while away.

Any hours in excess of the regularly scheduled work week will be paid as follows: regular hourly wage up to and including the first forty (40) hours; any hours in excess of forty (40) will be paid at time and a half. Hourly employees are not to include meal times, socials, sightseeing, or travel time in hours worked. Meal, hotel, travel and registration costs will be reimbursed to employees upon return to the national office and submission of receipts. If traveling by automobile, the rate of reimbursement will be consistent with IRS regulations regarding business-related travel.

Employees in exempt positions who travel for the organization and work in excess of their regularly scheduled hours will receive compensatory time off for the extra hours worked.

Employees who return from travel to the FDLC office during the work week (i.e., Monday - Friday), when the following day is a regularly scheduled work day for him/her, are to take the day following the travel day as a regularly paid rest and relaxation day.

All travel to contractors, bank, etc. in which an FDLC employees use their car will be reimbursed at a rate consistent with the IRS regulations regarding business-related travel.

XX. Relocation Expenses

POLICY:

It is the policy of FDLC to provide compensation for moving expenses for the Executive Director incurred as a result of accepting employment with the FDLC.

ADMINISTRATION:

Travel expenses of the Executive Director and his/her immediate family from the place of their residence to the area of permanent employment will be reimbursed. Travel expenses include rail or economy air fares, or travel by personal car at the current rate which the IRS allows for business related mileage expense. Pullman berths may be included in rail fares if the trip involves one or more nights on the train.

Expenses of meals and lodging for the employee and his/her immediate family for each day in transit from the place of their residence to the place of employment is up to, but not exceeding, the per diem allowance of twenty-five (\$25.00) dollars for employee, twenty (\$20.00) dollars for spouse and ten (\$10.00) dollars per child.

Expenses of meals and lodging for the employee and those members of his/her immediate family accompanying him/her will be reimbursed for the period, not exceeding thirty (30) days, from the date following arrival at the place of employment to the date of establishment of residence at the per diem allowance rates as stated above.

An applicant who has acknowledged final acceptance of an offer of regular, full-time employment as Executive Director, but is not yet actively at work, may be allowed reimbursement of travel and actual living expenses for one advance visit to the new location of himself/herself and his/her spouse for purposes of house or apartment hunting. The maximum time for which expenses will be reimbursable for such a visit will be five

(5) days, including necessary travel time. Reimbursement for actual living expenses will not exceed the allowable per diem rates as stated above.

Actual expenses for packing, unpacking, insuring, and transporting normal household goods of the employee and his/her immediate family from the place of their residence to place of employment, including interim storage of household goods for a maximum period of sixty (60) days, when necessary, will be paid. Normally, the FDLC will not pay the cost of moving or insuring items of extraordinary value or of an unusual nature.

In order to obtain reimbursement for expenses incurred under the provisions of this policy, appropriate receipts for such expenses must accompany the request for payment.

XXI. Performance Evaluation and Development Plan

General

Employee's Name: _____

Job Title: _____

Date of this Evaluation: _____

Date Hired: _____ Time in Present Position: _____

Evaluation Supervisor: _____

(Signature)

The purpose of this Evaluation and Development Plan is to:

- Find value in what the employee has accomplished during the past year;
- Allow a structured opportunity for employee and supervisor to communicate openly and honestly about employee's job performance during the previous year;
- Evaluate results of performance based on previously established goals and objectives;
- Identify a plan that an employee can pursue to enhance her/his development.

General Directions:

Section A. Job Responsibilities

Summarize the responsibilities of the employee's job as identified in the Job Description. Also identify the objectives for this Job Responsibility. Assess whether these objectives have been met.

Section B. Evaluation of Overall Job Performance

Please consider the employee's overall demonstrated job performance and check the definition that most closely describes the performance. (Example follows)

- Performance consistently far exceeds expectations.
- Performance consistently exceeds normal expectations and job requirements.
- Performance consistently meets expectations and job requirements.
- Performance usually meets expectations and minimum requirements for the job.
- Performance is below the minimum acceptable level.

Section C. Accomplishments/Improvements/Overall Performance Summary

Are there any particular specific accomplishments and/or improvements that have been made by the employee in the last year? What has the employee's overall performance been in the last year?

Section D. Development Plan for Next Year

List developmental opportunities planned for employee's improvement. Also, if appropriate, list any special talents or skills that would be useful for this employee to develop to enhance performance in employee's current job.

Section E. Employee Comments

This is a structured opportunity for the employee to make statements about her/his assessment and to make a response to the final Evaluation and Development Plan.

NOTE: After the Job Responsibilities and objectives have been mutually completed in Section A, both the employee and supervisor separately finish completing section A, as well as sections B, C, and D. A meeting is scheduled and during the meeting, the assessments of both the employee and supervisor are compared and discussed. After meeting, the supervisor prepares the final evaluation and the employee completes Section E.

Section A. Job Responsibilities:

Job Responsibility #1: _____

Objectives which measure if this responsibility has been accomplished:

1. _____
2. _____
3. _____

Employee meets these objectives

Employee could not/did not meet these objectives

Reasons: _____

Comments: _____

Job Responsibility #2: _____

Objectives which measure if this responsibility has been accomplished:

1. _____
2. _____
3. _____

Employee meets these objectives

Employee could not/did not meet these objectives

Reasons: _____

Comments: _____

Job Responsibility #3: _____

Objectives which measure if this responsibility has been accomplished:

1. _____
2. _____
3. _____

Employee meets these objectives

Employee could not/did not meet these objectives

Reasons: _____

Comments: _____

Job Responsibility #4: _____

Objectives which measure if this responsibility has been accomplished:

1. _____
2. _____
3. _____

Employee meets these objectives

Employee could not/did not meet these objectives

Reasons: _____

Comments: _____

Job Responsibility #5: _____

Objectives which measure if this responsibility has been accomplished:

1. _____
2. _____
3. _____

Employee meets these objectives

Employee could not/did not meet these objectives

Reasons: _____

Comments: _____

Job Responsibility #6: _____

Objectives which measure if this responsibility has been accomplished:

1. _____
2. _____
3. _____

Employee meets these objectives

Employee could not/did not meet these objectives

Reasons: _____

Comments: _____

Job Responsibility #7: _____

Objectives which measure if this responsibility has been accomplished:

1. _____
2. _____
3. _____

Employee meets these objectives

Employee could not/did not meet these objectives

Reasons: _____

Comments: _____

Job Responsibility #8: _____

Objectives which measure if this responsibility has been accomplished:

1. _____
2. _____
3. _____

Employee meets these objectives

Employee could not/did not meet these objectives

Reasons: _____

Comments: _____

Section B. Evaluation of Overall Job Performance:

1. **WORK QUALITY:** the reliability, accuracy and neatness of work produced:
 Performance consistently far exceeds expectations.
 Performance consistently exceeds normal expectations and job requirements.
 Performance consistently meets expectations and job requirements.
 Performance usually meets expectations and minimum requirements for the job.
 Performance is below the minimum acceptable level.

2. **WORK QUANTITY:** amount or volume of work completed:
 Performance consistently far exceeds expectations.
 Performance consistently exceeds normal expectations and job requirements.
 Performance consistently meets expectations and job requirements.
 Performance usually meets expectations and minimum requirements for the job.
 Performance is below the minimum acceptable level.

3. **JUDGMENT:** Ability to make well reasoned, sound decisions which affect work performance:
 Performance consistently far exceeds expectations.
 Performance consistently exceeds normal expectations and job requirements.
 Performance consistently meets expectations and job requirements.
 Performance usually meets expectations and minimum requirements for the job.

Performance is below the minimum acceptable level.

4. INITIATIVE: Combination of job interest, dedication, and willingness to extend oneself to complete assigned tasks.

Performance consistently far exceeds expectations.

Performance consistently exceeds normal expectations and job requirements.

Performance consistently meets expectations and job requirements.

Performance usually meets expectations and minimum requirements for the job.

Performance is below the minimum acceptable level.

5. DEPENDABILITY: Reliance that can be placed on an employee to carry through to completion the job responsibilities assigned.

Performance consistently far exceeds expectations.

Performance consistently exceeds normal expectations and job requirements.

Performance consistently meets expectations and job requirements.

Performance usually meets expectations and minimum requirements for the job.

Performance is below the minimum acceptable level.

6. INTERPERSONAL COMMUNICATION: Ability to interact cooperatively and effectively with both other staff members and other public(s) served. (Includes both written and oral communication skills.)

Performance consistently far exceeds expectations.

Performance consistently exceeds normal expectations and job requirements.

Performance consistently meets expectations and job requirements.

Performance usually meets expectations and minimum requirements for the job.

Performance is below the minimum acceptable level.

Section C. Accomplishments/Improvements/Overall Performance Summary:

Section D. Development Plan for Next Year:

Section E. Employee Comments:

I am signing this evaluation to verify that my supervisor and I have had a discussion about my work performance in the last year.

(Employee Signature) _____ (Date) _____

ATTACHMENT APosition Classification **Effective**

Position Classification	Minimum	Hiring Maximum	Midpoint
Executive Director,	\$30, 000	\$50,000	\$40,000
Executive Assistant,	\$20, 000	\$35,000	\$27,500
Bookkeeper,	\$25,000	\$40,000	\$32,500
Secretary	\$18, 000	\$33,000	\$25,500

ATTACHMENT B

FDLC Employee Vacation Request Form

Employee's Name: _____

Job Title: _____

Date of Request: _____

Dates Requested: _____

Approval by Supervisor: _____

(Signature)

Date of Approval: _____

ATTACHMENT C

FDLC Employee Sick Leave Form

Employee's Name: _____

Job Title: _____

Date(s) Absent: _____

Hours absent for above date(s): _____

Recorded by Supervisor: _____

(Signature)

Date Recorded: _____

Employee's Signature: _____

Date: _____