

# EMPLOYEE MANUAL



**THIS EMPLOYEE MANUAL DOES NOT CONSTITUTE AN EXPRESSED OR IMPLIED CONTRACT. THE EMPLOYEE IS AN “AT WILL” EMPLOYEE WHOSE EMPLOYMENT MAY BE TERMINATED BY THE EMPLOYER WITH OR WITHOUT CAUSE. LIKewise THE EMPLOYEE MAY QUIT HIS/HER EMPLOYMENT AT WILL.**

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## INTRODUCTION

### **You're Part of Our Team**

As a member of “SHORE UP!”’s team, you will be expected to contribute your talents and energies to improve the environment and quality of the agency, as well as the agency’s services. In return, you will be given opportunities to grow and advance in your career.

“SHORE UP!” is dedicated to two standards:

1. To provide our customers with the best quality services.
2. To provide you with wages and benefits comparable to others doing similar work within the industry and within the region.

At “SHORE UP!”, we always put safety first. We believe it is our duty to provide you with as safe a workplace as we possible can. We also have a substance abuse policy, because you have a right to know you can depend on your co-workers.

The only things we require for employment, compensation, advancement, and benefits are performance and a good team attitude; however, all employment at “SHORE UP!” is based on “performance” and you, as an “at will” employee will be expected to perform your job in a competent and professional manner. No one will be denied opportunities or benefits on the basis of age, sex, color, race, creed, national origin, religious persuasion, marital status, political belief, or disability that does not prohibit performance of essential job functions; nor will anyone receive special treatment for those reasons.

### **Purpose of This Manual**

This Manual has been prepared to inform you about “SHORE UP!’s” history, philosophy, employment practices, and policies, as well as the benefits provided to you as a valued employee and the conduct expected from you.

No employee manual can answer every question, nor would we want to restrict the normal question and answer interchange among us. It is in our person-to-person conversations that we can better harmonious relationship.

We hope this Manual will help you feel comfortable with us. We depend on you – your success is our success. Please don’t hesitate to ask questions. Your supervisor will gladly answer them. We believe you will enjoy your work and your fellow employees here. We also believe you will find “SHORE UP!” a good place to work.

We ask that you read this Manual carefully, and refer to it whenever questions arise.

“SHORE UP!’s” policies, benefits and rules, as explained in this Manual, may be changed from time to time as business, employment legislation, and economic conditions

dictate. If and when provisions are changed, you will be given replacement pages for those that have become outdated. A copy will also be placed on our bulletin boards. **THIS EMPLOYEE MANUAL IS FOR INFORMATIONAL PURPOSES ONLY. NOTHING IN THIS MANUAL IS TO BE CONSTRUED AS AN EXPRESSED OR IMPLIED CONTRACT OF EMPLOYMENT, NOR DOES IT CONSTITUTE A BINDING LEGAL AGREEMENT.**

### **Acknowledgement of “SHORE UP!” Employee Manual**

The Employee Manual describes important information about “SHORE UP!” and I understand that I should consult the Personnel Office regarding any questions not answered in the handbook.

Since the information, policies, and benefits described here are necessarily subject to change, I acknowledge that revisions to the handbook may occur. All such changes will be communicated through official written notices, and I understand that revised information may supersede, modify, or eliminate existing policies. Only the Executive Director with the approval of the Board of Directors of “SHORE UP!” has the ability to adopt any revisions to the policies in this manual.

**Furthermore, I acknowledge that this manual is neither a contract of employment, expressed or implied, nor a legal binding document. I have received the manual, and I understand that it is my responsibility to read and comply with the policies contained in this manual and any revisions made to it.**

I agree at all times during the time I am an employee, officer and/or director of the agency and thereafter, to hold in strictest confidence and not to use or disclose, except for the benefit of the agency, any Confidential Information (e.g., customer lists, grant applications, and other related information) of the agency. After my service with the agency has terminated, regardless of the reason for the termination and regardless of whether terminated by the agency or me, I will not use, publish, or otherwise disclose any Confidential Information. I understand that “Confidential Information” means any agency proprietary or confidential information, technical data, trade secrets, or know-how, including, but not limited to, research, product plans and developments, prototypes, products, services, client lists and clients, prospective clients and contacts, proposals, client purchasing practices, prices and pricing methodology, cost information, terms and conditions of business relationships with clients, client research and other needs, markets, software, developments, inventions, processes, formulas, technology, designs, drawings, engineering, distribution methods and systems, profit figures, finances, personnel information, including, but not limited to, information regarding compensation, skills and duties, as well as reports and other business information that I learn of, obtain, or that is disclosed to me relating to the agency at any time prior to or during the course of my service to the agency, either directly or indirectly, in writing, orally or by review or inspection of documents or other tangible property. However, Confidential Information does not include any of the foregoing items which have been made generally available to the public and become publicly known through no wrongful act of mine or any other

person owing a duty of confidentiality to the agency. Either during my service to the agency or after my service has terminated, regardless of the reason and regardless of whether terminated by the agency or me, in the event I receive a request or demand, orally, in writing, electronically or otherwise, for the disclosure or production of Confidential Information, I must notify immediately the Executive Director of the agency by calling him/her at his/her agency telephone number.

I recognize that the agency has received and in the future will receive from third parties (including customers and clients of the agency) their confidential or proprietary information subject to a duty on the agency's part to maintain the confidentiality of such information and to use it only for certain limited purposes. I agree to hold all such confidential or proprietary information in the strictest confidence and not to disclose it to any person or to use it except as necessary in carrying out my work for the agency, consistent with the agency's agreement with such third party

I understand that, should the content be changed in any way, the agency may require an additional signature from me to indicate that I am aware of and understand any new policies, however; I understand that I will still be bound by said new policies even if I do not sign such an acknowledgement.

I understand that my signature on the Receipt and Acknowledgement indicates that I have read and understand the above statements and have received a copy of the "SHORE UP!" Employee Manual.

The signed original copy of this agreement should be given to your supervisor. It will be filed in your personnel file.

---

SIGNATURE OF EMPLOYEE

---

PRINTED NAME

---

DATE



## Notice

The policies in this Manual are to be considered as guidelines. “SHORE UP!” at its option, may change, delete, suspend or discontinue any part or parts of the policies in this Manual at any time without prior notice. Any such action shall apply to existing as well as future employees with continued employment being the consideration between the employer and employee. Employees may not accrue eligibility for monetary benefits that they have not earned through actual time spent at work. Employees shall not accrue eligibility for any benefits, rights, or privileges beyond the last day worked. No one other than the Executive Director of “SHORE UP!” may alter or modify any of the policies in this Manual. No statement or promise by a supervisor, or department head may be interpreted as a change in policy nor will it constitute an agreement with an employee.

This manual applies to employees only, participants such as, Foster Grandparents, volunteers, and others who receive some form of stipends will be guided by a handbook specifically outlining rules and regulations thereof.

Should any provision in this Employee Manual be found to be unenforceable and invalid, such finding does not invalidate the entire Employee Manual, but only the subject provision.

This manual supersedes all other previous manuals for “SHORE UP!” as of July 1, 2015.

## **AN OVERVIEW OF SHORE UP! INC.**

### **ABOUT SHORE UP! Inc.**

SHORE UP!, INC., sometimes referred to as “SHORE UP!” is a Community Action Agency (CAA) established in 1965 for the purpose of developing solutions to the problems of low-income people and their communities. “SHORE UP!” is an acronym “Self Help On Rural Economics and Urban Problems.”

Founded under the federal Economic Opportunity Act of 1964, Community Action Agencies across the nation are a primary source of support for low-income families and individuals who want to become self-sufficient.

“SHORE UP!” was first organized in October, 1965, as the Worcester County Community Action Committee. On December, 1968, the Community Action Committees from Worcester and Wicomico Counties merged to form SHORE UP! Inc. d/b/a SHORE UP!

The highest authority of “SHORE UP!”, the Board of Directors consists of one-third representatives from the private sector, one-third local public officials, and one-third economically disadvantaged residents.

“SHORE UP!” administers over 20 projects serving more than 15,000 persons.

The “SHORE UP!” community is a large one. Nearly every project operates in Somerset, Wicomico, and Worcester Counties. In addition, the Foster Grandparent Project operates in Dorchester County, and the Head Start Project operates in the Mid-Shore Counties of Kent, Queen Anne’s, and Talbot.

### **Where We Are**

“SHORE UP!’s” central office is located at 520 Snow Hill Road in Salisbury. Project Outreach Offices and centers are located in towns and cities throughout the service area.

### **“SHORE UP!” Mission**

The mission of “SHORE UP!” is to aid individuals and families who, because of debilitating conditions: age, disability, and economic; cannot, unaided, move toward self-sufficiency.

## **“SHORE UP!” ORGANIZATION**

“SHORE UP!” provides a central administrative structure for programs funded by many different sources, and operates programs and assume responsibility for planning, administering, supervising and evaluation programs to serve the disadvantaged.

“SHORE UP!” works within an organization framework which extends from the Board of Directors to the Executive Director to Administrative Offices, Middle Management and Staff.

### **Board Of Directors**

The Board of Directors is the policy-making body, the highest authority of the Community Action Agency. The fundamental work of the Board of Directors is to approve policies and objectives and strategic plans to accomplish the agency’s objectives.

### **Executive Director**

The Executive Director operates under the direction of the Board of Directors. The Executive Director is assigned the authority and responsibility for directing, coordinating and implementing the total Agency programs.

### **Administrative Offices**

Administrative Offices lend support to agency wide services, and are responsible for assisting in agency management and administration; recommending policy within functional areas, and providing input into specific projects. Administrative Offices are structured in two Divisions: Administrative Support Services and Program Operations.

The offices within Administrative Support Services provide technical assistance and other administrative support to the programs within the agency. The Division of Administrative Support Services is headed by Office Administrators of the following Offices:

- Office of Fiscal Management
- Office of Personnel Management
- Office of Program Planning and Development

Program Operations is responsible for program delivery and supervising, monitoring, and providing technical assistance to Project Directors, and/or Project Coordinators. Program Operations is comprised of Divisions built around staffs who have similar interests and who share similar approaches. The Divisions are as follows:

- Children and Family Services
- Health Care and Senior Citizens Services
- Housing and Community Development

## Training and Employment Services

### **Administrators**

Administrators operate under the general direction of the Executive Director. Their responsibility is to ensure the proper implementation of a sound administrative program that will effectively and efficiently carry out the operations of the projects within their Division.

The administrator is in complete charge of the division. He or she is responsible for the efficient operation of the division. The administrator has authority to hire and dismiss, to assign work, recommend pay increases, transfers or promotions, and to maintain order and discipline. This may be accomplished by the administrator personally or through his or her Director, or Coordinator.

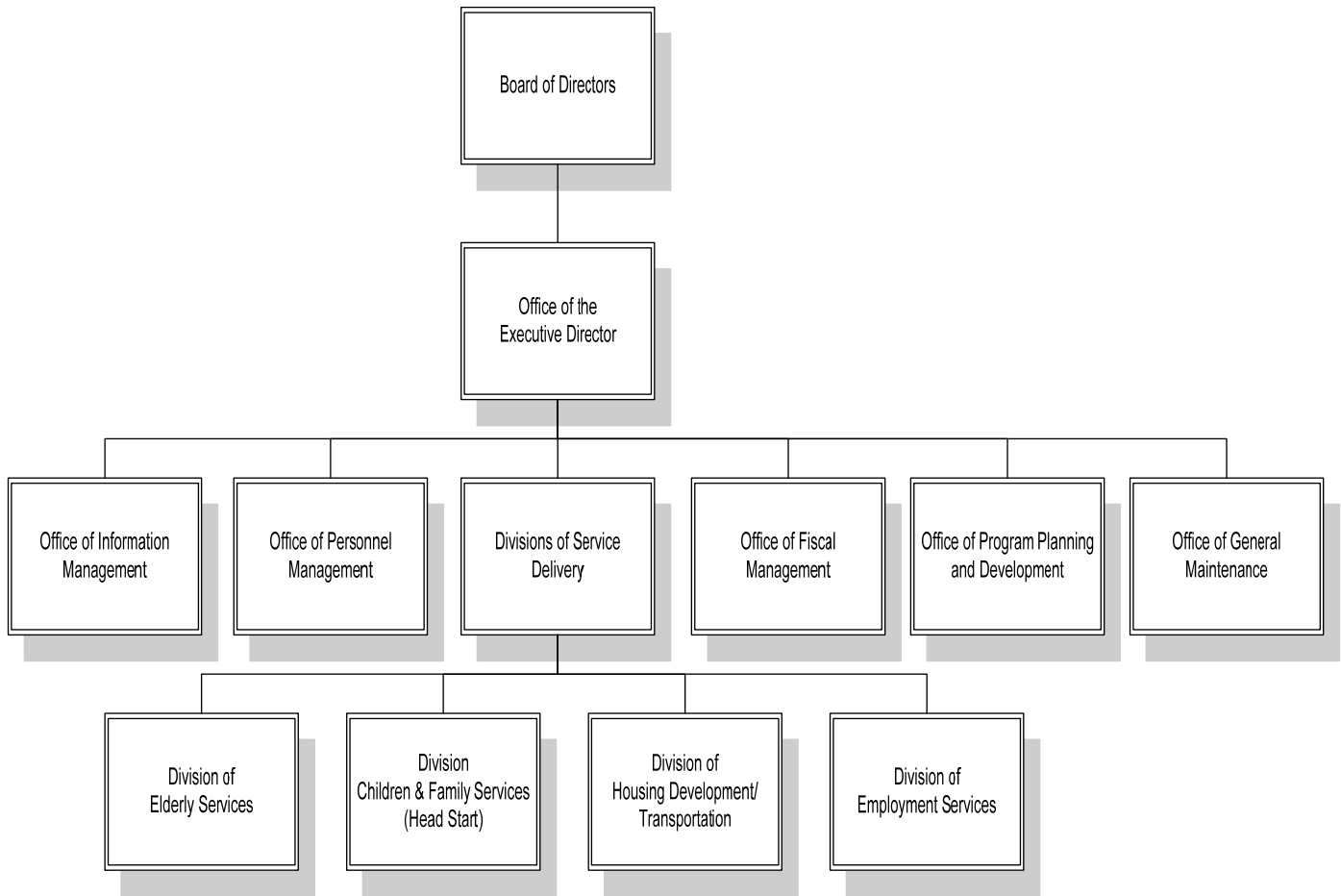
The organizational relationship continues from each of these officials to Project Directors and Coordinators continuing through the chain of command.

### **Directors And Coordinators**

The Directors and Coordinators operate under the supervision of Administrators. They are responsible for the day to day operations of the project under their leadership.

Your immediate supervisor is the person on the management team who is closest to you and your work. Your day-to-day contact with your supervisor gives you a chance to receive guidance and counsel regarding your assignments and the progress you make in your job. Your supervisor can show you how your work fits into the overall picture, teach you how to do things, explain the “how’s” and “whys,” and encourage you when things look a little tough.

# Organization Chart



## **What You Can Expect From “SHORE UP!”**

“SHORE UP!”’s established employee relations goal is to:

1. Select employees on the basis of qualifications, inclusive of: skills, training, ability, attitude, and character. The selection is carried out without discrimination with regard to age, sex, color, race, creed, national origin, religious persuasion, marital status, political belief, or any disability that does not prohibit performance of essential job functions.
2. Pay all employees according to their performance and contribution to the success of our business.
3. Review wages, employee benefits and working conditions regularly with the objective of providing maximum benefits in these areas, consistent with sound business practices.
4. Provide paid vacations and holidays to all eligible employees.
5. Provide eligible employees with medical, disability, retirement and other benefits.
6. Dedicate ourselves to “Total Quality.”
7. Assist in developing competent employees who understand and meet our objectives, and who accept with open minds the ideas, suggestions and constructive criticisms of fellow employees.
8. Assure employees, after talking with their supervisor, an opportunity to discuss any problem with officers of “SHORE UP! Inc.”
9. Make prompt and fair adjustment of any complaints which may arise in the everyday conduct of our business, to the extent that is practicable.
10. Respect individual rights, and treat all employees with courtesy and consideration.
11. Maintain mutual respect in our working relationship
12. Provide buildings and offices that are attractive, comfortable, orderly and safe.
13. Promote employees on the basis of their ability and merit.
14. Make promotions or fill vacancies from within “SHORE UP!” whenever possible.
15. Keep all employees informed of the progress of “SHORE UP!”, as well as the agency’s overall aims and objectives.

16. Do all these things in a spirit of friendliness and cooperation so that “SHORE UP!” will continue to be known as “a great place to work!”

The above reflect the goals of SHORE UP! and are not to be construed as a legal obligation of SHORE UP!

### **What “SHORE UP!” Expects From You**

Your first responsibility is to know your own duties and how to do them promptly, correctly and pleasantly. Secondly, you are expected to cooperate with management and your fellow employees and maintain a good team attitude. How you interact with fellow employees and those whom “SHORE UP!” serves, and how you accept direction can affect the success of your division and/or the Agency. In turn, the performance of one division can impact the entire service offered by “SHORE UP!”. Consequently, whatever your position, you have an important assignment: perform every task to the very best of your ability. The result will be better performance for the agency overall, and personal satisfaction for you.

You are encouraged to grasp opportunities for personal development that are offered to you. This Manual offers insight on how you can positively perform to the best of your ability to meet and exceed “SHORE UP!” expectations.

We strongly believe you should have the right to make your own choices in matters that concern and control your life. We believe in direct access to management. We are dedicated to making “SHORE UP!” an agency where you can approach your supervisor, or any member of management, to discuss any problem or question. We expect you to voice your opinions and contribute your suggestions to improve the quality of “SHORE UP!”. We’re all human, so please communicate with each other and with management.

Remember, you help create the healthful, pleasant and safe working conditions that “SHORE UP!” intends for you. Your dignity and that of fellow employees, as well as that of our customers, is important.

“SHORE UP!” needs your help in making each working day enjoyable and rewarding.

## EMPLOYMENT

### PERSONNEL ADMINISTRATION

The task of handling personnel records and related personnel administration functions at “SHORE UP!” has been assigned to the Personnel Department. Questions regarding insurance, wages, and interpretation of policies may be directed to the Personnel Director.

#### Your Personnel File

It is the responsibility of each employee to promptly notify “SHORE UP!” of any changes in personnel data.

Keeping your personnel file up-to-date can be important to you with regard to pay, deductions, benefits and other matters. If you have a change in any of the following items, please be sure to notify your supervisor and the Personnel Office, in writing, as soon as possible:

1. Legal name
2. Home address
3. Home telephone number
4. Person to call in case of emergency
5. Number of dependents
6. Marital status
7. Change of beneficiary
8. Driving record or status of driver’s license, if you operate any “SHORE UP!” vehicles
9. Military or drat status
10. Exemptions on your W-4 tax form
11. Certificate of training and educational development
12. Record of Training
13. Management by Objective Contract
14. Evaluations
15. Criminal background information

Coverage or benefits that you and your family may receive under “SHORE UP!’s” benefits package could be negatively affected if the information in your personnel file is incorrect.

Since “SHORE UP!” refers to your personnel file when we need to make decisions in connection with promotions, transfers, layoffs and recalls, it’s to your benefit to be sure your personnel file includes information about completion of educational or training courses, outside civic activities, and areas of interest and skills that may not be part of your current position here.



Notification of any changes in personnel data should be submitted in writing to your supervisor and the personnel office.

## **EQUAL EMPLOYMENT OPPORTUNITY**

In order to provide equal employment and advancement opportunities to all individuals, employment decisions at “SHORE UP!” will be based on merit, qualifications, and abilities. “SHORE UP!” does not discriminate in employment opportunities or practices on the basis of race, color, religion, sex, national origin, age, disability, or any other characteristic protected by law.

“SHORE UP!” will make reasonable accommodations for qualified individuals with known disabilities unless doing so would result in an undue hardship. This policy governs all aspects of employment, including selection, job assignment, compensation, discipline, termination, and access to benefits and training.

In addition to a commitment to provide equal employment opportunities to all qualified individuals, “SHORE UP!” has established an affirmative action program to promote opportunities for individuals in certain protected classes throughout the organization.

Any employees with questions or concerns about any type of discrimination in the workplace are encouraged to bring these issues to the attention of their immediate supervisor or the Personnel Director. Employees can raise concerns and make reports without fear of reprisal. Anyone found to be engaging in any type of unlawful discrimination will be subject to disciplinary action up to and including termination of employment.

**NOTE:** Throughout this Employee Manual, masculine pronouns such as he, his, or him shall be construed so as to include both sexes.

## **HIRING OF RELATIVES**

The employment of relatives in the same area of the Agency may cause serious conflicts and problems with favoritism and employee morale. In addition to claims of partiality in treatment at work, personal conflicts from outside the work environment can be carried into day-to-day working relationships.

Relatives of persons currently employed by “SHORE UP!” may be hired only if they will not be working directly for, supervised by or supervising a relative. “SHORE UP!” employees cannot be transferred into such a reporting relationship.

A relative is any person who is related by blood or marriage, or whose relationship with the employees is similar to that of persons who are related by blood or marriage, including , but not limited to the following:

Spouse (Wife or Husband)  
Father  
Mother  
Brother  
Sister  
Children

Father-in-Law  
Mother-in-Law  
Brother-in-Law  
Sister-in-Law  
Son-in-Law  
Daughter-in-Law

If the relative relationship is established after employment, the individuals concerned will decide who is to be transferred. If that decision is not made within 30 calendar days, management will decide.

In other cases where a conflict or the potential for conflict arises, even if there is no supervisory relationship involved, the parties may be required to accept a reassignment.

This system will ensure equal employment and fair treatment of all persons applying for employment as well as for employees who are interested in promotion, so that in each instance the action is based on qualification and other established criteria.

Individuals shall not hold a job while they are member of, or while members of their immediate family serve on a Board or Policy Council in a voting capacity, if that board or council has authority to order personnel actions affecting their job. If this situation exists the individual may be asked to resign from the Board or Policy Council.

When members of the same family are recommended to work for the same supervisor, the arrangement shall be approved in advance by the Executive Director.

## **EMPLOYEE MEDICAL EXAMINATIONS**

To help ensure that employees are able to perform their duties safely, medical examinations may be required.

Current employees may be required, either at the discretion of the Supervisor or based on the regulations set forth in the program requirements, to take medical examinations to determine fitness for duty. Such examinations will be scheduled at reasonable times and intervals and performed at "SHORE UP!'s" expense.

Continued employment will not be considered if any unsatisfactory health, or drug report is received indicating that the applicant may be physically or otherwise unable to perform all the duties set forth in the applicable job description.

Information on an employee's medical condition or history will be kept separate from other employee information and maintained confidentially. Access to this information will be limited to those who have legitimate need to know.

## **IMMIGRATION LAW COMPLIANCE**

“SHORE UP!” is committed to employing only United States citizens and aliens who are authorized to work in the United States and does not unlawfully discriminate on the basis of citizenship or national origin.

In compliance with the Immigration Reform and Control Act of 1986, each new employee, as a condition of employment, must complete the Employment Eligibility Verification Form I-9 with “SHORE UP!” within the past three years, or if their previous I-9 is no longer retained or valid.

Employees with questions or seeking more information on immigration law issues are encouraged to contact the Personnel Office. Employees may raise questions or complaints about immigration law compliance without fear of reprisal.

## **CONFLICTS OF INTEREST**

Employees have an obligation to conduct business within guidelines that prohibit actual or potential conflicts of interest. This policy establishes only the framework within which “SHORE UP!” wishes the business to operate. The purpose of these guidelines is to provide general direction so that employees can seek further clarification on issues related to the subject of acceptable standards of operation. Contact the Personnel Office for more information or questions about conflicts of interest.

An actual or potential conflict of interest occurs when an employee is in a position to influence a decision that may result in a personal gain for that employee or for a relative as a result of “SHORE UP!’s” business dealings. For the purposes of this policy, a relative is any person who is related by blood or marriage, or whose relationship with the employee is similar to that of persons who are related by blood or marriage.

Personal gain may result not only in cases where an employee or relative has a significant ownership in a firm with which “SHORE UP!” does business, but also when an employee or relative receives any kickback, bribe, substantial gift, or special consideration as a result of any transaction or business dealings involving “SHORE UP!”

Transactions with outside firms must be conducted within “SHORE UP!” policies and procedures and controlled by the executive level of “SHORE UP!”. Business dealings with outside firms should not result in unusual gains for those firms. Unusual gain refers to bribes, product bonuses, special fringe benefits, unusual price breaks, and other windfalls designed to ultimately benefit either the employer, the employee, or both. Promotional plans that could be interpreted to involve unusual gain require specific executive-level approval.

No “presumption of guilt” is created by the mere existence of a relationship with outside firms. However, if employees have any influence on transaction involving purchases, contracts, or leases, it is imperative that they disclose to an officer of “SHORE UP!” as

soon as possible the existence of any actual or potential conflict of interest so that safeguards can be established to protect all parties.

Any employee who violates the provision of this policy may be subject to disciplinary action, up to and including immediate termination of employment and, in addition thereto, may be subject to other civil and/or criminal action.

## **OUTSIDE EMPLOYMENT**

If you are employed by “SHORE UP!” in a full time position, “SHORE UP!” will expect that your position here is your primary employment. Any outside activity must not interfere with your ability to properly perform your job duties as “SHORE UP!”.

Employees may hold outside jobs as long as they meet the performance standards of their job with “SHORE UP!”. All employees will be evaluated by the same performance standards and will be subject to “SHORE UP!’s” scheduling demands, regardless of any existing outside work requirements.

If “SHORE UP!” determines that an employee’s outside work interferes with performance or the ability to meet the requirements of “SHORE UP!” as they are modified from time to time, the employee may be asked to terminate the outside employment if he or she wishes to remain with “SHORE UP!”

Outside employment that constitutes a conflict of interest is prohibited. Employees may not receive any income or material gain from individuals outside “SHORE UP!” for materials produced or services rendered while performing their jobs.

If you are thinking of taking on a second job, you are expected to notify your supervisor immediately. He or she will thoroughly discuss this opportunity with you to make sure that it will not interfere with your job at “SHORE UP!” nor pose a conflict of interest.

## **NON-DISCLOSURE**

The protection of confidential business information and trade secrets is vital to the interests and the success of “SHORE UP!”. Such confidential information includes, but is not limited to, the following examples:

- Compensation data
- Customer lists
- Customer preferences
- Financial information
- New materials research
- Pending projects and proposals
- Research and development strategies
- Technological data
- Technological prototypes

Employees who are exposed to confidential information may be required to sign a non-disclosure agreement as a condition of employment. Even if a non-disclosure agreement is not signed, such information is hereby deemed confidential and proprietary in nature and shall not be disclosed to any third party, unless required to do so by Order of Court. Employees who improperly use or disclose trade secrets or confidential business information will be subject to disciplinary action, up to and including termination of employment and legal action, even if they do not actually benefit from the disclosed information.

## **DISABILITY ACCOMMODATION**

“SHORE UP!” is committed to complying fully with the Americans with Disabilities Act (ADA) and ensuring equal opportunity in employment for qualified persons with disabilities. All employment practices and activities are conducted on a non-discriminatory basis.

Hiring procedures have been reviewed and provide persons with disabilities meaningful employment opportunities. Upon request, job applications are available in alternative, accessible formats, as is assistance in completing the application. Pre-employment inquiries are made only regarding an applicant’s ability to perform the duties of the position.

Post-offer medical examinations are required only for those positions in which there is a bona fide job-related physical requirement. They are given to all persons entering the position only after conditional job offers. Medical records will be kept separate and confidential in the Personnel Office.

Reasonable accommodation is available to all disabled employees, where their disability affects the performance of job functions. All employment decisions are based on the merits of the situation in accordance with defined criteria, not the disability of the individual.

Qualified individuals with disabilities are entitled to equal pay and other forms of compensation (or changes in compensation) as well as in job assignments, classifications, organizational structures, position descriptions, lines of progression, and seniority lists. Leave of all types will be available to all employees on an equal basis.

“SHORE UP!” is also committed to not discriminating against any qualified employees or applicants because they are related to or associated with a person with a disability. “SHORE UP!” will follow any state or local law that provides individuals with disabilities greater protection than the ADA.

This policy is neither exhaustive nor exclusive. “SHORE UP!” is committed to taking all other actions necessary to ensure equal employment opportunity for persons with disabilities in accordance with the ADA and all other applicable federal, state, and local

laws. However, nothing herein shall be construed as imposing any obligation upon “SHORE UP!” greater than required by law.

## **EMPLOYMENT STATUS & RECORDS**

### **FILLING VACANT POSITIONS**

#### **Job Requisition**

When a vacancy occurs for an existing position, the supervisor must submit a Termination Notice (FORM #PER101), and a Job Update/Requisition (FORM #PER102), to the appropriate Administrator within five (5) working days of receiving notice of the resignation. The Administrator must submit the information with their approval and recommendations to Personnel Management.

Personnel Management will develop a Job Opening Notice (FORM #PER103) within three (3) days and distribute to the appropriate Administrator. If there are any changes in the job, the personnel office must be notified immediately.

#### **Advertising Vacant Positions**

Vacant positions will be publicly advertised through print and other media and methods.

Notices of vacant positions will be posted on appropriate bulletin boards within the agency.

Personnel Management will send a completed Job Opening Notice to the Administrators. The Administrators will make their office staff and worksites aware of the job opening.

Personnel Management will, depending on the job, send a Job Opening Notice to the following:

- a. Daily/Weekly Newspapers classified advertising;
- b. Local colleges/Universities placement offices; and
- c. Employment Location Services.

Employees who are interested in an advertised position must submit a letter of interest to Personnel Management prior to closing date of the job opening.

Personnel Management will secure the purchase order/requisition and charge the advertisement to the account of the appropriate project.

### **CONDITIONAL EMPLOYMENT SCREENING**

SHORE UP! reserves the right to require prospective employees to participate in a conditional employment examination to determine the employee's fitness to perform his/her essential job functions. All such exams shall be paid for by the applicant unless

otherwise specified within the project. The level of the requirement will also be determined by the regulations and guidelines of each project.

As a condition of employment, applicants, for some positions, must submit health records, TB test, drug test results and criminal background investigation reports which indicate that they are fit for work.

After an offer has been made to an applicant entering a designated job category, a medical examination will be performed at the employee's expense. The offer of employment and assignment to duties is contingent upon satisfactory completion of the exam.

Information on an employee's medical condition or history will be kept separate from other employee information and maintained confidentially. Access to this information will be limited to those who have a legitimate need to know.

The following examinations may be required:

- A. Criminal Background Investigations;
- B. Communicable Disease;
- C. Immunizations – Hepatitis B;
- D. Physical Examinations;
- E. Aptitude and Ability testing; and
- F. Drug Testing.



## **A. Criminal Background Investigations**

### Criminal Background Check Policy

#### Purpose

SHORE UP! Inc has determined that for certain positions within SHORE UP! Inc., it is important and necessary to conduct a criminal background check. The determination will be made on the basis of the particular requirements of the job, the employer's business necessity, and applicable federal and state laws. SHORE UP! Inc is an equal opportunity employer and does not discriminate on the basis of race, sex, age, national origin, religion, disability, genetic information, or any other characteristic protected by federal, state, or local laws.

#### Policy

SHORE UP! Inc, may in its sole discretion, and in accordance with all applicable laws, conduct a criminal background check on an applicant for a position, or an existing employee, provided that such criminal background check is not conducted for discriminatory purposes and is job related. Negative criminal history does not automatically disqualify an applicant, but such history may be considered in accordance with this policy.

#### Procedures

1. Criminal background checks will be conducted and managed by the Administrator of Personnel Management. Criminal background information will only be shared with those individuals in Personnel Management directly responsible for evaluating applicants for the position, or in the case of an existing employee, the individuals in Personnel Management responsible for making adverse action decisions.
2. Personnel Management shall determine whether a particular position requires a criminal background check and what type of criminal history will be relevant based on the job duties and responsibilities prior to seeking applicants. However, criminal background checks shall not be requested until after all applicants are reviewed and/or interviewed. Personnel Management may make offers of employment or promotion, conditioned upon a criminal background check.
3. In determining whether a particular position requires a background check, Personnel Management shall evaluate the job duties and responsibilities, and what criminal information would be relevant to the job. For example, positions that require working with children, the elderly, or the disabled may require a criminal background check and relevant crimes would be molestation, abuse of a minor, elder abuse, etc. Similarly, positions that require driving as an essential function of the position would

warrant an inquiry into crimes of driving while intoxicated, and other driving violations or history.

4. SHORE UP! Inc has determined that a criminal background check must be performed for applicants seeking employment in the Home Services, Adult Medical Day Care, and Head Start Programs. Case Monitors and Personal Care Aides, as defined in COMAR 10.09.20.01, shall meet the requirements of the Maryland Medical Assistance Program under COMAR 10.09.20.05 .

Nothing in this section 4 shall limit SHORE UP! Inc's ability to request criminal background checks for positions not specifically listed in this section

5. Personnel Management shall notify applicants/employees in writing when they have determined that a criminal background check is required for a particular position, and ask the employee/applicant to consent to the criminal background check ("Notice"). The Notice shall be separate and distinct from the application. A sample Notification and Authorization to Release Criminal Information for Employment Purposes is attached to this policy. Personnel Management may use this form, but is not required to do so as the company performing the criminal background check may require using their own form.

6. If a criminal background check is required, Personnel Management shall conduct a criminal background check for all applicants/employees for that particular job.

7. Personnel Management shall use a qualified Consumer Reporting Agency to obtain the pertinent criminal background information. Accuracy of the criminal background information is particularly important given the sensitive nature of using such criminal background information in employment decisions. Personnel Management shall take extra care to ensure that the proper identification information is used when obtaining criminal background checks. Personnel Management shall, if possible, confirm the information received on a background check with original sources and ensure that the information is up-to-date.

8. In reviewing information received from criminal background checks, Personnel Management may not consider any expunged records, or arrest records where no conviction or plea was made. In addition, Personnel Management shall consider the following factors (i) relevance of the crime to the position sought, (ii) the nature of the work to be performed, (iii) time since the conviction, (iv) seriousness and specific circumstances of the offense, (v) the number of offenses, (vi) whether the applicant has pending charges, (vii) any relevant evidence of the rehabilitation or lack thereof.

9. If a criminal background check shows negative information, then the applicant or employee should be given an opportunity to respond to such negative information before a hiring decision or adverse action is taken. Personnel Management shall notify the applicant/employee in writing that negative information was found, and that the applicant/employee has seven (7) calendar days to respond to the negative information ("Negative Criminal Background Notice").

The following information shall be attached to the Negative Criminal Background Information Notice:

- A copy of the criminal background check;
- A FCRA (A Summary of Your Rights Under the Fair Credit Reporting Act); and
- A statement that the applicant/employee has the right to dispute the accuracy or completeness of the reports and may get an additional free report from the reporting company within 60 days.

The applicant/employee may request additional time to respond, and such time shall be granted by Personnel Management if practical given time constraints, if any, for filling a particular vacancy. The applicant/employee must respond in writing, and provide any supporting documentation that he/she may have. Personnel Management may also request a meeting to discuss the applicant's/employee's response.

10. Personnel Management shall document the steps taken at all stages including, but not limited to (i) the reasons a criminal background check was required, (ii) the job duties, the types of criminal behavior determined to be relevant, (iii) the individuals that will be involved in the employment decision, (iv) the dates and times employees/applicants were notified of the criminal background check requirement, (v) the process used to obtain the criminal background check information, (vi) any responses or meetings held to address negative criminal background information, and (vii) the reasons for the ultimate employment decision.

11. Personnel Management shall notify the applicant/employee of the employment decision and the basis of the decision in a timely manner.

12. Any criminal background information that was used in making an employment decision shall be retained for at least two years from the date of making the record or the personnel action involved, or termination, whichever is later.

13. Employees in positions where a criminal background check is required, must notify SHORE UP! Inc of any changes to their criminal history, including but not limited new convictions.

14. Exceptions: This policy shall not apply to projects performed by Shore Up, Inc. under a contract awarded by the government, if such government contract, rule, regulation, or law provides alternative requirements for use of criminal background information. For example, the administration of the Home Energy Project must follow the requirements under the Request for Proposals.

Para informacion en espanol, visite [www.ftc.gov/credit](http://www.ftc.gov/credit) o escribe a la FTC Consumer Response Center, Room 130-A 600 Pennsylvania Ave. N. W., Washington, D.C. 20580.

## **A Summary of Your Rights Under the Fair Credit Reporting Act**

The federal Fair Credit Reporting Act (FCRA) promotes the accuracy, fairness, and privacy of information in the files of consumer reporting agencies. There are many types of consumer reporting agencies, including credit bureaus and specialty agencies (such as agencies that sell information about check writing histories, medical records, and rental history records). Here is a summary of your major rights under the FCRA. For more information, including information about additional rights, go to [www.ftc.gov/credit](http://www.ftc.gov/credit) or write to: Consumer Response Center, Room 130-A, Federal Trade

Commission, 600 Pennsylvania Ave. N.W., Washington, D.C. 20580.

- You must be told if information in your file has been used against you. Anyone who uses a credit report or another type of consumer report to deny your application for credit, insurance, or employment -or to take another adverse action against you - must tell you, and must give you the name, address, and phone number of the agency that provided the information.

- You have the right to know what is in your file. You may request and obtain all the information about you in the files of a consumer reporting agency (your "file disclosure").

You will be required to provide proper identification, which may include your Social Security number. In many cases, the disclosure will be free. You are entitled to a free file disclosure if:

- a person has taken adverse action against you because of information in your credit report;
- you are the victim of identity theft and place a fraud alert in your file;
- your file contains inaccurate information as a result of fraud;
- you are on public assistance;
- you are unemployed but expect to apply for employment within 60 days.

In addition, by September 2005 all consumers will be entitled to one free disclosure every 12 months upon request from each nationwide credit bureau and from nationwide specialty consumer reporting agencies. See [www.ftc.gov/credit](http://www.ftc.gov/credit) for additional information.

- You have the right to ask for a credit score. Credit scores are numerical summaries of your credit-worthiness based on information from credit bureaus. You may request a credit score from consumer reporting agencies that create scores or distribute scores used in residential real property loans, but you will have to pay for it. In some mortgage transactions, you will receive credit score information for free from the mortgage lender.

- You have the right to dispute incomplete or inaccurate information. If you identify information in your file that is incomplete or inaccurate, and report it to the consumer reporting agency, the agency must investigate unless your dispute is frivolous. See [www.ftc.gov/credit](http://www.ftc.gov/credit) for an explanation of dispute procedures.

- Consumer reporting agencies must correct or delete inaccurate, incomplete, or unverifiable information. Inaccurate, incomplete or unverifiable information must be removed or corrected, usually within 30 days. However, a consumer reporting agency may continue to report information it has verified as accurate.
- Consumer reporting agencies may not report outdated negative information. In most cases, a consumer reporting agency may not report negative information that is more than seven years old, or bankruptcies that are more than ten (10) years old.
- Access to your file is limited. A consumer reporting agency may provide information about you only to people with a valid need -- usually to consider an application with a creditor, insurer, employer, landlord, or other business. The FCRA specifies those with a valid need for access.
- You must give your consent for reports to be provided to employers. A consumer reporting agency may not give out information about you to your employer, or a potential employer, without your written consent given to the employer. Written consent generally is not required in the trucking industry. For more information, go to [www.ftc.gov/credit](http://www.ftc.gov/credit).
- You may limit "prescreened" offers of credit and insurance you get based on information in your credit report. Unsolicited "prescreened" offers for credit and insurance must include a toll-free phone number you can call if you choose to remove your name and address from the lists these offers are based on. You may opt-out with the nationwide credit bureaus at 1-888-5-OPTOUT (1-888-567-8688).
- You may seek damages from violators. If a consumer reporting agency, or, in some cases, a user of consumer reports or a furnisher of information to a consumer reporting agency violates the FCRA, you may be able to sue in state or federal court.
- Identity theft victims and active duty military personnel have additional rights. For more information, visit [www.ftc.gov/credit](http://www.ftc.gov/credit).

States may enforce the FCRA, and many states have their own consumer reporting laws. In some cases, you may have more rights under state law. For more information, contact your state or local consumer protection agency or your state Attorney General. Federal enforcers are:

TYPE OF BUSINESS:	CONTACT:
Consumer reporting agencies, creditors and others not listed below	Federal Trade Commission: Consumer Response Center - FCRA Washington, DC 20580 1-877-382-4357
National banks, federal branches/agencies of foreign banks (word "National" or initials "N.A." appear in or after bank's name)	Office of the Comptroller of the Currency Compliance Management, Mail Stop 6-6 Washington, DC 20219 800-613-6743
Federal Reserve System member banks (except national banks, and federal branches/agencies of foreign banks)	Federal Reserve Consumer Help (FRCH) P O Box 1200 Minneapolis, MN 55480 Telephone : 888-

TYPE OF BUSINESS:	CONTACT:
	851-1920 Website Address: <a href="http://www.federalreserveconsumerhelp.gov">www.federalreserveconsumerhelp.gov</a> Email Address: <a href="mailto:ConsumerHelp@FederalReserve.gov">ConsumerHelp@FederalReserve.gov</a>
Savings associations and federally chartered savings banks (word "Federal" or initials "F.S.B." appear in federal institution's name)	Office of Thrift Supervision Consumer Complaints Washington, DC 20552      800-842-6929
Federal credit unions (words "Federal Credit Union" appear in institution's name)	National Credit Union Administration 1775 Duke Street Alexandria, VA 22314      703-519-4600
State-chartered banks that are not members of the Federal Reserve System	Federal Deposit Insurance Corporation Consumer Response Center, 2345 Grand Avenue, Suite 100 Kansas City, Missouri 64108-2638    1-877-275-3342
Air, surface, or rail common carriers regulated by former Civil Aeronautics Board or Interstate Commerce Commission	Department of Transportation , Office of Financial Management Washington, DC 20590 202-366-1306
Activities subject to the Packers and Stockyards Act, 1921	Department of Agriculture Office of Deputy Administrator - GIPSA Washington, DC 20250      202-720-7051

Notification and Authorization to Release Criminal Information for Employment Purposes

Notification

The position for which I am being considered requires me to consent to a criminal background check as a condition of employment. This check includes criminal history reference searches for felony and misdemeanor convictions at the federal, state, and local levels of every jurisdiction where I have resided during the past 10 years, and sex offender registry searches at federal, state, and local level for every jurisdiction where I have resided.

Authorization

I, \_\_\_\_\_, hereby authorize SHORE UP! Inc to conduct the criminal background check described above. In connection with this, I also authorize the use of law enforcement agencies and/or private background check organizations to assist SHORE UP! Inc in collecting this information. \_\_\_\_\_ [name of agency] has been secured as a third party consumer reporting agency to assist SHORE UP! Inc in collecting and verifying information.

Please print (for identification purposes):

Position(s) Applied for: \_\_\_\_\_

Full Legal Name: \_\_\_\_\_  
  First                            Middle                            Last

Other Names You Have Used in Past Ten Years: \_\_\_\_\_

Current Address: \_\_\_\_\_

Previous Address (most recent): \_\_\_\_\_

Addresses in the 10 years prior to completing this authorization: \_\_\_\_\_  
\_\_\_\_\_

Phone Number: \_\_\_\_\_ Alternate Phone Number: \_\_\_\_\_

Date of Birth: \_\_\_\_\_ Gender: Female \_\_\_\_\_ Male \_\_\_\_\_  
Month/Day/Year

Social Security Number: \_\_\_\_\_

Driver's License # \_\_\_\_\_ State of Driver's License \_\_\_\_\_

To the best of my knowledge, the information provided in this Notice and Authorization and any attachments thereto is true and complete. I understand that any falsification or omission of information may disqualify me for this position and/or may serve as grounds for the severance of my employment with SHORE UP! Inc By signing below, I hereby provide my authorization to SHORE UP! Inc to conduct a criminal background check and I acknowledge that I have been provided with a summary of my rights under the Fair Credit Reporting Act, which is attached. In addition to those rights, I understand that I have a right to address, in writing, any negative information on my background check within seven (7) days of receipt of such notice and may request a meeting to discuss my response.

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Date



## **B. Communicable Disease**

Based on the requirements and regulations of the specified project, new participants and volunteers must be free of tuberculosis in a communicable stage as evidenced by a negative tuberculosis test or satisfactory chest x-ray. A record of the test results must be on file in the personnel office.

As a condition of employment or admission in any Child or Adult Day Care Center, participants and staff must submit a negative PPD test or chest x-ray and have a copy placed in their personnel folders or chart stating that they are free from tuberculosis.

If participants or staff have a positive PPD or chest x-ray and it is determined that they do in fact have tuberculosis in a communicable stage, they will not be permitted to return to the day/child care center until they can present proof that they are no longer contagious.

All staff will receive an annual PPD. Staff members who are unable to take a PPD will receive a chest x-ray at any time they show symptoms.

## **C. Immunizations – Hepatitis B**

The purpose of this precautionary measure is to prevent the occurrence of Hepatitis B by using a vaccine. Maintenance of immunity is an essential part of any prevention and infection control program. This immunization applies to employees who are likely to be exposed to blood or other potentially infectious material including certain fluids. This situation termed “Occupational Exposure” is defined as:

“reasonably anticipated skin, eye mucous membrane, or parenteral contact with potentially infectious materials that may result from the performance of any employee’s duties.”

The definition excludes incidental exposure that take place on the job (e.g., one employee assisting another who is bleeding ad the result of a fall).

Hepatitis B vaccine shall be offered to designated employees according to the project’s requirements (at no cost to them) within ten (10) working days of the employee/s initial assignment to work which involves the potentially infectious materials. Employees in the following classifications present some risk of occupational exposure:

Registered Nurse (RN);  
Nursing Aide/Assistant; and  
Teacher and Teacher Aide (optional)

If the employee has previously received the vaccine or wishes to obtain antibody testing which shows the employee to have immunity, he/she may do so at his/her expense.

The following procedures must be followed:

Explain to employee the protocol and rationale for the administration/declination of the vaccine.

When the employee decides to be vaccinated:

- a. a form will be signed, (Form #PER106)
- b. the employee will be directed to a medical provider who has contracted with the facility to give injections.

An employee who declines the vaccine shall sign the Declination Statement (see Code of Federal Regulations, OSHA, 29 CFR 1910.1030). Employees who initially decline the vaccine but who later wish to have it may then have the vaccine provided at no cost.

The Supervisor will document and keep in the employee's medical file in the personnel office the following: copy of Hepatitis B vaccination status; dates of vaccinations; signed Declination Statement if applicable.

#### **D. Physical Examinations**

Once Personnel has notified the Supervisor that a prospective employee is eligible for employment, a physical examination is required in some projects. If this applies, the examination must be completed on the required form prior to reporting to work. Upon successfully passing the exam, a start date may be set. The documentation of the physical examination must be placed in the employee's personnel file.

In addition, it is required in some of the projects that the physical examination be updated annually to continue employment. A copy of the updated examination must be submitted to the Personnel Office to be placed in the employee's file. Failure to secure the updated physical examination may result in suspension without pay or termination of employment.

#### **E. Aptitude & Ability Tests**

On some occasions it will be necessary to test the prospective applicant to determine if he/she meet the standards outlined for the job. The test should be "job related"—how much and how well does an applicant do something in a given time?

If the prospective employee has a disability which will affect his/her ability to take such a test, it is important that he/she advise SHORE UP! of this so that a reasonable accommodation can be arranged. Requested accommodations may include accessible testing sites, modified testing conditions, and accessible testing formats. SHORE UP! reserves the right to require medical documentation concerning the need for the accommodation.

## **F. Drug Testing**

SHORE UP! is required to certify that it will provide a Drug-Free Workplace. “Drug-free workplace” means a place of employment where “employees are prohibited from engaging in the unlawful manufacture, distribution, dispensing or use of a controlled substance.”

The above prohibition must be communicated to all employees. The specific disciplinary actions that will be taken against violators must also be communicated. The placement of the aforesaid information in this Employee Manual constitutes notice of SHORE UP!’s Drug-Free Workplace Policy.

Personnel Management must also initiate a drug awareness program that educates employees on the dangers of drug use and SHORE UP!’s drug policy. Personnel Management must also call to employee’s attention any drug counseling and rehabilitation services available.

Employees are required to notify Personnel Management of any criminal drug-related conviction no later than five days after the conviction.

Employees convicted of drug abuse are required to either participate in a drug rehabilitation program or must be disciplined.

In some sensitive positions, as specified within the project, mandatory drug testing, including random testing, of employees is required. Each project must identify the sensitive positions. This rule also applies to employees who are suspected of using illegal drugs, who have been in a job-related accident, or who have completed a drug-rehabilitation program.

## **SELECTING GOOD PEOPLE**

All the time and effort put into training may be wasted if a good personnel selection is not made. Employees are carefully selected utilizing three basic selection tools:

- employment application;
- personal interview; and
- background check.

At any point in the process, the applicant may be dropped from further consideration for the open position. After all available information is carefully considered and evaluated, the applicant is selected to become a member of our team.

This careful selection process helps “SHORE UP!” to find and employ people who are concerned with their own personal success and the success of “SHORE UP!”; people

who want to do a job well and who can carry on their work with skill and ability; and people who are comfortable with “SHORE UP!” and who can work well with our team.

### **Employment Application**

All interested applicants, seeking employment, must submit a completed “SHORE UP! Inc. Application” (Form #PER107) to Personnel Management.

“SHORE UP!” relies upon the accuracy of information contained in the employment application (Form #PER107), as well as the accuracy of other data presented throughout the hiring process.

Any misrepresentations, falsifications, or material omissions in any of this information or data may result in “SHORE UP!’s” exclusion of the individual from further consideration for employment or, if the person has been hired, result in termination of employment.

The resume cannot be used in lieu of a completed application. By giving the same application to all applicants, the same set of facts about each applicant can be obtained. The resume should be read, but the real facts are found in the application.

The actual selection process begins with careful evaluation of the application.

Personnel Management will supply all worksites with official agency application forms. As applications are received, they must be promptly submitted to the Personnel Office.

It will be the responsibility applicants to update their applications as needed.

All applications received will be kept on file with Personnel Management for twelve (12) months.

Personnel Management will send a written response to applicants of advertised positions, informing them of their application status within five working days after the application is reviewed and screened.

### **SCREENING APPLICATIONS**

Personnel Management will make all efforts to develop a list of applicants who meet the minimum qualifications for the position within one (1) week after the closing date for the receipt of the application.

### **Things To Look For First**

Before actually studying the contents of the application the following is observed:

Is the application complete? If not, it is returned to the applicant and ask why certain things were omitted. Also, the application should be signed.

Is the application filled out neatly? Is the application worn or dirty? Was it poorly folded? Also, the handwriting is observed. (A typewritten application is not acceptable).

Personnel Management will submit the qualified applications to the interviewing committee to select the applicants to be interviewed.

Personnel Management, after screening applications, will apprise the chairperson of the interviewing committee of persons eligible for interviewing and request possible dates, times, and place for interviews to be held.

### IMPORTANT!

Do not mark the application in any way as you go through this preliminary reading! Civil rights rulings have deemed the application to be a vital document that could be called forth as evidence in the event of a discrimination claim. Notes on the form might be used to signify prejudicial preferences on the part of the evaluator. Be sure to make any notes on a separate sheet of paper.

### **Analyzing The Application**

Every inference is important, though you may find out later it lacks significance or validity. At this stage, however, you may combine your intuition and experience with the information on the application in order to make one decision: Do I wish to interview this person? Notice, we did not ask you to decide if you intended to hire this person, merely to decide if you want to conduct the interview.

To make the decision, analyze the following sections of the completed application:

#### Basic Categories on the Application

**Present Address:** Consider how long the applicant has lived at their present address, and how often they have moved from place to place. This can be an indicator of social instability, and frequent relocation usually creates hardships on them and their family.

**Education:** Your job specifications will indicate the type and amount of education needed to fill the job, but there are some other things to look for in evaluation an applicant's education. First, do they finish a program once started? Dropped plans are often a source of frustration and regret, and could indicate a lack of perseverance and/or goals. When did they finish high school? College? If they finished at an older age, find out why. Consider that many people had their education interrupted by military service. It could also be interrupted by other causes, and you might want to find out what these were. Give a "plus mark" to someone who got an education at night school or by correspondence courses- -it indicates determination. There is also such a thing as too much education, since it may be at the expense of business experience.

**Employment Record/Work History:** This is an important section of an application and merits careful consideration.

- ~ Does the previous experience transfer well to the job you offer?
- ~ How long was the person out of work between jobs?
- ~ Do the dates of employment show any unexplained gaps?
- ~ Was he fired or did he quit? What were the circumstances?
- ~ How much was he paid? Did they get promotions and raises?
- ~ How long did he stay on each job? Is the person a job-hopper?
- ~ Does he have a consistent pattern of job duration?

**References:** Ask for the full names and addresses of references, together with their occupations and time they have known the applicant. Always ask for six (6) references, personal or professional. Since most applicants think that you are too busy to check them all out, they will typically give you the best three first. Therefore, the first three calls to references you make should be made to the last three listed.

### **The Job Interview**

As an employer, the basic objectives in the interview are as follows:

- ~ To pursue any and all clues you have inferred from your analysis of the application.
- ~ To ascertain the worthiness and value of the applicant's previous work experience as it relates to the job you offer.
- ~ To discern both attitude and skill.

Selected eligible applicants must be interviewed before they are hired.

Project or Administrative Office desiring to fill a vacancy must establish an interviewing committee.

The interviewing committee must be comprised of at least three (3) persons, e.g., project director, administrator, and an employee of equal rank and/or a member of Advisory and/or Policy Council.

The interviewing committee for the Head Start Program only must consist of parent representatives selected by the parents. The Head Start Policy Council must approve the hiring of the Head Start staff.

The interviewing committee is chaired by the Director of the project. The Executive Director and Personnel Administrator reserve the right to be a part of the interviewing team.

Personnel Management supplies the chairperson with the following:

- (a) interview questionnaire (Form #PER108);
- (b) list of applicants with applications, resumes and interview dates/times
- (c) Interview Committee Report (Form #PER109) and copies of letters sent to applicants.

During the interview, these basic steps should be followed:

1. Explain that you are considering several people for the job. (This protects you in case you reject the applicant in favor of another individual).
2. State that you are going to take notes to remember what is said. (Again, take notes on a separate sheet of paper, not on the application).
3. If a physical exam, aptitude/ability test or drug test (where legal) is a condition of employment requirement, explain this and ask if there would be any objection. (The interview might end right here!)
4. Shut off interruptions (unless you want to schedule one just to see how the applicant reacts.)
5. Relax and try to put the person at ease. Establish rapport by starting on a minor point. (“Did you have any trouble finding out offices? Hasn’t it been raining a lot lately?”)

In general, the interview should begin with specific information and proceed to general information. It should end with questions about the aims and motivations of the applicant. How does he or she sum up their assets and liabilities of the job? Does the position fit in with their aims and goals for the future?

Upon completion of interviews, or not later than two (2) working days, the chairperson must return all material to Personnel Management (applications, interview forms, interview committee recommendation, etc.).

The Personnel Office will process the information, perform reference checks, and review data within one (1) week. The recommendation will then be forwarded to the Executive Director for approval.

Should the interviewing committee fail to select a suitable candidate from the persons interviewed, the chairperson may request additional eligible applicants. Such request shall include justification for non-selection from the previous list of eligible applicants and must be approved by the Executive Director and Personnel Management.

### **The Background Check**

To ensure that everyone working at “SHORE UP!” is well qualified and has a strong potential to be productive and successful, it is the policy of “SHORE UP!” to check the employment references of all applicants.

Prior to the background check, the prospective employee should sign the Background Research Release (FORM #PER110).

The background check does not consist merely of contacting former employers. It also means verifying educational, military service, credit, and other information as well.

#### Contacting Former Employers

Personnel Management will request information from former employers to get information on the prospective applicant. It is important to personally do the reference, the way a question is answered—the tone of voice, the long, awkward pause, etc.—all of these things are meaningful in judging the applicant.

A record of reference checking notes must be kept in the personnel files (separately for each applicant later hired).

#### Verifying Education Data

A request for verification of educational information from a college or university will be made by mail. The institution will usually respond without the permission of the former student if we ask only to verify dates of attendance and degrees received. A transcript record will not be accepted from anyone but the institution itself directly and by mail. Other records can be too easily falsified by the applicant by using photocopy equipment.

#### Verifying Military Data

Personnel Management will verify military experience by asking any U.S. military for a copy of Form DD 214. It lists dates of service, training, awards, reason for discharge and areas where service was performed. An applicant who is a veteran should be able to produce this form for evaluation.

#### Police, Probation, and Other Court Records

Unless allowed or required by law to do a criminal background check, Personnel Management will limit any investigation in this area to determine if the applicant has ever



been convicted of a felony. Asking for any other information is risky; therefore, Personnel will check with the attorney before proceeding.

If the position you are hiring for requires the applicant to drive, Personnel Management will check on the status of the applicant's drivers' license by contacting the Department of Motor Vehicles. The applicant must sign an authorization to let Personnel Management check with his or her auto insurance company for additional information.

### Medical Records

Under the American with Disabilities Act (ADA), it is illegal to ask applicants about their health, if they are under a doctor's care, or if they have a disability.

### Other Methods of Verification

Personal reference checking, that is, asking friends or relatives to verify the integrity of the applicant is of questionable value. If the applicant is a student, Personnel Management might make contact with a teacher, but this will be done by phone or in person, and not be relying on a letter offered by the candidate. Letters or recommendation from former employers are of questionable value, because no one would show an uncomplimentary letter to a prospective employer.

Three satisfactory employer reference verification (Form #PER111) are required for any chosen applicant before hiring procedures may be finalized.

In cases where three employer references are not available, character references may be used as a substitute if the position is non-supervisory.

Personnel Management reserves the right to make recommendations for employment which may be contrary to that of the Interviewing Committee.

Recommendations of the Interviewing Committee and Personnel Management will be sent to the Executive Director for final decision.

Personnel Management will continue to recruit and evaluate until a satisfactory selection can be made.

### **Hiring**

After evaluating all applicants using the Application, the Job Interview, and The Background Check tools discussed above, Personnel Management will make the final selection and recommendation to the Executive Director.

The official Payroll Authorization (From #PER112) must be signed by the Executive Director before applicants can be hired.

Personnel Management prepares Payroll Authorization, personnel profile, agency application, interview records, references, etc., and submits to the Executive Director for signature.

The Executive Director retains a copy of the Payroll Authorization for his records and returns the original with all supporting documents to Personnel Management.

Personnel Management sends a letter (FORM #PER11) to the prospective applicant to be hired, with a copy to the new employee's supervisor, stating any required information necessary prior to starting date of employment, salary, policy requirements, length of probation along with a W-4 and other pertinent information.

Personnel Management also sends a memo "Authorization to Employ" (#PER114) to the supervisor authorizing him or her to hire the prospective employee. When the notice of "Authorization to Employ" is received from the Office of Personnel Management, the prospective employee is to be contacted to secure a starting date that he/she will begin work. Upon setting the starting date, Personnel Management should be contacted in order that a letter of commitment is written to the prospective employee informing them when and where they are to report to work, their employment classification, and the rate of pay.

The Supervisor will complete and submit the bottom portion of the "Authorization to Employ" to the Executive Director on the actual date that the employee began work. Once the bottom portion is returned to the Executive Director, the employment start date is recorded on the payroll submitted to the Fiscal Department to place the employee on payroll. This is the official date for hiring.

Employees who have to meet certain requirements prior to employment: physical examination, TB test, and criminal background checks, are required to submit the requested completed documents prior to employment.

NOTE: See "Conditional Employment Screenings" section of this Manual for a full description of criminal background investigations, TB, and drug testing policies.

Personnel Management notifies all other applicants after selected employee has begun employment, via letter, that the position has been filled and attach the letter to each person's application.

Should the newly hired employee decline the offer, the personnel office must be informed. The administrator must submit the information with the recommendation of the interviewing committee to the Personnel Office. The Interviewing Committee may recommend the second or third choice candidate to Personnel Management.

Personnel Management will respond in writing only to those reference check inquiries that are submitted in writing. Responses to such inquiries will be limited to factual information that can be substantiated by "SHORE UP!'s" records. No employment data

will be released without a written authorization and release signed by the individual who is the subject of the inquiry.

## **EMPLOYMENT CLASSIFICATIONS**

It is the intent of “SHORE UP!” to clarify the definitions of employment classifications so that employees understand their employment status and benefit eligibility. The Personnel Office submits the letter of commitment to the prospective employee informing them of their employment classification.

Each employee is designated as either NONEXEMPT or EXEMPT from federal and state wage and hour laws. NONEXEMPT employees are entitled to overtime pay under the specific provisions of federal and state laws. EXEMPT employees are excluded from specific provisions of federal and state wage and hour laws. An employee’s EXEMPT or NONEXEMPT classification may be changed only upon written notification by “SHORE UP!’s” Personnel Office.

At the time you are hired, all employees are classified as either “exempt” or “non-exempt.”

### **Non-Exempt Employees**

**Non-Exempt Employees** by law, are employees in certain types of jobs who are entitled to overtime pay for hours worked in excess of eight (8) hours per day or forty hours (40) per work week. This means that they are not exempt from (and therefore should receive) overtime pay.

**Note:** See “Wage & Salary Policies” in the “Compensation & Performance” section of this Manual for a full description of overtime payment policies.

### **Exempt Employees**

**Exempt Employees** are supervisors, executives, professional staff, technical staff, directors, and others whose duties and responsibilities allow them to be “exempt” from overtime pay provisions as provided by the Federal Fair Labor Standards Act (FLSA) and any applicable state laws. If you are an exempt employee, you will be advised that you are in this classification at the time you are hired, transferred or promoted.

The Personnel Office maintains and continually update the agency’s classification plan (FORM #PER115) which is used when assigning position titles.

Written specifications must be available for each position within “SHORE UP!”. They include, but not limited to the following: position title, duties and responsibilities, and minimum qualifications, including any special licenses or certificates required by State or Federal laws, and additional qualifications.

The official title of each position must be used on all agency records and transactions to insure that position titles are not arbitrarily assigned and are properly authorized.

In addition to the above categories, each employee will belong to one other employment category:

### **Regular Full-Time**

**Regular Full-Time** employees are those who are not in a temporary or introductory status and who are regularly scheduled to work “SHORE UP!” full-time schedule. Generally, they are eligible for “SHORE UP!’s” benefit package, subject to the terms, conditions, and limitations of each benefit program.

An employee who has successfully completed the Introductory Period (see the Employment Policies section for definition) of employment and who works at least thirty-five (35) hours per week is considered a full-time employee.

If you were a full-time employee and were laid off, you will be considered a full-time employee and have been on an approved leave of absence, upon return you will be considered a full-time employee, provided you return to work as agreed in the provisions of your leave.

### **Regular Part-Time**

**Regular Part-Time** employees are those who are not assigned to a temporary or introductory status and who are regularly scheduled to work less than the full-time work schedule, but at least 25 hours per week. Regular part-time employees are eligible for some benefits sponsored by “SHORE UP!”, subject to the terms, conditions, and limitations of each benefit program.

### **Introductory**

**Introductory** employees are those whose performance is being evaluated to determine whether further employment in a specific position or with “SHORE UP!” is appropriate. Employees who satisfactorily complete the introductory period will be notified of their new employment classification.

### **Temporary**

**Temporary** employees are those who are hired as interim replacements when a vacant position occurs, to temporarily supplement the work force, or to assist in the completion of a specific project. Employment assignments in this category are of a limited duration. Employment beyond any initially stated period does not in any way imply a change in employment status. Temporary employees retain that status unless and until notified of a change. While temporary employees receive all legally mandated benefits (such as

workers' compensation insurance and Social Security), they are ineligible for all of "SHORE UP!'s" other benefit programs.

Temporary appointees may not be granted permanent status unless they follow regular interview procedures after the position has been advertised and are selected for same in accordance with the rules thereof. Temporary appointments may be made without regard to completing the employee selection procedures.

Normally, a temporary position will not exceed six (6) months in duration, unless specifically extended by a written agreement. Summer employees are considered temporary employees.

If you are a temporary employee, please understand that you are not eligible for benefits described in this Manual, except to the extent required by provision of state and federal laws. Those temporary employees classified as "non-exempt" (see the above definition) who work more than eight (8) hours in one day or more than forty (40) hours during any work week will receive overtime pay.

### **Substitute**

**Substitute** employees are those who are not assigned to a temporary or introductory status and who are scheduled to work less than 25 hours per week in a non-vacant position. While they do receive all legally mandated benefits (such as Social Security and workers' compensation insurance), they are ineligible for all of "SHORE UP!'s" other benefit programs.

Substitutes may not be granted permanent status unless they follow regular interview procedures after the position has been advertised and are selected for same in accordance with the rules thereof. Substitute appointments may be made without regard to completing the employee selection procedures.

### **Casual**

**Casual** employees are those who have established an employment relationship with "SHORE UP!" but who are assigned to work on an intermittent and/or unpredictable basis. While they receive all legally mandated benefits (such as workers' compensation insurance and Social Security), they are ineligible for all of "SHORE UP!'s" other benefit programs.

## **NEW EMPLOYEE INTRODUCTORY PERIOD**

### **New Employee Orientation**

#### **The Place to Start**

The new employee orientation program is one of the most important vehicles for achieving a systematic and consistent way we begin new employees day one.

The orientation program presents the philosophy of SHORE UP!, what the employees can expect from SHORE UP! and what SHORE UP! can expect from them. The following four underlying concepts are associated with the employee orientation program:

**1. Early Impressions Are Lasting**

The most lasting impressions about SHORE UP! are formed early, within the first 60-90 days. It is crucial to reinforce that, "I made the right choice" attitude.

**2. Day One is Crucial**

New people remember their first day of employment for years, so it must be well-managed. Supervisors must devise a schedule of activities for the first day.

**3. New Employees Have an Interest in the Total Organization**

New employees are interested in and need a sense of the total organization; its objectives, policies, values, and plans; and where they and their division fit in.

"SHORE UP!" requires each employee to participate in an orientation program during the first week of employment. The Personnel Office is responsible for coordinating the orientation program for "SHORE UP!'s" administrative offices. When an employee is hired, the Personnel office will schedule an orientation with each administrative office during the first week of employment.

**4. The Supervisor is Key**

The basic responsibility for orientating new employees lies with the Supervisor. Others are important, but the ultimate responsibility is the Supervisor's.

An orientation checklist is used when the orientation is performed (FORM #PER115). The employee acknowledge by initialing the checklist, that the orientation was completed. A copy of the orientation checklist must be kept as part of the employee's permanent personnel file.

Therefore, the Supervisor must implement a formal training program. The new employee must understand the Project's Performance Standards and the procedures that "SHORE UP!" will implement to carry out the same.

Each Project/Division must have an "Orientation Checklist" to outline the areas that must be discussed and to document each new employee has been informed of their role and responsibility. At the end of the introductory period the new employee must sign the "Orientation Checklist" form. The form must be submitted to Personnel with the final evaluation and recommendations.

Note: Eligible employees will be provided forms and instructions necessary to enroll in the following:

- Group Health Insurance (Form #PER126)
- Maryland State Pension Plan (the forms will be available for signing during orientation.)

### **Introductory Period**

The six month (180 day) introductory period is intended to give new employees the opportunity to demonstrate their ability to achieve a satisfactory level of performance and to determine whether the new position meets their expectations. "SHORE UP!" uses this period to evaluate employee capabilities, work habits, and overall performance. During the Introductory Period and thereafter, while employed by SHORE UP!, Inc., the employee is an "at will" employee, which means that the employee or "SHORE UP!" may end the employment relationship "at will" at any time during the introductory period, with or without cause or advance notice.

All new and rehired employees work on an introductory basis for the first 180 calendar days after their date of hire. Any significant absence will automatically extend the introductory period by the length of the absence. If "SHORE UP!" determines that the designated introductory period does not allow sufficient time to thoroughly evaluate performance, the introductory period may be extended for a specified period.

On the first day of employment, you will be given a copy of your job description outlining your duties and responsibilities.

Upon satisfactory completion of your introductory period, you will enter the "regular" employment classification.

During the introductory period, you are eligible for those benefits that are required by law, such as workers compensation insurance and Social Security. After becoming regular employees, you may also be eligible for other, SHORE UP!"-provided benefits, subject to the terms and conditions of each benefits program. You should read the information for each specific benefits program for the details on eligibility requirements.

During the introductory period, you will be evaluated at least four (4) times.

The first evaluation (Form #PER117) is made at the end of thirty (30) days.

Note: The Group Health Insurance application for enrollment in the group health plan must be submitted to the Personnel Office.

The second evaluation (Form #PER118) is made at the end of seventy-five (75) days.

The third evaluation (Form #PER118) is made at the end of 120 days.

Note: Upon receipt of the evaluation, the Personnel Office will mail all documents to the processing center to enroll the employee in the Maryland State Pension Plan.

The final evaluation for the six (6) month period is made at the end of 180 days of continuous employment.

You must develop a management contractual agreement (form #PER119) at the end of the introductory period.

Note: See "Management Contract, Planning and Evaluation" under Section 5 Compensation and Performance section of this manual for a full description.

Each evaluation form must be submitted to the Personnel Office. The final evaluation, management contract, project orientation checklist, and recommendations must be submitted to the Personnel Office. The Personnel Office will review the recommendations and the management contract and submit a recommendation to the Executive Director. A written response to the employee and the Supervisor will be submitted by the Personnel Office.

The response must inform them of their employment classification, the rate of pay, and other benefits that are available to them.



## **PERSONNEL FILES**

### **Access to Personnel Files**

"SHORE UP!" maintains a personnel file on each employee. The personnel file includes such information as the employee's job application, resume, records of training, documentation of performance appraisals and salary increases, and other employment records.

Personnel files are the property of "SHORE UP!", and access to the information they contain is restricted. Generally, only the employee's supervisor and Administrative personnel of "SHORE UP!" who have a legitimate reason to review information in a file are allowed to do so.

Supervisors who wish to review an employee's file and employees who wish to review their own file should contact the Personnel Office. With reasonable advance notice, employees may review their own personnel files in "SHORE UP!'s Personnel Office and in the presence of the Personnel Administrator.

Supervisors may review the file of an employee under their supervision upon written request to the Personnel Administrator. The review must be in "SHORE UP!'s Personnel Office and in the presence of the Personnel Administrator.

Welcome to "SHORE UP! Inc."

Dear [x]:

We're very happy to welcome you to "SHORE UP! Inc.". Thank you for joining us! We want you to feel that your association with "SHORE UP!" will be a mutually beneficial and pleasant one.

You have joined an organization that has established an outstanding reputation for quality services. Credit for this goes to every one of our employees. We hope you, too, will find satisfaction and take pride in your work here.

This Manual provides answers to most of the questions you may have about "SHORE UP!'s" benefit programs, as well as the agency policies and procedures we abide by - our responsibilities to you and your responsibilities to "SHORE UP!". If anything is unclear, please discuss the matter with your supervisor. You are responsible for reading and understanding this Employee Manual, and your performance evaluations will reflect your adherence to "SHORE UP!" policies. In addition to clarifying responsibilities, we hope this Employee Manual also gives you an indication of "SHORE UP!'s interest in the welfare of all who work here.

From time to time, the information included in the Employee Manual may change. Every effort will be made to keep you informed through suitable lines of communication, including postings on the agency bulletin boards and/or notices sent directly to you in-house.

Compensation and personal satisfaction gained from doing a job well are only some of the reasons most people work. Most likely, many other factors count among your reasons for working - pleasant relationships and working conditions, career development and promotion opportunities, and health benefits are just a few. "SHORE UP!" is committed to doing its part to assure you of a satisfying work experience.

I extend to you my personal best wishes for your success and happiness at "SHORE UP!".

Sincerely,  
Freddy L. Mitchell,  
Executive Director

## **COMPENSATION AND PERFORMANCE**

### **WAGE AND SALARY**

It is "SHORE UP!'s" desire to pay wages and salaries that are competitive with other employers in the marketplace in a way that will be motivational, fair and equitable, variable with individual and company performance and in compliance with all applicable statutory requirements.

"SHORE UP!" applies the same principles of fairness and external comparability to all employees, regardless of organizational level, sex, religion, national origin, age or race.

You are employed by "SHORE UP!" and will be carried directly on our payroll. No person may be paid directly out of petty cash or any other such fund for work performed. The only exception to this policy is where a contract relationship exists with a bona fide independent contractor.

### **Basis for Determining Salary/wages**

Salary for positions is influenced by three factors:

1. The nature and scope of the job
2. What other employers pay their employees for comparable jobs
3. Individual performance

### **Job Scope**

Through a process called job evaluation, the scope, responsibility, impact and required skills and abilities of each job at "SHORE UP!" are compared. The result is a relative ranking of all jobs, from high to low. Job evaluation is independent of any employee or his performance.

### **External Comparability**

Once jobs are ranked, jobs are compared with external market data. Each job is assigned a range of pay, including a minimum and a maximum. Periodically "SHORE UP!" will examine the market conditions to ensure ongoing comparability. Changes in pay ranges will be made as needed and as the agency can afford, to maintain market comparability.

### **Individual Pay**

An individual's pay within this range will depend on his sustained performance over time. Each year every employee will have a performance review with his supervisor. During that review, significant performance events that occurred throughout the year will be discussed.

The overall performance rating will influence the wage/salary adjustment. Through individual performance and by increasing job responsibilities and moving to higher level jobs, you have significant impact on how much you are paid.

### **Grade and Salary Structure**

Personnel Management will maintain the approved standard salary grades (Form #PER120) showing grade levels and steps in salary scale.

Increments for each step are based on a percentage increase determined annually that is applicable during the fiscal year.

Depending on the availability of funds, each employee is paid in accordance with the current wage/salary compensation schedule.

The salary grade for each classification of work is established uniformly on an agency-wide basis.

The Personnel Office will evaluate and revise the salary scale annually.

Administrators and supervisors may make recommendations for salary grade adjustments to Personnel Management throughout the year. The recommendations will depend on the availability of funds.

Personnel management will initiate studies and submit recommendations to Executive Director for consideration by January of each year.

The approved salary scale will be made available to all employees by January 31st.

## **PERFORMANCE & COMPENSATION REVIEWS**

### **Performance Reviews**

Your supervisor is continuously evaluating your job performance. Day-to-day interaction between you and your supervisor should give you a sense of how your supervisor perceives your performance. The first dimension is a direct link between "SHORE UP!'s" planning process and performance appraisal.

Throughout the year, "SHORE UP!" maintains a monitoring and reporting of progress system. Its purpose is to provide an "early warning system" for key events not proceeding as planned, and allow for adjustment of objectives and plans as necessary. However, to avoid haphazard or incomplete evaluations, "SHORE UP!" conducts a formal review once a year for each employee.

Performance reviews will be conducted annually during the last quarter of the year. New employees may be reviewed more frequently. A review may also be conducted in the event of a promotion or change in duties and responsibilities.

During formal performance reviews, your supervisor will consider the following things, among others:

- \* Attendance, initiative and effort
- \* Knowledge of your work
- \* Attitude and willingness
- \* The quality and quantity of your work
- \* The conditions under which you work
- \* Progress toward cooperatively determined objectives

Performance is appraised on the basis of whether the employee is accomplishing specified and approved goals. This portion of the evaluation is accomplished through continuous review and modification of action plans and review of the predetermined "indicators of achievement" at summative evaluation.

- \* Fulfillment of job responsibilities

This aspect focuses on unsuccessful fulfillment of routine functions and responsibilities.

- \* Demonstration of professional competencies

The manner in which the employee goes about fulfilling job responsibilities to achieve outcome objectives must be examined.

- \* Self-appraisal

Staff members evaluate how they view their competence by reflecting on their own view of their behavior. Their supervisor reviews the self-appraisal and indicates areas of agreement or disagreement. Areas of disagreement are discussed. Specific competencies that need development are identified. A professional development plan is authored by the staff member and supervisor to address those competencies.

The primary reason for performance reviews is to focus constructively on strengths, competencies, and needs in order to reinforce your good habits and develop ways to improve in your weaker areas. This review also serves to make you aware of and to document how your job performance compares to the goals and description of your job. This is a good time to discuss your interests and future goals. Your supervisor is interested in helping you to progress and grow in order to achieve personal as well as work-related goals-perhaps he or she can recommend further training or additional opportunities for you.

In addition to individual job performance reviews, "SHORE UP!" conducts a review of job descriptions during the evaluation process to insure that we are fully aware of any changes in the duties and responsibilities of each position, and that such changes are recognized and adequately compensated. The Supervisor must submit any changes in a job description at the time of the evaluation.

Supervisors will assess employee performance using (Form #PER121).

Supervisors will conduct performance appraisal and discuss it in detail with employee being evaluated.

The supervisor and employee must sign the completed performance appraisal and submit it to the Personnel Department.

The employee may submit a written rebuttal to any evaluation by the supervisor, however the Personnel Department has the ultimate decision as to whether or not to consider such rebuttal.

### **Compensation Reviews**

Wage and salary increases are based on merit alone, not length-of-service or the cost-of-living. Having your compensation reviewed does not necessarily mean that you will be given an increase and SHORE UP! reserves the right not to adjust compensation based upon budgetary constraints.

"SHORE UP!" conducts compensation reviews annually during the last quarter of the fiscal year following the annual performance review. Any wage or salary increases will appear in the pay period ending after the dates they are granted (Form #PER122).

The rate of wage and salary increases will be set annually. Wage and salary increases may be retroactive in the case of late reviews, at the discretion of the Executive Director.

Performance related compensation is distributed according to whether performance is classified as "exceeds expectation", "meets expectations" and "does not meet expectations." Staff know that if their performance is judged as outstanding or competent, they will be eligible to receive a performance increment. The performance increment may be in addition to any regular increment.

The salary of a staff member whose performance is rated "does not meet expectations" is frozen. No raise of any type is awarded. Salary remains the same until satisfactory improvement is achieved or employment is terminated.

Employees who exceed expectations may be awarded a merit increase. A merit increase is made at the beginning of the fiscal year and shall not be considered part of the employee's base salary.

Salary Increase Authorization (Form #PER123) will be submitted to the Personnel Office by the Supervisor for recommendation of salary changes.

Attached to the Salary Increase Authorization form shall be the yearly performance appraisal/evaluation and management contract for the next year.

Personnel Management will review and approve and forward all documents to the Executive Director for approval. Should Personnel discover any discrepancies, they will be discussed with the supervisor prior to submission to the Executive Director.

Personnel Management will submit in writing informing supervisors of the final decision made on their recommendation within one (1) week of the approval.

A letter prepared by the Personnel Office stating employee's new rate of pay, classification, etc., will accompany payroll check on the succeeding pay date.

## **MANAGEMENT CONTRACT, PLANNING AND EVALUATION PROCESS**

The management planning process is done as a collaborative team effort, including all staff, and results in shared accountability. In the management contract, planning and evaluation process (C- PEP) activities are merged. Standards that will be used for measuring accomplishments of objectives are determined as part of the planning process. The management approach to integrated planning and evaluation produces a clear and defensible record of performance by the agency and by individuals.

The process of setting critical outcomes, identifying indicators of achievement, and developing work plans is accomplished at every level of the organization. (see planning process)

Project plans must be developed at the project level. The plans lay out the specific activities showing how each project will accomplish goals and objectives as prescribed by the division plans. The plans will also include position responsibilities and timelines. This begins the process for developing individual management contracts.

A management contract is required for each agency employee. It should be developed after the evaluation and the development cycle of the planning process. The management contract (form #PER119) will state exactly the activities each employee is expected to complete and when and how they are to be accomplished, in order to ensure the success of the position. In other words, the management contract can be regarded as a specific job description which must be formulated by employee and their supervisor. Nothing in the Management Contract, Planning and Evaluation Process should be construed as creating any relationship between employee and SHORE UP!, Inc. other than that of an "at will" employee. This process is only a means of evaluating employee performance and neither creates, nor implies a contract between employee and SHORE UP!, Inc. At all times, the employee is and shall remain an "at will" employee.

Contract, Planning and Evaluation Process (C-PEP) is a results oriented system, which directly involves the participation of all members of the agency in establishing agency goals, defining the results which are expected, and developing performance measures that can be used as guides for managing work activities and which will serve as standards for evaluating employee's contribution to the agency.



## **TIMEKEEPING/PAYROLL**

### **Computing Pay**

Should you be one of our "salaried" employees whose pay is not based on an hourly rate, there may be times when it is necessary to compensate you for some daily or hourly pay. When this is necessary, "SHORE UP!" will compute your time on the basis of [an eight (8) hour workday/ a forty (40) hour work week/ a fifty-two (52) week work year/ a twelve (12) month work year].

### **Deductions From Paycheck (Mandatory)**

"SHORE UP!" is required by law to make certain deductions from your paycheck each time one is prepared. Among these are your federal, state and local income taxes and your contribution to Social Security as required by law. These deductions will be itemized on your check stub. The amount of the deductions may depend on your earnings and on the information you furnish on your W-4 form (Form #PER124) regarding the number of dependents/exemptions you claim.

Any change in name, address, telephone number, marital status or number of exemptions must be reported to your supervisor or to the Personnel Administrator immediately, to ensure proper credit for tax purposes. The W-2 form you receive for each year indicates precisely how much of your earnings were deducted for these purposes.

Any other mandatory deductions to be made from your paycheck, such as court-ordered attachments, will be explained whenever "SHORE UP!" is ordered to make such deductions. Some states may require other payroll deductions.

Note: See "Wage Assignments (Garnishments)" later on in this section for further information.

### **Termination Pay**

"SHORE UP!" hopes and expects that you will give at least two weeks notice in the event you intend to leave our employ. Any accrued but unused vacation time will be paid at the time of employment termination, as specified under "Vacations" in the "Benefits" section of this manual.

### **Optional Deductions (Other)/Direct Deposit**

It may be possible for you to authorize "SHORE UP!" to make additional deductions from your paycheck, such as for credit union, payroll savings plans, etc., or to deposit your paycheck directly into your savings or checking account at a participating bank.

Regular employees may elect to have all or part of their pay deposited directly into their accounts with the State Employee's Credit union.

Employees must contact the Personnel Office who will provide information and forms necessary to set up direct deposit.

Employees that do not have an account with the participating bank, will be sent to the bank to establish an account. The bank account and the amount to be deposited is then forwarded to Personnel Management for action.

Personnel management will provide Fiscal Management with documents to begin automatic deductions. Each pay check stub will list the employee's deductions.

Employees can discontinue direct deposit at any time by informing Personnel Management in writing.

### **Error In Pay**

Every effort is made to avoid errors in your paycheck. If you believe an error has been made, tell your supervisor immediately. He or she will contact the Personnel Office to research the problem and to assure that any necessary correction is made properly and promptly. If the error in your paycheck results in an overpayment to you, you are expected to refund said overpayment immediately.

### **Overtime Pay**

From time to time, it may be necessary for you to perform overtime work in order to complete a job on time. All overtime must be approved in advance by your supervisor. When it is necessary to work overtime, you are expected to cooperate as a condition of your employment. Since "SHORE UP!" is not in a financial position to reimburse employees for overtime work, a system to compensate for the extra hours of work has been devised. "SHORE UP!" will allow "compensatory time" for employees who work overtime.

"Compensatory Time" is time off from the regular work schedule to compensate for any overtime worked.

Compensatory time must be taken the same week in which it is earned.

Compensatory time is not granted for employee's attendance at out of town meetings or others that require their attendance.

If you are a "non-exempt" employee and you perform overtime work, you will be granted compensatory time for any time over eight (8) hours per day or forty (40) hours per week that you work. If, during that week, you were away from the job because of a job-related injury, paid holiday, jury duty, vacation taken in single-day increments, or paid sick time, those hours not worked will be counted as hours worked for the purpose of computing eligibility for compensatory leave.

Employees who work overtime without receiving prior authorization from the supervisor may be subject to disciplinary action, up to and including possible termination of employment.

Only employees classified as hourly workers are eligible to earn and use compensatory time.

### **Pay Period & Hours**

Our payroll work week begins on Sunday at 12:01 a.m. and ends on Saturday at 12:00 midnight.

### **Pay Cycle**

All employees are paid biweekly on every other Friday. Each paycheck will include earnings for all work performed through the end of the previous payroll period.

In the event that a regularly scheduled payday falls on a day off such as a holiday, employees will receive pay on the last day of work before the regularly scheduled payday.

If a regular payday falls during an employee's vacation, the employee may receive his or her earned wages before departing for vacation if a written request is submitted at least one week prior to departing for vacation.

Employees may have pay directly deposited into their bank accounts, of an approved "SHORE UP!" bank, if they provide advance written authorization to "SHORE UP!". Employees will receive an itemized statement of wages when "SHORE UP!" makes direct deposits.

### **Fiscal Pay Period/Bi-weekly:**

There are twenty-six (26) pay periods per year. Payday is normally on every other Friday afternoon for services performed for the two (2) week period ending the previous Saturday at 12:00 midnight.

Changes in pay days will be made and announced in advance whenever "SHORE UP!" holidays or closings interfere with the normal payday.

### **Paycheck Distribution & Cashing Procedures**

On the afternoon of pay day, your paycheck will be distributed by one of the following methods:

distributed by your supervisor.

mailed to your home address.  
directly deposited to the checking or savings account you specify.  
handed to you on the way out the door at the end of the work day [on Friday].

Paychecks may not be cashed at "SHORE UP!".

### **Reporting Time Pay - Inclement Weather & "Acts of God"**

In the event that inclement weather, power/utility failure, fire, flood or some other "Act of God" keeps us from operating, you will receive your regular pay for up to a maximum of three consecutive workdays, provided "SHORE UP!" officially declares that it is closed for that time. Every effort will be made to provide you with advance notice in the event we will be closed.

In the event that such an emergency occurs during nonworking hours, local radio and/or television stations will be asked to broadcast notification of the closing. Every attempt will be made to announce such closings by 7:30 a.m.

When operations are officially closed due to emergency conditions, the time off from scheduled work will be paid up to a maximum of three days. Employees in essential operations may be asked to work on a day when operations are officially closed. In these circumstances, employees who work will receive regular pay.

### **Timekeeping and Attendance Report**

Accurately recording time worked is the responsibility of every employee. Federal and state laws require "SHORE UP!" to keep an accurate record of time worked in order to calculate employee pay and benefits. Time worked is all the time actually spent on the job performing assigned duties. All employees are required to keep the office advised of their departures from and returns to the premises during the work day.

Nonexempt employees should accurately record the time they begin and end their work, as well as the beginning and ending time of each meal period. They should also record the beginning and ending time of any split shift or departure from work for personal reasons. Overtime work must always be approved before it is performed and recorded on the time sheet.

Altering, falsifying, tampering with time sheets (Form #PER125), or recording time on another employees time sheet may result in disciplinary action, up to and including termination of employment.

Nonexempt employees should report to work no more than 30 minutes prior to their scheduled starting time nor stay more than 30 minutes after their scheduled stop time without expressed, prior authorization from their supervisor.

It is the employees' responsibility to sign their time sheets to certify the accuracy of all time recorded. The supervisor will review and then sign the time sheet before submitting it for payroll processing. In addition, if corrections or modifications are made to the time sheet, both the employee and the supervisor must verify the accuracy of the changes by initialing the time sheet.

Administrators are responsible for submitting time sheets to the personnel office between the hours of noon and 1:30 p.m. on Monday, on the week of the designated Friday pay date.

### **Wage Assignments (Garnishments)**

We hope you will manage your financial affairs so that we will not be obligated to execute any court-ordered wage assignment or garnishment against your wages. However, whenever court-ordered deductions are to be taken from your paycheck, you will be notified by the Personnel Office.

According to the Federal wage Garnishment Act, three (3) or more garnishments may be cause for dismissal.

Note: See "Deductions From Paycheck (Mandatory)" earlier in this section for further information.

### **Pay Advances**

"SHORE UP!" does not provide pay advances on unearned wages to employees.

## **EMPLOYEE BENEFIT PROGRAMS**

### **EMPLOYEE BENEFITS**

#### **The Benefits Package**

In addition to receiving an equitable salary and having an equal opportunity for professional development and advancement, you may be eligible to enjoy other benefits which will enhance your job satisfaction. We are certain that you will agree that the benefits program described in this Manual represents a very large investment by "SHORE UP!", and we trust that you will avoid abusing any of the program's benefits.

A good benefits program is a solid investment in "SHORE UP!" and its employees. It not only insures the loyalty of long-time capable employees, it also helps to attract talented newcomers who can help "SHORE UP!" grow. "SHORE UP!" will periodically review the benefits program and will make modifications as appropriate to the agency's condition. SHORE UP! reserves the right to change, add or to discontinue any and all benefits in portions thereof in its absolute discretion.

Eligible-employees at "SHORE UP!" are provided a wide range of benefits. A number of the programs (such as Social Security, workers' compensation, state disability, and unemployment insurance) cover all employees in the manner prescribed by law.

Benefits eligibility is dependent upon a variety of factors, including employee classification. Your supervisor can identify the programs for which you are eligible. Details of many of these programs can be found elsewhere in the employee manual.

The following benefit programs are available to eligible employees:

- Auto, Employer-Owned Care Auto Mileage Credit Union
- Dental Insurance
- Educational Financial Assistance
- Employee Health Program
- Family Leave Holidays
- Jury Duty Leave
- Life insurance
- Major medical Insurance
- Meal Allowances
- Medical Insurance
- Medical Leave
- Military Leave
- Pension Plan
- Personal Leave
- Sick Leave Benefits
- Tax-Sheltered Annuities (403b)

Travel Allowances  
Vacation Benefits  
Witness Duty Leave

Some benefit programs require contributions from the employee, but most are fully paid by "SHORE UP!".

### **Eligibility for Benefits**

If you are a full-time or part-time employee, you will enjoy all of the benefits described in this manual as soon as you meet the eligibility requirements for each particular benefit.

No benefits are available to you during your Introductory Period, except as otherwise provided by law.

**Note:** See "Introductory Period" in the "Employment Status and Records" section of this Manual for further information.

Temporary, Substitutes, and casual employees are not eligible for benefits.

## **INSURANCE COVERAGE**

### **Group Insurance**

"SHORE UP!" is interested in the health and well-being of both you and your family. A comprehensive health and life insurance program is available for you and your family. We provide group insurance underwritten by a national insurance carrier. After completion of your Introductory Period, you become eligible for coverage. At that time, you may choose to accept the insurance coverages, or not.

When you choose insurance coverage, our insurance company provides a booklet describing your benefits; a copy of this will be given to you when you join the program.

"SHORE UP!" subsidizes part of the premium of each employee's health insurance. Employees must pay part of the premium which is set by management annually, depending on the rate negotiated.

Employees who chose not to participate in the agency group health insurance at the initial time and/or at the time of open enrollment, must sign a waiver declaring their intent not to enroll (Form #PER126).

If there are any changes in status during the year, it must be submitted, in writing, to your supervisor. The Administrator will submit it to the Personnel Office for approval and processing.

All [regular] employees consistently working thirty hours per week or more are automatically eligible for health coverage after two months (60 days) of continuous employment with the agency.

Employees in an approved leave without pay status may retain their membership by making arrangements for direct billing; however, employees on Family or Medical Leave must continue making their regular bi-weekly contribution toward the group health plan.

During orientation, eligible employees will be provided forms necessary to enroll in the group health plan (Form #PER127).

At the end of the 120 day evaluation, Personnel Management will advise employees via letter to complete and submit the application for enrollment.

The Personnel Office will send the completed application/enrollment form to the insurance carrier upon expiration of 60 days.

Upon receipt of the enrollment card or notice from the insurance carrier, the Office of Personnel Management will advise the employee and Fiscal Management of the deduction for the employee's insurance coverage. "SHORE UP!" will deduct this amount from each paycheck you receive.

The federal Consolidated Omnibus Budget Reconciliation Act (COBRA) gives employees and their qualified beneficiaries the opportunity to continue health insurance coverage under "SHORE UP!'s" health plan when a "qualifying event" would normally result in the loss of eligibility. Some common qualifying events are resignation, termination of employment, or death of an employee; a reduction in an employee's hours or a leave of absence; an employee's divorce or legal separation; and a dependent child no longer meeting eligibility requirements.

Under COBRA, the employee or beneficiary pays the full cost of coverage at "SHORE UP!'s" group rates plus an administration fee. "SHORE UP!" provides each eligible employee with a written notice describing rights granted under COBRA when the employee becomes eligible for coverage under "SHORE UP!'s" health insurance plan. The notice contains important information about the employee's rights and obligations.

### **Termination of Insurance**

Your insurance will terminate when the insurance policy terminates, when you fail to make an agreed contribution to premium when due, when you cease to be eligible for coverage under the terms of our group insurance program, or when you cease to be employed as a regular full-time employee eligible for the insurance. "SHORE UP!" may, by continuing to pay the premium, keep your insurance in effect for a brief period if you cease to be an eligible employee for any reason other than resignation, dismissal, or failure to meet the terms of eligibility of our group insurance program.



## **GOVERNMENT REQUIRED CONVERAGE**

### **Workers' Compensation Insurance**

“SHORE UP!” provides a comprehensive workers' compensation insurance program at no cost to employees. This program covers any injury or illness sustained in the course of employment that requires medical, surgical, or hospital treatment. Subject to applicable legal requirements, workers' compensation insurance provides benefits after a short waiting period or, if the employee is hospitalized, immediately.

Employees who sustain work-related injuries or illnesses should inform their supervisor immediately and complete first report of injury form. No matter how minor an on-the-job injury may appear, it is important that it be reported immediately. This will enable an eligible employee to qualify for coverage as quickly as possible.

Coverage begins the first minute you're on the job and continues anytime you're working for “SHORE UP!”. You don't have to work a certain length of time, and there's no need to earn any minimum amount of wages before you're protected.

Neither “SHORE UP!” nor the insurance carrier will be liable for the payment of workers' compensation benefits for injuries that occur during an employee's voluntary participation in any off-duty recreational, social, or athletic activity sponsored by “SHORE UP!”.

### **Unemployment Compensation**

“SHORE UP!” pays a percentage of its payroll to the Unemployment Compensation Fund according to “SHORE UP!”'s employment history. If you become unemployed, you may be eligible for unemployment compensation, under certain conditions, for a limited period of time. Unemployment compensation provides temporary income for workers who have lost their jobs. To be eligible you must have earned a certain amount and be willing and able to work. You should apply for benefits through your local State Unemployment Office as soon as possible.

“SHORE UP!” pays the entire cost of this insurance.

### **Social Security**

The United States Government operates a system of contributory insurance known as Social Security. As a wage earner, you are required by law to contribute a set amount of your weekly wages to the trust fund from which benefits are paid. As your employer, “SHORE UP!” is required to deduct this amount from each paycheck you receive. In addition, “SHORE UP!” matches your contribution dollar for dollar, thereby paying one-half of the cost of your Social Security benefits.

## **RETIREMENT**

### **Maryland State Retirement (Pension)**

Regular full-time and part-time employees **may enroll in the pension plan immediately beginning on their first day of employment at SHORE UP!**

During orientation by the Personnel Department, employees will be provided with the required forms and instructions for enrollment in the pension plan. **Upon receipt of completed documents, the Personnel Office will mail all documents to the processing center.**

A copy of the same will be retained in the employees' personnel records.

## **PAID LEAVES OF ABSENCE**

Time off for any reason during a working day will count first against your allotted sick days or personal days, as appropriate, in hourly, quarter day, half day or full day increments. Once you have used all of your earned sick or personal days, the time will be counted against your earned vacation time. Thereafter, unless specifically excepted, any time off will be without pay.

### **Holidays**

"SHORE UP!" will grant holiday time off to all employees according to the holiday schedule distributed by the Personnel Department in June of each year.

"SHORE UP!" will grant paid holiday time off to all eligible employees immediately upon assignment to an eligible employment classification. Holiday pay will be calculated based on the employee's straight-time pay rate (as of the date of the holiday) times the number of hours the employee would otherwise have worked on that day. Eligible employee classification(s):

Regular full-time employees

Regular part-time employees

You are eligible to receive holiday pay during the introductory period if you are in an eligible employee classification.

You are not eligible to receive holiday pay if you are a temporary or a substitute employee.

A recognized holiday that falls on a Saturday will be observed on the preceding Friday. A recognized holiday that falls on a Sunday will be observed on the following Monday.

If a recognized holiday falls during an eligible employee's paid absence (such as vacation or sick leave), holiday pay will be provided instead of the paid time off benefit that would otherwise have applied.

### **Holiday Policies**

You may take time off to observe your religious holidays. If available, a full day of unused (sick/personal) leave or a vacation day may be used for this purpose, otherwise the time off is without pay. You must notify your supervisor at least ten business days in advance.

We schedule all national holidays on the day designated by common business practice.

To be eligible for holiday pay, employees must work the last scheduled day immediately preceding and the first scheduled day immediately following the holiday.

If a holiday occurs during your scheduled vacation, you are permitted to take an extra day of vacation, in lieu of holiday pay.

You are not eligible to receive holiday pay when you are on a leave of absence.

### **Vacation Benefits**

Vacation time off with pay is available to eligible employees to provide opportunities for rest, relaxation, and personal pursuits. Employees in the following employment classification(s) are eligible to earn and use vacation time as described in this policy:

- Regular full-time employees
- Regular part-time employees

You are not eligible for paid vacation during your Introductory Period. Nor are you eligible for paid vacation if you are a temporary employee.

Full-time and part-time employees are eligible to accrue vacation for each calendar month of service from the completion date of their Introductory Period.

The amount of paid vacation time employees receive each year is based on the length of their employment as shown in the following schedule.

## VACATION EARNING SCHEDULE

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YEARS OF ELIGIBLE SERVICE	VACATION DAYS EACH YEAR
One (1) year but less than two (2)	5 days
Two (2) years but less than five (5)	10 days
Five (5) years but less than ten (10)	15 days
Ten (10) years but less than twenty (20)	20 days
More than twenty (20) years	25 days

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The length of eligible service is calculated on the basis of a "benefit year." This is the 12-month period that begins when the employee starts to earn vacation time. An employee's benefit year may be extended for any significant leave of absence except military leave of absence. Military leave has no effect on this calculation. (See individual leave of absence policies for more information.)

Foster Grandparent Volunteers will be classified as regular part-time employees (for the purpose of computing vacation time only); therefore, their vacation time will be accumulated in the same manner as stated above. A Foster Grandparent Volunteer cannot carry any vacation time into a new fiscal year.

Once employees enter an eligible employment classification, they begin to earn paid vacation time according to the schedule. However, before vacation time can be used, completion of the introductory period is required.

Paid vacation time can be used in minimum increments of one hour. To take vacation, employees should request advance approval from their supervisors as provided below. Requests will be reviewed based on a number of factors, including business needs and staffing requirements.

Vacation time off is paid at the employee's base pay rate at the time of vacation. It does not include overtime or any special forms of compensation such as incentives, commissions, bonuses, or shift differentials.

Upon termination of employment, employees will be paid for unused vacation time that has been earned through the last day of work. If the termination occurs during the introductory period, the employee is not entitled to any compensation for vacation time.

Personnel will submit a vacation leave report after each payroll to the Administrators in order to validate leave time.

To be considered for vacation time, you must submit the leave request (Form #PER128) to your supervisor for approval. The approved leave request must be attached to the time sheet to document the record of approved time.

### **Vacation Policies**

Every effort will be made to grant you your vacation at the time you desire. However, vacations cannot interfere with your department's operation and therefore must be approved by your supervisor at least two (2) weeks in advance. If any conflicts arise in requests for vacation time, preference will be given to the employee with the most seniority.

You may not receive advance vacation pay (for vacation time taken in excess of your vacation accrual balance) without written authorization from your supervisor. Such authorization is at the discretion of your supervisor, and must be granted in advance of your vacation. Any amount of advanced vacation paid but not yet earned at the time of termination of employment will be deducted from your final paycheck.

If you are eligible for three (3) or four (4) weeks of vacation, you may take only two (2) weeks at one time unless you receive written approval from your supervisor and administrator at least six (6) weeks in advance.

If you are on an approved leave of absence for less than thirty (30) days, your vacation eligibility will not be affected; should the leave extend beyond thirty (30) days, vacation time will not continue to accrue.

If an agency-paid holiday falls during your scheduled vacation period, you will receive an additional day of vacation or holiday pay, whichever you prefer.

### **Accumulation Rights**

As stated above, employees are encouraged to use available paid vacation time for rest, relaxation, and personal pursuits. In the event that available vacation is not used by the end of the calendar year, employees may carry a maximum of five (5) days or forty (40) hours of unused time forward to the next benefit year. If the total amount of unused vacation time is above the "maximum of five (5) days" at the end of the calendar year, the employee will forfeit any excess of vacation time.

## OTHER PAID LEAVES

### Sick Leave

To qualify for sick leave you must be a full-time employee and have completed your Introductory Period. Time taken off before this will be without pay.

“SHORE UP!” provides paid sick leave benefits to all eligible employees for periods of temporary absence due to illnesses or injuries. Eligible Employee classification(s):

Regular full-time employees  
Regular part-time employees

Eligible employees will accrue sick leave benefits at the rate of 18 days per year (5.54 hours each pay period). Sick leave benefits are calculated on the basis of a "benefit year," the 12 month period that begins when the employee starts to earn sick leave benefits.

Employees can request use of paid sick leave after completing the Introductory Period.

- Foster Grandparents accrue sick leave benefits at the rate of 1 day per month (2.77 hours per pay period). The maximum number of days that can be accumulated is twelve (12) days or 48 hours.

Paid sick leave can be used in minimum increments of one hour. Eligible employees may use sick leave benefits for an absence due to their own illness or injury, or that of **employee's immediate family, not to exceed five (5) days in any six (6) month period. Three (3) consecutive days of sick leave require a physician's statement.**

#### NOTE:

Immediate family includes: Parent, grandparent, spouse, spouse's parent, child, spouse's child by a former marriage, brother or sister.

Before returning to work from a sick leave absence of three calendar days or more, an employee must provide a physician's verification that he or she may safely return to work.

Sick leave benefits will be calculated based on the employee's base pay rate at the time of absence and will not include any special forms of compensation, such as incentives, commissions, bonuses, or shift differentials.

As an additional condition of eligibility for sick leave benefits, an employee on an extended absence must apply for any other available compensation and benefits, such as workers' compensation. Sick leave benefits will be used to supplement any payments that an employee is eligible to receive from state disability insurance, workers' compensation or "SHORE UP!"- provided disability insurance programs. The combination of any such

disability payments and sick leave benefits cannot exceed the employee's normal weekly earnings.

Unused sick leave benefits will be allowed to accumulate until the employee has accrued a total of 100 calendar days (800 hours) worth of sick leave benefits. If the employee's benefits reach this maximum, further accrual of sick leave benefits will be suspended until the employee has reduced the balance below the limit.

Sick leave benefits are intended solely to provide income protection in the event of illness or injury, and may not be used for any other absence. Unused sick leave benefits will not be paid to employees while they are employed or upon termination of employment.

An illness before or after a holiday requires employees to present to the supervisor a doctor's certificate verifying their sickness.

If you are required to take a disability leave of absence, any accrued sick leave will be paid at the time the leave commences; should the leave extend beyond thirty (30) days, sick leave will not continue to accrue.

This sick leave policy does not apply if sick leave is needed as a result of self-inflicted injury, illegal substance abuse or alcohol abuse, or illness or injury incurred while in the act of committing a felony.

In the event of an illness or injury covered by workers' compensation, this sick leave policy will not apply, but will defer to state statutes.

#### Abuse of Sick Leave

More than three (3) occasions of illness in any six (6) month period is considered excessive use of sick leave and such will prompt a letter from personnel management. Employees who violate the policy may be required to obtain a medical certificate for each future absence, even if for only one day's absence. The immediate Supervisor is responsible for being aware of absences due to illnesses.

Continued abuse of sick leave will result in more severe personnel action, up to and including termination of employment.

Employees may be required to submit a signed sick leave (Form #PER127) with the time sheet indicating the approved time for sick leave.

#### Medical Investigation

A supervisor may request personnel management to initiate a medical investigation at SHORE UP!'s expense for any employee who loses excessive time from employment due to illness, or for the purpose of determining whether employees have any illness that would prevent them from properly performing their duties.

If the medical investigation reveals that the employee is unable to continue active employment, appropriate action will be taken.

### **Military Leave of Absence**

A military leave of absence will be granted to employees, except those occupying temporary/substitute positions, to attend scheduled drills or training or if called to active duty with the U.S. armed services.

Employees will receive partial pay for two-week training assignments and shorter absences. Upon presentation of satisfactory military pay verification data, employees will be paid the difference between their normal base compensation and the pay (excluding expense pay) received while on military duty. The portion of any military leaves of absence in excess of two weeks will be unpaid. However, employees may use any available paid time off for the absence.

Subject to the terms, conditions and limitations of the applicable plans for which the employee is otherwise eligible, health insurance benefits will be provided by "SHORE UP!" for the full term of the military leave of absence.

Benefit accruals, such as vacation, sick leave, or holiday benefits, will be suspended during the leave and will resume upon the employee's return to active employment.

Employees on two-week active duty training assignments or inactive duty training drills are required to return to work for the first regularly scheduled shift after the end of training, allowing reasonable travel time. Employees on longer military leave must apply for reinstatement in accordance with all applicable state and federal laws.

Every reasonable effort will be made to return eligible employees to their previous position or a comparable one. They will be treated as though they were continuously employed for purposes of determining benefits based on length of service, such as the rate of vacation accrual and job seniority rights.

### **Funeral (Bereavement) Leave**

You are entitled to take up to three (3) workdays with pay to attend the funeral and take care of personal matters related to the death of a member of your immediate family. (A parent, grandparent, spouse, spouse's parent, child, spouse's child by a former marriage, brother or sister). Only regular full/part-time employees are eligible for paid funeral leave.

With your supervisor's approval, you may take up to one full day without pay to attend funerals of other relatives and friends. If you prefer, unused personal leave or a day of earned vacation may be used for this purpose.



Paid time under this policy is given over and above any time allowed and earned under our Personal Leave policy. Funeral leave is deducted from the employee's accumulated sick leave.

Pay for a funeral leave will be made for actual time lost from work. If the death occurs at a time when work is not scheduled, payment will not be made. If a holiday or part of your vacation occurs on any of the days of absence, you may not receive holiday or vacation pay in addition to paid funeral leave.

### **Jury Duty**

"SHORE UP!" encourages employees to fulfill their civic responsibilities by serving jury duty when required. Employees who have completed a minimum of 180 calendar days of service in an eligible classification may request up to one week of paid jury duty leave over any one year period.

Jury duty pay will be calculated on the employee's base pay rate times the number of hours the employee would otherwise have worked on the day of absence. Employee classifications that qualify for paid jury duty leave are:

- Regular full-time employees
- Regular part-time employees

If employees are required to serve jury duty beyond the period of paid jury duty leave, they may use any available paid time off (for example, vacation benefits) or may request an unpaid jury duty leave of absence.

Employees must show the jury duty summons to their supervisor as soon as possible so that the supervisor may make arrangements to accommodate their absence. Of course, employees are expected to report for work whenever the court schedule permits.

Either "SHORE UP!" or the employee may request an excuse from jury duty if, in "SHORE UP!" judgment, the employee's absence would create serious operational difficulties.

"SHORE UPI" will continue to provide health insurance benefits for a maximum period of thirty calendar days after the unpaid jury duty leave begins. At that time, employees will become responsible for the full costs of these benefits if they wish coverage to continue. When the employee returns from jury duty, benefits will again be provided by "SHORE UP!" according to the applicable plans.

Benefit accruals, such as vacation, sick leave, or holiday benefits, will be suspended during unpaid jury duty leave and will resume upon return to active employment.

### **Witness Duty**

"SHORE UP!" encourages employees to appear in court for witness duty when subpoenaed to do so.

If employees have been subpoenaed or otherwise requested to testify as witnesses by "SHORE UP!", they will receive paid time off for the entire period of witness duty.

Employees will be granted unpaid time off to appear in court as a witness when requested by a party other than "SHORE UP!". Employees are free to use any available paid leave benefit (such as vacation leave) to receive compensation for the period of this absence.

The subpoena should be shown to the employee's supervisor immediately after it is received so that operating requirements can be adjusted, where necessary, to accommodate the employee's absence. The employee is expected to report for work whenever the court schedule permits.

### **Personal Leave**

As a full-time employee, and after your Introductory Period is completed, you are eligible to take one (1) day of paid personal leave during each fiscal year. Head Start ten (10) month staff only is eligible to take three (3) days of paid personal leave. You may use your personal leave in units of no less than two hours at any one time. Personal leave time is intended to be used to accomplish personal business that cannot be accomplished during time other than your normal working hours. You are required to request personal leave time from your supervisor at least one (1) day in advance and obtain his or her approval. During your first calendar year, the earned personal leave time is prorated.

If you are required to take a disability leave of absence, any accrued personal leave will be paid at the time the leave commences.

Employees going on unpaid required military leave of absence may apply their personal leave at the time the leave commences if they wish.

If you are on an approved leave of absence for less than thirty (30) days, your personal leave eligibility will not be affected; should the leave extend beyond thirty calendar days, personal leave time will not continue to accrue.

This personal leave policy does not apply if personal leave is needed as a result of self-inflicted injury, illegal substance abuse or alcohol abuse, or illness or injury incurred while in the act of committing a felony.

In the event of an illness or injury which is covered by workers' compensation insurance, this personal leave policy will not apply.

Personal leave may not be carried over and accumulated from year to year. Personal leave not used during a calendar year will be canceled out and not paid for.

Employees will not be paid for personal leave not taken at the time employment is terminated.

Leave Request (Form #PER127) must be certified by the Administrator and approved by your supervisor. The approved personal leave request form must be attached to the employee time sheet when submitted to payroll.

Occasionally, for medical, personal, or other reasons, you may need to be temporarily released from the duties of your job with "SHORE UP!", but may not wish to submit your resignation. Under certain circumstances, you may be eligible for an unpaid leave of absence.

## **UNPAID LEASES OF ABSENCES**

There are several types of unpaid leaves for which you may be eligible.

### **Family/Medical Leave**

In general, a leave of absence is an official authorization to be absent from work without pay for a specified period of time. "SHORE UP!" provides family or medical leaves of absence to eligible employees who are temporarily unable to work due to a serious health condition or disability. For purposes of this policy, serious health conditions or disabilities include inpatient care in a hospital, hospice, or residential medical care facility; continuing treatment by a health care provider; and temporary disabilities associated with pregnancy, childbirth, and related medical conditions.

Employees in the following employment classifications are eligible to request family or medical leave as described in this policy:

- Regular full-time employees
- Regular part-time employees

1. Employees are eligible if they have been actively employed for 12 months, and worked at least 1,250 hours (an average of 25 hours per week) during those 12 months. Salary continuation during any leave period shall depend upon the employee's qualifying for disability pay under our Disability Leave Policy.
2. Eligible employees are required to give 30 days advance notice to their supervisor in the event of a foreseeable medical treatment. To assist us in arranging work assignments during your absence, you are required to give us prior notice, indication, to the extent known, of your expected return date. To facilitate your return to work, you are required to provide us with two weeks advance notification of your intended return date. Failure to do so may delay your return date.

3. Whenever possible, and subject to your health care provider's approval, absences for planned medical treatment should be scheduled so as not to unduly disrupt agency operations.
4. A health care provider's statement must be submitted verifying the need for medical leave and its beginning and expected ending dates. Any changes in this information should be promptly reported to "SHORE UP!". Employees returning from medical leave must submit a health care provider's verification of their fitness to return to work.
5. Under the circumstances set forth below, each eligible employee shall have up to a total of 12 weeks leave during any (one year) 12 month period. Any combination of medical leave and family leave may not exceed this limit. If the initial period of approved absence proves insufficient, consideration will be given to a request for an extension. Employees will be required to first use any accrued paid leave time before taking unpaid family or medical leave.
6. Should you require an extended leave beyond the period of time described in this policy, we will seek to return you to a suitable position, but cannot guarantee that one will be available. Nevertheless, you may be eligible for continuing disability pay benefits during this period in accordance with applicable insurance coverage.
7. A family leave shall be granted upon the birth or adoption of a child of the employee, or upon the serious illness of the employee's child, spouse, or parent.
8. A medical leave shall be granted upon the employee's own serious illness.
9. In appropriate circumstances, we may require you to be examined by an agency designated physician, at the agency's expense.
10. In an event of a serious illness to the employee or his/her child, spouse, or parent, creating a need for unforeseeable family or medical leave, the employee should provide us with notice, as soon as practicable, of any needed time off, and a written doctor's certificate indicating the expected duration and nature of the illness, particularly as it relates to the employee's ability to come to work or the need for that employee's presence at home to care for a seriously ill family member.
11. For purposes of this policy, a child is defined as a natural, adopted, or foster child, a stepchild or a legal ward. If the child is over 18 he/she must be unable to care for himself/herself due to a serious illness.
12. A parent is defined as the employees or his/her spouse's natural, adoptive, or foster parent, stepparent, or legal guardian.
13. A serious illness is defined as a disabling physical or mental illness, injury, impairment, or condition involving (1) inpatient care in a hospital, nursing home, or

hospice; or (2) outpatient care requiring continuing treatment or supervision from a health care professional.

14. Leave of absence rights available to you under other sections of our policy shall be counted towards the total time off available under this section.
15. Upon completion of a leave granted under this section, you shall be reinstated to your original position, or an equivalent one. However, "SHORE UP!" cannot guarantee reinstatement in all cases.
16. If, due to your own medical circumstances, you are no longer able to perform your original job, we will attempt to transfer you to alternate suitable work, if available.
17. The pay allowances while on disability leave are based on an employee's length of service, as well as the state in which he/she is employed.
18. During a period of disability, you may be eligible for disability pay benefits. Please refer to the applicable plan documents for details on eligibility, benefit amounts, and other particulars.
19. Should you seek a Leave of Absence for reasons other than described above, we will evaluate such a request based on particular circumstances present at that time, including but not limited to your current and anticipated work responsibilities, performance, agency needs, etc. "SHORE UP!" reserves the right to refuse such a request at its sole discretion.
20. While on leave of absence provided for under this policy, we will continue your group health insurance benefits under the same terms as provided to other employees, for up to a maximum of 12 weeks leave time during any one year period. If your leave extends beyond 12 weeks, you shall be offered the opportunity to purchase continuing coverage under state and federal COBRA continuation rules.
21. Benefit accruals, such as vacation, sick leave, or holiday benefits, etc., shall be preserved at the level earned as of commencement of the leave, but shall not accrue further during any such leave period.
22. In order to properly schedule an employee's return to work, the employee on family or medical leave is requested to provide "SHORE UP!" with at least two weeks advance notice of the date he/she intends to return to work.
23. If an employee fails to report to work at the end of the approved family or medical leave period, "SHORE UP!" will consider the employee terminated from employment.

## **Disability (Including Pregnancy) Leave of Absence**

“SHORE UP!” may grant an unpaid leave of absence for illness, disability or pregnancy. To request a disability leave of absence from your supervisor, you should submit, or have someone submit for you, a statement of ill health or disability from your doctor. (Pregnancy is treated, for the purposes of this policy, the same as an illness or disability.) An approved disability leave may be granted for up to ninety (90) days. If necessary, you may request extensions in thirty (30) day increments for a maximum of one (1) year. Whenever possible, you are required to give as much notice as possible of your pending need for a disability leave of absence.

In the case of pregnancy, please inform your supervisor as soon as possible of the date you and your doctor anticipate that you will begin your leave. Your job status will be protected to the extent that we will make every effort to allow you to return to your former work, or similar work if available, for which you may be qualified.

At the time the disability leave begins, any accrued personal leave or sick leave will be paid. Vacation time previously earned (but not used) at that time will also be paid if the employee so desires. These benefits do not continue to accrue during a leave of more than thirty (30) calendar days. This policy applies to all employees. Your group insurance booklet should be reviewed to determine your insurance coverage during a leave of absence.

Employees who must remain away from work for more than the period of time allowed above will be considered terminated from employment. They are welcome to reapply subject to "SHORE UP!'s" usual hiring policies.

Employees who develop an illness or physical condition which requires medical treatment or restrictions and precautions as to their health will be required to submit a physician's statement. This statement must give approval that continued full-time employment in their present position will not jeopardize their health or the safety of others, in the event they continue to work. A similar statement is required upon return from a disability leave.

Should your attendance or job performance suffer during the period preceding and/or following a disability leave, we will accommodate you to the extent provided by law. We are under no obligation to reduce or alter your work load, or to assign fewer than the usual hours of work.

## **Educational Leave of Absence**

An educational leave of absence may be approved if the desired curriculum is of mutual benefit to you and to "SHORE UP!". Apply in the same manner as you would for a personal leave of absence.

## **Election Day**

"SHORE UP!" encourages employees to fulfill their civic responsibilities by participating in local, state, and national elections. Generally, employees are able to find time to vote either before or after their regular work schedule. If employees are unable to vote in an election during their nonworking hours, "SHORE UP!" will grant up to two hours of unpaid time off to vote in a governmental election or referendum.

Employees should request time off to vote from their supervisor at least two working days prior to the election day. Advance notice is required so that the necessary time off can be scheduled at the beginning or end of the work shift, whichever provides the least disruption to the normal work schedule.

You will not be paid for such time. Personal leave time, if available, may be used for this purpose.

## **Military Leave of Absence**

If you are a full-time employee and are inducted into the U.S. Armed Forces, you will be eligible for re-employment after completing military service, provided:

1. You show your orders to your supervisor as soon as you receive them.
2. You satisfactorily complete your active duty service.
3. You enter the military service directly from your employment with "SHORE UP!"
4. You apply for and are available for re-employment within ninety (90) days after discharge from active duty. If you are returning from up to six (6) months active duty for training, you must apply within a reasonable time (usually thirty (30) days) after discharge.

## **Personal Leave of Absence without Pay**

"SHORE UP!" provides leaves of absence without pay to eligible employees who wish to take time off from work duties to fulfill personal obligations. However, leave will never be granted for taking employment elsewhere or going into business for yourself.

Employees in the following employment classification(s) are eligible to request personal leave as described in this policy:

Regular full-time employees  
Regular part-time employees

Eligible employees may request personal leave only after having completed one (1) full year of service. As soon as eligible employees become aware of the need for a personal leave of absence, they should request a leave from their supervisor. Your supervisor will submit your request to the Personnel Office.

Personal leave may be granted for a period of up to thirty days. If your leave is extended for more than thirty (30) days, vacation and other benefits will no longer continue to accrue. With the supervisor's approval, an employee may take any available sick leave or vacation leave as part of the approved period of leave.

Requests for personal leave will be evaluated based on a number of factors, including anticipated work load requirements and staffing considerations during the proposed period of absence.

When the leave ends, every reasonable effort will be made to return the employee to the same position, if it is available, or to a similar available position for which the employee is qualified. However, "SHORE UP!" cannot guarantee reinstatement in all cases.

If an employee fails to report to work promptly at the expiration of the approved leave period, the employee will be considered terminated from employment.

## **Accepting Other Employment or Going Into Business While on Leave of Absence**

If you accept any employment or go into business while on a leave of absence from "SHORE UP!", you will be considered to have voluntarily resigned from employment with SHORE UP!" as of the day on which you began your leave of absence.

## **Insurance Premium Payment During Leaves of Absence**

"SHORE UP!" will continue to pay our share of insurance premiums for employee coverage and dependent coverage for a maximum of six (6) months while you are on a disability leave of absence. While you are on any other type of unpaid leave of absence from "SHORE UP!", you will be responsible for paying the total premiums for your coverage and that of your dependents while on leave. Failure to do so may result in loss



of coverage and possible refusal by the insurance carrier to allow your coverage to be reinstated.

## **OTHER BENEFITS**

### **Credit Union Membership**

Any regular employee of "SHORE UP!" either full or part-time, is eligible to join the credit union. Employees may complete an application to the local State Employment Credit Union.

In addition, employees may elect to have all or part of their pay deposited directly into their account with the State Employment Credit Union.

Employees must contact the Personnel Office for information and forms necessary to set up a direct deposit. The amount automatically deducted will be noted on the employee's pay stub.

### **Blood Bank Program**

"SHORE UP!" offers free membership in our group Blood Bank Program. A membership covers you and your dependents the moment you enroll. There are no age or physical requirements for membership. Should you ever need blood, anytime and at any hospital in the U.S., the blood will be provided free of charge.

When you join the Blood Bank, you agree to meet a blood obligation about once every two years by either giving blood yourself, having someone else give for you, or paying the cost of one pint of blood. Any membership that is transferred will retain the credit that they have accumulated with their individual plan.

### **Educational Assistance**

"SHORE UP!" recognizes that the skills and knowledge of its employees are critical to the success of the organization. The educational assistance program encourages personal development through formal education so that employees can maintain and improve job-related skills or enhance their ability to compete for reasonably attainable jobs within "SHORE UP!".

Full-time employees may continue their education in a related field and "SHORE UP!" may reimburse all or part of the registration and tuition costs. All courses must be pre-approved by your supervisor (Form #PER128).

Funds for educational assistance must be available within the respective project budget. To maintain eligibility employees must remain on the active payroll and be performing their job satisfactorily through completion of each course. Employees in the following employee classification(s) are eligible for educational assistance:

## Regular full-time employees

While educational assistance is expected to enhance employees performance and professional abilities, "SHORE UP!" cannot guarantee that participation in formal education will entitle the employee to automatic advancement, a different job assignment, or pay increases.

"SHORE UP!" invests in educational assistance to employees with the expectation that the investment be returned through enhanced job performance. However, if an employee voluntarily separates from "SHORE UP!"'s employment within one year of the last educational assistance payment, the amount of the payment will be considered only a loan. Accordingly, the employee will be required to repay up to 100 percent of the original educational assistance payment.

The maximum reimbursement per semester will be for two (2) courses, not to exceed six (6) credit hours. The employee must submit a written request to their supervisor (Form #PER 129).

Once the course is completed, submit a certified transcript of grades, with receipts for expenses. "SHORE UP!" will reimburse you as described below for the portion of the registration and tuition that was pre-approved. Incentives have been established to reward better than average performance.

Reminder: If you are taking a pre-approved seminar that offers continuing education credit, be sure to give your supervisor a copy of the Continuing Education Credit Certificate (or other document) to include in your personnel file.

In order to qualify for this Education Assistance benefit you must:

1. Advise your supervisor, prior to enrolling for the class, that you intend to take a particular course. Your supervisor will advise you whether the course is of a nature that "SHORE UP!" will approve for partial or total reimbursement of tuition and fees.
2. Individual courses or courses that are part of a degree, licensing, or certification program must be related to the employee's current job duties or a foreseeable-future position in the agency and offered by an approved educational institution in order to be eligible for educational assistance. "SHORE UP!" has the sole discretion to determine whether a course relating to an employee's current job duties or a foreseeable-future position. Employees should contact their Supervisor for more information or questions about educational assistance.
3. The amount of course reimbursement is based on the final grade you receive for the course, as follows:

A = 100%      B = 90%      C = 60%      <C = 0%

4. "SHORE UP!" will provide educational assistance to all eligible employees who have completed one year of service in an eligible employment classification.
5. If your employment with "SHORE UP!" terminates for any reason, other than lay-off, within one (1) year after completing the course, you must agree to pay "SHORE UP!" back.
6. If you are eligible to receive educational benefits from other sources, such as the veteran Administration, "SHORE UP!" will not reimburse your educational expenses.

### **Educational Leave with Pay**

1. The employee may not be excused from work more than one-half day (including travel time) on days when classes are scheduled. Time missed from work for class attendance required by the employing project, (including travel time) will not have to be made up.
2. When participation is not mandatory on the part of the employing department, courses taken will be during non-working hours, if available. If participation is not mandatory by the employing department, any time lost during regular work hours for class must be made up.
3. Tuition and related fees will be paid by the employee. Upon successful completion of the courses and submission of final grade to the Supervisor, the employee will be reimbursed for the amount of tuition charges only. Other fees and text book expenses are to be borne by the employee.
4. Part-time work release requests will be approved for all employees where funds and staffing permit, if they have at least one (1) year of experience and have up-to-date, satisfactory performance evaluations. During instructional periods, participating employees will be on full pay and benefits status.
5. The employee must submit a written request to his/her supervisor stating the following:
  - Time of class or training;
  - Effective Date;
  - Cost, if reimbursement is expected; and
  - Proposed scheduled hours of work.
6. If the immediate supervisor approves, the request is forwarded by that official to the Personnel Office for validation. The Personnel office will forward the employee's records to the Executive Director for final approval. The Personnel Office will inform all parties of the final decision within ten (10) days after receipt of all necessary information.

## **Flower Policy**

If you are hospitalized for three (3) days or more, "SHORE UP!" will send a flower arrangement.

In the event of death of you or your spouse, "SHORE UP!" will send a flower arrangement.

The supervisor must inform the Executive Secretary and she will make the necessary arrangements.

## **Employee Assistance Program**

"SHORE UP!" provides an Employee Assistance Program (EAP) which is designed to provide a confidential service for our employees whose personal problems are affecting their abilities to function at top efficiency in their work. This service is available to all full-time employees. Arrangements will be made for you, by the Personnel Office, to be seen by a professional who is specially trained in your specific problem area, including:

- Alcoholism
- Domestic violence
- Drug dependency
- Financial problems

Confidentiality is one of the most important aspects of the program. If you contact the Personnel office directly, no one in the agency will know about it unless you tell them. No information concerning the nature of your problem will be released without your written consent. Participation in the Employee Assistance Program will not affect future promotional opportunities. "SHORE UP!" assumes the costs for the Employee Assistance Program assessment and referral. Other costs, like treatment, are generally covered in part or in full by the group insurance plan.

## **WORK CONDITIONS AND HOURS**

### **WORK SCHEDULES**

All offices must be staffed and employees are expected to be working between the hours of 8:30 a.m. and 5:00 p.m., Monday through Friday.

Within a work schedule, the approved sequence of days and hours of work are as follows:

8:30 a.m. to 12:00 noon;  
1:00 p.m. to 4:30 p.m.;  
Monday through Friday.

9:00 a.m. to 12:30 p.m.;  
1:30 p.m. to 5:00 p.m.;  
Monday through Friday.

The normal work schedule for all employees is seven hours a day, five days a week. Supervisors will advise employees of the times their schedules will normally begin and end. Staffing needs and operational demands may necessitate variations in starting and ending times, as well as variations in the total hours that may be scheduled each day and week. Any deviations must be approved through the Personnel Office and the Executive Director.

Employees whose salaries are paid by another agency, but who are placed at "SHORE UP!", will follow the same work schedule as prescribed for "SHORE UP!" employees.

Supervisors are responsible for their employees, presence on the job during their scheduled hours of work. Failure to comply with scheduled work hours can result in disciplinary action.

### **Absence or Lateness**

From time to time, it may be necessary for you to be absent from work. "SHORE UP!" is aware that emergencies, illnesses, or pressing personal business that cannot be scheduled outside your work hours may arise. Sick days and personal days have been provided for this purpose.

If you are unable to report to work, or if you will arrive late, please contact your supervisor immediately. Give him or her as much time as possible to arrange for someone else to cover your position until you arrive. If you know in advance that you will need to be absent, you are required to request this time off directly from your supervisor. He or she will determine when will be the most suitable time for you to be absent from your work.

When you call in to inform "SHORE UP!" of an unexpected absence or late arrival, ask for your supervisor directly. For late arrivals, please indicate when you expect to arrive for work. Notifying the switchboard operator or a fellow-employee is not sufficient. If you are unable to call in yourself because of an illness, emergency or for some other reason, be sure to have someone call on your behalf. If your supervisor is not available when you call, you may leave the information with another supervisor.

Absence from work for two (2) consecutive days without notifying your supervisor or the personnel administrator will be considered a voluntary resignation.

### **Report of Absent or Lateness**

If you are absent because of illness for three (3) or more successive days, your supervisor may request that you submit written documentation from your doctor.

If you are absent five (5) or more days because of illness, you may be required to provide written documentation from a doctor that you are able to resume normal work duties before you will be allowed to return to work. You will be responsible for any charges made by your doctor for this documentation.

Your supervisor will make a note of any absence or lateness, and the reason, in your personnel file. Your attendance record will be considered when evaluating requests for promotions, transfers, leaves of absence, and approved time off, as well as scheduling layoffs, etc.

### **Attendance**

You are expected to be at your work station and ready to work at the beginning of your assigned daily work hours, and you are expected to remain at your work station until the end of your assigned work hours, except for approved breaks and lunch. When your work takes you away from your work station, please let your supervisor know where you are going and how long you expect to be gone.

Be aware that excessive time off could lead to disciplinary action.

### **Excessive Absenteeism or Lateness**

In general, three (3) absences in a 90-day period, or a consistent pattern of absence, will be considered excessive, and the reasons for the absences may come under question. Tardiness or leaving early is as detrimental to "SHORE UP!" as an absence. Three (3) such incidents in a 90-day period will be considered a "tardiness pattern" and will carry the same weight as an absence. Other factors, like the degree of lateness, days that they occur, (etc. consistently absent on Monday and Friday), may be considered.

Your supervisor will make a note of any absence or lateness, and the reason, in your personnel file. Your attendance record will be considered when evaluating requests for

promotions, transfers, leaves of absence, and approved time off, as well as scheduling layoffs, etc.

Be aware that excessive absenteeism, lateness or leaving early may lead to disciplinary action, including possible dismissal.

### **Lunch Period**

If you work longer than four (4) hours, you will be given an unpaid lunch period. The time when lunch periods are scheduled varies among departments, depending on the needs of each department. Your supervisor will give you your lunch period schedule.

All full-time regular employees are provided with one lunch period of 60 minutes in length each workday.

You are expected to take your full allotted time for lunch. You are requested not to perform any work during your regularly scheduled lunch period, unless specifically requested to do so by your supervisor. In that event, your lunch will be rescheduled or you will be paid for the time that you worked.

You may leave the premises during your lunch period. It is important to return to work on time at the end of your lunch period.

### **Smoking**

In keeping with "SHORE UP!"'s intent to provide a safe and healthful work environment, smoking is prohibited anywhere on the premises, inclusive of, but not limited to, buildings and vehicles.

This policy applies equally to all employees, customers, and visitors.

## **WORKING CONDITIONS**

### **Safety**

To assist in providing a safe and healthful work environment for employees, customers, and visitors, "SHORE UP!" employees must practice safe working habits. The Personnel Office has responsibility for implementing, administering, monitoring, and advocating the safety programs. Its success depends on the alertness and personal commitment of all.

"SHORE UP!" will provide information to employees about workplace safety and health issues through internal communication channels such as supervisor-employee meetings, bulletin board postings, memos, or other written communications.

Some of the best safety improvement ideas come from employees. Those with ideas, concerns, or suggestions for improved safety in the workplace are encouraged to raise them with their supervisor, or with another supervisor or manager, or bring them to the attention of the Personnel Office. Reports and concerns about workplace safety issues may be made anonymously if the employee wishes. All reports can be made without fear of reprisal.

Each employee is expected to exercise caution in all work activities. Employees must immediately report any unsafe condition to the appropriate supervisor. Employees who cause hazardous or dangerous situations or who fail to report or, where appropriate, remedy such situations, may be subject to disciplinary action, up to and including termination of employment.

In the case of accidents that result in injury, regardless of how insignificant the injury may appear, employees should immediately notify the Personnel Office or your supervisor. Such reports are necessary to comply with laws and initiate insurance and workers' compensation benefits procedures.

### **Use of Equipment and Vehicles**

Equipment and vehicles essential in accomplishing job duties are expensive and may be difficult to replace. When using property, employees are expected to exercise care, perform required maintenance, and follow all operating instructions, safety standards, and guidelines.

Please notify the supervisor if any equipment, machines, tools, or vehicles appear to be damaged, defective, or in need of repair. Prompt reporting of damages, defects, and the need for repairs could prevent deterioration of equipment and possible injury to employees or others. The supervisor can answer any questions about an employee's responsibility for maintenance and care of equipment or vehicles used on the job.

The improper, careless, negligent, destructive, or unsafe use or operation of equipment or vehicles, as well as excessive or avoidable traffic and parking violations, can result in disciplinary action, up to and including termination of employment.

### **Visitors in the workplace**

To provide for the safety and security of employees and the facilities at "SHORE UP!" only visitors who have been authorized to visit, the premises are allowed in the workplace. Restricting unauthorized visitors helps maintain safety standards, protects against theft, ensures security of equipment, protects confidential information, safeguards employee welfare, and avoids potential distractions and disturbances.

All visitors should enter "SHORE UP!" properties at the main entrance. Authorized visitors will receive directions or be escorted to their destination. Employees are responsible for the conduct and safety of their visitors.



If an unauthorized individual is observed on "SHORE UP!"'s premises, employees should immediately notify their supervisor or, if necessary, direct the individual to the main entrance.

In addition, when a visitor refuses to leave the premises when asked, employees are authorized to contact the local law enforcement officials if necessary.

### **Computer and E-mail usage**

Computers, computer files, the E-mail system, and software furnished to employees are "SHORE UP!" property intended for business use. Employees should not use a password, access a file, or retrieve any stored communication without authorization. To ensure compliance with this policy, computer and E-mail usage may be monitored.

"SHORE UP!" strives to maintain a workplace that is free of harassment and sensitive to the diversity of its employees. Therefore, "SHORE UP!" prohibits the use of computers and the E-mail system in ways that are disruptive, offensive to others, or harmful to morale.

For example, the display or transmission of sexually explicit images, messages, and cartoons is not allowed. Other such misuse includes, but is not limited to, ethnic slurs, racial comments, off-color jokes, or anything that may be construed as harassment or showing disrespect for others.

E-mail may not be used to solicit others for commercial ventures, religious or political causes, outside organizations, or other non-business matters.

"SHORE UP!" purchases and licenses the use of various computer software for business purposes and does not own the copyright to this software or its related documentation. Unless authorized by the software developer, "SHORE UP!" does not have the right to reproduce such software for use on more than one computer.

Employees may only use software on local area networks or on multiple machines according to the software license agreement. "SHORE UP!" prohibits the illegal duplication of software and its related documentation.

Employees should notify their immediate supervisor, the MIS Manager or any member of management upon learning of violations of this policy. Employees who violate this policy will be subject to disciplinary action, up to and including termination of employment.

### **Use of Phone and Mail System**

Personal use of telephones for long-distance and toll calls is not permitted. Employees should practice discretion in using agency telephones when making local personal calls

and may be required to reimburse "SHORE UP!" for any charges resulting from their personal use of the telephone.

The mail system is reserved for business purposes only. Employees should refrain from sending or receiving personal mail at the workplace.

To ensure effective telephone communications, employees should always use the approved greeting and speak in a courteous and professional manner. Please confirm information received from the caller, and hang up only after the caller has done so.

### **Workplace Monitoring**

Workplace monitoring may be conducted by "SHORE UP!" to ensure quality control, employee safety, security, and customer satisfaction.

Employees who regularly communicate with customers may have their telephone conversations monitored by a designated Supervisor. Telephone monitoring is used to identify and correct performance problems through targeted training. Improved job performance enhances our customers' image of "SHORE UP!" as well as their satisfaction with our service.

Computers furnished to employees are the property of "SHORE UP!". As such, computer usage and files may be monitored or accessed by Supervisors or the MIS Manager.

"SHORE UP!" may conduct video surveillance of non-private workplace areas. Video monitoring is used to identify safety concerns, maintain quality control, detect theft and misconduct, and discourage or prevent acts of harassment and workplace violence.

Employees can request access to information gathered through workplace monitoring that may impact employment decisions. Access will be granted unless there is a legitimate business reason to protect confidentiality or an ongoing investigation.

Because "SHORE UP!" is sensitive to the legitimate privacy rights of employees, every effort will be made to guarantee that workplace monitoring is done in an ethical and respectful manner.

### **Telecommuting**

Telecommuting is the practice of working at home or at a site near the home instead of physically traveling to a central workplace. It is a work alternative that "SHORE UP!" may offer to some employees when it would benefit both the organization and the employee.

Employees who believe telecommuting can enhance their ability to get the job done should submit a written request to their managers proposing how it will benefit "SHORE UP!" and themselves. The request should explain how they will be accountable and

responsible, what equipment is necessary, and how communication barriers will be overcome.

The decision to approve a telecommuting arrangement will be based on factors such as position and job duties, performance history, related work skills, and the impact on the organization.

The employee's compensation, benefits, work status, work responsibilities, and the amount of time the employee is expected to work per day or per pay period will not change due to participation in the telecommuting program (unless otherwise agreed upon in writing).

The employee's at-home work hours will conform to a schedule agreed upon by the employee and his or her supervisor. If such a schedule has not been agreed upon, the employee's work hours will be assumed to be the same as they were before the employee began telecommuting. Changes to this schedule must be reviewed and approved in advance by the employee's supervisor.

The employee should not undertake to provide primary care for a young child during at-home working hours. If a young child will be home during the employee's at-home working hours, some other individual should be present to provide primary care. However, if a young child is ill, the employee may, on a temporary basis, provide primary care for that child subject to approval of the employee's supervisor.

While working at home, the employee also should not undertake to provide primary care for an elderly adult, who would otherwise require the care of a nurse.

Telecommuting is an alternative method of meeting the needs of the organization and is not a universal employee benefit. As such, "SHORE UP!" has the right to refuse to make telecommuting available to an employee and to terminate a telecommuting arrangement at any time.

## EMPLOYEE CONDUCT & DISCIPLINARY ACTION

**Nothing in this section on Disciplinary Actions is to be construed as altering the employee's "at will" status nor shall same be construed as an expressed or implied contract of employment or binding legal agreement.**

### EMPLOYEE CONDUCT

Whenever people gather together to achieve goals, some rules of conduct are needed to help everyone work together efficiently, effectively, and harmoniously. Some people have problems with "rules" and "authority figures," and past experience may have justified these thoughts and feelings; however, at "SHORE UP!", we hold ourselves to a high standard of quality where the rules and authority figures simply assure that quality is maintained.

By accepting employment with us, you have a responsibility to "SHORE UP!" and to your fellow employees to adhere to certain rules of behavior and conduct. The purpose of these rules is not to restrict your rights, but rather to be certain that you understand what conduct is expected and necessary. When each person is aware that he or she can fully depend upon fellow workers to follow the rules of conduct, then our organization will be a better place to work for everyone.

### Unacceptable Activities

Generally speaking, we expect each person to act in a mature and responsible way at all times. However, to avoid any possible confusion, some of the more obvious unacceptable activities are noted below. Your avoidance of these activities will be to your benefit as well as the benefit of "SHORE UP!". If you have any questions concerning any work or safety rule, or any of the unacceptable activities listed, please see your supervisor for an explanation.

Occurrences of any of the following violations, because of their seriousness, may result in immediate dismissal without warning:

- Willful violation of any agency rule; any deliberate action that is extreme in nature and is obviously detrimental to "SHORE UP!'s" efforts to operate successfully.
- Willful violation of security or safety rules or failure to observe safety rules or "SHORE UP!" safety practices; failure to wear required safety equipment; tampering with "SHORE UP!" equipment or safety equipment.
- Negligence or any careless action which endangers the life or safety of another person.
- Being intoxicated or under the influence of controlled substance drugs while at work; use or possession or sale of controlled substance drugs in any quantity

while on agency premises except medications prescribed by a physician which do not impair work performance.

- Unauthorized possession of dangerous or illegal firearms, weapons or explosives on agency property or while on duty.
- Engaging in criminal conduct or acts of violence, or making threats of violence toward anyone on agency premises or when representing "SHORE UP!"; fighting, or horseplay or provoking a fight on agency property, or negligent damage of property.
- Insubordination or refusing to obey instructions properly issued by your supervisor pertaining to your work; refusal to help out on a special assignment.
- Threatening, intimidating or coercing fellow employees or agency clients on or off the premises - at any time, for any purpose.
- Engaging in an act of sabotage; willfully or with gross negligence causing the destruction or damage of agency property, or the property of fellow employees, customers, suppliers, or visitors in any manner.
- Theft of agency property or the property of fellow employees or agency clients; unauthorized possession or removal of any agency property, including documents, from the premises without prior permission from management; unauthorized use of agency equipment or property for personal reasons; using agency equipment for profit.
- Dishonesty; willful falsification or misrepresentation on your application for employment or other work records; lying about sick or personal leave; falsifying reason for a leave of absence or other data requested by "SHORE UP!"; alteration of agency records or other agency documents.
- Violating the non-disclosure agreement; giving confidential or proprietary "SHORE UP!" information to competitors or other organizations or to unauthorized "SHORE UP!" employees; working for a competing business while a "SHORE UP!" employee; breach of confidentiality of personnel information.
- Malicious gossip and/or spreading rumors; engaging in behavior designed to create discord and lack of harmony; interfering with another employee on the job; willfully restricting work output or encouraging others to do the same.
- Immoral conduct or indecency on agency property.
- Conducting a lottery or gambling on agency premises.

Occurrences of any of the following activities, as well as violations of any "SHORE UP!" rules or policies, may be subject to disciplinary action, including immediate dismissal without warning. This list is not all-inclusive.

- Unsatisfactory or careless work; failure to meet production or quality standards as explained to you by your supervisor; mistakes due to carelessness or failure to get necessary instructions.
- Any act of harassment, sexual, racial or other; telling sexist or racial-type jokes; making racial or ethnic slurs.
- Leaving work before the end of a workday or not being ready to work at the start of a workday without approval of your supervisor; stopping work before time specified for such purposes.

- Sleeping on the job; loitering or loafing during working hours.
- Excessive use of agency telephone for personal calls.
- Leaving your work station during your work hours without the permission of your supervisor, except to use the rest room.
- Smoking in restricted areas or at non-designated times, as specified by department rules.
- Creating or contributing to unsanitary conditions.
- Posting, removing or altering notices on any bulletin board on agency property without permission of an officer of "SHORE UP!".
- Failure to report an absence or late arrival; excessive absence or lateness.
- Obscene or abusive language toward any supervisor, employee or customer; indifference or rudeness towards a customer or fellow employee; any disorderly/antagonistic conduct on agency premises.
- Failure to immediately report damage to, or an accident involving agency equipment.
- Soliciting during working hours and/or in working areas; selling merchandise or collecting funds of any kind for charities or others without authorization during business hours, or at a time or place that interferes with the work of another employee on agency premises.
- Failure to maintain a neat and clean appearance in term of the standards established by your supervisor; any departure from accepted conventional modes of dress or personal grooming; wearing improper or unsafe clothing.
- Eating food and beverages in undesignated areas or at your work station.
- Failure to use your timesheet; alteration of your own timesheet or records or attendance documents; punching or altering another employee's timesheet or records, or causing someone to alter your timesheet or records.
- Physical or verbal abuse of a customer.
- Leaving a disabled vulnerable client unattended.

### **Progressive Discipline**

The purpose of this policy is to state "SHORE UP!'s" position on administering equitable and consistent discipline for unsatisfactory conduct in the workplace. The best disciplinary measure is the one that does not have to be enforced and comes from good leadership and fair supervision at all employment levels.

"SHORE UP!'s" own best interest lies in ensuring fair treatment of all employees and in making certain that disciplinary actions are prompt, uniform, and impartial. The major purpose of any disciplinary action is to correct the problem, prevent recurrence, and prepare the employee for satisfactory service in the future.

Disciplinary action may call for any of four steps -- verbal warning, written warning, suspension with or without pay, or termination of employment -- depending on the severity of the problem and the number of occurrences. There may be circumstances when one or more steps are bypassed.

Progressive discipline means that, with respect to most disciplinary problems, these steps will normally be followed: a first offense may call for a verbal warning; a next offense may be followed by a written warning; another offense may lead to a suspension; and, still another offense may then lead to termination of employment. While this may be the desired course of discipline, nothing herein is to be construed as limiting SHORE UP!'s right to terminate employment "at will", with or without cause and with or without notice.

"SHORE UP!" recognizes that there are certain types of employee problems that are serious enough to justify either a suspension, or, in extreme situations, termination of employment, without going through the usual progressive discipline steps.

While it is impossible to list every type of behavior that may be deemed a serious offense, the EMPLOYEE CONDUCT AND WORK RULES policy includes examples of problems that may result in immediate suspension or termination of employment. However, the problems listed are not all necessarily serious offenses, but may be examples of unsatisfactory conduct that will trigger progressive discipline.

By using progressive discipline, we hope that most employee problems can be corrected at an early stage, benefiting both the employee and "SHORE UP!".

### **Disciplinary Actions**

Unacceptable behavior which does not lead to immediate dismissal may be dealt with in the following manner:

- Verbal Warning
- Written Warning
- Decision Making Leave

Written warnings will include the reasons for the supervisor's dissatisfaction and any supporting evidence. You will have an opportunity to defend your actions and rebut the opinion of your supervisor at the time the warning is issued. Disciplinary actions may also include suspensions or other measures deemed appropriate to the circumstances.

The Discipline Policy applies to all regular employees who have completed the introductory period.

This policy pertains to matters of conduct as well as the employee's competence. However, an employee who does not display satisfactory performance and accomplishment on the job may be dismissed, in certain cases, without resorting to the steps set forth in this policy.

Under normal circumstances, supervisors are expected, but not required, to follow the three-step procedure outlined below. There may be particular situations, however, in

which the seriousness of the offense justifies the omission of one or more of the steps in the procedure. Likewise, there may be times when the agency may decide to repeat a disciplinary step.

To insure that "SHORE UP!" business is conducted properly and efficiently, you must conform to certain standards of attendance, conduct, work performance and other work rules and regulations.

When a problem in these areas does arise, your supervisor will coach and counsel you in mutually developing an effective solution. If, however, you fail to respond to coaching or counseling, or an incident occurs requiring formal discipline, the following procedures may occur.

#### Step One: Verbal Warning

Your supervisor will meet with you to discuss the problem, making sure that you understand the nature of the violation and the expected remedy. The purpose of this conversation is to remind you of exactly what the rule or performance expectation is and also remind you that it is your responsibility to meet that expectation.

You will be informed that the verbal warning is the first step of the discipline procedure. Your supervisor will fully document the Verbal Warning, which will remain in effect for (1) month. Documentation of the incident will remain in the department file and will not be placed in your permanent record, unless another disciplinary transaction occurs.

#### Step Two: Written Warning

If your performance does not improve within the (1) month period, or if you are again in violation of, "SHORE UP!" practices, rules or standards of conduct, your supervisor, after reviewing the situation with their supervisor, will discuss the problem with you, emphasizing the seriousness of the problem and the need for you to immediately remedy the problem.

Following the conversation, your supervisor will write a memo to you summarizing the discussion. The original memo will go to you and a copy will be routed to the Personnel Department and the Administrator. The Personnel copy of the memo will be placed in your file.

The Written Warning will remain in effect for (6) months.

#### Step Three: Decision-Making Leave

If your performance does not improve within the (6) month period following a Written Reminder, or if you are again in violation of "SHORE UP!" practices, rules or standards of conduct, you will be placed on Decision Making Leave. The Decision Making Leave is the final step of "SHORE UP's" disciplinary system.



Decision making Leave is a paid, one-day disciplinary suspension. Employees on Decision making Leave will spend the following day away from work deciding whether to correct the immediate problem and conform to all of the agency's practices, rules and standards of conduct, or to quit and terminate their employment with "SHORE UPI".

If your decision following the Decision Making Leave is to return to work and abide by "SHORE UP!" practices, rules and standards of conduct, your supervisor will write a letter to you explaining your commitment and the consequences of failing to meet this commitment. You will be required to sign the letter to acknowledge receipt. A copy of the letter will be routed to senior supervisors in your chain of command. A copy will be placed in your personnel file.

You will be allowed to return to work with the understanding that if a positive change in behavior does not occur or if another disciplinary problem occurs within the next (9) months, you will be terminated.

If you are unwilling to make such a commitment, you may be terminated.

#### Crisis Suspension

If you commit any of the actions listed below, or any other action not specified but determined by "SHORE UP!" to be serious, you will be suspended without pay pending the investigation of the situation. Following the investigation you may be terminated without any previous disciplinary action having been taken.

1. Theft
2. Falsification of Agency records
3. Failure to follow safety practices
4. Conflict of interest
5. Threat of, or the act of doing bodily harm
6. Willful or negligent destruction of property
7. Possession of intoxicants, drugs or narcotics
8. Neglect of duty
9. Refusal to perform assigned work or to follow a direct order
10. Physical or verbal abuse of agency clients

#### Dismissal

If your performance is unsatisfactory due to lack of ability, failure to abide by "SHORE UP!", rules or failure to fulfill the requirements of your job, you will be notified of the problem. If satisfactory change does not occur, you may be dismissed. Some incidents may result in immediate dismissal.

To ensure orderly operations and provide the best possible work environment, "SHORE UP!" expects employees to follow rules of conduct that will protect the interests and safety of all employees and the organization.

## **DRUG AND ALCOHOL POLICY**

It is "SHORE UP!'s" desire to provide a drug-free, healthful, and safe workplace. To promote this goal, employees are required to report to work in appropriate mental and physical condition to perform their jobs in a satisfactory manner.

While on "SHORE UP!" premises and while conducting business-related activities off "SHORE UP!" premises, no employee may use, possess, distribute, sell, or be under the influence of alcohol or illegal drugs. The legal use of prescribed drugs is permitted on the job only if it does not impair an employee's ability to perform the essential functions of the job effectively and in a safe manner that does not endanger other individuals in the workplace.

Violations of this policy will lead to disciplinary action, up to and including immediate termination of employment, and/or required participation in a substance abuse rehabilitation or treatment program. Such violations may also have legal consequences.

To inform employees about important provisions of this policy, (Form #PER130) "SHORE UP!" provides information on the dangers and effects of substance abuse in the workplace, resources available to employees, and consequences for violations of this policy.

Employees with questions or concerns about substance dependency or abuse are encouraged to discuss these matters with their supervisor or the Personnel Director to receive assistance or referrals to appropriate resources in the community.

Employees with drug or alcohol problems that have not resulted in, and are not the immediate subject of, disciplinary action may request approval to take unpaid time off to participate in a rehabilitation or treatment program through "SHORE UP!'s" health insurance benefit coverage. Leave may be granted if the employee agrees to abstain from use of the problem substance; abides by all "SHORE UP!" policies, rules, and prohibitions relating to conduct in the workplace; and if granting the leave will not cause "SHORE UP!" any undue hardship.

Under the Drug-Free Workplace Act, an employee who performs work for a government contract or grant must notify "SHORE UP!" of a criminal conviction for drug-related activity occurring in the workplace. The report must be made within five days of the conviction.

## **Drug Testing**

Using or being under the influence of drugs or alcohol on the job may pose serious safety and health risks. To help ensure a safe and healthful working environment, conditional and other employees may be asked to provide urine and/or blood samples to determine the illicit or illegal use of drugs and alcohol. Refusal to submit to drug testing will result in disciplinary action, up to and including termination of employment.

The Personnel Office will provide confidential counseling and referral services to employees for assistance with such problems as drug and/or alcohol abuse or addiction. It is the employees responsibility to seek assistance prior to reaching a point where his or her judgment, performance, or behavior has led to imminent disciplinary action.

Copies of the drug testing policy will be provided to all employees (Form #PER131). Employees will be asked to sign an acknowledgement form indicating that they have received a copy of the drug testing policy. Questions concerning this policy or its administration should be directed to your supervisor or the Personnel office.

Employees with questions on this policy or issues related to drug or alcohol use in the workplace should raise their concerns with their supervisor or the Personnel Director without fear of reprisal.

## **WORK RULES**

### **Sexual and other Unlawful Harassment**

"SHORE UP!" is committed to providing a work environment that is free of discrimination and unlawful harassment. Actions, words, jokes, or comments based on an individual's sex, race, ethnicity, age, religion, or any other legally protected characteristic will not be tolerated. As an example, sexual harassment (both overt and subtle) is a form of employee misconduct that is demeaning to another person, undermines the integrity of the employment relationship, and is strictly prohibited.

Any employee who wants to report an incident of sexual or other unlawful harassment should promptly report the matter to his or her supervisor. If the supervisor is unavailable or the employee believes it would be inappropriate to contact that person, the employee should immediately contact the Personnel Director or any other member of management. Employees can raise concerns and make reports without fear of reprisal.

Any supervisor or manager who becomes aware of possible sexual or other unlawful harassment should promptly advise the Personnel Director or any member of management who will handle the matter in a timely and confidential manner.

Anyone engaging in sexual or other unlawful harassment will be subject to disciplinary action, up to and including termination of employment.

Copies of the sexual harassment policy will be provided to all employees (Form #PER132). Employees will be asked to sign an acknowledgement form indicating that they have received a copy of the sexual harassment policy. Questions concerning this policy or its administration should be directed to the Personnel Office.

### **Attendance and Punctuality**

To maintain a safe and productive work environment, "SHORE UP!" expects employees to be reliable and to be punctual in reporting for scheduled work. Absenteeism and tardiness place a burden on other employees and on "SHORE UP!". In the rare instances when employees cannot avoid being late to work or are unable to work as scheduled, they should notify their supervisor as soon as possible in advance of the anticipated tardiness or absence.

Poor attendance and excessive tardiness are disruptive. Either may lead to disciplinary action, up to and including termination of employment.

### **Personal Appearance**

Dress, grooming, and personal cleanliness standards contribute to the morale of all employees and affect the business image "SHORE UP!" presents to customers and visitors.

During business hours, employees are expected to present a clean and neat appearance and to dress according to the requirements of their positions. Employees who appear for work inappropriately dressed will be sent home and directed to return to work in proper attire. Under such circumstances, employees will not be compensated for the time away from work.

When on the job, employees are expected to dress in attire appropriate for the position and duties performed, and adhere to reasonable standards of personal hygiene.

Prohibited attire includes, but not limited to:

- a. Leggings/Leotards
- b. Jeans
- c. Shorts
- d. Athletic Shoes (exceptions: Day Care, Head Start & Health Care Staff)
- e. Jogging/warm up Clothing
- f. Halter/Tube Tops
- g. Sun dresses with bare backs and/or shoulders
- h. Men's undershirt and/or T-shirts

Consult your supervisor if you have questions as to what constitutes appropriate attire. Anyone who violates this standard will be subject to appropriate disciplinary action.

## **Return of Property**

Employees are responsible for all property, materials, or written information issued to them or in their possession or control.

Employees must return all, "SHORE UP!" property immediately upon request or upon termination of employment. Where permitted by applicable laws, "SHORE UP!" may withhold from the employee's check or final paycheck the cost of any items that are not returned when required. "SHORE UP!" may also take all action deemed appropriate to recover or protect its property.

## **Resignation**

Resignation is a voluntary act initiated by the employee to terminate employment with "SHORE UP!". To resign in good standing "SHORE UP!" requests at least two weeks, written resignation notice from all employees.

Prior to an employee's departure, the Personnel Office will schedule an exit interview to discuss the reasons for resignation and the effect of the resignation on benefits.

If an employee does not provide advance notice as requested, the employee will be considered ineligible for rehire.

## **Security Inspections**

"SHORE UP!" wishes to maintain a work environment that is free of illegal drugs, alcohol, firearms, explosives, or other improper materials. To this end, "SHORE UP!" prohibits the possession, transfer, sale, or use of such materials on its premises. "SHORE UP!" requires the cooperation of all employees in administering this policy.

Desks, lockers, and other storage devices may be provided for the convenience of employees but remain the sole property of "SHORE UP!". Accordingly, they, as well as any articles found within them, can be inspected by any agent or representative of "SHORE UP!" at any time, either with or without prior notice.

## **Solicitation**

In an effort to assure a productive and harmonious work environment, persons not employed by "SHORE UP!" may not solicit or distribute literature in the workplace at any time for any purpose.

"SHORE UP!" recognizes that employees may have interests in events and organizations outside the workplace. However, employees may not solicit or distribute literature concerning these activities during working time. (Working time does not include lunch periods, work breaks, or any other periods in which employees are not on duty.)

In addition, the posting of written solicitations on agency bulletin boards is restricted. These bulletin boards display important information, and employees should consult them frequently for:

- Affirmative Action statement
- Employee announcements
- Internal memoranda
- Job openings
- Organization announcements
- Workers' compensation insurance information
- State disability insurance/unemployment
- Insurance information

If employees have a message of interest to the workplace, they may submit it to the Planning office for approval. All approved messages will be posted by the Planning Office.

### **Problem Resolution**

"SHORE UP!" is committed to providing the best possible working conditions for its employees. Part of this commitment is encouraging an open and frank atmosphere in which any problem, complaint, suggestion, or question receives a timely response from "SHORE UP!" supervisors and management.

"SHORE UP!" strives to ensure fair and honest treatment of all employees. Supervisors, managers, and employees are expected to treat each other with mutual respect. Employees are encouraged to offer positive and constructive criticism.

If employees disagree with the application of established rules of conduct, policies, or practices, they can express their concern through the problem resolution procedure. No employee will be penalized, formally or informally, for voicing a complaint or grievance with "SHORE UP!" in a reasonable, business-like manner, or for using the problem resolution procedure.

If a situation occurs when employees believe that a condition of employment, or the administration of discipline, or a decision affecting them is unjust or inequitable, or some other formal complaint exist, they are encouraged to make use of the following grievance procedure. The employee may discontinue the procedure at any step.

- 1 Employee presents problem to Personnel Director within 10 calendar days, after incident occurs.
2. Personnel Director assists in putting problem in writing, visits with employee's supervisors, if necessary, and directs employee to Appeals Committee for review of problem.

3. Employee presents problem to Appeals Committee in writing. The appeals committee consists of the Executive Director, Personnel Director, and other members appointed by the Executive Director as he/she deems necessary.

4. Appeals Committee reviews and considers problem. Appeals Committee informs employee of decision within 10 calendar days, and forwards copy of written response to Personnel Director for employee's file. The Appeals Committee has full authority to make any adjustment deemed appropriate to resolve the problem. The decision of the Appeals Committee is final and binding on all parties.

Not every problem can be resolved to everyone's total satisfaction, but only through understanding and discussion of mutual problems can employees and management develop confidence in each other. This confidence is important to the operation of an efficient and harmonious work environment, and helps to ensure everyone's job security.

### **Employment Termination**

Termination of employment is an inevitable part of personnel activity within any agency, and many of the reasons for termination are routine.

The termination of employees from Head Start only requires the approval of the Policy Council.

Below are examples of some of the most common circumstances under which employment is terminated:

RESIGNATION - voluntary employment termination initiated by an employee.

DISCHARGE - involuntary employment termination initiated by the agency.

LAYOFF - involuntary employment termination initiated by the agency for non-disciplinary reasons.

RETIREMENT - voluntary employment termination initiated by the employee meeting age, length of service, and any other criteria for retirement from the agency.

The Personnel Office will schedule exit interviews at the time of employment termination. The exit interview will afford an opportunity to discuss such issues as employee benefits, conversion privileges, repayment of outstanding debts to "SHORE UP!", or return of "SHORE UP!"- owned property. Suggestions, complaints, and questions can also be voiced.

Employees will receive their final pay on the following pay week.

Employee benefits will be affected by employment termination in the following manner. All accrued, vested benefits that are due and payable at termination will be paid. Some benefits may be continued at the employee's expense if the employee so chooses. Personnel will notify the employee in writing of the benefits that may be continued and of the terms, conditions, and limitations of such continuance.

### **Exit Interview**

Exit interviews should be made on the last day of employment. They should be considered on a friendly and personal tone, and conducted in a private atmosphere. As the exit interview begins, the person conducting the conference (personnel/supervisor) should wish the employee well in the future. The purpose of the interview can be defeated with an antagonistic attitude at the outset.

All information will be kept strictly confidential and will in no way affect any reference information that "SHORE UP!" management will provide another employer about you.



## OTHER POLICIES

### Life-Threatening Illnesses in the Workplace

Employees with life-threatening illnesses, such as cancer, heart disease, and AIDS, often wish to continue their normal pursuits, including work, to the extent allowed by their condition. "SHORE UP!" supports these endeavors as long as employees are able to meet acceptable performance standards. As in the case of other disabilities, "SHORE UP!" will make reasonable accommodations in accordance with all legal requirements, to allow qualified employees with life-threatening illnesses to perform the essential functions of their jobs.

Medical information on individual employees is treated confidentially. "SHORE UP!" will take reasonable precautions to protect such information from inappropriate disclosure. Managers and other employees have a responsibility to respect and maintain the confidentiality of employee medical information. Anyone inappropriately disclosing such information is subject to disciplinary action, up to and including termination of employment.

Employees with questions or concerns about life-threatening illnesses are encouraged to contact the Personnel Director for information and referral to appropriate services and resources.

### Recycling

"SHORE UP!" supports environmental awareness by encouraging recycling and waste management in its business practices and operating procedures. This support includes a commitment to the purchase, use, and disposal of products and materials in a manner that will best utilize natural resources and minimize any negative impact on the earth's environment.

Special recycling receptacles should be set up at all sites to promote the separation and collection of the following recyclable materials at "SHORE UP!".

- Aluminum cans
- computer paper
- white high grade or bond paper
- ledger paper
- mixed or colored paper
- newspaper
- corrugated cardboard
- brown paper bags

The simple act of placing a piece of paper, can, or bottle in a recycling container is the first step in reducing demand on the earth's limited resources. Success of this program

depends on active participation by all of us. Employees are encouraged to make a commitment to recycle and be a part of this solution.

"SHORE UP!" encourages reducing and, when possible, eliminating the use of disposable products. Source reduction decreases the consumption of valuable resources through such workplace practices as:

- communication through computer networks with E-mail
- posting memos for all employees
- two-sided photocopying
- computerized business forms
- routing slips for reports minimum packaging
- eliminating fax cover sheets
- reusing paper clips, folders, and binders
- reusing packaging material
- turning off lights when not in use

Whenever possible, employees of "SHORE UP!" are encouraged to purchase products for the workplace that contain recycled or easily recyclable materials. Buying recycled products supports recycling and increases the markets for recyclable materials.

By recycling, "SHORE UP!" is helping to solve trash disposal and control problems facing all of us today. If you have any questions or new ideas and suggestions for the recycling program contact your supervisor.

### **Political Activities**

Employees are free to engage in political activities to the greatest extent consistent with the "Hatch Act Reform Amendments of 1993".

Employees are encouraged to exercise fully, freely, and without fear of penalty or reprisal, and to the extent not expressly prohibited by law, their right to participate or to refrain from participating in the political processes of the Nation.

### **Housekeeping**

Neatness and good housekeeping are signs of efficiency. You are expected to keep your work area neat and orderly at all times - it is a required safety precaution.

Easily accessible trash receptacles and recycling containers are located throughout all sites. Do not put all litter and recyclable materials in the appropriate receptacles and containers. Please don't put cigarettes out on the floor or throw ashes into any container not meant for that purpose. Always be aware of good health and safety standards, including fire and loss prevention.

Please report anything that needs repairing or replacing to your supervisor immediately

## **Inspection of Packages**

"SHORE UP!" reserves the right to inspect all packages or closed containers brought into or taken out of the work area.

## **Layoff & Recall**

Every attempt will be made to give employees advance notice of impending lay-offs to allow for a smooth transition into other positions within the agency or to allow employees an opportunity to seek other employment in the community prior to their leaving SHORE UP! Inc.

SHORE UP!'s major source of funding is through grants and each grant has its own policies and regulations; therefore, SHORE UP!, Inc. will view each project as autonomous when implementing its lay-off policy.

In the event of a reduction in workforce, employees will be laid off based on skills and abilities as well as seniority. Please understand that if the skills and abilities of two employees are equal, seniority will be the determining factor in the layoff decision.

However, when it is necessary to recall employees from layoff status, recall will be in reverse order to the layoff. Recall will be made by mail to your last known address or by telephone call. Failure to respond to the recall within two (2) days of notice will be considered a voluntary resignation. Laid off employees must keep "SHORE UP!" informed of any change in mailing address or telephone number. Employees will lose their seniority if laid off for more than six (6) months.

If you leave the area, plan to leave the area, or you are unreachable for a period of time, please feel free to contact the Personnel Department to let us know you are interested in returning to work.

## **Labor Relations**

Employees have the right to join or to refrain from joining any employee organization. Membership or office in any employee organization does not bestow upon an employee any special privileged status.

"SHORE UP!" will not be involved in and/or maintain a formal agreement with any labor or employee organization.

## **Fire Drills**

We schedule drills throughout the year for employee safety. Your supervisor can answer any questions you may have about what to do.

## **First Aid**

Federal law ("OSHA") requires that we keep records of all illnesses and accidents which occur during the workday. The Maryland State Worker's Compensation Act also requires that you report any illness or injury on the job, no matter how slight. If you hurt yourself or become ill, please contact your supervisor for assistance. If you fail to report an injury, you may jeopardize your right to collect workers' compensation payments as well as health benefits. OSHA also provides for your right to know about any health hazards which might be present on the job. Should you have any questions or concerns, contact the Personnel Office or your supervisor for more information.

## **Outside Activities**

No employee may take an outside job, either for pay or as a donation of his or her personal time, with a customer or competitor of "SHORE UP!"; nor may they do work on their own if it competes in any way with the services we provide our customers. If your financial situation requires you to hold a second job, part-time or full-time, or if you intend to engage in a business enterprise of your own, we must be informed of the same.

Before accepting any outside employment you must discuss the matter with your supervisor.

## **Parking Lot**

Employees are expected to comply with the latest approved parking plan. The parking spaces adjacent to or in front of our building (s) are for customers and visitors only. Remember to lock your car every day and park within the specified areas.

Courtesy and common sense in parking will avoid accidents, personal injuries, damage to your vehicle and to the vehicles of other employees. If you should damage another car while parking or leaving, immediately report the incident, along with the license numbers of both vehicles and any other pertinent information you may have, to your supervisor.

"SHORE UP!" does not assume any liability for any loss or damages you may sustain. If you do not abide by the parking guidelines, disciplinary action may be taken by your Supervisor.

## Succession Planning

### *Policy:*

SHORE UP! shall develop a structured process for executive succession planning to ensure leadership continuity in key positions and to retain and develop knowledge capital and relationships for the future.

### *General:*

The succession planning process ranges *from*-identify and develop specific candidates to fill the Executive Director position, *to*-develop a talent pool with capacity to be effective leaders in any number of key positions within SHORE UP, including board and staff. This document defines three occurrences that are applicable in a succession planning process:

- **Emergency Succession Planning** – A process that is in place in the event the Executive Director suddenly departs – either permanently or for an extended period of time (i.e., longer than three months).
- **Planned Departure of the Executive Director Succession Planning** – A process that is in place for a future planned retirement or permanent departure of the Executive Director.
- **Leadership Development** – A process that promotes ongoing leadership development for talent within the agency.

## Emergency Succession Planning

### ***Purpose:***

The purpose of this emergency succession plan is to ensure continuous coverage of Executive Director duties, critical to the ongoing operations and organization's sustainability, in the event of an emergency departure of the Executive Director. This plan addresses issues related to both permanent (Executive Director will not return) and temporary (Executive Director will return after unplanned absence such as illness, etc.) replacement.

### Steps to Implement the Emergency Succession Plan:

- 1. Review current Executive Director position description.** Update job description to ensure Executive Director responsibilities and hiring requirements promote the organization's sustainability. Matching organizational needs with leadership competencies desired in the next Executive Director is one of the most important features of the Executive Director search phase. This planning process provides a unique opportunity to update the Executive Director requirements and responsibilities.
- 2. Define interim Executive Director key responsibilities.** The interim Executive Director is a staff or board member who is appointed by the board to fulfill Executive Director duties until the position is filled or until the Executive Director returns, if the vacancy is temporary.
  - a.** Outline of key interim responsibilities is described below. The Board of Directors can edit, update or add responsibilities as necessary.
    - (1) Serve, with integrity and strength, as the organization's primary leader, representative and spokesperson to the greater community.
    - (2) Support the board of directors, including preparing executive reports and attending board committee meetings.
    - (3) Lead the management team.
    - (4) Participate in the recruitment and selection for directly supervised staff.
    - (5) Manage initiatives related to organizational capacity, sustainability and strategic plan.
      - (a) Maintain accountability for current year operating budget and financial performance.
      - (b) Establish, maintain and cultivate relations with donors, foundations and other stakeholders/volunteers.
      - (c) Extend resource development goals.

- b. Authority and restrictions of appointed interim Executive Director is described below. The person appointed as interim Executive Director shall have the full authority for decision making and independent action outlined above, except for the following which must be approved by the board:
    - (1) All financial decisions over \$10,000.00
    - (2) Termination of staff
    - (3) Issues that may negatively impact the organization's reputation in the community.
  - c. Compensation for the interim Executive Director. The Interim shall receive a temporary salary increase to the entry level salary of the Executive Director position or up to 5% above their current salary, whichever is greater.
3. **Internal and external communication plan.** Communication is a key function of a healthy organization and is integral to the success of a transition. Conversations between staff and board members can significantly impact, negatively or positively, the interim Executive Director and transition's success. It also helps alleviate concerns about the organization's direction and sustainability, particularly with key funders. Donors have a vested interest in the organization's ability to continue to serve its clients and should be kept informed about the transition process.
- a. Immediately upon departure, the board should communicate the following internal information:
    - (1) Effective departure dates (or pending departure date);
    - (2) Implementation of the approved succession plan and process to address transition and replacement issues;
    - (3) Temporary leadership structure and any changes in key contact points- including appointment of key spokesperson during the transition period.
  - b. External communication with stakeholders, including but not limited to funders, government contract officers, foundation program officers, civic leaders, major donors, volunteers, past board members and the community at large should be a coordinated process. An interim spokesperson to address external communication during the transition shall be appointed. A detailed and current key stakeholder contact list is maintained by the Planning, Research, and Evaluation Office.
4. **Process to appoint interim Executive Director.** In the event of an unplanned departure or long-term absence of the Executive Director, the board of directors authorizes the executive committee to implement the terms of this emergency succession plan. As quickly as possible the board chairperson shall meet with the

executive committee to confirm the procedures outlined in this document and/or to make any modifications the executive committee deems appropriate.

The appointed interim Executive Director will assume responsibilities outlined above in step two. Should the interim assignment be longer than three months or if extenuating circumstances exist, it may be necessary to identify a secondary backup for the interim Executive Director position. This will allow the focus to be on fulfilling the interim responsibilities. The executive committee (or designated approver) may also consider the option of splitting Executive Director duties among the designated appointees.

- 5. Cross-training plan for interim appointees.** The executive committee shall develop and execute a plan for training the three potential appointees. The Personnel Director and/or executive committee, is responsible for implementing the training plan and ensuring that it is completed.
- 6. Board oversight and support of interim Executive Director.** The Agency Operations manuals (policies and procedures), insurance policies, financial institutions and accounts, Resident Agent, Annual Reports, and Articles of Incorporation shall be available to enable the board chairperson to gain access to all critical information pertaining to the organization in the event of an emergency. The board's executive committee will have responsibility for monitoring and supporting the work of the interim Executive Director. Regular meetings should be established with designated board representative(s) and the interim Executive Director to discuss key issues and support needed by the acting director. These meetings will occur every two weeks.
- 7. Process to select permanent new Executive Director.** An outside search will be conducted unless there is a designated internal successor approved by the board within the six months prior to the Executive Director's departure. The board chairperson shall appoint an Executive Director search taskforce to identify and recommend candidates to board for approval. The task force should include board and staff members, as appropriate. The interim executives should not be included on the search task force if they are a potential candidate. (NOTE: if board members are assuming additional roles due to their expertise such as coach, recruiter, etc., they need to define when they are operating in board role versus "expert resource" role.)
- 8. Process to transition and assimilate new Executive Director.** Within the first two weeks of the Executive Director's employment, the board chairperson and/or designated coach will work with the new Executive Director to develop and



implement an initial 90-day plan to ensure the new Executive Director has the resources and information for a successful transition.

- 9. Approval of Emergency Succession Plan.** This succession plan will be approved by the executive committee and presented to the full board of directors for review and approval.

**Signatures AND copies kept of this document by:**

- **Board Chairperson** \_\_\_\_\_  
**Date:** \_\_\_\_\_
  
- **Executive Director** \_\_\_\_\_  
**Date:** \_\_\_\_\_
  
- **Personnel Administrator** \_\_\_\_\_  
**Date:** \_\_\_\_\_
  
- **Appointees and backup appointees (to be signed at the time of appointment)**
  
- \_\_\_\_\_ **Date:** \_\_\_\_\_
  
- \_\_\_\_\_ **Date:** \_\_\_\_\_
  
- \_\_\_\_\_ **Date:** \_\_\_\_\_

**NOTE: Corporate attorney has copy but signature not required.**

## Planned Departure of the Executive Director

### Succession-Planning Timeline

The future planned departure of the current Executive Director may create anxiety and a fear of the future if the process is not properly handled. To help alleviate anxiety and create a shared understanding of the process among all those involved, the following timeline will help SHORE UP! prepare for the planned departure of the Executive Director. This timeline is used to complement and drive the completion of the departure on the following page.

#### ***Week 1:***

1. Current Executive Director meets with board chairperson to discuss their intent for a future departure.

#### ***Week 2:***

2. Current Executive Director and board executive committee meet to discuss succession planning process and assign roles and responsibilities.

#### ***Week 3-4:***

3. Identify the top three to five strategic objectives that fall under the Executive Director's core responsibilities.
4. Identify leadership skills desired and leadership traits not desired for new Executive Director.
5. Update job description for successor.

#### ***Week 5-6:***

6. Identify the key spokesperson for the organization until the new Executive Director is hired.
7. Define internal and external communication plan.

#### ***Week 7-8:***

8. Form a succession planning committee and define roles and responsibilities, including departing Executive Director.
9. Develop a timeline for the Executive Director search strategy.

#### ***Week 9-10:***

1. Define internal and external communication plan to be used during the recruiting, hiring and transition process.
2. Conduct sustainability audit of the organization and develop strategies to address organizational and leadership vulnerabilities.

#### ***Week 11- TBD:***

1. Conduct executive search for the successor.

2. Provide regular updates to the board and staff about the selection and hiring process.
3. Identify successor and officially hire them.

***Upon Hiring Successor:***

1. Search committee drafts and board implements the successor development and transition plans.
2. Successor is officially placed in Executive Director role and works with the board to implement the 90-day transition period.
3. Board chairperson works with departing Executive Director to make sure they understand the emeritus role, as agreed upon.

Note: The sequence of steps above is more important than the estimated time frames, which depend on the length of time before the departure and length of the search process.

Succession Planning Process

***Purpose:***

The purpose of planning for the departure of the Executive Director is to ensure continuous coverage of executive duties, critical to the ongoing operations and organization's sustainability, when the long-time Executive Director plan a future retirement or departure date. The objective for this process is to share the expertise of the departing Executive Director with the successor while simultaneously preparing the organization, and departing executive, to fully support the successor.

Ideally the departing executive's input, along with involvement from the board and successor, will make this an effective plan to ensure continuity in external relationships and with staff. It also promotes an environment of operational effectiveness under new leadership.

*Steps to develop a succession plan for a departing Executive Director:*

- 1. Agree on parameters of the Executive Director's role.** In collaboration with the Executive Director, the board should identify strategies and boundaries to facilitate a successful transition. If there is an essential need for the outgoing Executive Director to remain directly involved in the organization, then clearly define his/her role in supporting the successor's decision/direction. The Executive Director's prior mentor role should change to a resource role.
- 2. Update job description to ensure Executive Director responsibilities and hiring requirements promote the organization's sustainability.** Matching organizational needs with leadership competencies desired in the next Executive Director is one of the most important features of the Executive Director search phase. This planning process provides a unique opportunity to update the executive requirements and responsibilities.
- 3. Form a succession-planning committee with clear roles and accountability.** The committee will be accountable for developing, seeking commitment and implementing the succession management plan. The committee will facilitate, manage and obtain board and executive approval of this critical leadership transition. The key difference

for this committee from a standard executive search committee is the focus and time commitment to developing the successor and preparing the organization for a successful transition. The committee should consist primarily of board members; a few staff members, community volunteers, funders and other stakeholders can serve as ad hoc resources. The committee will also oversee the following steps:

- a. Determine the executive search strategy.** The committee should decide whether to use an executive recruiter or to conduct the search using board members, staff and other resources, such as social media tools and community contacts.
  - b. Update job description.** Matching organizational needs with leadership competencies desired in the next executive is one of the most important features of the executive search phase. This planning process provides a unique opportunity to update the executive requirements and responsibilities. It is critical to distinguish any job differences between the departing executive and to clearly communicate the rationale for any differences.
  - c. Create and implement the successor development plan.** An effective plan will link the successor's development to key initiatives in the strategic plan, build effective relations with stakeholders, and ensure an understanding of how the organization achieves its operational objectives and remains financially sustainable. A detailed development plan with stated outcomes can help measure the successor's development and avoid having him or her become the departing executive's aid. The successor will be better prepared to step into the leadership role. A plan left solely to the departing executive's discretion and oversight may inhibit the successor's opportunity to build credible relationships with stakeholders and to understand and address important operational initiatives and challenges.
- 4. Define internal and external communication plan.** Conversation is a key function of a healthy organization and is integral to the success of a transition. The communication plan for the departure of the Executive Director can span several years as the successor is identified, hired and developed to assume the departing executive's role. It may help alleviate concerns about the organization's future direction and sustainability.
- The plan should address communication with stakeholders, including but not limited to staff, funders, government contract officers, foundation program officers, civic leaders, major donors, key volunteers, past board members, and the community at large. The communication should be a coordinated process.
- 5. Promote successful transition of new Executive Director.** The board chairperson and successor should agree on and implement a transition plan. Although the successor has been working with the organization for a period of time and has completed a development plan, the first 90 days in the new executive role brings challenges. An effective 90 day transition plan includes:
- a. The board's written goals and expectations of the successor for the first 90 days and 12 months.
  - b. Participation in a formal orientation program as well as meetings with board members, staff, funders and volunteers.
  - c. A structured feedback mechanism with pre-identified key stakeholders to assess progress and potential barriers to a successful transition.

- d. Access to development resources for the new Executive Director, such as reading materials and/or leadership training programs to help them better understand the challenges of leading a prior peer group and succeeding as long-term executive.
- e. A transition coach may be retained to facilitate a successful executive transition and help manage obstacles.

**6. Approval of Departure of the Executive Director Succession Plan.** This succession plan shall be approved by the executive committee and presented to the full board of directors for review and approval.

Signatures AND copies kept of this document by:

- Board Chairperson \_\_\_\_\_

Date: \_\_\_\_\_

- Executive \_\_\_\_\_

Date: \_\_\_\_\_

- Personnel \_\_\_\_\_

Date: \_\_\_\_\_

NOTE: Corporate attorney has copy but signature not required.

## Leadership Development Planning

Leadership development succession management process is a proactive approach to ensure ongoing leadership talent is available, in key roles, at various levels, when needed to drive organizational sustainability. It creates a culture that promotes ongoing leadership development for talent within the agency.

Leadership development creates a “capacity-building plan” that is ready if a vacancy occur. Developed internal talent helps ensure continuous execution of necessary operational, programmatic and administrative responsibilities that promote sustainability. This also helps generate a positive culture of development, which is a proven tool in retaining and attracting talent. Processes and procedures to optimize the leadership development process will be implemented as follows:

- 1. Create and approve training plans that includes objectives for leadership talent development.** The plan should include leadership requirements necessary to lead and achieve organizational goals. These also can apply to board and key staff. Leadership skill is the ability to keep the organization current and effective.
- 2. Conduct an annual Executive Director performance evaluation including, rating performance against strategic objectives.** Boards play a critical role in nurturing strong and sustainable leadership along with oversight of the Executive Director. A responsibility of the board is to implement and conduct a performance feedback and evaluation process.
- 3. Conduct an annual self-assessment to measure performance of major governance responsibilities.** The board should periodically assess its effectiveness and commitment to supporting the organization and leadership. The board should assess its ability to understand the organization’s mission and purpose; provide sound financial oversight; ensure legal compliance with federal, state and local regulations; understand the organization’s programs and methods to measure success; and, ability to provide feedback to the Executive Director.
- 4. Conduct annual evaluations of staff to ensure that employees are effectively executing their job responsibilities in a satisfactory manner and have the necessary skills needed for success.** All staff should be provided periodic feedback and have formal development plans that promote professional and personal growth.

**5. Create and approve operational manuals (policies and procedures) for administrative systems and ensure they are accessible and current.** This step helps to minimize confusion during staff transitions. Key activities should be documented and a backup person identified to carry on duties in case of an emergency or unexpected departure. Key manuals and offices responsible for maintaining and updating, include the following Policies and Procedures Manuals:

**a. Employee Manual/Personnel Policies – Personnel Administrator**

- (1) SHORE UP! Organization/Chart
- (2) Employment Status & Records
- (3) Compensation and Performance
- (4) Timekeeping/Payroll
- (5) Employee Benefit Programs
- (6) Work Conditions and Hours
- (7) Employee Conduct & Disciplinary Action
- (8) Equal Employment Opportunity and Affirmative Action Plan
- (9) Job Descriptions
- (10) Employee Orientation Plan
- (11) Documents of Training and Career Development
- (12) Health Insurance and Retirement Plan

**b. Accounting and Financial – Fiscal Administrator**

- (1) Code of Conduct
- (2) Funds Control
- (3) Budgeting
- (4) Purchasing, Procurement & Payment
- (5) Inventory Control
- (6) Travel
- (7) Non-Federal Share
- (8) Financial Reporting
- (9) Auditing
- (10) Indirect Cost Plan/Rate

**c. Operations Manual (Project FAMILY) – Operations Administrator**

- (1) Coordination of Family Services (Family Identification and Outreach)
- (2) Coordination of Programs and Services (Family Intake and Enrollment)
- (3) Family Services Management (Service Planning and Resource Identification)
- (4) Tracking Customer Outcomes/Results

**d. General Services – Office of General Services Administrator**

- (1) General Center Administration (Center opening, delay, and closing)
- (2) Center Operations
- (3) Health, Safety and Licensing

- (4) Building and Grounds Management
- (5) Inventory Control
- (6) Purchasing, Procurement and Payment Regulations
- (7) Insurance Documentation (Liability, Vehicle)

**e. Management Information Systems (MIS) – MIS Administrator**

- (1) Code of Responsibility for Security and Confidentiality of Data Files and Safeguarding Agency Assets
- (2) Internet, Electronic Mail and Online Services Use and Abuse
- (3) Procurement of Computer Equipment and Software
- (4) Software Copies and Copyrights
- (5) Personal Computers (PC)
- (6) Technical Help Request
- (7) Password Procedures
- (8) Inventory and Audit Control Procedures for Hardware and Software
- (9) Equipment Maintenance Procedures
- (10) Moving and Relocating Computer Equipment
- (11) Personal Software on State/Agency Owned Computers
- (12) Salvage of Agency Owned Computer
- (13) Computer Training
- (14) Reporting a Virus
- (15) Network Server Backup Procedures

**f. Planning and Evaluation – Office of Program Planning, Research and Evaluation**

- (1) Program Planning Cycle
- (2) Development Cycle
- (3) Implementation Cycle (Monitoring, Evaluation Process)
- (4) Communications and Coordination of Resources
- (5) Events Planning Coordination and Reporting
- (6) Charitable Registration in the State of Maryland
- (7) Community Assessment Documents
- (8) Customer Satisfaction Policy and/or Procedures
- (9) Committee Minutes
- (10) Annual Reports
- (11) Strategic Plans
- (12) Program Performance Standards and other Regulations
- (13) CSBG Information Systems Survey

**g. Transportation – Office of Family and Community Development**

- (1) Transportation Safety Training Program
- (2) Accident Reporting
- (2) Maintenance of Vehicles
- (3) Vehicle Operations



**h. Food Services – Office of Family and Community Development**

- (1) Sanitation and Kitchen Safety
- (2) Billing for Meals
- (3) Child and Adult Care Food Program
- (4) Menu Implementation and Usage Process
- (5) Procurement of Food and Supplies
- (6) Food Preparation, Delivery and Meal Service
- (7) Food Safety Plan
- (8) Food Service Trouble-Shooting
- (9) Monitoring of the Food Service Operations

**6. Create and maintain an Information and Contract Inventory and ensure that it is accessible and current.** Key information and an inventory of all contracts will be readily available if an emergency occurs. The inventory will ensure that the Agency will continue to operate efficiently and effectively. The following information and contracts should be available and up to date.

**a. Nonprofit Status**

- (1) IRS Determination Letter
- (2) Bylaws
- (3) Mission Statement
- (4) Board Minutes

**b. Financial Information**

- (1) Employer Identification Number
- (2) Current and previous Form 990
- (3) Current and previous audited financial statements
- (4) Financial Statements
- (5) Good Standing Certificate (Maryland State Comptroller)
- (6) Blank Checks
- (7) Computer Passwords
- (8) Client Records
- (9) Vendor Records

**c. Auditing Firm: Ronald W. Hickman, CPA  
TGM Group, LLC**

**d. Authorized Check Signatures: Executive Director, Board Treasurer**

**e. Human Resources Information**

- (1) Employee Records/Personnel Information
- (2) I-9 Forms

**f. Facilities Information**

- (1) Building Deeds
- (2) Office Security System:
- (3) Central Key File

**g. Contractual Agreements**

- (1) Contracts with Partner Agencies
- (2) Contracts with Cognitive Funders (Contracts, Reports)

**h. Resident Agent: Kenneth L. Hooper, Esquire  
Hearn & Bailey, P.A.**