



SOCIETY OF ST. ANDREW

Personnel Policy and Administrative Procedure Manual

(Revised 10/16)

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Personnel Policy and Administrative Procedure Manual

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Introduction

The strength of The Society of St. Andrew lies in the enduring dedication of its employees to the hungry and the “least of these” among us. Our working together in this common interest and doing so in a spirit of creativity and good stewardship is what makes the difference. No one understands this more than our Board of Directors and I do, and we know that one of the reasons for our ability to work effectively together is the fairness of the rules that govern our conduct.

This Personnel Policy and Administrative Procedure Manual is the latest and most complete written expression of those rules. I ask you to review it for guidance on many issues and situations we may all face.

With thanks for your service and enthusiasm,



Steven M. Waldmann
Executive Director
Society of St. Andrew

Personnel Policy Manual Overview

The policies in this manual are those that apply to all employees of the Society of St. Andrew (hereafter, "SoSA" or the "company" or "the Society"). SoSA complies with any federal, state or local laws applicable to the policies in this manual.

The administration of all policies will be the responsibility of SoSA managers with the assistance of the staff member(s) having the appropriate functional experience in certain areas, e.g. human resources, financial, etc.

A policy is a statement of general objective, intent, or guideline. If the application of a policy is unclear, employees should contact their supervisor or the person responsible for human resources issues for SoSA to obtain interpretation and assistance.

This manual is the property of SoSA. Please keep it readily available. If in doubt about whether your copy contains the most up-to-date statement of policy, contact your supervisor or the human resource person for the organization.

SoSA reserves the right to amend, supplement, or rescind any policy or any provision reflected in this manual as SoSA may deem appropriate in its sole and absolute discretion, whether or not in writing.

Employees have the responsibility to familiarize themselves with the contents of this manual. After their review and familiarization with this manual employees shall sign the appropriate acknowledgment form (Appendix III) and return it to the human resource person for insertion into their personnel file.

All employees of SoSA are employees at will unless subject to a specific signed written contract specifying employment for a particular term. For explanation of at-will employment see "The At-Will Employment Relationship" on the following page.

The At-Will Employment Relationship

SoSA and its employees have a terminable at-will relationship, except for any employee subject to a specific signed written contract specifying employment for a particular term. Employment at will means that an employee may be terminated with or without cause at any time at the sole discretion of SoSA and without prior notice, unless otherwise specifically prohibited by law. Likewise, an employee may terminate his or her employment with SoSA at any time with or without cause at the sole discretion of the employee and without prior notice to SoSA. Neither the policies or procedures of this Manual, nor any practices or oral statements made in the course of business, will constitute a contract of employment or otherwise change or affect a waiver by SoSA of the at-will employment status. No one has the authority to modify or waive the at-will status in any way except the Executive Director, who may do so only in writing.

Vision and Mission Statements

The vision and mission statements of the Society of St. Andrew were carefully crafted with input from Board members and staff.

1. Vision Statement:

The Vision of the Society of St. Andrew is a world in which physical and spiritual hungers are met through God's grace and abundance.

2. Mission Statement:

Society of St. Andrew introduces people to God's grace in Jesus Christ through meeting their hungers:

- Food for the body
- God's word for the spirit
- Community of love for the heart
- Opportunity for those who desire action

Equal Employment Opportunity

It is the policy of SoSA to provide equal opportunity for all employees and applicants for employment without regard to race, religion, color, sex, sexual orientation, national origin, age, marital status, covered veteran status, mental or physical disability, pregnancy, or any other basis prohibited by state or federal law. This policy extends, but is not limited, to recruitment and employment, promotion, demotion, transfer, layoff, termination, rate of pay and other forms of compensation, education, and training.

1. All personnel decisions must be made without prejudice or discrimination in accordance with the principles of equal opportunity.
2. Disciplinary action, up to and including termination, will be warranted if an employee fails to adhere to the provisions of this policy.
3. See the related policies on Complaints, Harassment and Standards of Conduct.

Employment Termination Confidentiality Provisions

All information, resources, and equipment to which employees become privy, or utilize in the performance of their duties, while employed by the Society of St. Andrew (SoSA), are confidential and restricted to use by SoSA. This includes names of individual or corporate donors, clients, mailing lists, correspondence, paper files, computers, computer files and back-up software, sources of support, and individuals and companies that assist SoSA in its work. When employment by SoSA ends, for whatever reason, employees are required to return such resources and/or equipment that may be in their possession, and are prohibited from utilizing said confidential information for personal purposes or in connection with any other organization, without the express permission and consent of SoSA. The violation of this trust of confidentiality may result in legal action.

These provisions are applicable to employees and Board of Directors members of the Society of St. Andrew.

By signing this document the SoSA employee or Board of Directors member signifies that he/she has read these provisions and fully understands and accepts their meaning and intention.

Name _____ () Employee or () Board member

Date _____

(This section will be provided as a form to each employee and Board of Directors member for signature and acknowledgement.)

Acceptance of Gifts

It is the policy of the Society that, other than in the ordinary course of business, employees may not accept gifts worth more than \$20.

1. Acceptance of Gifts

- A. In any one calendar year no employee may, without the approval of the Society, accept more than one gift – the fair market value of which may not exceed \$20 – from any one person or entity that is doing, or seeking to do, business with, or is a competitor of, the Society. A “gift” is anything of value, and includes all tangible items, (including honorariums) and intangible items such as discounts, services, special privileges, advantages, benefits, rights not available to the general public, vacations, trips, use of vacation homes, paid admission to sporting events or special events, golf outings, vendor familiarization trips and use of recreational facilities, loans or other favors; all of which typically exceed the \$20 limit.. In no event may any gift in the form of marketable securities or cash be accepted (other than customary circumstances such as weddings or funerals, in which case a \$75 limit applies).
- B. Gifts in excess of \$20 are subject to an “ordinary course of business” test. A gift will be considered to be in the ordinary course of business if: (a) it is of a type that is customary, considering the job duties, job title, and seniority of the person to whom the gift is offered, and (b) accepting the gift would provide a business advantage to the Society by enhancing its business relationship with the gift-giver. By way of example, a tangible item such as a watch will almost never be in the ordinary course of business, while intangible benefits, such as admission to a sporting event or an invitation to a golf outing, may be. Meals in the ordinary course of business are not subject to the \$20 limitation.
- C. It is foreseeable that gifts exceeding the limit of this policy may be provided to an employee, either in or not in the regular course of business, under circumstances which would make refusal of the gift inappropriate, i.e., possibly offensive or embarrassing to the gift giver. If the gift is accepted, within seven days of the acceptance, the recipient must notify SoSA’s accounting section which, in consultation with the human resource person, will make a recommendation to the Executive Director for appropriate action. Such action may include: 1) returning the gift with a letter stating it is against Society policy to accept such gifts; 2) give the gift to the Society, so that the gift can either be donated to a charity or otherwise disposed of; or 3) keep the gift and make a charitable donation, through the Society, equal to the gift’s fair market value. In any event this policy is not intended to prohibit reasonable gifts from those who have a genuine personal relationship with the recipient wholly apart from any business relationship.

Additional Employment

It is the policy of the Society that employees should not take on second jobs or additional outside employment or other significant charitable activity when serving in a full-time position with SoSA.

All employees are expected to be committed to SoSA and to the success of our organization. It is the policy of the Society that full time employees should not have additional outside employment or be engaged in any other activity that may detract from their work performance or commitment to SoSA. Employees are expected to review beforehand any contemplated additional employment or other activity, e.g. charitable or community service with SoSA's human resource person. When an employee is engaged in additional employment or an activity that is deemed to interfere with his or her performance at SoSA, the employee will be expected to terminate such other employment or activity or leave their employment with SoSA.

Attendance

It is the policy of the Society that employees must maintain a satisfactory attendance record. Any absence from work during the normal working hours must be as authorized by and in compliance with the various provisions of this manual e.g., vacation, sick hours, business travel, bereavement leave, etc.

1. Employees who are unable to report to work, or who expect to be late, must notify their supervisor as soon as possible before their scheduled starting time in order to allow alternate arrangements to be made.
2. If employees are unable to notify their immediate supervisor, they must notify another member of their department management as promptly as possible.
3. Absenteeism or tardiness may result in disciplinary action, up to and including termination.
4. Absence for three or more consecutive work days without notification to an employee's supervisor may result in termination of employment as of the end of the third day, absent extraordinary circumstances.
5. The Society may request documentation from the treating physician supporting an employee's absence from work.
6. Employees must maintain accurate time and attendance records detailing use of vacation and sick hours.

Attendance (Continued)

7. False or materially incomplete reporting of Society attendance records may subject the employee to termination of employment.
8. Regular work week hours are from 8:00 a.m. to 4:00 p.m. local time, Monday through Friday. Alternate schedules may be requested from or directed by SoSA's human resource person. During special situations, supervisors may also temporarily modify the regular work day hours for their respective employees. All employees are expected to arrive at work on-time and carry out their responsibilities until the work day is completed. On such occasions when an employee cannot avoid being late to work or is unable to work as scheduled, they should notify their supervisor as soon as possible in advance of the anticipated tardiness or absence. In cases where tardiness or absence from work is unpredictable, such as automobile trouble while traveling to work, employees should notify their supervisor at the earliest opportunity.

Bereavement Leave

It is the policy of the Society to provide bereavement leave to full time employees upon the death of an eligible family member. Permanent part-time employees with extended years of service may also be eligible at the discretion of the Executive Director.

1. Conditions

- A. Employees having a death in the immediate family (parents, spouse, qualified same-sex domestic partner, and children) or a member of the household can take a maximum of five days bereavement leave. In the event of death of grandparents, brothers, sisters, in-laws, aunts, uncles, nieces, or nephews, employees may be absent from work using three days bereavement leave.
- B. If an employee was especially close to or had responsibility for a relative other than those described above, bereavement leave may be granted by the human resources person for SoSA.
- C. Additional time off, without pay, may be taken if approved by the supervisor and the human resources person for SoSA.
- D. Requests for bereavement leave must be made to and approved by the employee's immediate supervisor. The employee's relationship to the deceased and, upon request, the location and date of the funeral, must be provided in the request for bereavement leave.

Bereavement Leave (Continued)

- E. Supervisors must record any day subordinate employees are absent from work due to bereavement leave.
- F. Bereavement leave benefits may not be accumulated, nor will employees be paid in lieu of any unused bereavement leave.
- G. Employees on leaves of absence generally are not eligible for bereavement leave.
- H. Should the death of an employee's eligible family member occur while an employee is on vacation, vacation may be changed to include, or be replaced by, bereavement leave, at the request of the employee.

Business Expenses

It is the policy of the Society to reimburse employees for reasonable business expenses.

1. Appropriate expenses associated with business-related travel will be reimbursed by SoSA. Business-related travel will be conducted by the most cost effective means available in accordance with safety and SoSA philosophy of good stewardship. When traveling in privately owned vehicles, the employee's private auto insurance policy will cover costs and other accident liabilities related to automobile accidents. When traveling in vehicles rented by SoSA, the Society's general and auto insurance policy will be in effect; negating the need for insurance through the vehicle rental company.
2. Appropriate travel expenses paid by SoSA include reasonable costs associated with ground and air transportation, parking, highway tolls and similar fees, housing, and in most cases meals. Employee meals will not be reimbursed unless the employee is away from home overnight or the meal is in connection with acceptable business entertainment at which the employee is present. Meal costs for an employee on business travel that did not involve an overnight stay but required returning home past the normal dinner hour may be reimbursed. Costs associated with entertainment and alcoholic beverages are not reimbursable unless required by the specific nature of the business related activity.
3. Falsification of an expense report or travel voucher may subject the employee to termination of employment.

Community Service and Outside Responsibilities

It is the policy of the Society to encourage employees to perform service that will strengthen their local communities.

1. SoSA will allow employees to engage in community service time, during work hours, up to four paid hours per month with the approval of their supervisor.
2. This time must be used in performing community service and may not be used as a substitute for other time off.
3. Employees with special high level (e.g. district or conference) church or civic responsibilities who must attend occasional meetings or conferences may be given time off with pay to attend these functions. These work absences must be approved by the supervisor.
4. Time off granted under this policy will not be charged against vacation or sick time.

Compensation

It is the policy of SoSA that all employees be compensated as fairly as possible.

1. General: The compensation policies for employees are described below. Compensation for the Executive Director will be established by the Board of Directors based on the recommendation and evaluation of the Personnel Committee.
2. Hourly positions: Hourly positions for clerical staff will begin with at least minimum wage. Depending on the date of hire, the wage of clerical staff may be reviewed after six months employment, and thereafter will be reviewed annually, at the beginning of the calendar year. Special wage compensation for particular skills or experience may be considered and implemented when considered appropriate.
3. Pay days, direct deposit, and withholdings: Pay days will occur twice each month; on the last working day prior to the 15th and on the final day of the month. Personnel are encouraged to use the direct deposit option for receiving pay. Federal and State deductions will be calculated and deducted from each paycheck in compliance with federal and state laws. Other deductions will be made with the employee's authorization or as required by law. Payroll advances to employees may be made only in very unusual circumstances and with the approval of the executive director.
4. Salaried positions: Salaried positions are paid within established salary brackets for various positions. Employees will be notified of applicable position salary brackets at the time of original job interview or when considered for a new or different position. Raises will be considered on a performance merit basis yearly to be effective on January 1. Raises for personnel at the top end of the salary bracket will normally consist of a cost of living increase based on the current rate of

Compensation (Continued)

inflation. Compensation packages may vary depending on skills, background and abilities of the individual in conjunction with current and planned responsibilities.

5. **Benefits:** Benefits for temporary and/or part-time employees will normally include workers compensation. All regular full-time employees, unless electing otherwise, will be provided health insurance, dental insurance, pension benefits, workers compensation and disability insurance. All benefits are subject to employee share cost policies and applicable waiting periods that may be associated with individual benefits.

Compensatory Time Off

It is the practice of the Society that compensatory time off may be granted to salaried employees on a case by case basis.

1. Supervisors may award reasonable compensatory time off when, in his/her judgment, it is warranted and appropriate.
2. The intent of this policy is not to award direct hour for hour time off for time when the employee occasionally works beyond the normal workday or on weekends. The intent of this policy is to allow salaried employees time off to rest and recoup after particularly strenuous work periods.
3. When compensatory time off is awarded, that time will be utilized by the employee immediately following the period of particularly strenuous work. Saving up of compensatory time or using it in conjunction with weekends, vacation time, or holidays not immediately contiguous with the strenuous work period is not authorized.

Computer Usage and Security

It is the policy of the Society that its computer systems be used appropriately and in a secure environment.

1. Overview:

- A. The Society's Computer Acceptable Use Policy is not intended to impose restrictions that are contrary to our ministry's established culture of openness, trust and integrity. However, this policy is intended to protect employees and the ministry from illegal or damaging actions by individuals, either knowingly or unknowingly.
- B. SoSA network-related systems, including but not limited to computer equipment, software, operating systems, storage media, network accounts providing electronic mail, world-wide web browsing, and file transfer protocol downloads are the property of the Society. These systems are to be used for business purposes in serving the interests of the Society in the course of normal operations.
- C. Effective security is a team effort involving the participation and support of every Society employee who deals with information and/or information systems. It is the responsibility of every computer user to know these guidelines, and to conduct their activities accordingly.

2. Purpose. The purpose of this policy is to outline the acceptable use of computer equipment at the Society. These rules are in place to protect the employee and the Society. Inappropriate use of computer equipment exposes the Society to risks including virus attacks, compromise of network systems and services, and legal issues.

3. Scope. This policy applies to all employees, and all other persons using the Society's computer and related equipment and systems referenced in this section. This policy applies to all network related systems that are owned or leased by the Society.

4. Directions for Compliance:

A. General Use and Ownership

- (1) All computer programs or data purchased, licensed, or developed by the Society are the property of the Society or its licensors. In no event shall any computer program, data, documentation, listing, source code, or object code be sold, licensed, released, or loaned to individuals or entities outside the Society without prior express permission of the system administrator.

Computer Usage and Security (Continued)

- (2) All electronic mail messages transmitted to or from Society equipment or via a Society network, including email attachments and faxes, are the property of the Society.
- (3) No purchase, lease, or license of computer hardware or software may be made without the approval of the system administrator.
- (4) Only software approved by the system administrator for the Society may be installed on Society computers. All software installed on Society computers becomes the property of the Society.
- (5) Installed software or other copyrighted material licensed from a third party may be used only in accordance with the license agreement for the material. If a user is uncertain about whether a particular use is appropriate, he or she should seek a determination from the system administrator for the Society.
- (6) Postings by employees from an endhunger.org email address to newsgroups or blogs should contain a disclaimer stating that the opinions expressed are strictly their own and not necessarily those of the Society of St. Andrew, unless the employee is authorized to speak on behalf of the ministry.
- (7) Employees are responsible for exercising good judgment regarding the reasonableness of personal use of computer systems. Generally speaking, Society computers should be used for Society business only, and should only be used during office hours. However, limited personal use is authorized during breaks, lunch hour, and after hours. If there is any uncertainty, employees should consult their supervisor or manager. Non-work related email shall be saved in a separate folder from work related email.
- (8) For security and network maintenance purposes, authorized individuals within the Society may monitor equipment, systems and network traffic at any time.
- (9) The Society reserves the right to audit networks and systems on a periodic basis to ensure compliance with this policy.

Computer Usage and Security (Continued)

- (10) Employees whose employment with the Society has terminated or whose duties no longer require the use of Society computer assets or data must return to their supervisor all Society property in their custody and all passwords, removable storage devices, and equipment.

B. Security:

- (1) Employees should take all necessary steps to prevent unauthorized access to information contained in Society databases.
- (2) Access to Society databases and proprietary information by any employee without a need to know the information is prohibited.
- (3) Any disclosure of proprietary or confidential information, including employee, volunteer, donor, or vendor information to anyone without a valid need to know is prohibited.
- (4) Employees are responsible for the security of their passwords and accounts and shall not share or disclose passwords or other security features.
- (5) Only designated system administrators may log on to computers using the administrator account.
- (6) Only designated system administrators may install software on SoSA computers.
- (7) All computers used by employees that are connected to the Society's network, whether owned by the employee or the Society, shall be continually executing approved virus-scanning software using a current virus database.
- (8) Since email attachments may contain viruses, e-mail bombs, or Trojan horse code, employees may not open email attachments received from unknown senders. They shall use extreme caution when opening e-mail attachments from known senders and whenever possible should verify that the sender has sent the email with an attachment before opening it.
- (9) Should an employee suspect his or her computer is infected with a virus; the employee shall immediately notify a system administrator.

Computer Usage and Security (Continued)

- (10) Employees are prohibited from browsing web sites containing pornography and sites containing warez (pirated software). In addition to possible legal issues, these sites often are the source of virus or Trojan horse infections.
- (11) Employees shall report incidents of any attempted security breach or security lapse to the system administrator or other manager.

C. Unacceptable Use: The following activities are, in general, prohibited. Certain employees may be exempted from these restrictions during the course of their legitimate job responsibilities (e.g., systems administration staff may have a need to disable the network access of a host if that host is disrupting production services).

- (1) Under no circumstances is an employee of the Society ever authorized to engage in any activity that is illegal under local, state, federal or international law while utilizing Society owned resources.
- (2) Employees may not use Society owned resources for solicitation purposes other than those activities consistent with the Society's own fundraising programs.
- (3) The lists below are by no means exhaustive. However, they provide a framework for identifying activities that fall into the category of unacceptable use.

a. Unacceptable System and Network Activities.

- Violations of the rights of any person or Society protected by copyright, trade secret, patent or other intellectual property, or similar laws or regulations, including, but not limited to, the installation or distribution of "pirated" or other software products that are not appropriately licensed for use by the Society.
- Unauthorized copying of copyrighted material including, but not limited to, digitization and distribution of photographs from magazines, books or other copyrighted sources, copyrighted music, and the installation of any copyrighted software for which the Society or the end user does not have an active license.

Computer Usage and Security (Continued)

- Installing any software on a Society computer without the approval of a system administrator.
- Exporting software, technical information, encryption software or technologies, in violation of international or regional export control laws.
- Intentional introduction of malicious programs into any Society computer (e.g., viruses, worms, Trojan horses, e-mail bombs, etc.).
- Revealing your account password to non-employees or allowing others to use your email account.
- Using a Society computing asset to procure or transmit material that is in violation of sexual harassment or hostile workplace laws or policies.
- Making fraudulent offers of products, items, or services originating from any Society account.
- Carrying out security breaches or disruptions of network communication. Security breaches include, but are not limited to, accessing data of which the employee is not an intended recipient or logging into a server or account that the employee is not expressly authorized to access, unless these duties are within the scope of regular duties. For purposes of this section, “disruption” includes, but is not limited to, network sniffing, pinged floods, packet spoofing, denial of service, and forged routing information for malicious purposes.
- Executing any form of network monitoring which will intercept data not intended for the employee's host, unless this activity is a part of the employee's normal job/duty.
- Circumventing user authentication or security of any host, network or account.
- Downloading videos and other materials from Social Networking sites unless for work related purposes.

Computer Usage and Security (Continued)

- Use of instant messenger services, chat rooms or message boards unless for work related purposes.

b. Unacceptable Email and Communications Activities

- Sending unsolicited email messages, including the sending of “junk mail” or other advertising material to individuals who did not specifically request such material (email spam).
- Creating or distributing any disruptive or offensive messages, including offensive comments about race, gender, hair color, disabilities, age, sexual orientation, pornography, religious beliefs and practice, political beliefs, or national origin. Employees who receive any emails with this content from any Society employee should report the matter to their supervisor immediately.
- Forwarding or sending email warnings about viruses or other malware unless a system administrator has approved it before sending.
- Creating or forwarding “chain letters”, “Ponzi” or other “pyramid” schemes of any type.

D. Antivirus Guidelines:

(1) These procedures shall be followed to reduce the possibility of virus and malware problems:

- Computer users shall run the standard, supported anti-virus software provided by the Society.
- Users shall run Live Update for their anti-virus software weekly unless their computer has been set up to automatically update from the server. A system administrator will let you know if this is the case.

Computer Usage and Security (Continued)

- Users shall NEVER open any files attached to an email from an unknown, suspicious, or untrustworthy source. They should delete these attachments immediately, then “double delete” them by emptying the “Recycle Bin” and by emptying the “Deleted Items” folder in Outlook.
- Users shall delete spam, chain, and other junk email without forwarding.
- Never download files from unknown or suspicious sources.
- Always scan removable writable media such as floppy disks, flash drives, and CD-R for viruses before using it.
- Back-up critical data and system configurations on a regular basis and store the data in a safe place.

5. Enforcement

- A. Any employee found in violation of this policy may be subject to disciplinary action, up to and including termination of employment.
- B. Any employee who learns of any violation of this policy shall notify his or her supervisor or a system administrator.

Confidential Information

It is the policy of the Society that employees may not use or disclose Society proprietary information for personal or non-Company purposes.

1. Employees may have access to important information about the Society or other corporations with which the Society is doing business that is confidential and not general knowledge. Employees may not, without permission from the Executive Director, disclose or grant access to data or information of a proprietary or confidential nature concerning the Society to anyone not employed by the Society, or to another employee who has no need to know such data or information.
2. Employees may have access to confidential information concerning the Society's vendors, employees and other individuals associated with the Society. Employees may not, without proper permission from an authorized member of management, disclose or grant access to data or information of a confidential nature concerning any customer, employee or other individual associated with the Society to anyone not employed by the Society, or to another employee who has no need to know such data or information.
3. Employees may not answer questions from, or speak on behalf of the Society to, the press or third parties except as is appropriate in the normal conduct of program and other SoSA activities related to the normal course of business. Any unusual or sensitive requests from the press or other third parties should be directed to SoSA's Communications Director. See other policies related to SoSA's Crisis Response Plan.
4. Violation of this policy may result in disciplinary action, up to and including termination.

Conflicts of Interest

It is the policy of the Society that employees must avoid conflicts of interest or the appearance of conflicts of interest in the performance of their jobs.

1. Conflicts of Interest

- A. Every employee must avoid conflicts of interest or the appearance of conflicts of interest in the performance of his or her job.
- B. Employees may not, without the approval of the Society, conduct business on behalf of the Society with a member of their immediate family, or with any business organization in which they, or (to their knowledge) any member of their immediate family, has a direct or indirect financial interest.
- C. Supervisors with actual knowledge, may not, without the approval of the Society, allow supervised employees to conduct business on behalf of the Society with a member of the supervisor's immediate family, or with any business organization in which the supervisor, or (to the supervisor's knowledge) any member of the Supervisor's immediate family, has a financial interest.
- D. Employees not actually doing business themselves but who are in a position to influence or affect the Society's business relationships with other business organizations may not, without the approval of the Society, seek to influence the Society's decision to enter into, continue, or terminate a business relationship with any business organization in which they, or any member of their immediate family, have a direct or indirect material financial interest.
- E. Employees in a position to influence or affect the Society's business relationships with any business organization that does business or seeks to do business with the Society must disclose to his or her supervisor any direct or indirect material financial interest that they, or any member of their immediate family, have or acquire with such business organization.
- F. Similarly, employees who have knowledge that an employee they indirectly supervise is doing business, or intending to do business, with a member of that indirect supervisor's immediate family, or with any business organization in which they, or (to their knowledge) any member of their immediate family, have a direct or indirect financial interest, must disclose the relevant information to his or her next senior supervisor.
- G. An employee shall not engage in any type of self-employment or employment by another to an extent that such employment interferes in any way with the performance of the employee's services to the Society. No employee shall compete with the Society, render services to, or have a material financial interest in, a competitor of the Society.

Conflicts of Interest (Continued)

2. For purposes of this policy, the following definitions apply:
 - A. “Immediate family” members mean a spouse, parents, children, siblings and mothers and fathers-in-law, sons and daughters-in-law, brothers and sisters-in-law, as well as persons (other than household employees) who permanently reside in a person’s home.
 - B. A “material financial interest” means any remunerated relationship or arrangement (e.g., as an agent, representative, employee, promoter, consultant or “finder”) with a business organization, or any ownership interest (of stock, partnership interests, etc.) in excess of 5% in a publicly traded entity; or, in the case of a non public entity, having a fair market value in excess of \$25,000, unless such interest is demonstrably not material.
3. Violation of this policy may result in disciplinary action, up to and including termination.

Corporate Identity

It is the policy of the Society that Society marks, logos, stationery, and corporate names be used consistently and precisely.

1. This program applies, without exception, to all uses of Society logos, marks and names, including, for example, on stationery (such as letterhead, envelopes, business cards and note paper), reports, presentation materials, memoranda, Web sites, email messages, fax cover sheets, articles of clothing, and novelty items.
2. No Society logo, mark, or corporate name may be used on any Society materials without prior approval of the Communications Director or the Executive Director.
3. To obtain approval for the design or use of any Society name, logo or marks, contact the Communications Director.
4. All SoSA stationery, business cards and similar material will use a common design, approved by the Communications Director. Any desired variation shall be approved by the Communications Director prior to use.
5. Corporate logos, corporate names and tag lines may not be altered in any manner without prior approval by the Communications Director.
6. Violation of this policy may result in disciplinary action, up to and including termination.

Discipline

It is the policy of the Society to take action as the Society, in its sole discretion, deems necessary in response to conduct and performance which fall below the Society's high standards.

1. All employees of the Society are employees at-will. See the Overview statement and section on At-will Employee Relationship at the front of this manual.
2. SoSA expects that all employees will conduct themselves in a manner that reflects the highest integrity and professionalism. Employees demonstrating unsatisfactory conduct will be counseled and in most cases be given an opportunity to improve (see Appendix I regarding the evaluation process). A breach of acceptable conduct norms may result in immediate employment termination. In most cases unsatisfactory job performance will be addressed within the context of the Employee Performance Management System described in this manual.
3. The Society may discipline employees when and in the manner it, in its sole discretion, deems appropriate. Discipline may include, depending on the circumstances of each individual case, some or all of the following: oral or written warnings, counseling, suspension with or without pay, or termination.
4. The use of disciplinary procedures, such as warnings, counseling or suspension, does not alter the at-will status of employees.
5. Examples of standards and requirements with which employees are expected to comply include, but are not limited to, the following:
 - A. Employees may not use racial epithets, make ethnic slurs, tell jokes or engage in other verbal or written conduct that is inappropriate for the workplace based on race, sex, religion, sexual orientation, age, disability, national origin, or any other basis prohibited by state or federal law.
 - B. Employees may not disregard any established safety rule or procedure.
 - C. Employees may not engage in horseplay or any other action that interferes with work.
 - D. Employees may not directly or indirectly harass, threaten with physical violence, intimidate, or coerce any employee, guest, or other person in the course of the Society's business.
 - E. Employees may not gamble while on SoSA premises or while acting as a representative of SoSA.
 - F. Employees may not be frequently or excessively tardy or absent from work or from their assigned work areas.

Discipline (Continued)

- G. Employees may not leave Society premises or their job location during work hours without notifying their supervisor and obtaining permission except for approved lunch breaks.

6. Suspension

- A. Suspension is a disciplinary or investigatory status during which an employee is relieved from work duties for a specified period of time.
- B. The SoSA person responsible for human resource issues or the Executive Director must approve all disciplinary suspensions prior to their being implemented.
- C. Employees may be placed on suspension when an investigation is warranted to determine appropriate disciplinary measures. Suspension may be with or without pay at the discretion of the Executive Director.

Document Retention and Destruction

This policy provides for the systematic review, retention, and destruction of documents received or created by the Society of St. Andrew in connection with the transaction of organization business. This policy covers all records and documents, regardless of physical form, and contains guidelines for how long certain documents should be kept and how records should be destroyed. The policy is designed to ensure compliance with federal and state laws and regulations, to eliminate accidental or innocent destruction of records, and to facilitate the Society's operations by promoting efficiency and freeing up valuable storage space.

1. Document Retention: The Society follows the document retention procedures outlined below. Documents that are not listed, but are substantially similar to those listed in the schedule will be retained for the appropriate length of time.

2. Corporate Records

Articles of Incorporation	Permanent
Board Meeting and Board Committee Minutes	Permanent
Board Policies/Resolutions	Permanent
By-laws	Permanent
Construction Documents	Permanent
Fixed Asset Records	Permanent
IRS Application for Tax-Exempt Status (Form 1023)	Permanent
IRS Determination Letter	Permanent
State Sales Tax Exemption Letter	Permanent
Contracts (after expiration)	3 years

Document Retention and Destruction (Continued)

Correspondence (general)	3 years
Accounting and Corporate Tax Records	
Annual Audits and Financial Statements	Permanent
Depreciation Schedules attached to audit	Permanent
General Ledgers	Permanent
IRS 990 Tax Returns	Permanent
Business Expense Records	3 years
IRS 1099s	7 years
Journal Entries	3 years
Invoices	3 years
Sales Records	5 years
Petty Cash Vouchers when used	3 years
Cash Receipts	3 years
Credit Card Receipts	3 years
Bank Records	
Check Registers	3 years
Bank Deposit Slips	3 years
Bank Statements and Reconciliation	3 years
Electronic Fund Transfer Documents	3 years
Payroll and Employment Tax Records	
Annual Payroll Registers	7 years
State Unemployment Tax Records	Permanent
Earnings Records	7 years
Garnishment Records	7 years
Payroll Tax returns	7 years
W-2 Statements	7 years
Employee Records	
Employment and Termination Records	Permanent
Retirement and Pension Plan Documents	Permanent
Records Relating to Promotion, Demotion, or Discharge	7 years after termination
Accident Reports and Worker's Compensation Records	5 years
Salary Schedules	5 years
Employment Applications	3 years
I-9 Forms	3 years after termination
Time Cards when used	2 years
Contributions	
Donor Records and donation records	7 years
Grant Applications and Contracts	5 years after completion

Document Retention and Destruction (Continued)

Legal, Insurance and Safety Records	
Appraisals	Permanent
Copyright Registrations	Permanent
Environmental Studies	Permanent
Insurance Policies	Permanent
Real Estate Documents	Permanent
Stock and Bond Records	Permanent
Trademark Registrations	Permanent
Leases	6 years after expiration
OSHA Documents	5 years
General Contracts	3 years after termination

3. **Electronic Documents and Records:** Electronic documents will be retained as if they were paper documents. Therefore, any electronic files, including records of donations made online, that fall into one of the document types on the above schedule will be maintained for the appropriate amount of time. If a user has sufficient reason to keep an email message, the message should be printed in hard copy and kept in the appropriate file or moved to an “archive” computer file folder. Backup and recovery methods will be tested on a regular basis.

4. **Emergency Planning:** The Society’s records will be stored in a safe, secure, and accessible manner. Documents and financial files that are essential to keeping the Society operating in an emergency will be duplicated or backed up at least every week and maintained off site.

5. Document Destruction:

A. The Society’s chief financial officer is responsible for the ongoing process of identifying its records, which have met the required retention period and overseeing their destruction. Destruction of financial and personnel-related documents will be accomplished by shredding.

B. Document destruction will be suspended immediately, upon any indication of an official investigation or when a lawsuit is filed or appears imminent. Destruction will be reinstated upon conclusion of the investigation.

6. **Compliance:** Failure on the part of employees to follow this policy can result in possible civil and criminal sanctions against the Society and its employees and possible disciplinary action against responsible individuals. The chief financial officer and finance committee chair will periodically review these procedures with legal counsel or the organization’s certified public accountant to ensure that they are in compliance with new or revised regulations.

Educational Reimbursement & Continuing Education

It is the policy of the Society to provide financial reimbursement for eligible employees who enroll in and successfully complete qualified job-related courses.

1. SoSA is committed to providing necessary training for its employees. To develop and improve skills directly related to current or anticipated responsibilities at SoSA, SoSA will provide training seminars for employees when it is considered appropriate by management personnel. SoSA will generally be responsible for the cost of the seminars, including tuition and travel costs. Attendance at seminars and approval of related costs are subject to approval by the employee's supervisor and SoSA's human resource person.
2. In addition to the training described above, SoSA will make continuing education available to its employees as follows. SoSA will provide paid time off, to a maximum of 24 hours per year, for the purpose of attending continuing education courses at local colleges, universities, or other professional training facilities. This benefit requires supervisor approval and must be associated with acquiring or improving skills related to work that the employee currently performs or may be expected to perform in connection with his or her employment at SoSA. On request, SoSA will consider funding tuition and travel costs for continuing education. Tuition and travel costs for continuing education must be recommended by the employee's supervisor and approved by the Executive Director and will generally not exceed \$500 per year.

For specific information about eligibility for Educational Reimbursement, employees should obtain a copy of the Continuing Education Application, which is available from SoSA's human resource person.

Employee Complaints

It is the policy of the Society to encourage employees to discuss their work-related problems with their supervisors.

1. Complaints should be handled, if possible, within an employee's department or office.
2. An employee should discuss a work-related problem with his or her immediate supervisor as soon as possible. In the case of a complaint of discrimination or harassment, see also policies related to Equal Employment Opportunity, and harassment.
3. Employees who want further review of their complaint should submit the complaint in writing to the next higher supervisor in the organization or the human resources person.

Employee Complaints (Continued)

4. Retaliation against an employee who has made a good faith complaint, or has cooperated with an investigation of such a complaint, is strictly prohibited.
5. See also SoSA's Whistle Blower's Policy for ethical violations.

Employee Conduct

It is the policy of SoSA that all employees maintain a high level of ethical and moral conduct.

1. **General:** To ensure orderly operations and provide the best possible work environment, SoSA expects employees to follow rules of conduct that will protect the interests and safety of all employees and the organization. Mutual respect between and among all employees and conduct of the highest degree of integrity are considered the norm. Additionally, maintaining a work environment characterized by high ethical and moral standards is consistent with the aims and goals of the ministry.
2. **Conduct outside of work:** SoSA operates in an environment of high ethical and moral standards. The personal and professional conduct of employees reflect upon the organization and influences how others perceive SoSA. Employees are expected not to engage in inappropriate or unprofessional conduct or behavior which could be disruptive to the work place or reflect poorly on SoSA. Since it is impossible to predict or enumerate all the circumstances or types of conduct which might be considered inappropriate, these determinations will be left to SoSA management on a case by case basis.
3. Employees are prohibited from reporting to or remaining at work under the influence of alcohol or drugs. If a supervisor has reason to suspect an employee is under the influence of alcohol or drugs, the supervisor may require the employee to report to the human resource person to determine whether a physical examination will be conducted. If an employee refuses to submit to an examination, the employee is subject to termination. Any employee under the influence of alcohol or drugs may be sent home by taxi or Society transportation and is subject to termination.
4. See also the section on Discipline in this manual.

Employee Relations

It is the policy of the Society to maintain a work environment of mutual confidence, respect and unity among all employees so that SoSA is an exceptional place to work.

1. To support this, SoSA is committed to fair treatment of all employees and to honest, open and direct communication. All supervisory staff operate with an “open door” policy. Employees are encouraged to freely discuss ideas, suggestions, complaints or areas of concern with their respective supervisor. High integrity and loyalty to the organization are also valued characteristics to SoSA and are expected of all employees.
2. Employee and supervisor relations: Each SoSA employee will have a designated supervisor. The supervisor establishes direct work assignments and evaluates performance. The supervisor may also make recommendations concerning pay, promotion or disciplinary actions. SoSA expects two-way friendly, cordial and professional relations between all employees and their supervisor. All employees will have the opportunity for ample input regarding work activity, and priorities and are free to communicate directly with their supervisor concerning these issues. Once work activities and priorities have been set, however, all employees are expected to strongly support them in a positive fashion.

Employment References and Requests for Employee Information

It is the policy of the Society not to provide to others, except as provided below, references or information concerning the employment history of current or former employees.

1. The Society provides only the following information in response to inquiries about employees:
 - A. Current employees: Verification of employment, job title and hire date.
 - B. Former employees: Verification of employment, job title at termination, and hire and termination dates.
2. Additional information, such as salary or job chronology may be provided in response to written requests only when authorized in writing by the employee. Information regarding job performance of a former or current employee seeking a new job may only be provided with the approval of the Executive Director.
3. Employees who choose to give references in a purely personal capacity may not use Society stationery and may not imply that they are representing the Society in doing so.

Family Care Leave

It is the policy of the Society to provide family care leave to employees in accordance with, and under the terms of, the federal Family and Medical Leave Act and state law as they apply to SoSA.

1. Eligibility

- A. Employees are eligible for family care leave if (1) they have at least 12 months of service with the Society; and (2) they have worked for the Society at least 1,250 hours during the preceding 12 months.
- B. Total family care leave may not exceed 30 work days in any consecutive 12-month period.
- C. Family care leave can only be taken either: (1) to attend to the employee's child's birth, adoption (except in the case of step-children) or serious illness or placement of a child into the employee's home for adoption or foster care; or (2) to care for a parent, spouse, or qualified same-sex domestic partner with a serious health condition which requires a family member's care. To qualify for leave to attend to a child's serious illness, the child requiring the care must either be under 18 years of age or an adult dependent child incapable of self-care because of a mental or physical disability. "Parent" includes biological, foster or adoptive parents, stepparents and legal guardians; in-laws are excluded.
- D. Time off on a medical leave of absence by an employee for his or her own serious health condition counts against family care leave time available under this policy. See also other policies related to Leaves of Absence.
- E. Birth or adoption of children or placement in the home: Female employees are eligible to take leave at the birth of their children for whom they will provide support and shelter. The first four weeks shall be with pay. Up to an additional four weeks may be taken, of which two weeks may be charged to accumulated sick leave or vacation time with the balance of these four additional weeks being without pay. An employee whose spouse gives birth may take up to two weeks paid time off (used any time within six months of the birth) without using accumulated vacation or sick leave time. This policy applies to adoption or court placement in the home of a child age five years or younger, except in the case of adopting step-children.
- F. Employees requesting family care leave must notify their supervisor in writing of the request, stating the beginning date of the leave, the probable duration of the condition and the time required to attend to the family member as applicable. The employee must provide certification acceptable to the Society of the need for the leave from a certified health care provider.

Family Care Leave (Continued)

- G. Employees should submit requests for family care leave 30 days in advance of the leave, if possible. If 30 days advance notice cannot be given, employees should submit the request as far in advance of the requested leave dates as possible to allow the Society to make adjustments related to work assignments and scheduling.
- H. Due to SoSA's relatively few number of employees the Society may deny or reduce an employee's request for leave in extraordinary circumstances when reasonable work related accommodations can not be made.
- I. An employee may take family care leave intermittently, or on a reduced work schedule (1) if it is medically necessary for the employee to care for a spouse or qualified same-sex domestic partner, child or parent with a serious health condition; or (2) to care for a child after birth, adoption or placement into the home, if permitted by the Society in its sole discretion.

2. Effects on Benefits and Wages

- A. Family care leave is unpaid, except to the extent an employee:
 - 1) Is entitled to sick leave (see the Sick Leave policy); or
 - 2) Is using accrued unused vacation or floating holidays for the family care leave; or
 - 3) Falls under another specific provision of this manual.
- B. Employees must apply any unused floating holidays, or accrued unused vacation in excess of two weeks to their family care leave.
- C. Family care leave is not considered time worked for purposes of determining an employee's accrual of vacation or sick pay. An employee returning from family care leave shall return with no less seniority than the employee had when the leave commenced.
- D. Health and other benefits remain in effect during a family care leave. Employees will be responsible for the employee contributions required for coverage on the same terms and conditions as for active employees not on leave.

Family Care Leave (Continued)

3. Returning to Work After a Family Care Leave

- A. Employees are expected to return to work on the first scheduled work-day following a leave.
- B. Failure to return to work at the end of the leave may result in termination of employment.
- C. Employees should notify their supervisor of their intent to return to work at the earliest possible time prior to the expiration of the leave. In turn, upon such notification, supervisors should notify the employee of the employee's next scheduled work-day.

4. Any misrepresentation made to obtain or continue a leave is grounds for immediate termination.

5. The Society will comply with any law, applicable to the Society, which provides greater family care or medical leave rights.

Family Commitments

It is the policy of the Society to aid employees in fostering good family relationships.

1. Society of St. Andrew is committed to fostering strong families for all employees and strives to aid this goal in reasonable ways when possible. Toward this end supervisors may grant occasional requests for employees to be absent from work to attend and participate in commitments associated with the immediate family. Typical events intended for this purpose include: school plays, religious events, civic events, athletic events, conferences, special family events, etc. These approved hours off from work will not be counted against accumulated vacation time. This policy is intended to give employees some flexibility but should be used only on infrequent occasions, and with the approval of the employee's supervisor.

Harassment

It is the policy of the Society to provide a non-discriminatory and harassment-free work environment.

1. Employees and volunteers are prohibited from harassing any employee, guest, or other person in the course of the Society's business for any reason including, but not limited to, race, religion, color, sex, sexual orientation, national origin, age, marital status, covered veteran status, mental or physical disability, pregnancy, or any other basis prohibited by state or federal law.

Harassment (Continued)

2. No employee, volunteer or program guest at SoSA should be subjected to unsolicited and unwelcome sexual overtures, nor should any employee, volunteer or guest be led to believe that an employment opportunity or benefit would in any way depend upon “cooperation” of a sexual nature. Sexual harassment, whether physical or emotional, is of two types, hostile environment and quid pro quo.

- A. Hostile environment sexual harassment includes, but is not limited to, conduct of a sexual nature, including unwelcome jokes or sexual advances, touching, comments, and the like, which unreasonably interferes with an employee’s ability to perform his or her job because of the hostile environment which is created.
- B. Quid pro quo sexual harassment includes, but is not limited to, the making of unwanted sexual advances and/or requests for sexual favors where either submission to such conduct is made an explicit or implicit term or condition of employment, or an individual’s submission to or rejection of such conduct is used as the basis for employment decisions affecting that individual.

3. Employees who believe they have been harassed should promptly report the facts of the incident and the name of the person involved to SoSA’s human resource person and next appropriate supervisor. Every complaint will be investigated. If an employee’s supervisor is the subject of the complaint the employee may communicate directly to the Executive Director. If the Executive Director is the focus of a complaint the employee should confer with any trusted senior management personnel in deciding to report the complaint directly to the chair of the board of directors. Program volunteers or guests may make reports to the most senior SoSA employee present, or to the Executive Director.

4. An employee who feels that he or she has been the subject of some form of harassment or discrimination may choose to handle the situation directly with the other employee if the apparent infraction is considered minor, marginal or falls into an uncertain category. However, this form of resolution is purely optional and is not required.

5. Every incident of harassment reported to the human resource person will be investigated in as confidential and expeditious a manner as possible. In no event will information concerning a complaint be voluntarily released by SoSA to third parties or to anyone within SoSA who is not involved with the investigation or the complaint. Nor will anyone involved be permitted to discuss the subject outside the investigation.

6. When a supervisor becomes aware of a harassment incident for which a complaint has not been filed and which has not been resolved directly by the affected employee: Any supervisor or manager who becomes aware of a possible harassment or discrimination situation should promptly inform the human resource person for SoSA. All such situations will be handled in a timely and confidential manner to achieve an appropriate solution.

Harassment (Continued)

7. Retaliation against an individual who has made a good faith complaint about harassment, or has cooperated with an investigation of such a complaint, is strictly prohibited.
8. Disciplinary action, up to and including termination, will be warranted if an employee fails to adhere to the provisions of this policy.
9. See also other policies related to Equal Employment Opportunity, Complaints, and Standards of Business Conduct.
10. The following additional guidance is provided due to the heavy volunteer and program nature of SoSA ministries:
 - A. Two adult rule – A minimum of two non-related adults should present at all programming with children and youth.
 - B. State codes – At all SOSA events the ratio of adults to children specified by the state code of the state in which the event is being held will be adhered to.
 - C. Overnight events – The ratio of adults to children or youth should be at least one to five at all SOSA events. Where housing is “bunk room” style there shall be at least two adults in each room. Further, churches sending both male and female youth to SOSA events are encouraged to send youth leaders of both sexes so that the proper gender balance can be maintained.
 - D. Interpersonal boundaries – Ministry with youth is always relational in character. For that reason SOSA Staff and volunteers will take extra care to project the proper image of respectful and nurturing behavior toward participants, and each other. This example setting is to be especially emphasized in matters of:
 1. Dress code – Staff and volunteers shall address the types of swimwear, shirts and etc. that are deemed inappropriate at SOSA functions.
 2. Appropriate language – Vulgar or demeaning expression are never appropriate at SOSA functions.
 3. Appropriate demonstrations of affection and/or encouragement – These shall be appropriate to the situation and all SOSA staff and volunteers shall take care that demonstrations of encouragement and or affection shall never be sexual in nature
 - E. Background checks – All staff and as many volunteers as practicable shall submit to thorough background checks. These checks will be renewed every fourth year.

Health and Welfare Plans

It is the policy of the Society to provide health and welfare coverage for eligible employees.

For specific information about the coverage, refer to health and benefits coverage information published by SoSA's health care provider.

Holidays

It is the policy of the Society that the following ten named days, plus one floating holiday, are paid holidays:

- New Year's Day
- Good Friday
- Easter Monday
- Memorial Day
- Independence Day
- Labor Day
- Thanksgiving Day
- The Friday following Thanksgiving
- Christmas Eve
- Christmas Day
- One floating holiday which may be taken at any time with advance notice to the employee's supervisor

Illness or Injury — Non-Occupational

It is the policy of the Society that employees who are unable to work due to illness or injury must notify their supervisor.

1. Employees who are unable to report to work due to illness or injury must notify their supervisor as soon as possible before the start of their scheduled workday. See also the Attendance policy.
2. Employees who become ill while working must notify their supervisor. Employees who are unable to perform their normal duties may be released by their supervisor, from the rest of their workday using accrued sick leave.
3. An employee who has been away from work due to illness or injury for five or more consecutive work days may be required, before returning to work, to obtain from his or her treating physician a written release to work. Prior to their return, employees must deliver such release to their supervisor.

Illness or Injury — Non-Occupational (Continued)

4. The Society may request written statements from treating physicians certifying an employee's illness, any work restrictions and the anticipated duration of those restrictions.
5. See also policies related to Leaves of Absence policy.

Inclement Weather

It is the policy of the Society that all employees should exercise caution during periods of inclement weather that may occur prior to start of a work period or during the course of a normal work day.

1. The human resource person will determine if the National Office hours should be adjusted because of poor weather and initiate employee notification. Regional Office Directors will make this determination for their respective offices.
2. National Office closing notification: At the national office, personnel will call the designated voice mail phone number to learn if office hours are delayed or canceled for any given day. If the office is open, personnel are expected to make every reasonable effort to arrive at work as soon as possible. Employees who do not make a reasonable effort to report to work may be assessed vacation hours for the work hours lost.
3. Regional Office closings: In regional offices, the office Director will develop means by which employees can be notified of adjustments to office hours due to poor weather.

IRS Form 990 and Audit Review

It is the policy of the Society of St. Andrew that completed IRS Form 990 and the annual independent financial Audit is reviewed prior to their filing.

1. SoSA staff will work directly with the independent auditors throughout the auditing process.
2. The Audit Committee of the board of directors will review the annual audit and IRS Form 990 immediately prior to their filing.
3. SoSA's independent auditors will also be afforded the opportunity to make a presentation to both the Executive Committee of the board of directors and the full board of directors at their first meetings following completion of the audit.

Jury Service

It is the policy of the Society to assist eligible employees in meeting their civic responsibilities by continuing to provide compensation to those who render jury service.

1. Regular employees are eligible.
2. Jury service compensation will be paid up to a maximum of 20 work days in any consecutive 12-month period, or such other period as required by local law during which employees may not refuse jury service.
3. For jury service lasting more than three consecutive workdays the Society will pay employees the difference between jury service pay received from the court and their regular rate of pay, provided that the jury service is performed on a scheduled work day.
4. Employees who receive notice of jury service must immediately notify their supervisors of the date and time they must appear for jury service.
5. If an employee's absence results in a serious hardship to the Society, the supervisor should contact the human resource person for SoSA.
6. Employees must provide certification of completion of jury service to be eligible for jury service pay.
7. If employees are excused from jury service four hours or more prior to the end of their regular shifts, they must report back to work.
8. If appearance for jury service is required three hours or more after the beginning of a work day, or if employees have been instructed to call the court at a specific time for further instructions as to appearance time, employees should report to work at the beginning of their work day.
9. Employees must report to work for their regularly scheduled work day if not required to be at court during those work days.
10. Supervisors must record any day that an employee is absent from work due to jury service.

Layoffs

The Society may reduce its workforce as necessary in its sole discretion.

1. After a determination that workforce reductions are necessary, the Society, in its sole discretion, will determine which positions will be reduced or eliminated. Where there are multiple incumbents in a position, the Society, to the extent it deems appropriate, may consider one or more of the following factors:

- Ability to perform the work required after the reduction of workforce
- Length of service
- Performance
- Disciplinary history
- Geographical location
- Attendance record
- Prior experience

2. Employees will be given as much advance notice as is reasonably possible of such layoffs or reduction in work days, or be given pay in lieu of notice. Laid off employees may also be eligible for severance in accordance with any Society policy in place related to severance pay.

3. As openings occur following a layoff, the Society will attempt to hire the most qualified person available. Laid off employees who wish to be considered for re-hire should contact the Society's employment office and indicate interest in job openings as they occur. Employees indicating such interest will be considered along with other applicants for such positions.

Legal Appearances

It is the practice of the Society to compensate its employees for expenses incurred in connection with legal matters on behalf of the Society.

1. Employees who are subpoenaed or requested to make a court appearance or have a deposition taken in connection with a Society matter must contact the human resource person for SoSA. Any appearance by an employee not coordinated with the human resource person will not be considered authorized by the Society.

2. Employees whose shifts begin three hours or more before the scheduled appearance must report to work as usual. Such employees will be released in time to meet the scheduled appearance.

3. If four hours remain in the employee's scheduled work day after the appearance, the employee must return to work.

4. Employees will be reimbursed for any reasonable expenses related to the appearance.

Meal Periods

It is the policy of the Society to provide employees with meal periods during designated working hours.

1. Employees will receive meal periods in accordance with applicable law. The actual schedule of the rest and meal periods will be determined by employees' supervisors. Employees receive one hour paid lunch period during each day and are encouraged to use some of that time for physical exercise.
2. Employees are expected to be prompt when returning to their work locations after meal periods. Tardiness when returning from meal periods may lead to disciplinary action, up to and including termination.

Medical Examinations

Employees are expected to perform the essential functions of their job and not cause a direct threat to the health or safety of themselves or anyone else.

1. Employees may be required to complete Medical Questionnaires in the hiring or rehiring process and upon transfer or when other circumstances warrant.
2. Employees returning from a medical leave of absence may be required to submit to a physical examination prior to returning to work.
3. If at any time the Society determines that employees pose a direct threat to the health or safety of themselves or anyone else, or are unable to perform their essential job functions, they may be required to submit to an examination or evaluation by an appropriate health care provider designated by the Society.

Membership in Professional Organizations

The Society encourages participation in professional organizations where a clear benefit to the Society will be realized and the membership fee is considered to be reasonable.

1. Membership in professional organizations must be approved by the employee's supervisor to be eligible for full or partial reimbursement by the Society.
2. Employees may be reimbursed, either fully or partially, for the cost of approved membership in professional organizations. A determination on reimbursement will be made by the supervisor and the human resource person.

Membership in Professional Organizations (Continued)

3. If the Society maintains a corporate membership in any professional organization, no reimbursement will be made for an employee's individual membership if the employee can participate in the organization's activities through the corporate membership.

Overtime Policy

Policy brief & purpose

SoSA's overtime policy is designed to state the company's rules regarding the compensation of hours worked beyond an employee's standard working schedule. SoSA believes it is essential that overtime be limited to when it is absolutely necessary to fulfill our mission and that SoSA meets all of its legal obligations under applicable wage and hour laws. This is to ensure that employees will be consistently and correctly compensated for the time they put into the completion of their job duties while preventing incidents of abuse or unnecessary expense of overtime, loss of productivity, health and safety risks and so forth.

This policy is not designed to contradict any legal guidelines that may be in effect; thus SoSA will abide by relevant legislation when assigning or compensating overtime hours. In cases when legislation does not cover overtime, it remains SoSA's discretion to decide if and how overtime will be compensated.

Scope

This policy applies to all SoSA employees classified as non-exempt from overtime compensation rules.

Policy elements

In this policy, the terms "standard working hours" or "regular work schedule" refer to the hours specified in an employee's employment contract or agreement at time of hire or as modified at a later date. These hours constitute the regularly scheduled working time of an employee and have thus been agreed upon by both the employee and employer. The regular work schedule may be specified in either work hours per day or work hours per week. Regular work schedules may be defined to include a specified number of overtime hours (for example 45 hours per week includes five overtime hours). "Overtime" that qualifies for additional compensation refers to any amount of time worked in addition to the regular work schedule that also satisfies certain conditions. These conditions are:

- Employee must be classified as non-exempt according to state or federal DOL rules.
- Overtime must have been approved by a person authorized to approve overtime for a particular employee

Overtime Policy (Continued)

- Employee must be on SoSA premises in order for the work to be authorized. For the purposes of this policy the location of field gleaning or other program events or bulk “food drops” will be considered to be SoSA premises. Likewise, employees engaged as authorized telecommuters or assigned tasks expressly designated to be performed at home, will be considered as on SoSA premises.
- Weekly overtime is calculated after an additional 30 minutes has been worked beyond the regular work schedule on any single day.

In cases when overtime is needed, SoSA has established certain rules to safeguard the employees’ morale, health and safety. Those rules include:

- Employees are authorized to work overtime only to carry out work that they are unable to complete the next day or at a future time
- Overtime hours will be accurately and consistently recorded
- Non-exempt employees who work more than the 40 hours per week standard working hours will be entitled to overtime pay
- Employees may receive certain days or time off to preclude an overtime situation. This will only take place within the same work week that the overtime situation occurs. SoSA anticipates that this will be the typical method of preventing overtime situations in most cases.
- Employees will normally not be asked to work more than the maximum amount of hours per day or week as identified in their regular work schedule.
- In order to stay within the regular work schedule time period and to avoid overtime situations supervisors may grant time-off prior to or after periods where an overtime situation might be expected to occur, but only within the same week as the overtime work.
- There will normally be a daily or weekly cap for overtime to avoid employees working excessive hours
- Measures will be taken to gradually reduce overtime worked by employees who have been observed to work excessive hours
- When possible, employees should share the work load more than their standard working hours, instead of one employee working excessive overtime
- The individual 40 hour work week will be used as the standard for computing overtime pay. Work time may not be “averaged” from work week to work week. Work schedules may be adjusted within a work week to avoid an overtime situation.
- There will be no discriminatory treatment towards employees regarding who has to work overtime or if and how they will be compensated for it

Persons not entitled to overtime compensation are those exempted by rules unless otherwise agreed upon through their employment contract or agreement. Overtime that has not been properly authorized will not qualify for compensation. This does not refer to rare circumstances when overtime is required due to unforeseen issues or emergencies that need to be resolved

immediately. In these cases, overtime will be paid to all non-exempt employees at the standard overtime rate. Also in these cases employees should make every attempt to alert their supervisor to the situation necessitating overtime.

In order to avoid any incidents of abuse of the overtime system, either by SoSA or employees, that may result in legal confrontation, the following statements apply:

- Employees must have read the present policy and have clarified any questions with the help of SoSA's Human resources staff
- Supervisors must not ask, or encourage employees to work unreported and unauthorized overtime to complete their duties
- Employees must not endeavor to work overtime aiming for the highest possible pay, as this may result in trade off with the quality and quantity of their work
- The established timekeeping systems must be strictly followed at all times
- Only actual work time is counted when determining an overtime situation. "Time not worked" is not included in computing overtime pay due. Time not worked includes leave, vacation, sick time, meal times (one hour per work day) or other situations even if such non-work time is paid or considered as "work time" for other policy purposes such as pay, pension accrual, benefits, etc.
- As a general rule travel time, between home and work, is not considered work time even if the travel is to a different work or program site than normal. Extended "official" travel will be addressed separately.
- Disciplinary measures leading up to and including employment termination may be invoked in cases of repeated non-conformity with SoSA's overtime policy

Procedure

As this policy has stated, overtime must be recorded and approved in advance. The following procedure applies:

1. The need or potential for overtime beyond the regular work schedule must be identified either by the employee or their supervisor and jointly discussed to assess the situation.
2. The supervisor and the employee must agree on the hours of overtime needed and when they will be worked. The daily or weekly overtime cap must not be exceeded. Employees should not end up working hours that will compromise the quality of their work.
3. Employees will be classified as "exempt" or "non-exempt" at time of employment. The non-exempt classification will also carry an indicator to show whether the employee is paid an hourly rate or by salary. Employees will be notified by SoSA's Human Resource staff if changes to their employment classification are made at later dates.
4. Supervisors will determine if an overtime situation can be avoided by awarding time off during the same week. If time off is used the supervisor must specify the time frame in which the employee may use it. In most cases the time frame should be adjacent, prior to or following, the potential overtime situation. Banking or saving up time off in lieu of

Overtime Policy (Continued)

overtime pay to be used at a later date in conjunction with holidays, vacation or sick hours is not authorized.

5. Overtime hours worked will be accurately recorded by the supervisor who will supply SoSA Human Resource staff with the information.
6. Overtime compensation will accrue at one and half times the hourly rate for the employee. For non-exempt employees paid by salary the hourly rate will be the hourly equivalent determined by dividing the total amount of straight time salary compensation received by the employee “for work” by the number of hours that compensation is intended to cover.
7. The overtime pay must be approved by SoSA’s Human resource staff
8. The employee will normally receive their paid overtime compensation in the next available payroll being processed after all overtime information is finalized.
9. Supervisors will make every possible attempt to avoid paid overtime situations beyond the employees regular work schedule by awarding time-off before/after potential overtime situations.
10. Notwithstanding all other procedures, during the initial implementation of this policy and until otherwise directed, all paid overtime hours beyond an employee’s regular work schedule must be pre- approved by SoSA’s executive director.

Overnight or extended official travel

The nature of SoSA’s ministry and program activities present challenges in addressing potential overtime situations for non-exempt employees during periods of overnight or extended travel.

Some nonexempt positions within SoSA require travel in the United States. The purpose of this policy is to state the pay rules that apply to nonexempt employees when traveling on official SoSA business. Employees in positions classified as nonexempt under the Fair Labor Standards Act are eligible for compensation for the time they spend traveling. The compensation an employee receives depends on the kind of travel and whether the travel time takes place within normal work hours.

Normal Work Hours Defined: “Normal work hours,” for the purposes of this policy, are defined as 8:00 a.m. to 4:00 p.m. This definition applies to normal workdays (Monday through Friday) and to weekends (Saturday and Sunday).

Travel Time Defined: “Travel time” is defined as including the time the employee arrives at the airport to the time the employee reaches his or her destination. If an employee is traveling to a location, then the destination is either the hotel or the worksite (if the employee travels directly from the airport to work). If the employee is returning home from a location, the destination is the airport of final arrival.

If an employee is traveling by air and no flights are available from or to the airport nearest the employee’s residence, then travel between the employee’s residence and the airport is considered travel time and is eligible for compensation in accordance with the policy guidelines below.

Overtime Policy (Continued)

Travel between home and work or between the hotel and worksite is considered normal commuting time and is not eligible for compensation.

If an employee requests a specific travel itinerary or mode of transportation that is different from the one authorized by the company, only the estimated travel time associated with the itinerary and mode of transportation that has been authorized will be eligible for compensation.

Travel Time Within Normal Work Hours: Any portion of authorized travel time that takes place within normal work hours (defined as 8:00 a.m. to 4:00 p.m.) on any day of the week, including Saturday and Sunday, is treated as work hours. Travel time within normal work hours will be paid at the employee's regular hourly rate and will be factored into overtime calculations.

When an employee travels between two or more time zones, the time zone associated with the point of departure should be used to determine whether the travel falls within normal work hours.

Travel Time Outside of Normal Work Hours: Any portion of authorized travel time (with the exception of driving time) that takes place outside of normal work hours is considered to be outside travel hours.

When a nonexempt employee is required to travel as a passenger in an automobile, plane or any other mode of transportation outside of normal work hours, he or she will be compensated at one-half his or her regular hourly rate for that portion of travel time that takes place outside of normal work hours. Unlike work hours, outside travel hours are not factored into overtime calculations.

When an employee travels between two or more time zones, the time zone associated with the point of departure should be used to determine whether the travel falls outside of normal work hours.

Travel Time as the Driver of an Automobile: All authorized travel time spent driving an automobile (as the driver, not as a passenger) is treated as work hours, regardless of whether the travel takes place within normal work hours or outside normal work hours. An employee will receive his or her regular hourly rate for all travel time spent as the driver of an automobile, and this time will be factored into overtime calculations.

Travel as a passenger in an automobile is not automatically treated as work hours. Travel as a passenger in an automobile is treated the same as all other forms of travel, and compensation depends on whether the travel time takes place within normal work hours.

If an employee drives a car as a matter of personal preference when an authorized flight or other travel mode is available, and the travel time by car would exceed that of the authorized mode, only the estimated travel time associated with the authorized mode will be eligible for compensation.

Overtime Policy (Continued)

Calculating and Reporting Travel Time: Employees are responsible for accurately tracking, calculating and reporting travel time to their supervisors. Supervisors will ensure accurate reporting of travel time in conjunction with reporting time worked during the week in accordance with SoSA's work-time reporting policy.

Meal periods should be deducted from all travel time.

If an employee requests a specific travel itinerary or mode that is different from the one authorized, only the estimated travel time associated with the authorized schedule, route and mode of transportation should be reported in the recording system.

Travel time should be calculated by rounding up to the nearest quarter hour.

Recording of time worked during a work week

Recording of time worked applies to SoSA employees classified as non-exempt. Supervisors will use the time recording system that SoSA has in place which will be maintained by SoSA's Human Resource staff. Time worked information may be provided to Human resource staff on a weekly basis. Time will be recorded in whole and quarter hour increments.

Work time for non-exempt employees on an hourly wage will be recorded on a daily basis, less time not actually worked such as meal times, time off to avoid an overtime situation, etc.

Work time for non-exempt employees on an annual salary wage will be recorded on a weekly basis indicating that the employee's regular work schedule applies plus the number of any properly approved overtime hours for that week, less hours not worked or granted as time off to prevent an overtime situation.

The Human resource staff will adjust final work hour information for situations in which overtime hours are indicated but which were not properly approved. In such cases the hours associated with the employee's normal work schedule will be entered in the work time recording system. Overtime hours not properly approved are not eligible for compensation.

Personnel Files and Records

It is the policy of the Society to maintain confidential records of employees' work histories, compensation and benefits eligibility.

1. Personnel records are confidential. Access is limited to: (a) SoSA's human resource person or the Executive Director; (b) each employee's current or prospective supervisor; and (c) an individual employee with respect to the employee's own personnel file.
2. Employees may review their own personnel file by prior appointment with the human resource person for SoSA. The Society may impose restrictions upon this review, including having an observer present during the review.
3. Personnel files may be removed from their file location or information disclosed from them only in the following circumstances:
 - A. Personnel files may be removed on specific request by appropriate supervisors, but only with the approval of the human resource person, or the Executive Director.
 - B. Photocopies of any documents (other than documents which contain Society proprietary information) which an employee has signed may be furnished to that employee upon request.
 - C. Information from personnel files may be disclosed under legal compulsion (for instance, a subpoena or enforceable request from a government agency). Such information may also be disclosed, in the Society's discretion, at the request of an employee upon proper written authorization.
4. It is each employee's responsibility to inform the human resource person promptly of any changes in address, telephone number, marital status, dependents, or beneficiaries.
5. See also policies related to employment references and requests for employee information.

Phones, Mail, Fax, Email and Internet

It is the policy of the Society that, except for necessary personal contact, all communication systems should be used for official Society purposes only.

1. Use of phone systems: All personal calls should be kept to a minimum. Except in cases of emergency or SoSA related business, employees should discourage relatives and friends from calling the office during working hours. Local personal calls by employees may be made during lunch or break periods; however, these calls should be kept as brief as possible.
2. Mail: Employees should not use SoSA's mailing address for receipt of personal mail. Personal outgoing mail with proper postage, paid by the employee, may be placed with SoSA's outgoing business mail.
3. Email, Fax and Internet: Use of electronic mail, fax, and other types of electronic communication, such as the Internet, are encouraged to streamline and efficiently conduct work related communications. Internet time and sites should be limited to that which are necessary for

SoSA related business or activity. Logging onto pornographic or other inappropriate Internet sites is prohibited. All forms of electronic communication to or from SoSA email addresses or equipment are considered the property of SoSA and may be monitored or inspected.

Recruitment, Hiring, and Promotion of Employees

It is the practice of the Society to consider eligible employees for promotion when the Company deems it appropriate to do so.

1. The human resource person coordinates the recruitment, hiring, and placement of applicants for job openings as they occur. Eligible current employees, as well as candidates from outside the Society, may be considered for job openings.
2. Promotions are subject to the recommendation of the employee's immediate supervisor.
3. Employees selected for promotional transfers will transfer on a date acceptable to the Society.

Relocation

It is the practice of the Society to attempt to minimize the cost incurred by employees and their families when requested by the Society to move from one location to another.

1. Eligibility for relocation benefits will be determined on a case by case basis depending on the geographical distance and anticipated costs involved in the relocation. This determination will be made by the Executive Director in consultation with the human resource person.
2. Monies paid to employees and expenses incurred on an employee's behalf are deemed to be repayable advances until the employee has completed a final travel reimbursement application covering costs for which reimbursement is being sought.
3. Employees who voluntarily terminate their employment within six months of assuming their new position must reimburse the Society for all relocation expenses incurred by the Society.

Retirement Plan

It is the policy of the Society to offer a retirement plan for eligible employees.

1. SoSA's retirement plan will comply with all federal and state laws and is subject to modification, at the Society's sole discretion, on an annual basis depending on the financial health of the Society.
2. All rules and policies contained in the Society's plan document apply.

Retirement Plan (Continued)

3. SoSA's basic retirement plan consists of two parts. In one part the Society makes contributions on behalf of the employee and in the second part the employee may make voluntary contributions through payroll deferral. The following is a brief summary of SoSA's basic retirement plan.

- A. All full-time regular employees are eligible to participate in the plan.
- B. The Society will contribute an amount equal to 5% of the employee's salary to the plan beginning in the second year of employment. Employees make no contributions to this part of the plan.
- C. Employees may begin contributing to the second part of the plan through payroll deferral during his or her second year of employment.
- D. The Society will match on an equal basis up to 4% of the employee's salary contributed through payroll deferral.
- E. Employees become fully vested in the Society's contributions to the plan after three years of employment.
- F. Employees will determine the asset allocation of all funds contributed by the Society and the employee into the employee's plan within the family of investment vehicles that comprise the plan.
- G. The above brief summary is for general information only and creates no rights. The provisions of the Plan document govern the retirement plan and a copy is available for inspection and copying upon request to the human resource person. The plan is subject to change at the sole discretion of the Executive Director and Board of Directors.

Safety

It is the policy of SoSA to maintain a safe working environment in the workplace and in areas where program activity takes place.

1. Every employee has a responsibility to help in providing a safe working and program activity environment. Being familiar with all fire, emergency, and safety procedures at respective SoSA locations is the responsibility of all employees. Any accident or injury should be reported to the employee's supervisor as soon as possible. Employees who notice any unsafe conditions or behavior should immediately inform the appropriate SoSA staff or supervisory person and/or take immediate corrective action if necessary. When treating blood related injuries, employees are encouraged to use precautions such as the use of plastic gloves. Particular care must also be exercised when conducting program activities in farm and other environments.

Sick Leave

It is the policy of the Society that employees are granted paid time off for periods of sickness or illness.

1. Sick Leave for all employees is earned at the rate of eight hours per month. There is no limit to the accumulation of sick leave that may be earned or carried over from year to year. Society of St. Andrew's liability to pay sick leave benefits ends when an employee becomes eligible for any applicable disability benefits. Sick leave may be advanced on a case by case basis as recommended by the human resource person and approved by the Executive Director when an employee has no accumulated sick leave time. Sick leave exceeding seven consecutive work days will only be approved with a doctor's recommendation and must be approved by the human resource person. Sick leave of up to seven consecutive work days will be approved by supervisors. Supervisors shall maintain accurate records regarding usage of sick leave. Sick leave is intended to be used for specific purposes:

- a. Illness of the employee
- b. Illness affecting immediate family members (parents, spouse, children or other members of immediate household).
- c. Medical appointments; with approval of supervisor

2. Accumulated sick leave is not transferable from one employee to another. The Executive Director, at his or her sole discretion, may approve an exception to this rule in only the most extreme circumstances.

3. Accumulated sick leave is not reimbursable to an employee upon termination of employment.

Smoking

It is the policy of the Society to maintain a workplace free from smoking and the use of other tobacco products.

Society Property

It is the policy of the Society that Society property, including but not limited to documents, electronic records, office supplies and equipment, may be used only in connection with Society business unless otherwise specifically authorized by the human resource person or appropriate supervisor.

1. Company property, including anything in waste or recycling containers, may not be removed from Society premises without written or specific verbal approval by the supervisor having responsibility for the property. Cell phones do not require written approval to be removed from SoSA premises.

Society Property (Continued)

2. An employee who uses Society property but fails to see that it is kept in good repair or loses it may be disciplined.
3. When an employee leaves or is terminated from the Society, the human resource person or supervisor is to account for and obtain all property, including Society documents in the employee's possession. Employees must reimburse the Society for any property not returned.
4. Keys :
 - A. The unauthorized possession, use, or duplication of Society keys is prohibited. Employees must return Society keys upon demand by the Society or termination of employment.
 - B. If an employee no longer has use for a key issued to him or her, the employee must return it to the appropriate supervisor.
5. Telephone Voice Mail: All voice mail messages are the property of the Society. The Society may, in its sole discretion, access, record, or disclose any voice mail message left on a Society voice mail system, without further notice to the employee.
6. Violation of this policy may result in disciplinary action, up to and including termination.
7. See also polices related to computer usage, and security.

Standards of Business Conduct

It is the policy of the Society that every employee complies with generally accepted practices of business related conduct.

1. Every employee must comply with all applicable laws when acting on behalf of the Society.
2. Every employee must report any known or suspected criminal activity or violation of law involving either the Society or any employee acting on behalf of the Society.
3. Reports may be made to the next senior supervisor or the human resource person.

Substance Abuse and Testing

It is the policy SoSA that all workplaces remain free of drugs, alcohol and other illegal substances.

1. SoSA maintains a workplace free from illegal drugs and alcohol. Reporting to work or performing job duties while under the influence of drugs or alcohol is strictly prohibited. An employee who indicates that he or she has a drug or alcohol problem will be offered the opportunity to seek treatment and rehabilitation. Loss of employment will not occur as long as the employee completes all requirements associated with treatment and the rehabilitation process. Upon return to work from a treatment program there will be a return to work agreement between the employee and SoSA. This agreement will include, among other things, elements associated with follow-up care and may also include provisions for random drug or alcohol testing. In cases where SoSA suspects that an employee may have a drug or alcohol problem, without the employee indicating such, SoSA reserves the right to randomly request a drug or alcohol test, at SoSA's expense, from any employee at any time while on duty. This test will be handled in a confidential manner and may only be authorized by the human resource person or Executive Director.

Termination

All employees of the Society are employees at will and employment may be terminated by either an employee or by the Society with or without cause (see policy statement in The At-Will Employment Relationship section in the front of this manual).

1. Employees are requested to provide a minimum of two weeks' notice of resignation. Due to the minimal staffing structure of SoSA, employees in key roles such as Program Directors and Management personnel, are expected to provide a minimum of four weeks advance notice or as much notice as possible once the employee decides to seek other employment.
2. Employee benefits cease on the day of an employee's termination. The Society will provide compensation for unused accrued vacation time and the employee will retain all contributions to the Society's pension plan to which the employee is entitled under the plan.
3. Employees may not extend their employment by using accrued vacation, sick pay, floating holidays, or a leave of absence.
4. Certain actions by employees may result in immediate termination. Such actions include, but are not limited to:
 - A. A violation of SoSA policies on Discrimination, Harassment, or other similar conduct related policies.

Termination (Continued)

- B. Failing to follow safety rules and procedures.
- C. Physically fighting on Society property or during a Society-sponsored event regardless of who started the fight.
- D. Misusing or intentionally damaging or destroying property of the Society, employees, guests, or anyone else on Society property.
- E. Unauthorized removal of SoSA property from the premises, or theft of the property of SoSA or others on SoSA property, including property in waste containers.
- F. Misusing confidential information of the Society or its customers or employees.
- G. Possession of dangerous or unauthorized materials such as explosives, firearms, weapons, or other similar items on Society property.
- H. Being under the influence of alcoholic beverages, narcotics, or other intoxicants while working or at work.
- I. Unauthorized consumption of alcoholic beverages, or illegal possession, sale, or use of narcotics or other intoxicants on Society property.
- J. False or materially incomplete entries on an employment application.
- K. Making false entries on or material omissions from, Society records.
- L. Altering or falsifying, or materially omitting information from any time record.
- M. Dishonesty in any form.
- N. Harassing, threatening with physical violence, intimidating, or coercing any employee, guest, or other person in the course of the Society's business.
- O. Absence for three or more consecutive work days without notification to the employee's supervisor.
- P. Violation of the Conflicts of Interest policy, the Confidential Information policy, the Gifts policy, or the Standards of Business Conduct policy.
- Q. Willful refusal or failure to comply with Society policy or management directive, including refusal to participate in a Society investigation.
- R. Falsifying expense reports.

Termination (Continued)

- S. Insulting, arguing with, using profane language in the presence of, or being discourteous to, employees, guests, or others with whom the Society does business.
 - T. Conviction of, plea of no contest to, plea of guilty to, or acceptance of any pre-trial resolution to any morals charge, felony or misdemeanor.
 - U. Violation of operating rules and procedures which may result in damage to Society property or in bodily injury to other employees or volunteers
 - V. Violating state law prohibiting the purchase, possession, or consumption of alcoholic beverages by persons under the age of 21, or providing alcoholic beverages to, or purchasing alcoholic beverages for, persons under the age of 21 while on Society property or while participating in Society program or other activities..
5. For further information see also the Discipline policy.
6. Termination Procedures
- A. Before leaving the employment of the Society, employees must return all Society property that has been issued or acquired during the course of their employment. Such property includes, but is not limited to, the following:
 - Audio-visual materials
 - Society car
 - Society credit cards
 - Society manuals
 - Electronic devices and files (e.g., computers, pagers, cell phones)
 - Equipment
 - Keys
 - Library materials
 - Name tags
 - Originals and copies of Society records (including electronic records)
 - Tools
 - Travel advances
 - B. When it is deemed appropriate by the supervisor of the terminating employee or the human resource person, the terminating employee may be required to permanently leave the premises at any time prior to their effective final day of employment.
 - C. Whenever possible and with the intention of observing all applicable laws, terminating employees will receive their final paychecks upon completion of the check out procedure in a satisfactory manner.

Traffic Safety

It is the policy of the Society that all employees must drive safely and obey all traffic laws and regulations while on Society business.

1. In conjunction with state law, employees must wear seat belts when traveling in any vehicles while on Society business.
2. While operating a Society-owned or Society-leased vehicle, or private vehicle while on Society business, no wireless or digital communications devices are to be used. This includes sending and/or receiving/acknowledging messages while driving. These can be telephone (including hands-free), texting, emailing, browsing the internet, or like activities. If communicating becomes necessary while on the road, get off, park in a safe area, and do the communicating.
3. Employees who violate traffic rules or regulations while driving or while driving Society-owned or rented vehicles may be subject to appropriate disciplinary action, up to and including termination.

Use of Society Names, Characters or Symbols

It is the policy of the Society that its trademark names, copyrighted materials, other identifying symbols (including stationery materials bearing the Society or program names, characters or symbols), and other intellectual property may only be used with authorization in connection with official, authorized Society business, and may not be used by anyone to imply that the Society sponsors, endorses or is connected with any business, program, product, service, club or organization not part of or directly related to the Society's business activities.

See also policies related to Corporate Identity.

Vacation

It is the policy of the Society to provide paid vacation time to all eligible employees for rest and relaxation.

1. Eligibility for this benefit is limited to regular full-time employees.
2. Conditions

Vacation (Continued)

- A. Regular eligible employees earn vacation time based on the number of consecutive months and years employed by the Society, except while on a leave of absence, from date of hire, and for each succeeding year thereafter.
 - 1) During the first 36 months of employment vacation time is accrued at the rate of eight hours per month.
 - 2) During the 37th to 60th month of employment vacation time is accrued at the rate of 10 hours per month.
 - 3) After the 60th month of employment vacation is accrued at the rate of 12 hours per month for the remainder of the consecutive employment period.
- B. Salaried employees may use vacation earned during the first year of service only after they have accrued eight hours of vacation.
- C. Vacation must be approved in advance by the employee's supervisor.
- D. Vacation will be paid at the straight-time rate of pay in effect at the time the vacation is taken.
- E. Vacation requests for more than two consecutive work weeks at a time must be approved by the human resource person for SoSA and will not normally be granted.
- F. Should a death occur in an eligible employee's immediate family during the employee's vacation, the vacation may, at the discretion of the Society and at the employee's request, be extended up to the amount of permissible bereavement leave, or be canceled and replaced with bereavement leave, if applicable.
- G. With management's approval, employees on medical leaves of absence who have been released to work by their personal physician may request that they be allowed to take vacation time prior to returning to work.
- H. Employees may not take vacation before it is accrued.
- I. Employees may not replace vacation (once it has been approved) with sick time unless the request for sick time was made prior to the start of the vacation or unless the request for sick time is made in connection with an approved medical leave of absence.
- J. This vacation policy has been established to provide periods of rest and relaxation, not as deferred or extra compensation. Accordingly, a maximum of 160 hours of unused vacation time may be carried forward into the beginning of any new calendar year, unless specifically authorized by the Executive Director.

Vacation (Continued)

- K. Employees may not request pay in lieu of using vacation time.
- L. Employees will be paid in a lump sum for any accrued unused vacation (up to 160 hours unless otherwise approved by the Executive Director) upon termination of their employment with the Society. Employees may not extend their employment after termination by using accrued unused vacation.
- M. Supervisors must record vacation hours taken by employees.

3. Vacation Scheduling

- A. Vacations are to be taken at times that are mutually agreeable to the employee and the Society. Employees should try to schedule vacations during non-peak work periods. The Society reserves the right to schedule employees' vacations based on business necessity.
- B. In the event of a conflict of vacation dates affecting two or more employees, depending on the circumstances and business need, the Society will make every effort to grant preference to employee(s) with the greater length of service.
- C. As a general rule the Society will seek to honor each employee's preference in scheduling vacation time off. However in locations having only two full-time employees vacation time should not overlap without approval by the next senior supervisor.

Voting

It is the policy of the Society to provide employees time off for voting in general and statewide elections when employees do not have sufficient time to vote outside their regular working hours.

1. Employees must give their supervisors a minimum of three days' notice of a request for time off for voting.
2. If an employee's polling place is not open either prior to or after the employee's scheduled work period, thus not allowing the employee sufficient time outside his or her working hours to vote, and if the request is granted, the employee may take up to two hours off for voting, either at the beginning or at the end of his or her regular work period, without loss of pay. If more than two hours is required to vote, however, the employee will only be paid for a maximum of two hours.

Voting (Continued)

3. It is a supervisor's responsibility to evaluate requests for time off based upon considerations such as an employee's scheduled work period, location of polling place, polling place opening and closing time, and transportation requirements.

Whistleblower Policy

General: Society of St. Andrew requires directors, officers and employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. As employees and representatives of the Society of St. Andrew, we must practice honesty and integrity in fulfilling our responsibilities and comply with all applicable laws and regulations.

1. **Reporting Responsibility:** It is the responsibility of all directors, officers and employees to report any actual or suspected criminal conduct or ethical violation in accordance with this Whistleblower Policy.
2. **No Retaliation:** No director, officer or employee who in good faith reports an ethics violation shall suffer harassment, retaliation or adverse employment consequence. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment. This Whistleblower Policy is intended to encourage and enable employees and others to raise serious ethical concerns within the Society of St. Andrew prior to seeking resolution outside the organization
3. **Reporting Violations:** The Society of St. Andrew has an open door policy and suggests that employees share their questions, concerns, suggestions or complaints with someone who can address them properly. In most cases, an employee's supervisor is in the best position to address an area of concern. However, if an employee is not comfortable speaking with his or her supervisor or the employee is not satisfied with the supervisor's response, the employee is encouraged to speak with the person responsible for Human Resources within SoSA or anyone in management with whom the employee is comfortable approaching. Supervisors and managers are required to report suspected ethics violations to SoSA's Executive Director, who has specific and exclusive responsibility to investigate all reported violations. For suspected fraud, or when you are not satisfied or uncomfortable with following SoSA's open door policy, individuals should contact SoSA's Executive Director directly. When the Executive Director is suspected of such violations, reports should be made to the Chair of the Board of Directors.
4. **Compliance Officer:** SoSA's Executive Director is responsible for investigating and resolving all reported complaints and allegations concerning violations and, at his/her discretion, shall advise the board of directors and/or the audit committee. The Executive Director has direct access to the audit committee of the board of directors and is required to report to the audit committee at least annually on compliance activity.

Whistleblower Policy (Continued)

5. **Accounting and Auditing Matters:** The audit committee of the board of directors shall address all reported concerns or complaints regarding corporate accounting practices, internal controls or auditing. The Executive Director shall immediately notify the audit committee of any such complaint and work with the committee until the matter is resolved.

6. **Acting in Good Faith:** Anyone filing a complaint concerning a violation or suspected violation must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegations which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

7. **Confidentiality:** Violations or suspected violations may be submitted on a confidential basis by the complainant or may be submitted anonymously. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

8. **Handling of Reported Violations:** The Executive Director will notify the sender and acknowledge receipt of the reported violation or suspected violation within five business days. All reports will be promptly investigated and appropriate corrective action will be taken if warranted by the investigation.

Work-Incurred Illness or Injury and Workers' Compensation

It is the policy of the Society to provide benefits in accordance with applicable law to employees who incur a work-related illness or injury.

1. All employees are eligible for this benefit.

2. Employees must report all work-incurred illnesses or injuries, no matter how minor, to their supervisor promptly. See also policies related to Safety and Accident Prevention.

3. Work-incurred illnesses and injuries may be investigated by the Society to the extent it deems necessary in its sole and absolute discretion.

4. Employees who are eligible for Workers' Compensation benefits will receive coverage for all medical expenses covered by the Society's workers compensation insurance policy.

5. Payment for work-incurred illness or injury:
 - A. The Workers' Compensation Insurance policy determines whether an illness or injury is compensable under Workers' Compensation law.

Work-Incurred Illness or Injury and Workers' Compensation (Continued)

- B. Employees will receive regular pay for the balance of their work period on the day during which illnesses or injuries were incurred.
6. See also policies related to Leaves of Absence governing circumstances where employees are unable to perform their usual and customary work for longer than five consecutive work days due to illness or injury.

Appendix 1 – Performance Management and Evaluations

It is the policy of SoSA that all employees have the benefit of accurate and complete performance evaluations.

1. General: Excellent performance of all employees is essential to the success of the ministries of SoSA. Performance evaluation is a vital part of the process of developing excellent performance and a vital source of information regarding the performance characteristics that are important to the organization. In general SoSA considers average performance to be of a particularly high level, consequently performance evaluated as “satisfactory” is considered to be very good. Such evaluations should be considered as very positive by both the employee and the evaluator. The evaluation process requires honest and objective participation by both the employee being evaluated and the evaluator. Guarding against inflation of evaluation marks is the responsibility of all evaluators. The evaluation form is included at the end of this Appendix.

A. Performance factors, criteria important to SoSA: The performance evaluation form is an excellent tool to determine what performance factors and criteria within each factor SoSA considers important.

B. Evaluation Process purpose and goals: The performance evaluation process serves the organization and its personnel in several ways:

- 1.) It provides information to assist in important personnel management decisions such as: promotions, changes in responsibilities and merit pay increases when appropriate
- 2.) It defines standards by which the performance and character of each employee can be evaluated
- 3.) It provides a common set of values that the organization considers important in the performance of its employees
- 4.) It informs each employee what is expected during the evaluation period.

2. Evaluation Periods: New employees will normally be evaluated at the 3 month, 6 month and 12 month period of employment and annually thereafter. These initial evaluations may be brief since they will cover short periods of time but are intended to ensure that the new employee receives excellent feedback during the first year of employment. Personnel having been employed for one year or more will be evaluated annually. Personnel who have been in the same position for three or more years with no significant change in responsibilities and whose performance is considered satisfactory or better may receive an abbreviated evaluation “For Continuity Purposes Only”, at the discretion of the evaluator. No evaluation is specifically required for seasonal gleaning satellite personnel since they are hired on annual contracts.

Appendix 1 – Performance Management and Evaluations (Continued)

3. Evaluations to correct unsatisfactory performance: When an employee demonstrates a trend of unsatisfactory performance that is not improving and the supervisor feels improved performance is still possible the supervisor may complete special evaluations to achieve this purpose. This process should include an evaluation documenting the unsatisfactory performance as a baseline of overall performance. In the final comment section of the evaluation form the supervisor will indicate that this is a special evaluation and indicate specific and measurable steps the employee needs to take to improve performance to a satisfactory level. A comprehensive performance counseling session should also be included as part of the process. The employee will be given a specific time, generally not more than three months, by which performance should be improved and at the end of which the supervisor will complete another evaluation. This process is not required but may be used by the supervisor when in his or her opinion extra efforts to retain the employee and improve performance are warranted.

4. Evaluation Process: Supervisors will complete the designated Performance Evaluation Form within 60 days of the end of annual evaluation periods. The evaluation form can be very instructive to the employee; however, employees shall not complete their own evaluation or draft of their evaluation for their supervisor. Completion of the evaluation form is strictly the responsibility of the reporting supervisor. Evaluations for new employees will be completed within 30 days of the completion of their three and six month evaluation periods. It is expected that evaluations on new employees will contain several areas where an “I” is awarded which indicates that the employee is improving. Such marks are not considered negative and should not be considered as such by the employee. Supervisors will review the evaluation with the employee and obtain the employee’s signature after the review or counseling session. The employee’s signature does not indicate agreement or disagreement with the evaluation but merely indicates that their performance evaluation was reviewed with them. The supervisor will then sign the form and provide the original to the human resource person for filing. A copy may be provided to the employee.

5. Completion of the Evaluation Form: The performance evaluation form is divided into sections which the supervisor will complete. In all narrative sections, brief, bullet type comments are desired rather than long complete sentences. Evaluations should reflect observed performance strictly within the evaluation period. Comments regarding anticipated future performance are inappropriate. Narrative comments should reflect what was done and why it was important. General comments such as “he/she did a great job” are overly broad and not descriptive of what was done and why it was important to the organization. While employees receive performance feedback by other means, the evaluation process affords the best opportunity to specifically reflect honest and complete observations of both good and poor performance.

A. Section 1, Administrative blocks: The supervisor will enter the appropriate data.

Appendix 1 – Performance Management and Evaluations (Continued)

B. Section 2, Description of duties: The supervisor will include bullet type comments which describe the duties and responsibilities held by the employee during the reporting period. It is impossible for evaluators to be keenly aware of all that an employee does during any reporting period. Therefore it is appropriate for evaluators to consult with the employee prior to completing this section to ensure that important responsibilities are not missed. Comments should be as specific as possible.

C. Sections 3, 4 and 5, Performance Factors:

These sections contain the three primary Performance Factors and their respective Performance Criteria which SoSA evaluates. Supervisors will review each criterion and consider the employee's specific and overall performance related to that criterion during the reporting period. After careful thought, supervisors will circle the appropriate assessment indicator for each criterion. A comment section is provided for supporting information. Comments are generally optional for satisfactory performance. However, performance assessments for "I" or "U" require specific and detailed comments. Additionally, performance that is considered above average or excellent also requires some specific and descriptive comments to illustrate why that evaluation is warranted. In all narrative sections, brief, bullet type comments are desired rather than long complete sentences. Comments should be very specific, descriptive, and clearly indicate what was done and why it was important or failed to meet standards.

D. Section 6. Additional Comments

This section is intended for brief additional comments by the supervisor. This section can be used to further justify evaluations above or below standard or contain more general comments that are reflective of the employees overall performance. A supervisor who feels that the employee did not respond well during performance counseling may add additional comments in this section. As in all narrative sections, comments should be limited to and reflective of performance during the reporting period being evaluated.

E. Upon completion of the evaluation, a copy shall be provided to the employee for review and a date/time established for a verbal feedback/counseling session. During this session the evaluator and employee should discuss the evaluation and any other performance related issues. It is appropriate in these sessions for evaluators to offer specific comments related to performance they wish to see continued or improved upon in the following evaluation period. At the completion of this verbal session the employee and evaluator shall sign and date the evaluation form which will then be forwarded for filing in the employee personnel file.

F. When an employee strongly disagrees with their performance evaluation: It is not unusual for employees to not agree entirely with their evaluations. In most cases, simply acknowledging this to the evaluator and discussing relevant issues is sufficient and appropriate. Employees and evaluators should recall that during the reporting period there is typically a great deal of performance feedback presented by verbal and other means. This type of feedback should also be considered part of the evaluation process. In cases where the

Appendix 1 – Performance Management and Evaluations (Continued)

employee strongly disagrees with their written evaluation and wish to indicate this disagreement in writing the following process should be followed.

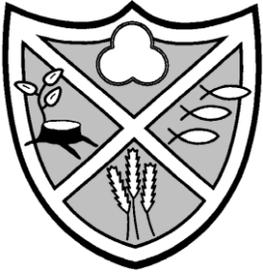
1. Employees should submit a written addendum to be attached to the evaluation. This addendum shall not exceed one page, single spaced, with 12 point font and one inch margins. Comments should be restricted to specific areas of disagreement and performance related activity that the employee feels did not receive sufficient consideration. The employee shall sign and date the evaluation addendum and submit it to the evaluator.
 2. Upon receipt of an evaluation addendum, the evaluator may respond with an endorsement to the addendum. Comments in this endorsement shall be limited to one half page, single spaced, in 12 point font with one inch margins. The evaluator will forward the evaluation, addendum, and endorsement to the human resource person for SoSA, for review and determination if any action is appropriate prior to filing in the employee's personnel file.
6. Evaluations completed "For Continuity Purposes Only": In cases where an employee has been in the same position for more than three years with no significant change in responsibilities, evaluators may, if desired, use an abbreviated evaluation process. This type of evaluation process shall not be utilized when there is any performance considered unsatisfactory or that needs to be corrected. Additionally, when there is a change in supervisors, the new supervisor will complete at least two regular evaluations even though the employee may have been in the same position for over three years. All evaluations completed "For Continuity Purposes Only" will be considered as satisfactory or better and will entitle employees to all promotions, pay raises and other employment events to which they would normally be entitled. This evaluation process will utilize the standard evaluation form completed with the following guidelines.
- A. Section one: Completed by the evaluator
 - B. Section 2: In this section specific duties need not be mentioned. The evaluator shall enter the words "For Continuity Purposes Only" and the position which the employee holds.
 - C. Section 3, 4 and 5 Performance Factors: The evaluator will not indicate level of performance by using the letter representative of the observed performance level. Narrative comments are not required but may be used to reflect particularly noteworthy or unusual accomplishments.

Appendix 1 – Performance Management and Evaluations (Continued)

D. Section 6: Evaluators will complete this section in the normal process offering general comments regarding the employee’s performance during the reporting period. The first entry in this section should also contain the words “For Continuity Purposes Only”.

E. The employee and evaluator will sign and date the form in the appropriate sections.

F. Evaluators shall ensure that a session where the employee and evaluator can verbally discuss performance takes place.



Society of St. Andrew

Employee Performance Evaluation

Employee:

Position:

Evaluation Period from:

to

2. Description of duties: (Primary, secondary, special projects, budget, events, etc.)

E - excellent A - above average S - satisfactory I - improving U - unsatisfactory

3. Performance of duties: Measures an employee's ability to get things done

Using resources: Ability to delegate, provide follow-up control, utilize personnel, money, material and time effectively.

E
A
S
I
U

Getting Results: The quality & quantity of work that was accomplished. The impact the results had on the organization.

E
A
S
I
U

Responsiveness: The degree to which the employee responded, replied to or met deadlines in a timely manner.

E
A
S
I
U

Administrative expertise: The level of service knowledge, technical & managerial skills demonstrated in admin responsibilities.

E
A
S
I
U

Communication skills: The level of effectiveness in speaking & listening in individual & group settings. Ability to express verbal & written thoughts.

E
A
S
I
U

4. Personal Qualities: Measures selected qualities which illustrate character traits important to SoSA

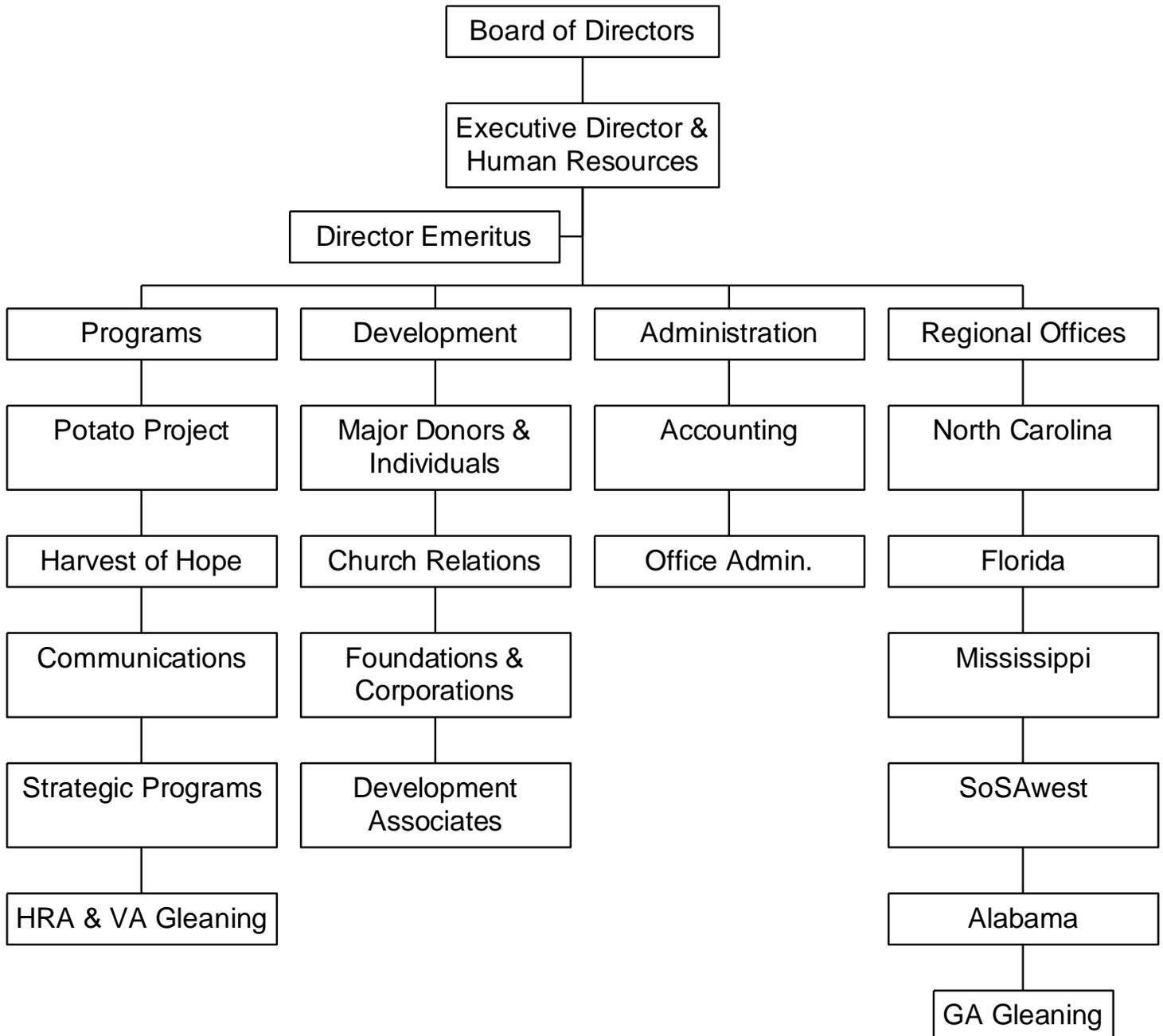
Initiative: Ability to move forward, seek responsibility, take on new tasks without guidance.

E
A
S
I
U

4. Personal Qualities: (Continued)		
<u>Responsibility:</u> Getting the job done and holding self accountable; not relying on excuses. Ability to make contrary decisions work.	E A S I U	
<u>Judgment:</u> Ability to arrive at sound decisions & offer good recommendations using analytical thought	E A S I U	
<u>Working with others:</u> Ability to promote a team effort, to cooperate & work with others to achieve a common goal.	E A S I U	
<u>Attitude:</u> Degree which employee exhibits stable, cooperative, polite and helpful behavior.	E A S I U	
5. Management Skills:(for supervisors only) Ability to guide, direct, develop, influence and support others in their work		
<u>Looking out for others:</u> Employee's sensitivity & responsiveness to needs, problems, goals of others.	E A S I U	
<u>Developing others:</u> Extent to which coaching, counseling, training are used to provide skill growth in subordinates.	E A S I U	
<u>Directing others:</u> Effectiveness in directing & influencing others in accomplishment of tasks.	E A S I U	
6. Additional comments:		
7. Signature/Date of Employee review:		
8. Signature/Date of Supervisor:		

Appendix II – Organization Chart

SoSA Organization 10/09



Appendix III – Employee Acknowledgement Letter

Employee Acknowledgment

The SoSA Personnel Policy and Administrative and Procedure Manual has been promulgated by the Board of Directors with implementation directed at the fall 2009 Board Meeting. Copies of this manual are placed in each office for employee review.

This publication has been prepared as a general statement of organization policy and as a guide to set forth those matters which affect you and your job. It is each employee's responsibility to take the time to review its contents. Questions concerning these policies may be referred to supervisors or the human resource person for SoSA.

Nothing in this publication will constitute a contract of employment or otherwise change, or affect a waiver by SoSA, of the at-will employment status.

Where any reference is made to insurance policies and coverage, the express language of those insurance policies prevails.

The statements contained in this manual do not limit the right of either SoSA or the employee to terminate employment at any time with or without cause or notice.

SoSA reserves the right to change any and all policies, rules, and methods of operation of doing business at any time with or without notice. Formal changes to this publication will be communicated to employees as they occur.

Please sign and date this form indicating that you have reviewed this publication and that you understand the policies and procedures it outlines. Return this form to the human resource person for SoSA for inclusion in your personnel file.

Employee Name (please print)

Employee Signature and Date