



# Human Resources

## MANUAL

2017



## **ABOUT THIS MANUAL**

In order to help staff understand how we work together, CQL | The Council on Quality and Leadership has prepared this manual. It will help answer any questions staff may have about our operations and benefits, workplace practices, and communications. This manual supercedes any policy manual, benefits or practices of CQL. These policies contain summaries of our benefits, work rules, and policies, as we cannot explain every policy and benefit in this manual.

From time to time, we may unilaterally revise, amend, supplement, modify, eliminate or add to these policies and benefits. These policies may be changed at any time at the sole discretion of CQL, without prior notice.

**THIS MANUAL IS NOT AN EXPRESS OR IMPLIED CONTRACT OF EMPLOYMENT BETWEEN CQL AND THE EMPLOYEE, NOR IS IT A GUARANTEE OF ANY BENEFITS DESCRIBED IN THIS MANUAL. CQL OR THE EMPLOYEE CAN TERMINATE EMPLOYMENT AT ANY TIME, FOR ANY REASON, OR FOR NO REASON. EMPLOYMENT AT CQL IS VOLUNTARY AND EMPLOYMENT AT-WILL RELATIONSHIP FOR NO SPECIFIED PERIOD OF TIME.**

The President and CEO or his/her designee has the authority to enter into agreements with employees. Only the President and CEO can bind CQL to agreements that are inconsistent with the policies, procedures and benefits stated in this manual. Further, some of the policies and benefits in this manual may differ based on the state in which the employee works. Any questions regarding differing state laws should be directed to the HR Representative.

Should any provision in this Employee Manual be found to be unenforceable and invalid, such a finding does not invalidate the entire Employee Manual, but only the subject provision. Nothing in this manual is intended to infringe upon team member rights under Section Seven (7) of the National Labor Relations Act (NLRA) or be incompatible with the NLRA.

When reading this manual, references to the following are made:

Department Reference:	Refers To:
HR Department	Chief Operating Officer Administrative Manager
Senior Management Team	Chief Executive Officer Chief Operating Officer Chief Services Officer

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***Dear Colleague,***

*Welcome To CQL | The Council on Quality and Leadership*

Congratulations! We wish you every success in your work with CQL. We have invited you to join our organization because we believe that your capabilities, experience, and commitment will enhance our vision of a world of dignity, opportunity and community for all people.

Your contribution to CQL cannot be overstated. Your knowledge and work, both individually and as part of a team, will become part of CQL's value proposition for people with disabilities, their families and supporters, service and support organizations and public agencies.

We want to continually insure that our services add value to our customers' services and supports. We are delighted that you have joined with us in our efforts. We are confident that you will find your work rewarding and stimulating and that you will enjoy your career at CQL.

Sincerely,

A handwritten signature in black ink that reads "Mary Kay Rizzolo". The script is fluid and cursive, with the first letters of each name being capitalized and prominent.

Mary Kay Rizzolo  
President and CEO

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**CQL | The Council on Quality and Leadership**  
**EMPLOYEE ACKNOWLEDGEMENT FORM**

The undersigned acknowledges receipt of the CQL Human Resource Manual (the“Manual”).

The contents of the Manual are presented as a matter of information. Except for the at-will provisions, the Manual can be amended at any time. I agree to read the Manual and to follow the guidelines and policies set forth in the Manual and any amendments thereto.

I understand that this Manual is for informational purposes only and is not intended to create a contract, nor is it a contract of employment or continuing employment between myself and CQL. I further understand that this Manual shall not be a guarantee or promise of employment or continuing employment.

I understand that at all times my employment with CQL is at-will and can be terminated at any time, with or without cause and with or without prior notice. No promise, statement or writing made by a manager may be interpreted to constitute an employment relationship other than at-will.

I have been given an opportunity to ask any questions regarding CQL’s policies and my at-will employment status. No representative of CQL has made any promise or other statements implying employment will be other than what has been stated above.

**I understand that CQL may, in its sole discretion, change, suspend, or discontinue any policies within this Manual, in whole or in part, at any time and for any reason without prior notice.**

\_\_\_\_\_  
Dated

\_\_\_\_\_  
Signature

\_\_\_\_\_  
Print Name

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## ***Our History***

Since 1969, CQL | The Council on Quality and Leadership CQL has set the standard for excellence in providing services for people with disabilities. Inspired by a vision of a world of dignity, opportunity, and community inclusion for all people, CQL is an international leader in the definition, measurement, and improvement of quality of life for people with disabilities.

From its inception as an accreditation council of the Joint Commission on Accreditation of Hospitals, to its evolution to an independent accreditation body, to its current status as an international not-for-profit leader in the definition, measurement, and evaluation of quality of life for people with disabilities, CQL has provided strong vision and inspired leadership to human services organizations for more than four decades.

Committed to action, CQL's efforts have influenced public policy, positively changed the way entire systems of care and support for people with disabilities are operated, and ensured that thousands of people with disabilities and people with mental illness live full and abundant lives. Our caring, passionate and experienced staff works tirelessly to encourage excellence by providing groundbreaking publications, data, consultation, training, accreditation, certification, interviewing, monitoring, measurement, and other supports to human service organizations serving people with disabilities worldwide.

### **Our Mission:**

For more than 40 years, CQL has been a leader in working with human service organizations and systems dedicated to the definition, measurement and improvement of personal quality of life for people receiving human services and supports.

CQL offers consultation, accreditation, training and certification services to organizations and systems that share our vision of dignity, opportunity and community for all people.

### **Vision**

A world of dignity, opportunity and community for all people

### **Mission**

CQL is dedicated to the definition, measurement and improvement of personal quality of life for people receiving human services and supports.

### **Values**

CQL values about people are grounded in:

- Respect
- Diversity
- Person Centeredness

CQL values embodied in our work are:

- Leadership
- Integrity
- Accountability
- Vision
- Innovation

# 1. WORKPLACE PRACTICES

This section includes policies that are considered crucial to the legal health of CQL | The Council on Quality and Leadership.

## **Drug and Alcohol Free Workplace**

To ensure the high standards necessary to conduct CQL business, and to comply with the requirements of the Drug-Free Workplace Act of 1988, CQL institutes a Drug-Free and Alcohol-Free Workplace Policy. CQL's purpose in implementing this policy is to provide a drug-free and alcohol free workplace in order to ensure a safe, healthy and productive work environment for all employees. In addition to being concerned about the employees' well being, there is equal concern that CQL's reputation and image is not compromised in any way. CQL's policy concerning drug and alcohol use and abuse is as follows:

The employee must report to work in a fit condition to perform his/her duties. Being under the influence of drugs or alcohol is not acceptable.

CQL prohibits the unlawful manufacture, distribution, dispensing, possession, or use or abuse of illicit drugs, alcohol or prescription drugs if used in a way that is illegal. The workplace includes CQL's offices and all premises used to further our programmatic objectives.

**DISCLAIMER:** Employees may be asked to serve or attend business events where alcohol is served, such activity shall not be in violation of this section. With the exception of CQL hosted or related business events, employees will not consume or possess any alcohol or liquor (including beer or wine) while at CQL offices and all premises used to further CQL's programmatic objectives or while off the premises but during the employee's work time.

The employee will not be terminated for voluntarily seeking assistance for a substance abuse problem. However, performance, attendance or behavioral problems may result in disciplinary actions up to and including termination.

If the employee is taking physician-prescribed medication, the employee must notify his/her manager if there is likelihood that such medication could affect job performance or safety.

**A conviction for drug or alcohol abuse crimes will be considered to be in violation of CQL's substance abuse policy. The employee may be subject to termination or required to submit to a bona fide drug or alcohol abuse rehabilitation program. CQL will inform appropriate law enforcement authorities of any drug-related crime that occurs in the workplace.**

"Drugs" means any substance taken into the body, other than alcohol, which may impair one's mental faculties and/or physical performance.

"Abuse" means any use of any illegal drug, or use of any drug, including alcohol, over the counter, or prescription drugs when use is not in conformance with prescription requirements or circumstances where use is not permitted.

CQL will educate and inform its employees about the health consequences of drug and alcohol abuse. All current employees will be made aware of this policy through distribution of the

Employee Manual and educational materials provided through our drug-free awareness program (EAP/Work-Life Program).

### **Equal Employment Opportunity**

CQL is committed to providing equal employment opportunities to all employees and applicants for employment. Accordingly, all terms and conditions of employment will be carried out without regard to race, creed, color, religion, gender, sexual preference, nationality, marital status, age or disability. CQL will not tolerate acts deemed to constitute discrimination or harassment based on gender, sexual preference, race, color, religion, national origin, marital status, age, disability or any other characteristic protected by law.

CQL's procedure for responding to individual discrimination complaints is guided by the regulations of the Equal Employment Opportunity Commission. These procedures are available on CQL's OneDrive. Any employee or applicant for employment who believes that unlawful discrimination has occurred must consult with the Chief Operating Officer or other HR Representative within a reasonable period of time following the alleged discriminatory action. The Human Resources Department will then conduct an investigation and advise the employee or applicant of the findings or of any remaining steps that may be taken.

### **Reasonable Accommodation**

CQL is committed to achieving full compliance with the provisions of the Americans with Disabilities Act (ADA). CQL will make reasonable accommodations to the known physical or mental limitations of a qualified applicant or employee to the extent that this does not impose an undue hardship on the conduct of business. Individuals with disabilities who believe they require an accommodation in the workplace should discuss this matter with the Chief Operating Officer or other HR Representative, who will attempt to make appropriate accommodations to the needs of the individual.

CQL will also reasonably accommodate employees with religious observance practices as required by Title VII of the Civil Rights Act and state and local laws, and employees needing accommodation related to pregnancy, childbirth or related medical conditions. Employees who wish to request a reasonable accommodation for a disability, religious belief, pregnancy, childbirth or related medical condition should contact the Chief Operating Officer or other HR Representative.

### **Harassment**

CQL does not condone or excuse harassment of any kind. CQL policy prohibits employees from discriminating against or harassing their colleagues based on gender, sexual preference, religion, mental or physical impairment, age, race, marital status, creed, color or national origin. CQL will take immediate steps to address complaints of racist or ethnic slurs, or harassment based on age, religion, disability, sexual orientation or any characteristic protected by law.

An employee who believes he or she has been the victim of any kind of harassment should report the incident immediately to his or her manager, Chief Operating Officer or to the President/CEO. The Chief Operating Officer will investigate all such complaints.

## **Sexual Harassment**

This organization is committed to maintaining a work environment that is free of harassment of any kind, including sexual harassment. Sexual harassment is defined as unwelcome or unwanted sexual conduct; requests for sexual favors; and verbal, nonverbal, or physical conduct of a sexual nature that adversely affects the employee's employment terms, conditions, or creates an intimidating, hostile, or offensive work environment. Such conduct is strictly prohibited and will not be tolerated.

CQL encourages the reporting of all perceived incidents of sexual harassment either through an informal or a formal procedural mechanism. Anyone who retaliates against an employee who reports harassment will be subject to disciplinary action.

To resolve a complaint of sexual harassment informally, the employee should either notify the offender that his or her behavior is unwelcome or, if the employee is uncomfortable discussing it with the offender, the employee can notify anyone in his/her management chain or the manager of the alleged harasser. The manager will then attempt to resolve the situation. If the alleged harasser is the President, you should notify a member of the Board of Directors.

To initiate the formal procedure, the employee should notify someone in his/her management chain, the Chief Operating Officer, or another member of CQL management. A member of the senior management team will investigate the complaint. To the extent possible, the complaints, interviews with colleagues, and any documents discovered or generated during the investigative process, will remain confidential. The results of the investigation will be reported to the Chief Operating Officer, who will determine a course of action. The response can include various kinds of disciplinary action, up to termination.

If the alleged harasser is the President, a committee of the Board will be established to investigate the complaint and determine a course of action. The committee will be charged with initiating and conducting the investigation within a reasonable period of time.

The Chief Operating Officer or other HR representative will conduct follow-up interviews to determine that the appropriate steps were taken and the issues were resolved.

CQL also encourages all employees to report sexual harassment involving CQL employees and third parties conducting business with CQL employees. The Chief Operating Officer will investigate any such complaints, to the extent practicable. CQL's senior management team will determine what, if any, action to take.

## **Retaliation**

It is against CQL policy and unlawful to retaliate in any way against anyone who has lodged a harassment or discrimination complaint, has expressed a concern about discrimination, harassment, including sexual harassment, or has cooperated in a harassment or discrimination investigation. Therefore, the initiation of a complaint, in good faith, shall not under any circumstances be grounds for disciplinary action. However, individuals who make complaints that are demonstrated to be intentionally false may be subject to disciplinary action, up to and including termination.

## **CQL's Standards of Ethical and Business Conduct**

CQL's Ethical and Business Conduct Policy provides the following guidelines to all employees in all capacities, to serve as a basis which empowers them to ensure ethical conduct in their relationships with their colleagues and with all CQL business stakeholders with whom they do business on behalf of CQL on a daily basis.

- Perform your duties with honesty, integrity and to the best of your ability. Do not allow anyone to be misled. Communicate openly and honestly, and demonstrate a sense of purpose and a commitment to achieving the best result, even under difficult circumstances.
- Treat people with fairness, courtesy and sensitivity with regard to their rights. Have respect for diversity.
- Accept responsibility for your actions and decisions.
- Behave in a way that is above reproach.
- Comply with all the rules, procedures and regulations that apply to CQL, its systems and the way CQL conducts its business.
- Respect the confidentiality of information obtained from CQL and client organizations and use the information only for the purpose for which it is intended.
- Treat the assets and property of CQL, its employees, its customers and its suppliers with the same respect as your personal property. Do not waste CQL's resources or time.
- Share and declare any information you may have about a personal or corporate conflict of interests. All declarations about such conflicts or potential conflicts must be made in writing on an annual basis using the Conflict of Interest Statement.
- Refuse any gift that could be regarded as an attempt to exert undue influence over you.
- Challenge others if they are acting in an unethical way, report behavior that is in conflict with these standards and do not tolerate any form of retribution against those who speak up.
- Employees shall not steal, remove, willfully destruct or misuse the property of CQL or its clients.
- Employees shall not engage in fighting, assault or battery upon a supervisor/manager, contractor, co-worker, or CQL client.
- Employees are prohibited from falsifying one's own time or work records/time cards or the records/time card of another employee.
- Employees shall arrive to work/job sites in a timely matter. Excessive absenteeism, lateness, and repeated failure to call in when late or absent, after warning, is subject to termination.

- Employees shall perform their jobs in a satisfactory manner. An employee who repeatedly fails to do so or repeatedly refuses to perform assigned work or to follow directions or orders of a supervisor will be deemed to be insubordinate.
- Harassment and/or discrimination of other employees, including but not limited to verbal or physical conduct or unwelcome advances with regard to or on the basis of an individual's sex, race, color, national origin or ancestry, age, religion, sexual orientation, disability, marital status, appearance, political affiliation or status as a veteran or a disabled veteran, or other protected factor is prohibited.

Managers, board members, and employees are encouraged to report behavior that violates these standards. Employees are encouraged to speak with their manager, or human resources when in doubt about the best course of action in a particular situation. Adherence to these standards is not optional.

Violations of any of these standards will be met with the appropriate disciplinary action, up to and including termination of employment. Retaliation against any manager, board member, or employee who files a report concerning what he/she reasonably believes to be a conduct that violates these standards is strictly prohibited.

### **Conflict of Interest**

CQL expects its staff to act in the best interest of the organization. It is further expected that staff will not compete with CQL to further personal or third-party business interests in the areas of *Personal Outcome Measures*®, person-centered organization improvement, measurement, monitoring or any other service provided by CQL. Together, we can insure the interests of CQL are met through full and open communication, information sharing, and ongoing dialogue.

**Step One:** CQL definition of **Full Disclosure** requires staff to disclose any;

- Relationship, influence, or activity that will impair (or appear to impair) the ability to make objective and fair decisions when representing CQL;
- Employment or consulting relationship or activity with a competitor, potential competitor, customer, or potential customer of CQL;
- Situation in which staff is making use of CQL materials, techniques, and/or intellectual capital (for example; using the *Personal Outcome Measures*® in training activities) that have been acquired or accessed because of employment with CQL; and,
- Governance role (whether paid or not) for any company or organization.

*For those in positions that involve policy-making, financial, and/or contract responsibilities, disclosure must also occur when:*

- Personal or family relationship, interest, or ownership exists with vendor, contractor, grantor, supplier, or consultant with whom CQL does or intends to do business.

Written disclosure is required at the time of employment or association with CQL and updated annually, thereafter. Staff should provide information at the time a change occurs, even if it is before the annual disclosure request.

**Step Two:** Each staff member's manager will review disclosure information to:

- Avoid potential conflicts of interests in staff assignments.
- Document and monitor decisions based on potential conflicts.
- Discuss other employment situations to identify any potential conflicts, implications and/or safeguards.
- Arrive at a mutually agreed upon solution. (See Step 3)
- Document and monitor these decisions.

**Step Three:** A mutually beneficial agreement will identify potential conflicts in conducting work, using materials, expanding business, and/or with maintaining current business relationships.

It is expected that each staff member will fully disclose the requested information. It is not automatic that relationships or activities prevent employment or association with CQL. However, each situation requires a fair assessment based on complete information. The goal is to reach joint agreement on each disclosure. If there is dissatisfaction with the resolution/decision reached, concerns should go to the President and Chief Executive Officer of CQL and/or the Chair of the Board of Directors.

Specific examples/scenarios for guidance purposes:

- Full-time employees do not conduct paid work within the context of CQL work outside CQL time.
- Part-time employees may consult if:
  - Private consultant work was established prior to employment with CQL and this information is disclosed as identified above.
  - Additional income is generated on off CQL time and, prior to the decision to consult, this information is fully disclosed as identified above

Per Diem CQL employees working full-time for other organizations may use CQL materials and learned technical skills for the organization. Staff hired to work under a specific contract or agreement may be asked to provide additional disclosures.

### **Grievance Procedures**

Whenever a number of people work together, personal problems or differences will occasionally arise. Normally, these concerns can be resolved informally within each department. The first step toward a solution of a problem is a frank and early discussion with the employee's immediate manager. You and your manager may also call upon the human resources department for counsel and assistance.

In exceptional cases, a need may arise for a more formal approach to the problem. In such a case, the employee may file a written grievance with the Chief Operating Officer, who will notify other applicable Senior Management Team members of the grievance. If the grievance involves the Chief Operating Officer, the employee may file the grievance directly with another member of the Senior Management Team. The employee or the employee's manager must

also distribute copies of the written grievance to the party who caused the grievance and that party's manager. The Chief Operating Officer, with the assistance of one or more other members of the Senior Management Team, will investigate the grievance. The Chief Operating Officer will inform the employee of the resolution, both verbally and in writing as promptly as possible, unless exceptional circumstances delay the consideration or investigation of the grievance.

If the grievance involves a member of the Senior Management Team, the employee may file his or her written grievance directly with the President/Chief Executive Officer or board chair, as appropriate. The Board will determine the method it will use to resolve the grievance and will make every effort to do so in a timely manner.

### **Consecutive Unauthorized Days of Absence**

If an employee is absent for any reason and cannot come to work, the employee must notify his/her immediate manager by email and a phone call to the manager. If an employee is absent without authorization for three consecutive workdays, the employee will be considered to have voluntarily resigned. A message left on voice mail does not constitute authorization for an unexcused absence.

Whenever an employee is absent without authorization for three consecutive workdays, the employee's manager must notify the Chief Operating Officer. The COO will send the employee a final paycheck and a termination letter.

### **Disciplinary Action**

All CQL employees are expected to meet established standards of attendance, performance, and conduct. Employees who demonstrate poor attendance, substandard work performance or unacceptable conduct will be subject to review and corrective action.

Corrective action is exercised at the discretion of management, based on the specific situation and its severity. Corrective actions include verbal reminders, written reprimands, suspension, reassignment, termination or other actions consistent with the circumstances. CQL reserves the right to decide, at its own discretion, the order of corrective action. Nothing in this policy obligates CQL to follow a pattern of progressive discipline, nor is it intended in any way to limit CQL's right to terminate an employee at any time, with or without cause, and with or without advance notice.

### **Termination of Employment**

Terminations are to be treated in a confidential, to the extent possible, professional manner by all concerned. The manager, department manager, and Chief Operating Officer must assure thorough, consistent and evenhanded termination procedures. This policy and its administration will be implemented in accordance with the company's equal opportunity statement.

Terminating employees are entitled to receive all accrued but unused vacation pay. Final paychecks will be given to employees on the next regularly scheduled payday after the last day of employment.

Employment with the company is normally terminated through one of the following actions:



Resignation — voluntary termination by the employee;

Dismissal — involuntary termination for substandard performance, misconduct, or violation of the standards of ethical and business conduct; or

Layoff — termination due to reduction of the work force or elimination of a position

## **Resignation**

An employee who wants to terminate employment, regardless of employee classification, is expected to give as much advance notice as possible. Two weeks or ten working days is generally considered sufficient notice. If an employee resigns to join a competitor, if there is any other conflict of interest, or if the employee refuses to reveal the circumstances of his or her resignation and the future employer, the manager may require the employee to leave the company immediately rather than work during the notice period. This is not to be construed as a reflection upon the employee's integrity, but an action in the best interests of CQL. When immediate voluntary termination occurs for the above reasons, the employee will receive pay "in lieu of notice," the maximum being two weeks of pay based upon a 40-hour workweek at the employee's straight-time rate or salary.

## **Dismissal**

**Substandard Performance** — An employee may be discharged if his or her performance is unacceptable. The manager shall have counseled the employee concerning performance deficiencies, provided direction for improvement, and warned the employee of possible termination if performance did not improve within a defined period of time. The manager is expected to be alert to any underlying reasons for performance deficiencies such as personal problems or substance abuse. Human resources must concur in advance of advising the employee of discharge action. Documentation to be prepared by the manager and reviewed by human resources shall include reason for separation, performance history, corrective efforts taken, alternatives explored, and any additional pertinent information.

**Misconduct** — An employee found to be engaged in activities such as, but not limited to, theft of company property, insubordination, misappropriation of company property, conflict of interest, violations of CQL standards of ethical and business conduct, or any other activities showing willful disregard of company interests or policies, will be terminated as soon as the manager and human resources have concurred with the action.

Termination resulting from misconduct shall be entered into the employee's personnel file. The employee shall be provided with a written summary of the reason for termination. In such cases, no severance pay will be offered.

## **Layoff**

When a reduction in force is necessary or if one or more positions are eliminated, employees will be identified for layoff after evaluating the following factors:

1. CQL work requirements;
2. Employee's abilities, experience and skill;
3. Employee's potential for reassignment within the organization; and

#### 4. Length of service.

The immediate manager will personally notify employees of a layoff. After explaining the layoff procedure, the employee will be given a letter describing the conditions of the layoff, such as the effect the layoff will have on his or her anniversary date at time of call-back, the procedure to be followed if time off to seek other employment is granted, and CQL's role in assisting employees to find other work. The employee and Human Resources, after consultation with the employee's manager, will follow one of the following procedures:

Full-time employees will receive at least two weeks advance notice of the termination date. If such notice is not given, the full-time employee will be terminated immediately and receive two weeks pay in lieu of notice.

#### **Severance**

CQL's severance package will include one week of pay for each consecutive year of full-time employment with CQL, up to a maximum of twelve weeks. The payment will be based on a 40-hour workweek at the employee's straight time rate or salary. Part-time employees are not eligible for severance payments.

#### **Termination Processing Procedures**

The manager must immediately notify human resources of the termination so that a termination checklist can be initiated. Human resources will direct and coordinate the termination procedure.

If a written and signed agreement has been made between CQL and an employee for advanced pay, per the agreement, the final balance of the advanced pay may be deducted from the employee's final paycheck.

On the final day of employment, the manager and/or human resources must receive all keys, passwords and company property from the employee.

Human resources may conduct a confidential exit interview with the employee, this may occur in person or over the telephone.

The employee will then receive their final paycheck either by direct deposit, mail or in person in accordance with CQL's next regular payday. The final paycheck shall include all accrued but unused vacation, payment for hours worked, and any eligible expenses due to the employee.

## 2. About Your Job

### **Announcements of Job Vacancy**

CQL is committed to promotion from within when appropriate. CQL encourages both internal advancement and external competitiveness in recruiting and placing the most qualified applicant in a vacant position. When a job becomes available, a job opportunity announcement will be posted for the open position. To encourage employee applications and referrals, these postings are displayed in highly visible locations on CQL's Intranet/Website. In the event an internal candidate has already been identified, the vacant position may not be posted. (In addition, certain exempt positions may not be posted.)

CQL employees who wish to apply for a vacant position must submit a completed application to human resources. Employees are encouraged to discuss their interest in or intention to apply for posted positions with their managers.

### **Probationary Period**

All new, transferred or promoted employees will have a ninety (90) day probationary period. This time period is to allow employees to find out about their new jobs and to allow CQL to learn more about their knowledge, skills and abilities. Completion of the a ninety (90) day period does not alter the at-will status of employment or imply any particular term of employment.

### **Classification of Employee Positions**

Employees of CQL are categorized as follows:

***Exempt:*** Salaried employees who are not eligible for overtime pay.

***Non-exempt:*** Employees who are paid on an hourly basis and who are eligible for overtime pay for actual hours worked over 40 hours per week. All overtime work must be preauthorized by the employee's manager.

**Full-time:** Employees who consistently work 32 or more hours per week.

**Part-time/Per Diem:** Employees who do not consistently work 20 hours per week or work on an as needed basis.

### **Job Descriptions**

Job descriptions are fundamental to sound management and salary administration. Each job description includes the job title, classification, a list of specific responsibilities and essential functions of the job, a statement of minimal and desired qualifications, the physical requirements, and the job manager's title. A job description is available for each employee. Job responsibilities change from time to time, thus each employee's job description may be reviewed and updated on occasion. Employees of CQL or the employee's manager may request such a review.

## **New-Hire Evaluation**

All new employees complete a six-month evaluation period to continuously monitor and document employment performance during the first year. Employees that are rehired, promoted, demoted or transferred must complete a new six month evaluation period. The evaluation period may be extended by the employee's manager when necessary. An evaluation period does not modify the at-will nature of your employment, and is different than a probationary period of employment, as it is meant as an ongoing "check in" with new staff.

The evaluation period permits the employee to become familiar with their position and to demonstrate the skills, abilities and work habits required for continued employment. During this period, the employee and their manager are encouraged to establish goals, discuss all performance standards and review progress. Managers are responsible for documenting any performance deficiencies and problems during the evaluation period, notifying employees of any such matters, and outlining ways to correct those deficiencies. Employees may be terminated at any time during the initial probationary period if, in the judgment of their manager, long-term employment at CQL would not be in their best interest or that of CQL. Employees will remain an employee-at-will (described in the beginning of this manual) regardless of their successful completion of the new hire evaluation period.

New Hire status does affect eligibility for benefits with regard to CQL's 403 (b) plan and annual leave. During this period of time, employees will not be eligible to receive employer contributions into their 403 (b) plan nor schedule annual leave, unless discussed and negotiated with manager at time of hire.

## **Performance Review**

The employee's job performance will be evaluated on a periodic basis. In addition, the manager will review the employee's job performance approximately six months after the beginning of employment and on an annual basis thereafter.

A performance review is designed to evaluate job performance in an objective and consistent manner, to give a clear picture of achievement in terms of performance standards, and to provide guidance in improving performance relative to the job description. Employees of CQL have the right to review the written performance appraisal, make written comments for inclusion in their permanent personnel file, and, upon request, receive a copy of the review.

CQL will take into consideration the results of the employee's performance review when making decisions on merit pay increases. A positive performance review does not guarantee a raise. Other factors, such as CQL's financial performance, the economy, and projected grant or government cutbacks, can have an effect on the ability of CQL to provide financial rewards to our employees.

## **Growth and Development**

CQL strongly encourages the growth and development of its staff. CQL views the growth and development of staff as a vital part of the continued success of CQL. CQL's philosophy is that individual employees working with their manager may choose various means of developing their knowledge, skills and abilities. Staff may choose a more formal approach through a college or university and access the tuition assistance program.

CQL also offers a variety of ways to promote development opportunities for employees such as the participation in one of the committees listed below, various seminars, workshops, professional membership dues, staff meetings, reliability training and conferences.

### **Communities of Practice (COP)**

The COP is a community of staff which meets to discuss and learn together. The community develops the practice, the learning is organic, and the community members have the opportunity to apply the measures in a variety of settings. The community benefits individual members by supporting personal development and providing access to expertise and networking opportunities. All staff are welcome to participate and meetings are held monthly via teleconference.

# 3. Working at CQL | The Council on Quality and Leadership

## **Confidentiality**

CQL considers certain information to be confidential and/or proprietary. Such information should not be communicated without proper authorization from the employee's manager.

Confidential information can include: certain business information such as CQL financial and marketing data, budget information, bid proposals, contract negotiations, and research and development ideas; personnel actions, such as promotions, demotions, terminations, personnel controversies, performance appraisals, personal information of an embarrassing nature or that an employee specifically requested be kept confidential; information about accreditation decisions or clients of a personal nature; certain legal advice, opinions, and documents. Employees are encouraged to consult with their manager if they are not sure if the information they are handling is confidential in nature.

When discussing or transmitting confidential information, please follow these guidelines:

- Do not reveal any confidential information except under the direction and with the approval of a manager;
- Make sure that confidential information is properly marked and secured before transmittal;
- Ensure that the recipient of the confidential information has a legitimate need to know the information;
- Avoid displaying confidential data where it can be easily observed;
- Immediately inform a manager of the loss of any confidential data;
- Limit reproduction and distribution of such information;
- Secure confidential documents on a secure network drive with limited user access; and
- Employees must properly dispose of all confidential information.

Do not remove any confidential information from the organization's office or computer network without specific authorization to do so. When an employee terminates their position with CQL, it is expected that the employee return all confidential and sensitive information directly to his/her manager and security passwords are deleted or changed.

## **Ownership of Materials**

All information that an employee writes, develops, receives or compiles, including but not limited to publications, articles, speeches, reports, manuals, etc., during the performance of their duties at CQL automatically becomes property of CQL.

## **Consulting and Honoraria**

If an employee is requested to consult with others or to speak at a conference as a representative of CQL, the employee must obtain prior approval from his/her manager. All

monetary compensation earned as a representative of CQL shall be paid to CQL. This includes, but is not limited to, compensation paid for speaking engagements, written work, and attendance at events.

### **Outside Business Interests**

An employee may have outside business interests or outside employment so long as it does not interfere with the employee's job performance or otherwise create a conflict of interest or an appearance of a conflict of interest. Improper outside activities include, but are not limited to: working for a competing organization or business; using CQL's time, facilities or equipment to engage in another business or occupation; engaging in an outside activity which results in the employee losing time from work, presents the appearance of a conflict, or distracts from performing satisfactorily.

### **Personal Beliefs and Partisan Political Activity**

CQL recognizes that its employees may hold a wide range of personal beliefs, values and commitments. These beliefs, values and commitments are a conflict of interest only when they prevent the employee from fulfilling their job responsibilities with CQL. If the employee attempts to use CQL's time and facilities for furthering themselves, or if the employee continues to attempt to convince others of their personal beliefs after they have been asked to stop, there is a potential conflict of interest.

As an employee of a 501(c)(3) tax-exempt organization, an employee may not use their organizational authority to coerce or attempt to command or advise another employee to pay or contribute anything of value for political purposes.

### **Personnel Records**

Federal and state law requires CQL to keep certain employee records on file for specific lengths of time. These records are confidentially maintained in the employee's official personnel file by the human resources department. Employee personnel files are permanent record of the organization, other employment documents (such as workers comp claims, employee training and orientation materials, employment applications and I9 forms) are permanently and securely discarded in adherence to CQL's document retention policy.

An employee may review the contents of his/her personnel files, by appointment, with a representative of the human resources department present. Personnel records are the property of CQL. Employees may not alter, remove, add or replace any documents in their file. Employees may not view the personnel records of any other employee, unless the employee is a member of the Senior Management Team or the manager of the employee whose records they wish to access.

Please help keep these files up to date by informing human resources of any changes in: marital status, address, number of dependents, insurance beneficiary, telephone numbers and emergency contact information.

### **Hours of Work**

The standard operational hours of CQL are 9:00 a.m. to 5:00 p.m. To accommodate departmental needs and those who prefer a different daily schedule, CQL has instituted a flex-

time program in which each manager has the option of allowing the employee to choose a preferred schedule, subject to the requirements, coverage, and workloads of CQL. However, employees must be available and working during the core hours of 12 p.m. to 3 p.m. Eastern Time if they are part of the flex-time program. All nonexempt employees are still entitled to overtime under a flex-time schedule if you work over 40 hours per week.

### **Personal Appearance**

CQL's employees spend a great deal of time in outside locations. CQL expects its employees to maintain a business-like appearance, avoiding extremes in attire in the community. The key guideline: Dress in a manner that reflects well on our organization.

### **Employment of Relatives**

An applicant who is closely related to an employee is not normally eligible for employment in a position that would result in one family member directly reporting to or reviewing the performance of another. Exceptions require the advance approval of human resources. "Closely related" is generally interpreted to mean spouse, life partner, parents, children, siblings, grandparents, in-laws, relatives through marriage, or members of the same household.

### **E-Verify and Pre-Employment Background Investigation**

Employment with CQL| The Council on Quality and Leadership is subject to verification through E-Verify and a successful completion of a pre-employment criminal background investigation to search local and state records throughout the United States, after a conditional offer of employment has been made. This measure is to assist in hiring qualified candidates while maintaining the best interest of CQL and its clients and employees. CQL reserves the right not to hire someone convicted of a crime. In the instance in which a criminal background check identifies a past conviction, CQL will evaluate the information based on: the nature and gravity of the crime, length of time since the conviction, time that has passed since the conviction or completion of sentence, and nature of the job held or sought.

### **Employee Reference and Release of Information**

#### **References**

Generally, except as noted below, CQL will only verify an employee's dates of employment, job title, and rate of pay.

While CQL understands an employee's need to receive substantive references for new jobs and graduate school applications, CQL must also protect itself from lawsuits stemming from the provision of such references. Accordingly, CQL will provide substantive references only for those employees who have signed a Waiver of Liability Regarding Reference Requests. If the employee does not sign the Waiver, CQL will only provide the following information:

- Confirmation that the individual was or is an employee of the organization;
- The dates of employment; and
- Confirmation of the employee's salary and job title.

No other information will be divulged.



After the employee has signed a Waiver, please inform anyone requesting a reference that they must do so in writing. No references will be given if the request was initiated by a phone call. Only someone in human resources can respond to a reference request; any other reference will be considered a personal, not an organizational, reference. The employee must give their manager a copy of the signed Waiver before the manager can provide a reference on the employee's behalf.

### **Requests for Information**

At times it may be necessary to confirm certain personnel information for a bank loan, to a medical professional or for some other personal business. Only the human resources department may respond to such inquiries. In such instances human resources upon your written request, will confirm wage or salary information that the employee has already provided.

If the request for information is from a governmental agency, the human resources department will decide how to respond to the request. If the employee is under criminal investigation, the employee will not be contacted regarding the request for information.

## 4. LEAVE POLICIES

### Vacation and Personal Time Off Leave

CQL provides paid annual vacation leave for its employees to allow them to enjoy regular periods of rest and relaxation; and personal time off (PTO) to use when the employee or an employee's family member is sick and the employee is unable to come to work; and to attend to other personal business when necessary. All full-time employees are eligible for paid annual vacation and PTO. Annual vacation leave is earned at a rate ranging from 80 hours per year to 240 hours per year, depending upon years of service. PTO is earned at a rate of 64 hours per year for all employees. See the chart below.

Full-Time Employees				
Years of Service	Annual Vacation Leave Hours	PTO Hours	Maximum Annual Carryover Hours	
			Vacation	PTO
0-2 Years	80 or Negotiated Amount	64	40	40
After 2 years	Additional 40 hours (up to 240 max)	64	40	40
After 6 years	Additional 40 hours (up to 240 max)	64	40	40
After 10 years	240	64	40	40

CQL encourages employees to use his/her leave. Except at termination, employees will not be paid in lieu of annual vacation and PTO leave and are not permitted to "work his/her leave" for double pay. Employees may carryover a portion of unused leave as outlined in the chart above.

Employees can receive their accrued annual leave upon voluntary termination. Accrued PTO leave is not paid upon the employee's voluntary termination.

A few other notes about vacation and PTO leave:

- When a holiday falls during scheduled leave, it is counted as a holiday and not as annual leave.
- Under exceptional circumstances, if an employee does not have any accumulated leave, the employee may take limited advanced vacation and/or PTO leave with pay pending the

approval of his/her manager. Advanced leave may not exceed three times your accrual rate.

- When approving vacation and PTO leave requests, managers will consider staffing requirements, respective lengths of service and employee preferences.
- Accrual of leave begins on the employee's date of hire.
- Certain absences qualify as Family and Medical Leave Act (FMLA) absences, as described later in this section of the manual.
- If an employee has an illness lasting longer than seven workdays that qualifies for FMLA leave the employee must submit a Request for FMLA Absence form, and, if applicable, submit an application for short-term disability benefits.
- Should a former employee be rehired within twelve months from their separation date their former vacation accrual will be reinstated. If separation has been longer than twelve months former vacation accrual is void and vacation accruals will be established based upon existing vacation policies at time of rehire.

### **Annual Vacation Leave**

Annual leave may be carried over from one fiscal year to the next as previously outlined.

Vacations must be approved in advance by the employee's manager. The manager will take the following issues into consideration when approving vacations, particularly when a scheduling conflict arises:

- Coverage of services at the CQL
- Convenience of the employees
- Position and seniority of the employee requesting the vacation
- The most recent vacation schedules of the employees requesting vacations

Upon voluntary termination of employment, the employee will receive a payout for accrued but unused vacation leave. Employees are not permitted to take vacation leave during the last two weeks of employment.

### **Personal Time Off (PTO) Leave**

CQL provides personal time off leave for all full-time employees at an annual accrual of 8 days per calendar year (64 hours). This leave may be used for illness, injury, a visit to a health care provider, to take care of a sick child or parent, or for the birth or adoption of a child, or other personal matters needing tending by the employee during working hours. CQL may require verification of an employees' illness for absences longer than three days or for repeated absences in the same year.

PTO leave can be carried over from year to year, but no employee can carry more than (5) days of PTO (40 hours). All unused PTO leave will be forfeited when you leave CQL. There is no payout for unused PTO leave.

## **Excused Absences**

CQL recognizes the following excused absences (in addition to annual vacation and PTO leave, disability, FMLA leave and leave of absence):

- **Jury Duty.** CQL cooperates with local, state and federal courts by allowing employees to serve on juries without incurring financial loss. Employees must provide a copy of the juror summons to his/her manager in order to have your absence counted as an excused absence and to receive compensation while on jury duty. Full-time and part-time employees receive the difference between the compensation for jury duty and their regular rate of pay. Pay for meals and transportation is not considered as compensation.
- **Military Training Leave.** Full-time employees are granted up to ten days leave for annual military training programs for the National Guard, the regular armed forces or reserves. CQL will pay such an employee the difference between the compensation for military duty and his or her regular rate of pay, if military compensation is less than the employee's regular rate of pay.

If an employee is conscripted or enlists for an extended military obligation (more than 10 days) including National Guard service, the employee will not continue to receive compensation from CQL. In compliance with the Veteran's Reemployment Act, the employee will be returned to his/her former job or a similar position at the completion of military service if: 1) the employee reapplies for their job within 90 days of separating from service; and 2) the employee is qualified to perform the job. The employee will receive any other benefits to which they are entitled to by law.

- **Leave of Absence.** Upon written request, CQL may grant a leave of absence without pay for a specified period of time. Employees must have one year of service with CQL and have worked 1,250 hours to be considered for a leave of absence. The request should be made in advance whenever possible. Leave requests exceeding 30 calendar days (approximately 22 working days) require the approval of the employee's manager, in consultation with human resources. A leave request of less than 30 days may be granted by a manager.

If a leave request is for the employee's own serious health condition, or that of a family member, medical certification will be required within 15 days from the start of the absence. Periodic recertifications may also be required. A leave of absence for certain health conditions may qualify as a Family Medical Leave Act (FMLA) absence. Check with human resources to determine if the leave qualifies as an FMLA absence.

If an employee is on an approved leave of absence, the employee can continue health insurance coverage by arranging to pay an amount equal to the cost of insurance coverage to CQL. Employees do not earn vacation/PTO leave during an unpaid leave. If employees do not make insurance payments, insurance coverage will be terminated.

If a leave of absence is less than 30 days, the employee will be reinstated to his/her former position upon returning to work. If a leave of absence is greater than 30 days, the employee will be reinstated to his/her former position upon return if the position is still open or the employee may be considered for a comparable available position at the same rate of pay. If no comparable position is available, the employee's employment with CQL

will be terminated. The employee can arrange to be considered for any future openings that might arise by remaining in contact with the human resources department.

- **Bereavement Leave.** Full-time employees are granted up to five days of paid bereavement leave for a death in their immediate family, which includes the employee's spouse, life partner, children, parents, siblings, and grandparents, and a life partner or spouse's parents and siblings. Employees are to notify their manager when they will be absent.
- **Voting.** CQL encourages all employees to exercise their right to vote. While employee's are encouraged to vote in the morning or afternoon before or after work, with approval of the employee's manager, up to two hours of paid leave will be granted if voting conflicts with the employee's work schedule.

### **Leave Requests**

All requests for leave require prior approval, except in those cases where prior approval is not feasible (for example, in the case of an unexpected illness).

To complete a leave request, the employee must request their leave using CQL's Sky Compass Employee Portal which will electronically send notification to the employee's manager.

### **Holidays**

Each year the Senior Management Team approves a holiday schedule that includes the ten (10) holidays listed below and may include additional days.

• New Year's Day	• Labor Day
• Martin Luther King, Jr.'s Birthday	• Thanksgiving Day
• President's Day	• Day after Thanksgiving
• Memorial Day	• Christmas Eve
• Independence Day	• Christmas Day

*The number of holidays and the schedule are subject to change without notice.*

CQL observes holidays falling on a Saturday on the preceding Friday; holidays occurring on a Sunday on the following Monday.

The employee must be in an active pay status both the day before and the day after a CQL holiday in order to be paid for the holiday. An employee on an unpaid leave of absence, or on short or long term disability, does not receive holiday pay.

Absences for religious holidays or other personal reasons may be charged to vacation or PTO leave with approval of the employee's manager.

### **Family and Medical Leave (FMLA)**

The FMLA entitles eligible employees to take up to 12 work-weeks of unpaid, job-protected leave each FMLA year (as defined below) for any of the following:

- The birth of your child and to care for the child
- The placement of a child with you for adoption or foster care

- To care for your spouse, parent or child with a serious health condition
- For your own serious health condition that makes you unable to perform the functions of your job

FMLA leave may be taken consecutively or intermittently (where medically necessary) by agreement with the CQL. To be eligible for FMLA leave, the employee must have worked for CQL for 12 months and 1,250 hours.

During FMLA leave, the employee is required to use all applicable paid leave, including disability benefits when available, concurrently with any portion of FMLA leave. Leave taken for birth, adoption or foster care must conclude within 12 months.

A "FMLA year" is defined as the 12-month period measured backward from the date of each day of any FMLA leave. All FMLA absences during the previous 12 months will be counted toward your 12-workweek FMLA entitlement.

If an employee is seeking to use this leave, the employee will be required to provide:

- Thirty days advance notice of the need to take FMLA leave when the need is foreseeable; when the need is unforeseeable, notice should be given as soon as practical;
- A completed Request for FMLA Absence form; and upon request, medical certification supporting the need for leave if the reason for the leave request is due to a "serious health condition" (as defined by the FMLA) affecting the employee or an immediate family member, must be provided within 15 days of the start of the FMLA absence.

Employees may also be asked to provide:

- Second or third medical opinions (at CQL's expense), as well as periodic recertifications;
- Periodic reports during FMLA leave regarding the employee's status and intent to return to work.

For absences involving the employee's own serious health condition that lasts four work-weeks or longer, employees will be required to provide a fitness for duty certificate from a health care provider before returning to work. CQL may delay restoration of employment until the employee provides a fitness for duty certificate.

If the employee is granted leave under this policy, the employee will retain group medical insurance coverage at the same cost as any eligible employee. Employees must arrange for payment through the human resources department. If the employee fails to return to work at the completion of the 12-workweek FMLA entitlement period, CQL may terminate and recover from the employee the cost of any insurance coverage or health premiums it paid during FMLA leave. Employees may be entitled to continue their insurance coverage under COBRA if employment is terminated.

On or before the expiration of your 12-work-week leave entitlement, you are guaranteed reemployment with equal pay to the same or a comparable job.

During periods of paid short-term disability, long-term disability and unpaid FMLA leave, the employee will not accrue annual and sick leave. However, such leave or disability periods will

not constitute a break in service for purposes of determining eligibility for, and vesting in, the CQL's 403(b) Retirement Plan. If you are on paid short-term disability or paid FMLA leave, you may continue to contribute to the 403(b) Plan. However, you will not receive an employer contribution. You cannot make contributions to the 403(b) Plan when on long-term disability, nor will CQL make contributions during this period.

For more detailed information on Family and Medical Leave, contact the human resources department.

## 5. Your Benefits and Insurance Coverage

### **Employee Benefits**

CQL is committed to maintaining a benefits program that meets the needs of each of its employees. The following paragraphs generally describe CQL's benefits program, but should not be construed as a promise or guarantee of any specific benefit or benefit level. Additional information describing these benefits is available from the Human Resources Department. Questions concerning the benefits package should be directed to the human resources consultant. Eligibility for insurance coverage is based on employment status with CQL. The terms and conditions of CQL's insurance policies and contracts may change without notice. The insurance policies will govern when in conflict with the descriptions contained in this manual.

### **Benefits for Full and Part-Time Staff**

Full-Time employees are eligible for all of CQL's benefits including medical and dental coverage. Employer contributions are subject to change based upon insurance coverage products. Part-time employees working less than 20 hours a week, consecutively, do not receive benefits. Half-time employees working 24 hours or more per week will receive all of the benefits listed below. Half-time employees will be required to contribute toward their medical and dental insurance premiums at a rate of fifty (50) percent of a full-time employee.

### **Medical Insurance Coverage**

CQL comprehensive medical coverage, administered by a major insurance carrier, provides for payment of covered charges after all applicable deductibles. Covered employees must use the physicians or hospitals who are members of the insurance carrier's network. If an employee chooses to use an out-of-network physician, the employee will have to pay a higher copay, a larger percentage of reimbursement, and a larger deductible. For additional features, please see the (Insurance Booklet or Summary Plan Description). If applicable, premiums for medical insurance will be deducted from the employee's paycheck on a pretax basis.

### **Vision Discount**

CQL participates in vision care programs for our eligible employees through CQL's medical insurance carrier.

### **Dental Insurance Coverage**

CQL provides eligible employees and their dependents with dental insurance. A full description of the dental plan coverage is contained in the (Employee Benefit Insurance Plan booklet and/or in the Summary Plan Description). If applicable, premiums for dental insurance will be deducted from the employee's paycheck on a pretax basis.

### **Life Insurance**

CQL provides life insurance for all eligible employees. Coverage amounts are equal to an employee's annual salary. Premiums for life insurance are fully paid by CQL. Premiums for coverage over \$50k will be reported to the Internal Revenue Service.

### **Accidental Death and Dismemberment Insurance**

CQL provides accidental death and dismemberment insurance for eligible employees. The coverage amount is equivalent to an employee's annual salary.



### **Long Term Disability Insurance**

CQL provides long-term disability benefits to those employees who have been medically certified as unable to work. Long-term disability benefits are available to full-time employees. Benefits for long-term disability are provided through a third-party insurance carrier.

### **Mandated Insurance Benefits:**

- **WORKERS' COMPENSATION INSURANCE:** All employees are covered by workers' compensation insurance. This insurance compensates the employee for lost time, medical expenses, surgical expenses, and loss of life or dismemberment from an injury, illness, or disability arising out of or in the course of work. CQL pays all costs of providing this insurance. The employee must report any accident or injury immediately to the appropriate manager and the human resources department so that the incident is handled appropriately.
- **UNEMPLOYMENT COMPENSATION:** CQL participates in Maryland's Unemployment Insurance program and similar programs in other states. This means that if an employee becomes unemployed while working at CQL through no fault of their own, the employee may qualify for unemployment benefits. CQL will cooperate with the employee's state office.

### **Medical Flexible Spending/Dependent Care Reimbursement/Unreimbursed Medical Premium**

CQL employees may set aside pretax dollars in a medical flexible spending account (up to \$2500.00 per year) or a dependent care reimbursement account. The dependent care reimbursement account is to be used solely for approved expenses incurred by the employee for child or adult care as defined by the IRS.

Dependent children must be 13 years of age or younger to qualify for the plan. The enrollment date is January 1 of each calendar year. An employee may set aside no more than \$5,000 annually (\$2,500 if filing separately from your spouse). The plan can only reimburse participating employees for expenses incurred in the calendar year. An employee must forfeit any amounts remaining in the employee's dependent care account at the end of the calendar year. Contact the human resources department for further details.

### **Retirement**

CQL maintains a Defined Contribution Retirement Plan. Employees who meet the eligibility requirements may, and are encouraged to, participate in CQL's 403(b) Retirement Plan. The Retirement Plan Fund Sponsors offer various investment options and payouts upon retirement, depending on which Fund Sponsor the employee selects.

All full-time or part-time CQL employees are eligible to participate in the Retirement Plan at their date of hire. CQL will contribute to each eligible employee's 403 (b) account annually, with no match being required by the participant once the employee has been credited with at least 1,000 hours of service (approx. 6 months) during any twelve (12) consecutive calendar month period starting with their date of employment. Employees may contribute through pre-tax payroll deductions up to the limits set by the Internal Revenue Service.

### **Tuition Reimbursement**

CQL is committed to the professional growth of its staff. As part of that commitment, we recognize that academic coursework is important, thus all full-time employees who have had six months of service are eligible for tuition reimbursement for course work that is job-related and degree-focused.

The maximum tuition reimbursement paid to any employee is \$5250.00 in any fiscal year. Staff is then expected to commit to continued employment with CQL for a period of at least 12 months after the successful completion of CQL reimbursed coursework. If an employee leaves prior to this period, the employee may be required to reimburse CQL for tuition paid by CQL. Reimbursement will be made upon successful completion of the course as evidenced by either a certificate or notification of final grade. Failure to successfully complete the course will result in the employee having to reimburse CQL (applies only if CQL advances the cost to the educational institution). In addition, the employee will be ineligible to apply for tuition reimbursement until CQL has been fully reimbursed.

To apply for tuition reimbursement, submit to managing supervisor, a written request for consideration with a course description attached.

### **Benefit Options at Termination**

A full/part time employee terminating employment with CQL, voluntarily or not, is entitled to the following benefits:

- Conversion of medical and/or dental insurance to individual or family coverage through COBRA, if the employee qualifies for COBRA benefits; and
- Vested funds in CQL's 403(b) Retirement Plan.
- Employees who intend to resign should provide at least two weeks written notice.

### **Continuance of Medical/Dental Insurance Coverage Under COBRA**

Under the Consolidated Omnibus Budget Reconciliation Act of 1985, better known as COBRA, if an employee terminates employment with CQL, the employee is entitled to continue participating in CQL's group health and/or dental plan for a prescribed period of time, usually 18 months. In certain circumstances, including an employee's death or divorce, coverage may be extended for widows, divorced spouses and dependent children for up to 36 months. In the case of a disability determination, continuation coverage may be extended up to 29 months from the date of the qualifying event. COBRA entitlement is not extended to employees terminated for gross misconduct. (See Initial COBRA Notification in FORMS Section)

If, as a former employee, you choose to continue group benefits under COBRA, the employee must pay the applicable premiums. Coverage rights will cease if the employee fails to make timely premium payments, become covered by another group health plan that does not exclude preexisting conditions, or become eligible for Medicare. Further details of your COBRA coverage rights may be obtained from the human resources department.

## 5. Communication

### Electronic Communications

CQL maintains an e-mail, voice-mail, and telephone system, computers, internet access, and other business equipment (collectively called the “Systems”) for the purpose of conducting the business of CQL. The devices and the data stored on these Systems, as well as the specialized software programs and systems developed for CQL’s use, are the sole property of CQL and must be protected appropriately. Employees should have no expectation of privacy when using CQL’s Systems.

In general, access to any Systems component is restricted to authorized users. An authorized user is someone, who in the sole opinion of CQL, requires access in order to support business activities. Employees of CQL may not use an unauthorized access code or password, access files that they have no right to access, or disseminate confidential information that is derived from electronic or other sources, including stored communications. All passwords must be kept strictly confidential. Employees will be held accountable for work performed with his/her user ID or password. Employees may not use a password that is unknown to CQL, nor may employees share his/her password with any individual or entity not employed by CQL.

Employees may not use any of these Systems for non-job related solicitations, organizational campaigns, political or religious causes, or other non-business purposes during working time. The Systems may not be used to transmit, retrieve or store any communications of a defamatory, discriminatory or harassing nature, or materials that are abusive, profane or offensive, obscene or x-rated, including, but not limited to, messages with derogatory or inflammatory remarks about an individual’s race, age, disability, religion, national origin, physical attributes, sexual preference, or other protected factor. Harassment and/or discrimination of any kind is absolutely prohibited.

The Systems may not be used for any purpose which is illegal, against CQL’s policies, or contrary to CQL’s best interest.

The e-mail system may be used for limited personal communications only and only provided that such use does not place an excessive or unreasonable burden on the system or its users.

Employees shall not transmit over the Systems any copyrighted materials belonging to any individual or entity other than CQL. When obtaining access to another organization’s or individual’s materials, employees must respect all copyrights and may not copy, retrieve, modify or forward copyright materials, except with permission of the holder of the copyright, or as a single copy to reference only. Employees may not violate any software licenses, including, but not limited to, by making illegal copies of software. All software licenses, manuals and documentation must be available for inspection in the event of a software inventory or audit. Failure to observe copyright or license agreements may result in disciplinary action, up to and including termination.

## **Social Media**

While social media can be a fun and useful tool to share your life and opinions with others, use of social media also presents certain risks. To protect CQL, we have established the below guidelines for appropriate use of social media. This policy applies to all employees of CQL.

**Definition:** Social media includes all means of communicating or posting information or content of any sort on the Internet, including to your own or someone else's web log or blog, journal or diary, personal web site, social networking or affinity web site, web bulletin board or a chat room, whether or not associated or affiliated with CQL, as well as any other form of electronic communication.

### **Use Guidelines:**

- CQL employees shall not post confidential information as defined in this manual.
- CQL employees shall also avoid creating a link from their own personal blog, website or other social media site to any CQL websites without the written permission of CQL.
- Avoid posting content on social media that include discriminatory remarks, harassment, and threats of violence or similar inappropriate or unlawful conduct. Such postings will not be tolerated by CQL and may subject you to disciplinary action up to and including termination.
- An employee's use of social media should not affect the employee's job performance, CQL's business relations, CQL clients, and other CQL employees. Actions which violate this policy may result in disciplinary action up to and including termination.
- Make sure that any representations you make on social media expressly state they are your opinions and not those of CQL. Make a clear statement that you are not a spokesperson for CQL and your views do not reflect the views of CQL.

## **Voice Mail Greetings**

It is important that employees record a greeting on his/her voice mailbox so callers know if they have reached the right person. Whenever an employee expects to be out of the office for an extended period of time such as going on vacation for a week or simply spending the day in a meeting, it is important to change the greeting to reflect one's availability. Voicemail greetings on phones of full-time staff at a minimum must include: name, title, and affiliation to CQL. Phones of part-time staff should at a minimum include your name. Automated voicemail greetings should be avoided.

## **CQL One Drive and Sharepoint**

CQL's OneDrive and Sharepoint are the depository of information that is necessary and important to the needs of its employees. All employees are encouraged to utilize and post information to this site as a means of sharing information throughout the organization. It is from the OneDrive and Sharepoint site that employees can access all related information pertaining to their job at CQL.

### **Our Newsletter**

Our newsletter, The Capstone is a quarterly internal newsletter produced with the collaboration of all employees. Most employees receive it via the e-mail system and through CQL's Intranet.

CQL also releases an internal newsletter (Our World) to staff highlighting recent work, exceptional staff contributions and important messages.

## 7. Compensation and Accounting Procedures

### Timesheets

All employees must fillout bi-weekly timesheets prior to payroll processing. Timesheets are competed in CQL's Sky Compass Employee Portal. Payroll periods and timesheet due dates are available in Sky Compass. Failure to submit time in the required period may cause a delay in pay until the next payroll period. If you have missed reporting your time by the scheduled dates, you must email Human Resources immediately.

Timesheets are processed every two weeks. In January, payroll staff provide the annual schedule indicating the pay period ending and pay dates for the entire year. CQL's official paydates are posted as falling on the Friday two weeks after the pay period has ended. However, CQL works to process all payroll to deposit on the Thursday prior to the official paydate to ensure funds are available to staff by Friday. If the pay date is on a holiday, employees will receive your paycheck on the last workday preceding the holiday. CQL processes payroll in arrears for all staff.

- *Leave* - Leave should be approved in advance, except in those cases where prior approval is not feasible (sick leave, for example). See the Leave Requests Policy in this manual for leave request procedures.
- *Timesheet Approval* - The employee's manager must approve the timesheet

Falsification of a timesheet, including reporting time for another employee, may result in disciplinary action, up to and including termination. For more detailed instructions on how and when to fill out timesheets, employees are encouraged to speak with manager, payroll or human resource staff.

### Overtime for Non-Exempt Employees

In accordance with the provisions of the Fair Labor Standards Act, nonexempt employees will be paid at one-and-one-half times their normal hourly rate for actual hours worked in excess of 40 hours in any week. Managers must approve all overtime *prior* to working overtime. Exempt employees are not entitled to overtime wages.

### Payroll

CQL pays employees on a biweekly basis (26 times/year), subject to certain withholding taxes and other required deductions. Payday is every other Friday and covers the period ending the Saturday two weeks prior. CQL processes payroll in arrears by two weeks. Employees of CQL will receive their payroll through direct deposit may access their pay stub via an emailed paystub to their CQL email address.

## **Expense Reports**

Employees must submit expense reports within 5 business days after the expense is incurred or travel is complete. Forms that are not submitted correctly may take longer to process. (additional information can be found in CQL's Travel Manual)

### **Expense Reporting:**

1. Employees must enter expenses in CQL's Sky Compass Employee Portal – [www.c-q-l.org/admin](http://www.c-q-l.org/admin)
2. Employees must date and list all expenses in chronological order. Employees should provide as much detail as possible when describing expenses, indicating who (names and titles), what, where, and why. If applicable, include the appropriate accounting code/department for all related expenses.
3. Each expense must be documented. If a tear-off check stub is used as a receipt, the stub must reflect the date, name of the restaurant, and the amount. If no receipt is available, the employee should indicate "NR" on the expense report. If an employee uses a personal check, a copy of the canceled check will serve as proof of payment.
4. Explain all business meeting expenses in detail on the back of the report. Separate unallowable expenses from business meeting expenses and charge them to the appropriate expense heading.
5. The mileage reimbursement rate will be announced annually.
6. Explain miscellaneous expenses in the notes section of the expense report, specifying whom, what, where, and why.
7. A receipt must accompany all CQL corporate card charged expenses.
8. Staff will be reimbursed for meals, snacks and beverages based upon the current daily per diem.

CQL does not allow the use of corporate cards for personal charges. If you inadvertently use a corporate card for personal use, you must pay the debt immediately. Notify Accounts Payable and your manager as soon as possible to ensure proper accountability.

## **Helpful Hints for Employees**

All employees must report and document personal expenses within 5 days after completion of travel, using the appropriate type of expense report form, whether the expense was paid for out-of-pocket, credit card or from a travel advance. Sufficient documentation is required for all expenses.

The employee's manager must approve all expenses using Sky Compass's approval process.

More information regarding the accounting policy and procedures can be found in CQL's Financial Policy and Procedures Manual.

## **Fraudulent or Dishonest Conduct (Whistleblower Policy)**

### **Policy Statement**

CQL will investigate any possible fraudulent or dishonest use or misuse of CQL's resources or property by employees. Anyone found to have engaged in a fraudulent or dishonest conduct is subject to disciplinary action by CQL up to and including termination, and civil or criminal prosecution when warranted.

Employees of CQL are encouraged to report possible fraudulent or dishonest conduct (i.e., a whistleblower). An employee should report his or her concerns to a manager. If for any reason an employee finds it difficult to report his or her concern to a manager, the employee can report it directly to the human resources.

Managers are required to report suspected fraudulent or dishonest conduct to human resources or The Board of Directors if the fraudulent or dishonest conduct pertains to the President and Chief Executive Officer (CEO).

### **Definitions**

Baseless Allegations: allegations made with reckless disregard for their truth or falsity. People making such allegations may be subject to disciplinary action and /or legal claims by individuals accused of such conduct.

Fraudulent or Dishonest Conduct: a deliberate act or failure to act with the intention of obtaining an unauthorized benefit. Examples of such conduct include, but are not limited to:

- forgery or alteration of documents
- unauthorized alteration or manipulation of computer files
- fraudulent financial reporting
- pursuit of a benefit or advantage in violation of CQL's disclosure and conflict of interest policy
- misappropriation or misuse of CQL's resources, such as funds, supplies, or other asset
- authorizing or receiving compensation for goods not received or services not performed
- authorizing or receiving compensation for hours not worked

Whistleblower: an employee who informs a manager, or human resources about an activity which that person believes to be fraudulent or dishonest.

### **Rights and Responsibilities**

Managers are required to report suspected fraudulent or dishonest conduct to human resources. In addition, managers are responsible for maintaining a system of management controls which detect and deter fraudulent or dishonest conduct. Failure by a manager to establish management controls or report misconduct within the scope of this policy may result in adverse personnel action against the manager up to and including termination. Human resources is available to assist management in establishing management systems and recognizing improper conduct.

Reasonable care should be taken in dealing with suspected misconduct to avoid:

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- baseless allegations
- premature notice to persons suspected of misconduct and/or disclosure of suspected misconduct to others not involved with the investigation
- violations of a person's rights under law

Accordingly, a manager faced with a suspected misconduct:

- should not contact the person suspected to further investigate the matter or demand restitution
- should not discuss the case with anyone other than human resources, the Board of Directors (if pertaining to the President and CEO), or a duly authorized law enforcement officer
- should direct all inquiries from any attorney retained by the suspected individual to human resources.

### **Whistleblower Protection**

CQL will protect whistleblowers as defined below.

- CQL will use best efforts to protect whistleblowers against retaliation, as described below. It cannot guarantee confidentiality, however, and there is no such thing as an "unofficial" or "off the record" report. Human resources or the Board of Directors will keep the whistleblower's identity confidential, unless (1) the person agrees to be identified; (2) identification is necessary to allow CQL or law enforcement officials to investigate or respond effectively to the report; (3) identification is required by law; or (4) the person accused of fraud is entitled to the information as a matter of legal right in disciplinary proceedings.
- CQL employees may not retaliate against a whistleblower with the intent or effect of adversely affecting the terms or conditions of employment or enrollment (including but not limited to, threats of physical harm, loss of job, punitive work assignments, or impact on salary or wages). Whistleblowers who believe that they have been retaliated against may file a written complaint with human resources. A proven complaint of retaliation shall result in a proper remedy for the person harmed and the initiation of disciplinary action, up to and including dismissal, against the retaliating person. This protection from retaliation is not intended to prohibit managers from taking action, including disciplinary action, in the usual scope of their duties and based on valid performance-related factors.
- Whistleblowers must be cautious to avoid baseless allegations.

### **Procedures**

Human resources shall conduct or direct the investigations of all suspected fraudulent or dishonest conduct in consultation with CQL's Senior Management Team, or Board of Directors.

Cases involving possible violations of criminal law will be investigated by the appropriate law enforcement authorities.

If human resources determines that fraudulent or dishonest conduct occurred, the appropriate CQL manager will initiate disciplinary action in a manner consistent with applicable CQL policy. If it is determined that fraudulent or dishonest conduct has not occurred, human resources will explain to the person who reports the concern the reason for its determination and advise the person of any other available reporting channels.

This policy is intended to complement and supplement existing policies and legal requirements. No statement in this policy is intended to authorize, or to prohibit disciplinary and/or legal action against, a CQL employee who knowing discloses information recognized or designated as confidential under law.

## 8. Standards for Excellence

### **STANDARDS FOR EXCELLENCE:** ***An Ethics and Accountability Code for the Nonprofit Sector***

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#### **PREAMBLE**

America's nonprofit sector serves the public interest and plays an essential role in our society and economy. Hard at work strengthening communities across the nation, nonprofits enrich our lives in a variety of ways by creating a broad array of benefits to society in fields such as charitable, religious, scientific, economic, health, cultural, civil rights, environment, and education.

Public investment and confidence drive the success of nonprofit organizations. Individuals, corporations, foundations, and federal, state, and local governments add value to the services that nonprofits provide by investing time, resources, and funds.

The Standards for Excellence Institute aims to raise the level of accountability, transparency, and effectiveness of all nonprofit organizations to foster excellence and inspire trust. The Standards for Excellence code (Standards, or code) provides a framework and step-by-step guidelines to achieve a well-managed and responsibly governed organization.

The code builds upon the legal foundations of nonprofit management, governance, and operations to embrace fundamental values such as honesty, integrity, fairness, respect, trust, compassion, responsibility, and transparency. The code consists of six Guiding Principles in 27 topic areas with specific performance benchmarks that characterize effective, ethical, and accountable organizations. The Institute helps the nonprofit sector operate in accordance with the Standards for Excellence code by providing educational resources, assistance, and a voluntary accreditation process.

The Standards for Excellence Institute encourages all nonprofit organizations to adopt the Guiding Principles of the Standards for Excellence code. By implementing the performance benchmarks in the code, nonprofit organizations will meet the highest ethical standards for effective service in the public interest.

#### **STANDARDS FOR EXCELLENCE - GUIDING PRINCIPLES**

##### **1. MISSION AND PROGRAM**

Nonprofits are founded for the public good and operate to accomplish a stated purpose through specific program activities. A nonprofit should have a well-defined mission, and its programs should effectively and efficiently work toward achieving that mission. Nonprofits

have an obligation to ensure program effectiveness and to devote the resources of the organization to achieving its stated purpose.

## **2. Leadership, Board, Staff and Volunteers**

Nonprofits depend upon effective leadership to successfully enact their missions and programs. Effective leadership consists of a partnership between the board and management, each of which plays an essential role. Understanding and negotiating these shared and complex elements of leadership is essential to the organization's success. A nonprofit's employees and volunteers are fundamental to its ability to achieve its mission.

Board members are in a position of trust to ensure that resources are used to carry out the mission of the organization. An organization's board leadership should consist of volunteers who are committed to the mission and who demonstrate an understanding of the community served. An effective nonprofit board should determine the mission of the organization, establish management policies and procedures, assure that adequate human and financial resources are available, and actively monitor the organization's allocation of resources to effectively and efficiently fulfill its mission.

Nonprofits should also have executive leadership which carries out the day-to-day operations of the organization, ensures financial and organizational sustainability, and provides adequate information to the board of directors. An organization's human resource policies should address both paid employees and volunteers and should be fair, establish clear expectations, and provide meaningful and effective performance evaluation.

## **3. Legal Compliance and Ethics**

Nonprofits enjoy the public's trust, and therefore must comply with a diverse array of legal and regulatory requirements. Organizations should conduct periodic reviews to address regulatory and fiduciary concerns. One of leadership's fundamental responsibilities is to ensure that the organization governs and operates in an ethical and legal manner. Fostering exemplary conduct is one of the most effective means of developing internal and external trust as well as preventing misconduct. Moreover, to honor the trust that the public has given them, nonprofits have an obligation to go beyond legal requirements and embrace the highest ethical practices. Nonprofit board, staff, and volunteers must act in the best interest of the organization, rather than in furtherance of personal interests or the interests of third parties. A nonprofit should have policies in place, and should routinely and systematically implement those policies, to prevent actual, potential, or perceived conflicts of interest. In this way, ethics and compliance reinforce each other.

## **4. Finance and Operations**

Nonprofits should have sound financial and operational systems in place and should ensure that accurate records are kept. The organization's financial and non-financial resources must be used in furtherance of tax-exempt purposes. Organizations should conduct periodic reviews to address accuracy and transparency of financial and operational reporting, and safeguards to protect the integrity of the reporting systems.

## **5. Resource Development**

The responsibility for resource development is shared by the board and staff. Nonprofit organizations depend on an array of sources of financial support. An organization's resource development program should be maintained on a foundation of truthfulness and responsible stewardship. Its resource development policies should be consistent with its mission, compatible with its organizational capacity, and respectful of the interests of donors, prospective donors, and others providing resources to the organization.

## **7. PUBLIC Awareness, Engagement and Advocacy**

Nonprofits should represent the interests of the people they serve through public education and public policy advocacy, as well as by encouraging board members, staff, volunteers, and stakeholders to participate in the public affairs of the community. When appropriate to advance the organization's mission, nonprofits should engage in promoting public participation in community affairs and elections. As such, they should communicate in an effective manner to educate, inform, and engage the public.