

# *AIR Programs*

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On behalf of the American Indian Recruitment Program, Welcome!

The American Indian Recruitment Program (AIR) Board of Directors and I welcome you to the AIR Program and wish you every success here.

Our Program has been in existence for over the last the last decade in providing educational services to the American Indian community within the San Diego and Southern California region. Our history is rich with great success in advancing our participants within the educational and personal arena. We firmly believe in our mission and know that you will contribute to the success of our Program whether it will be great or small each person is needed and is part of our overall Program.

This handbook was developed to describe some of the expectations we have of our employees and to outline the policies, Programs, and benefits available to all eligible employees. Employees should familiarize themselves with the contents of the Employee Handbook as soon as possible for it will answer many questions about employment with the AIR Programs.

We hope that your experience here will be challenging, enjoyable, and rewarding. Again, welcome!

Sincerely,

Dwight K. Lomayesva III  
AIR Programs, Executive Director  
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## INTRODUCTORY STATEMENT

This handbook is designed to acquaint you with the policies of the American Indian Recruitment Program (AIR) and provide you with information about working conditions, employee benefits, and some of the policies affecting your employment. You should read, understand, and comply with all provisions of the handbook. It describes many of your responsibilities as an employee and outlines the Programs developed by AIR that both benefit our American Indian Community and our employees. One of our objectives is to provide a work environment that is conducive to both personal and professional growth.

Read the AIR Employee Handbook carefully and sign the Employee Acknowledgement Form and return the original form to the Executive Director as soon as possible.

No employee handbook can anticipate every circumstance or question about policy. As the AIR Program continues and grows, the need may arise to revise, supplement, or rescind any policies or portion of the handbook from time to time as it deems appropriate, in its sole and absolute discretion. The only exception to any changes is our “employment-at-will policy” permitting you or the AIR Program to end our relationship for any reason at any time. Employees will, of course, be notified of such changes to the handbook as they occur.

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EMPLOYEE ACKNOWLEDGEMENT FORM

The employee handbook describes important Information about the AIR Program and I understand that I should consult the Executive Director regarding any concerns not addressed in the handbook. I have entered into my employment relationship with the AIR Program voluntarily and acknowledge that there is no specified length of employment. Accordingly, either I or the AIR Program can terminate the relationship “at-will”, with or without cause, at any time, so long as there is no violation of applicable federal or state law.

Since the information, policies, and benefits described herein are subject to change, I acknowledge that revisions to the handbook may occur, except to the policy of “employment-at-will”. All such changes will be communicated through official written notices, and I understand that revised information may supersede, modify, or eliminate existing policies. Only the AIR Programs Board of Directors has the authority to adopt policies and make revisions.

Furthermore, I acknowledge (by my signature) that this handbook is not a contract of employment but are the rules/guidelines and terms of employment. Further, I have received the handbook, and I understand that it is my responsibility to read and comply with the policies contained in this handbook and any revisions made to it.

Finally, under agreement with the AIR Program, this employee handbook will be referenced for grievance processes with the remainder to be revised. It is the understanding that the employee handbook is being developed to suit the overall needs of the AIR Program and some portions of the handbook are not within the scope of the program but are installed for future growth. Some portions of the handbook will not be applicable at this time.

EMPLOYEE’S PRINTED NAME: \_\_\_\_\_

EMPLOYEE’S SIGNATURE: \_\_\_\_\_

DATE: \_\_\_\_\_

\*Please note, all original acknowledgement forms will be kept on file with the AIR Program and copies given to the employee

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## DRUG TEST CONSENT FORM

### CONSENT FOR PRE-EMPLOYMENT, RANDOM, OR REASONABLE SUSPICION DRUG TEST SCREEN AND RELEASE COVENANT NOT TO SUE AND INDEMNITY AGREEMENT

I hereby CONSENT to allow Around The Clock (ATC) Drug Testing to take a specimen of my hair, urine, or blood and submit it for a pre-employment, random, or reasonable suspicion drug test screen. I FURTHER CONSENT to allow the laboratory testing service to make the results of such screen available to the prospective or current employer, Southern California American Indian Resource Center (AIR Program).

In consideration for such services being rendered on my behalf, I hereby RELEASE the laboratory testing service, its officers, agents, and employees, from any and all claims which I might otherwise have due to such results being made so available. I hereby CONSENT NOT TO FILE ANY ACTION at law or in equity against Southern California American Indian Resource Center (AIR Program), the laboratory testing service, their respective officers, agents, and employees from all damages, expenses, reasonable attorney's fees, and costs of court which they or any of them may suffer or incur, jointly or severally, due to the results of such screen being made so available.

SIGNED this \_\_\_\_\_ day of \_\_\_\_\_, year: \_\_\_\_\_

CURRENT MEDICATIONS: \_\_\_\_\_

PRESCRIPTIONS & NON-PRESCRIPTION: \_\_\_\_\_

Signature: \_\_\_\_\_

Name Printed: \_\_\_\_\_

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

\*Please note, all original acknowledgement forms will be kept on file with the AIR Program and copies given to the employee

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**SUBSTANCE ABUSE POLICY ACKNOWLEDGEMENT/RELEASE**

I hereby consent to submit to urinalysis and/or other tests as shall be required by the AIR Program and Around The Clock (ATC) Drug Testing, for the purpose of determining any drug and/or alcohol content thereof.

I agree that Around The Clock (ATC) Drug Testing, or other designated collection site may collect specimens for these tests and may test them or forward them for analysis to a certified testing laboratory designated by the AIR Program.

I further agree to and hereby authorize the release of the results of said tests to an authorized medical review officer (MRO), the AIR Program, or authorized agent of the Company.

I understand that it is the current, illegal use of drugs and/or abuse of alcohol that would prohibit me from being employed with AIR Program. New applicants for employment will be tested for the use of illegal drugs, whereas employees can be tested for the use of illegal drugs and alcohol randomly or with reasonable suspicion.

I further agree to hold harmless the AIR Program and its agents (including the above named laboratory and the collection site) from any liability arising in whole or part out of the collection of specimens, testing, and use of the information from said testing in connection with the AIR Program consideration of my employment, or my employment application or continued employment.

I further agree a reproduced copy of this consent and release form shall have the same force and effect as the original.

I also hereby certify that I have received and read the Substance Abuse Policy Statement and have had the drug-free workplace Program explained to me. I understand that if my performance indicates it is necessary, I will submit to a drug and alcohol test. I also understand that failure to comply with a drug test may lead to discipline up to and including termination of employment.

I have carefully read the Substance Abuse Policy Acknowledgement Release and fully understand its contents.

Applicant/Employee:

Print Name: \_\_\_\_\_ Social Security Number \_\_\_\_-\_\_\_\_-\_\_\_\_\_

Signature: \_\_\_\_\_ Date: \_\_\_\_\_

Witness Printed Name: \_\_\_\_\_

Witness Signature: \_\_\_\_\_

This form (signed) will become part of your employee personnel file.

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## COMMUNITY RELATIONS

The community and people we serve are among our organization's most valuable assets!

Every employee represents the AIR Program to the community and the public. The way we do our jobs presents an image of our entire organization to that community. Individuals, families and the public judge all of us by how they are treated with each employee contact. Therefore, one of our first business priorities is to assist all people requesting assistance from the AIR Program or from you as a representative of the AIR Program. Nothing is more important than being courteous, friendly, helpful, and prompt in the attention you give to the people and the communities we serve.

Anyone who wishes to lodge specific comments or concerns should be directed to the Executive Director for appropriate action.

Our personal contact with the public, our manners on the telephone, and the communications we send to the community are a reflection not only of ourselves, but also of the professionalism of the AIR Program. Positive public relations not only enhance the public's perception and image of the AIR Program. It also produces greater loyalty and trust with the people we serve. Consequently, each meeting with the public is another opportunity to earn respect for you and the particular Program you represent.

### I. EMPLOYMENT

#### 100 Wear and Company Presentations

AIR Program employees may be issued a variety of AIR Program Wear and attire. AIR Program Wear and attire may include one or more of the following; a denim jacket with the AIR Program logo, denim shirt with AIR Program logo, various T-shirts and a nametag that designates you as an AIR program employee, your title and project.

The AIR Program employees are expected to maintain AIR Program Wear and attire in a clean, neat and professional manner. Employees are expected to wear AIR Program Wear and attire to meetings, trainings, conferences or where ever AIR Program is represented.

In the course of employment AIR Program employees attending meetings may be called upon to give introductions and a brief description of AIR Program component during a meeting, training or conference employees are encouraged to familiarize themselves with current AIR Program component and activities that they are working within. AIR Program employees are expected to bring their AIR Program business cards, brochures and flyers for distribution.

#### 101 Nature of Employment

Employment with AIR Program is voluntarily entered into, and the employee is free to resign "at-will" at any time, with or without cause. Similarly, AIR Program may terminate the employment relationship "at-will" at any time, with or without notice or cause, so long as there is no violation of applicable federal or state law.

Policies set forth in this handbook are not intended to create a contract, nor are they to be construed to constitute contractual obligations of any kind or a contract of employment between AIR Program and any of its employees. The provisions of the handbook have been developed at the discretion of management and, except for its policy of employment "at-will", may be amended or cancelled at any time, at AIR Program's sole discretion.

These provisions supersede all existing policies and practices and may not be amended or added to without the express written approval of the Executive Director of AIR Program.

#### 102 Employee Relations

AIR Program believes that the work conditions, wages, and benefits it offers to its employees are competitive with those offered by other employers in this area and in this industry. If employees have concerns about work conditions or compensation, they are strongly encouraged to voice these concerns openly and directly to their supervisors.

Our experience has shown that when employees communicate openly and directly with supervisors, the work environment can be excellent, communications can be clear, and attitudes can be positive. We believe that the AIR Program amply demonstrates its commitment to employees by responding effectively to employee concerns.

## 103 Equal Employment Opportunity

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

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

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

## 104 Business Ethics and conduct

The successful business operation and reputation of the AIR Program is built upon the principles of fair dealing and ethical conduct of our employees. Our reputation for integrity and excellence requires careful observance of the spirit and letter of all applicable laws and regulations, as well as a scrupulous regard for the highest standards of conduct and personal integrity.

The continued success of the AIR Program is dependent upon our public's trust and we are dedicated to preserving that trust. Employees owe a fiduciary duty to the AIR Program, its clients, staff and partnerships with other organizations to act in a way that will merit the continued trust and confidence of the public.

The AIR Program will comply with all applicable laws and regulations and expects its directors, officers, and employees to conduct business in accordance with the letter, spirit, and intent of all relevant laws and to refrain from any illegal, dishonest, or unethical conduct.

In general, the use of good judgment (reasonable judgment), based on high ethical principles, will guide all employees.

If a situation arises where it is difficult to determine the proper course of action, the matter should be discussed openly with your immediate supervisor. If consultation with your immediate supervisor concludes further explanation or clarity is needed, your supervisor will consult the Executive Director for advice and direction on your behalf.

Compliance with this policy of business ethics and conduct is the responsibility of every AIR Program employee. Disregarding or failing to comply with this standard of business ethics and conduct could lead to disciplinary action, up to and including possible termination of employment.

## 105 Personal Relationships within the Workplace

The employment of relatives or individuals involved in a dating relationship in the same area of an organization may cause serious conflicts and problems with favoritism and employee morale. In addition to claims of partiality in treatment at work, personal conflicts from outside the work environment can be carried over into "day-to-day" working relationships.

For purposes of this policy:

Definition of a Relative:

A relative is any person who is related by blood or marriage, or whose relationship with the employee is similar to that of persons who are related by blood or marriage.

#### Definition of a Dating or Romantic Relationship:

A dating relationship is defined as a relationship that may be reasonably expected to lead to the formation of a consensual “romantic” or sexual relationship.

This policy applies to all employees without regard to the gender or sexual orientation of the individuals involved.

Although AIR Program has no prohibition against employing relatives of current employees or individuals involved in a dating relationship with current employees, we are committed to monitoring situations in which such relationships exist in the same area. In case of actual or potential problems, the AIR Program will take prompt action. This can include reassignment or, if necessary, termination of employment for one or both of the individuals involved. Employees in a close personal relationship should refrain from public workplace displays of affection.

#### 106 Employee Medical Examinations

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

After an offer has been made to an applicant entering a designated job category, a medical examination will be performed at the AIR Program’s expense by a health professional of the AIR Programs choice. The offer of employment and assignment to duties is contingent upon satisfactory completion of the exam.

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

#### 107 Immigration Law Compliance

The AIR Program is committed to employing only United States citizens and aliens who are authorized to work in the United States and does not unlawfully discriminate on the basis of citizenship or national origin.

In compliance with the Immigration Reform and Control Act of 1986, each new employee, as a condition of employment, must complete the Employment Eligibility Verification Form I-9 and present documentation establishing identity and employment eligibility. Former employees who are rehired must also complete the form if they have not completed a Employment Eligibility Verification Form I-9 with AIR Program within the past three years, or if their previous Employment Eligibility Verification Form I-9 is no longer retained or valid.

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

#### 108 Conflicts of Interest

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

Transactions with outside firms must be conducted within a framework established and controlled by the executive level of the AIR Program. Business dealings with outside firms should not result in unusual gains for those firms. Unusual gain refers to bribes, bonuses, special fringe benefits, unusual personal assistance, and other windfalls designed to ultimately benefit, either: the employer, the employee, or both. Promotional plans within a Program or project that could be interpreted to involve unusual gain require specific executive-level approval.

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

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

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

Personal gain may result not only in cases where an employee or relative has a significant ownership in a firm with which AIR Program does business, but also when an employee or relative receives any kickback, bribe, substantial gift, or special treatment.

#### 110 Outside Employment

An employee may hold a job with another organization as long as he or she satisfactorily performs his or her job responsibilities with AIR Program All employees will be judged by the same performance standards and will be subject to AIR Program’s scheduling demands, regardless of any existing outside work requirements.

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

Outside employment will present a conflict of interest if it has an adverse impact on AIR Program in regards to existing or future contracts the employee is aware of.

#### 112 Non-disclosure

The protection of confidential business information is vital to the interests and the success of AIR Program Such confidential information includes, but is not limited to, the following examples:

- \* Client/Family Data or Information
- \* Compensation/Payroll Data
- \* Computer Processes
- \* Computer Programs and Codes
- \* Financial Information
- \* New Project Research
- \* Pending Projects and Proposals
- \* Research and Development Strategies
- \* Technological Data
- \* Mailing Lists
- \* Building/Office Machine Security Codes
- \* Keys
- \* Intellectual Property

All employees may be required to sign a non-disclosure agreement as a condition of employment. Employees who improperly use or disclose trade secrets or confidential business information will be subject to disciplinary action, up to and including termination of employment and legal action, even if they do not actually benefit from the disclosed information.

#### 114 Disabilities Accommodation

The AIR Program is committed to complying with the Americans with Disabilities Act (ADA), and ensuring equal opportunity in employment for qualified persons with disabilities. All employment practices and activities are conducted on a non- discriminatory basis.

Hiring procedures have been reviewed and provide persons with disabilities meaningful employment opportunities. Pre-employment inquiries are made only regarding an applicant’s ability to perform the duties of the position.

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

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

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

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

This policy is neither exhaustive nor exclusive. AIR Program is committed to taking all other actions necessary to ensure equal employment opportunity for persons with disabilities in accordance with the ADA and all other applicable federal and state laws.

## 116 Job Posting and Employee Referrals

The AIR Program provides employees an opportunity to indicate their interest in open positions and advance within the organization according to their skills and experience. In general, notices of all regular, full-time job openings are posted, although the AIR Program reserves its discretionary right to not post a particular opening.

Job openings will be posted on the employee bulletin board and normally remain open for 14 days. Each job posting notice will include the dates of the posting period, job title, Program, location, job summary, essential duties, and qualifications (required skills and abilities).

To be eligible to apply for a posted job, employees must have performed competently for at least 90 calendar days in their current position. Employees who have a written warning on file, or are on probation or suspension are not eligible to apply for posted jobs. Eligible employees can only apply for those posted jobs for which they possess the required skills, competencies, and qualifications.

To apply for an open position, employees should submit a job posting application to the Executive Director listing job-related skills and accomplishments. It should also describe how their current experience with the AIR Program and prior work experience and/or education qualifies them for the position.

The AIR Program recognizes the benefit of developmental experiences and encourages employees to talk with their supervisors about their career plans. Supervisors are encouraged to support employees' efforts to gain experience and advance within the organization.

An applicant's supervisor may be contacted to verify performance, skills, and attendance. Any staffing limitations or other circumstances that might affect a prospective transfer may also be discussed.

Job posting is a way to inform employees of openings and to identify qualified and interested applicants who might not otherwise be known to the Executive Director. Other recruiting sources may also be used to fill open positions in the best interest of the organization.

The AIR Program also encourages employees to identify friends or acquaintances that are interested in employment opportunities and refer qualified outside applicants for posted jobs. Employees should obtain permission from the individual before making a referral, share their knowledge of the organization, and not make commitments or oral promises of employment.

An employee should submit the referral's resume and/or completed application form to the Executive Director for a posted job. If the referral is interviewed, the referring employee will be notified of the initial interview and the final selection decision.

## II EMPLOYMENT STATUS AND RECORDS

### 201 Employment categories

It is the intent of the AIR Program to clarify the definitions of employment classifications so that employees understand their employment status and benefit eligibility. These classifications do not guarantee employment for any

specified period of time. Accordingly, the right to terminate the employment relationship “AT WILL” at any time is retained by both the employee and AIR Program

Each employee will belong to one of the following employment categories:

#### REGULAR FULL-TIME:

Employees are those who are not in a temporary or probationary status and who are regularly scheduled to work for the AIR Program’s full-time schedule. Generally, they are eligible for AIR Program’s benefit package, subject to the terms, conditions, and limitations of each benefit Program. Defined full-time employees will be deemed those who work 40 hours per week.

#### REGULAR ‘PART-TIME’:

Employees are those who are not assigned to a temporary or probationary status and who are regularly scheduled to work less than the full-time work schedule, but at least 20 hours per week. Regular part-time employees are eligible for some benefits sponsored by the AIR Program, *subject to the terms, conditions, and limitations of each benefit Program.*

Employees not assigned to a temporary or probationary status and who are regularly scheduled to work less than 16 hours per week do receive all legally mandated benefits (such as Social Security and workers’ compensation insurance), they are ineligible for all of AIR Program’s other benefit Programs.

#### PROBATIONARY:

Employees are those whose performance is being evaluated to determine whether further employment in a specific position or with the AIR Program is appropriate. Employees who satisfactorily complete the PROBATIONARY PERIOD will be notified of their new employment classification. Probationary period shall be deemed 90 days.

#### 202 Access to Personnel files

AIR Program maintains a personnel file on each employee. The personnel file includes such information as the employee’s job application, resume, records of training, documentation of performance appraisals and salary increases, and other employment records.

Personnel files are the property of AIR Program, and access to the information they contain is restricted. Generally, only supervisors and management personnel of the AIR Program, who have a legitimate reason to review information within a file, are allowed to do so.

Employees who wish to review their own file should contact the Executive Director. With reasonable advance notice, employees may review their own personnel files in AIR Program’s offices and in the presence of an individual appointed by the AIR Program

#### 203 Employment Reference Checks

To ensure that individuals who join the AIR Program are well qualified and have a strong potential to be productive and successful, it is the policy of the AIR Program to check the employment references of all applicants.

The Executive Director will respond to all reference check inquiries from other employers. Responses to such inquiries will confirm only dates of employment, wage rates, and position(s) held.

#### 204 Personnel Data Changes

It is the responsibility of each employee to promptly notify the AIR Program of any changes in personnel data. Personal mailing addresses, telephone numbers, number and names of dependents, individuals to be contacted in the event of an emergency, educational accomplishments, and other such status reports should be accurate and current at all times. If any personnel data has changed, notify the Executive Director.

## 205 Probationary Period

The Probationary Period is intended to give new employees the opportunity to demonstrate their ability to achieve a satisfactory level of performance and to determine whether the new position meets their expectations. AIR Program uses this period to evaluate employee capabilities, work habits, and overall performance. Either the employee or AIR Program may end the employment relationship “AT WILL” at any time during or after the probationary period, with or without cause or advance notice.

All new and rehired employees work on a probationary basis for the first 90 calendar days after their date of hire. Employees who are promoted or transferred within AIR Program must complete a secondary probationary period of the same length with each reassignment to a new position. Any significant absence will automatically extend a probationary period by the length of the absence. If AIR Program determines that the designated probationary period does not allow sufficient time to thoroughly evaluate the employee’s performance the probationary period may be extended for a specified period.

In cases of promotions or transfers within the AIR Program, an employee who, in the sole judgment of management, is not successful in the new position can be removed from that position at any time during the secondary probationary period. If this occurs, the employee may be allowed to return to his or her former job or to a comparable job for which the employee is qualified, depending on the availability of such positions and the AIR Program’s needs.

Upon satisfactory completion of the initial probationary period, employees enter the “regular” employment classification.

During the initial probationary period, new employees are eligible for those benefits that are required by law, such as workers’ compensation insurance and Social Security. After becoming regular employees, they may also be eligible for other AIR Program provided benefits, subject to the terms and conditions of each benefits Program. Employees should read the information for each specific benefits Program for the details on eligibility requirements.

Benefits eligibility and employment status are not changed during the secondary introductory period that results from a promotion or transfer within AIR Program

## 208 Employment Applications

AIR Program relies upon the accuracy of information contained in the employment application, as well as, the accuracy of other data presented throughout the hiring process and employment. Any misrepresentations, falsifications, or material omissions in any of this information or data may result in the exclusion of the individual from further consideration for employment or, if the person has been hired, termination of employment.

## 209 Performance Evaluation

Supervisors and employees are strongly encouraged to discuss job performance and goals on an informal, day-to-day basis. Formal performance evaluations are conducted at the end of an employee’s initial period and in any new position. This period, known as the probationary period, allows the supervisor and the employee to discuss the job responsibilities, standards, and performance requirements of the new position. Additional formal performance evaluations are conducted to provide both supervisors and employees the opportunity to discuss job tasks, identify and correct weaknesses, encourage and recognize strengths, and discuss positive, purposeful approaches for meeting goals.

The performance of all employees is evaluated according to an ongoing 12-month cycle, beginning at the fiscal-year end.

## 210 Job Descriptions

The AIR Program makes every effort to create and maintain accurate job descriptions for all positions within the organization. Each description includes a job information section, a job summary section (giving a general overview of the job’s purpose), an essential duties and responsibilities section, a supervisory responsibilities section, a qualifications section (including education and/or experience, language skills, mathematical skills, reasoning ability, and any certification required), a physical demands section, and a work environment section.

The AIR Program maintains job descriptions to aid in orienting new employees to their jobs, identifying the requirements of each position, establishing hiring criteria, setting standards for employee performance evaluations, and establishing a basis for making reasonable accommodations for individuals with disabilities.

The Executive Director prepares job descriptions when new positions are created. Existing job descriptions are also reviewed and revised in order to ensure that they are up to date. Job descriptions may also be rewritten periodically to reflect any changes in the position's duties and responsibilities. All employees will be expected to help ensure that their job descriptions are accurate and current, reflecting the work being done.

Employees should remember that job descriptions do not necessarily cover every task or duty that might be assigned, and that additional responsibilities may be assigned as necessary. Contact the Executive Director if you have any questions or concerns.

## 212 Salary Administration

The salary administration program at the AIR Program was created to achieve consistent pay practices, comply with federal and state laws, mirror our commitment to Equal Employment Opportunity, and offer competitive salaries within our labor market. Because recruiting and retaining talented employees is critical to our success, the AIR Program, is committed to paying its employees equitable wages that reflect the requirements and responsibilities of their positions and are comparable to the pay received by similarly situated employees in other organizations in the area.

Compensation for every position is determined by several factors, including the essential duties and responsibilities of the job, and salary survey data on pay practices of other employers. The AIR Program periodically reviews its salary administration program and restructures it as necessary and within the restraints of the budget.

Employees should bring their pay-related questions or concerns to the attention of their immediate supervisors, who are responsible for the fair administration of departmental pay practices. The Executive Director is also available to answer specific questions about the salary administration Program.

## 213 Employee Timesheet Accountability/Overtime

Each employee is responsible for submitting their Timesheet and each timesheet must be accompanied by a timesheet summary. Both, when turned into the AIR Program must be turned in, in a clear, timely and consistent manner according to the scheduled automated payroll system. Timesheets must be approved by your supervisor prior to submission to the Administration Office or they will be returned and not processed for that pay period.

Timesheets must reflect the hours the employee has been approved to work according to the budgets and Program they are assigned to.

Overtime is not allowed unless the Executive Director approves it in writing before the overtime hours occur.

The AIR Program Employee Timesheets submitted with insufficient or incomplete information could result in a late paycheck. Each employee is encouraged to use the utmost care when completing payroll documents.

Conversely, when an employee takes a vacation or sick day the appropriate documentation must be submitted for the action to be approved. You must follow the same submission procedure as the Timesheets.

## III EMPLOYEE BENEFITS PROGRAM

### 301 Employee Benefits

Eligible employees at the AIR Program are provided a wide range of benefits. A number of the Programs (such as Social Security, Workers' Compensation, State Disability, and unemployment insurance) cover all employees in the manner prescribed by law.

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



The following benefit Programs are available to eligible employees:

- \* Auto, Employer-Owned Car — Related to Specific Programs
- \* Auto Mileage - Related to Specific Programs / Workshops
- \* Bereavement Leave
- \* Educational Financial Assistance — Prior Approval Necessary
- \* Family Leave — Prior Approval Necessary
- \* Holidays
- \* Jury Duty Leave — Prior Approval Necessary
- \* Literacy Program - Related to Specific Programs
- \* Medical Leave — Prior Approval Necessary
- \* Membership Dues
- \* Paid Time Off (PTO)
- \* Travel Allowances — Prior Approval I Related to Specific Programs I Workshops
- \* Vacation Benefits — Prior Approval Necessary
- \* Voting Time Off — Prior Approval Necessary
- \* COSTCO Membership

Some benefit Programs require contributions from the employee, but most are fully paid by the AIR Program

### 303 Vacation Benefits

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

- \* Regular full-time employees
- \* Regular part-time employees

The amount of paid vacation time employees receive each year increases with the length of their continuous employment as shown in the following schedule.

Upon initial eligibility (meaning after successful completion of the 90 day probationary period) and the length of employment is under live (5) years the employee is entitled to earn .5 vacation days per month, based on the employees regular schedule, starting from the first day of the month following your completed probation. Employees vested five (5) years or more will earn one day per month. You must use your vacation time during the eligible benefit year or you will forfeit time earned. Vacation does not carry over from year to year.

If you are a regular full-time employee working 40 hours per week and after successful completion of your 90-day probationary period on June 28~I~ your vacation benefit would start earning on July 1st. You would earn vacation benefits starting July 1st through December 31st at the rate of .5 days per month. Your total vacation benefit is three days and you would be eligible to take your three days vacation after January 1 ~ of the following year with the completion of the necessary notices and paper work.

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

Once employees enter an eligible employment classification, they begin to earn paid vacation time according to the schedule. Earned vacation time is available for use in the year following its accrual.

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

Vacation time off is paid at the employee’s base pay rate and calculated on the employees full or part time status at the time of vacation. It does not include overtime or any special forms of compensation such as incentives, commissions, bonuses, or shift differentials.

As stated above, employees are encouraged to use available paid vacation time for rest, relaxation, and personal pursuits. In the event that available vacation is not used by the end of the benefit year, employees will forfeit the unused time.

Upon termination of employment, employees will be paid for unused vacation time that has been earned through the last day of work.

### 305 Holidays

The AIR Program will grant holiday time off to all employees who have successfully completed their employment Probationary Period of 90 days. The holidays that the AIR Program recognizes are listed below:

- \* New Years Day (January 1)
- \* Martin Luther King, Jr. Day (third Monday in January)
- \* Presidents' Day (third Monday in February)
- \* Memorial Day (last Monday in May)
- \* Independence Day (July 4)
- \* Labor Day (first Monday in September)
- \* Indian Day (fourth Friday in September)
- \* Veterans' Day (November 11)
- \* Thanksgiving (fourth Thursday in November)
- \* Friday after Thanksgiving
- \* Christmas (December 25)
- \* Your Birthday Day Off (Must be used on or after your birthday)

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

- \* Regular full-time employees
- \* Regular part-time employees

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

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

If a recognized holiday falls during an eligible employee's paid absence (e.g., vacation, sick leave), the employee will be ineligible for holiday pay. The employee must work the regular workday before and after a holiday in order to be eligible for the paid holiday benefit.

### 306 Workers' Compensation Insurance

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

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

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

### 307 Sick Leave Benefits

The AIR Program provides paid sick leave benefits to all eligible employees for periods of temporary absence due to illnesses or injuries. Eligible employee classification(s):

- \* Regular full-time employees
- \* Regular part-time employees

Eligible employees will receive sick leave benefits at the rate of three (3) days per calendar benefit year starting January 1. Sick leave benefits are calculated on the basis of a “benefit year,” the 12-month period that begins when the employee starts to earn sick leave benefits.

Employees can request use of paid sick leave after completing a waiting period of 90 calendar days from the date they become eligible for sick leave benefits. Paid sick leave can be used in minimum increments of one-half day. An eligible employee may use sick leave benefits for an absence due to his or her own illness or injury, or that of a child, parent, or spouse of the employee.

Employees who are unable to report to work due to illness or injury are expected to notify their direct supervisor before the scheduled start of their workday. The direct supervisor must also be contacted on each additional day of absence. If an employee is absent for three or more consecutive days due to illness or injury, a physician’s statement must be provided verifying the disability and its beginning and expected ending dates. Such verification may be requested for other sick leave absences as well and may be required as a condition to receiving sick leave benefits. Before returning to work from a sick leave absence of 3 calendar days or more, an employee must provide a physician’s verification that he or she may safely return to work.

Sick leave benefits will be calculated based on the employee’s base pay rate at the time of absence and will not include any special forms of compensation, such as incentives or bonuses. As an additional condition of eligibility for sick leave benefits, an employee on an extended absence must apply for any other available compensation and benefits, such as workers’ compensation and paid Family Leave through EDD. Sick leave benefits will be used to supplement any payments that an employee is eligible to receive from state disability insurance, workers’ compensation or the AIR Program provided disability insurance Programs. The combination of any such disability payments and sick leave benefits cannot exceed the employee’s normal weekly earnings.

Unused sick leave benefits will be NOT be allowed to accumulate into the next calendar year. The AIR Program does not provide pay in lieu of unused sick leave. Sick leave benefits are intended solely to provide income protection in the event of illness or injury, and may not be used for any other absence.

### 308 Time Off to Vote

The AIR Program encourages employees to fulfill their civic responsibilities by participating in elections. Generally, employees are able to find time to vote either before or after their regular work schedule. If employees are unable to vote in an election during their non-working hours, the AIR Program will grant up to 2 hour of paid time off to vote.

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

Employees must submit a voter’s receipt on the first working day following the Election Day to benefit from the time off with pay.

### 309 Bereavement Leave

Employees who wish to take time off due to the death of an immediate family member should notify their supervisor immediately.

Up to 3 days of paid bereavement leave will be provided to eligible employees in the following classification(s):

- \* Regular full-time employees
- \* Regular part-time employees

Bereavement pay is calculated based on the base pay rate at the time of absence and will not include any special forms of compensation, such as incentives or bonuses.

Bereavement leave will normally be granted unless there are unusual business needs or staffing requirements. Employees may, with their supervisors' approval, use any available paid leave for additional time off as necessary.

The AIR Program defines "immediate family" as the employee's spouse, parent, child, sibling; the employee's spouse's parent, child, or sibling.

### 311 Jury Duty

The AIR Program encourages employees to fulfill their civic responsibilities by serving jury duty when required. Employees in an eligible classification may request up to 1 week of paid jury duty leave over any 2 year period.

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

- \* Regular full-time employees
- \* Regular part-time employees

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

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

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

### 328 Parental Leave for School Visits

The AIR Program recognizes the value of parental involvement in children's education. For this reason, AIR Program provides employees who are parents, guardians, or custodians of children in licensed day care facilities or kindergarten through grade 12 unpaid time off for the purpose of school visits. Parental leave for school visits allows employees to participate in activities sponsored, approved, or supervised by the school or daycare such as parent/teacher conferences or field trips.

Employees may request, up to 6 hours of parental leave for school visits within any calendar year. There is no set limit to the number of unpaid hours an eligible employee can take off work for required school conferences involving the possible suspension or expulsion of a child from school. Any available paid leave may be substituted for unpaid leave for school visits. Employees must provide their immediate supervisors reasonable advance notice of the need for parental leave for school visits. Upon return from the leave, employees must provide documentation to the Executive Director from the school verifying the date and time of the visit. Contact the Executive Director for more information or questions about and requests for parental leave for school visits.

### 330 Family Medical Leave Act

The AIR Program will grant eligible employees a one-time, six (six) week total, unpaid, job protected leave during any twelve (12) month period for childbirth, adoption or placement of a foster child or to care for a child with a serious health condition.

### 331 Employee Med/Cal Leave

The AIR Program provides medical leaves of absence without pay to eligible employees who are temporarily unable to work due to a serious health condition or disability. For purposes of this policy, serious health conditions or disabilities include inpatient care in a hospital, hospice, or residential medical care facility; continuing treatment by a health care provider; and temporary disabilities associated with pregnancy, childbirth, and related medical conditions.

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

- \* Regular full-time employees
- \* Regular part-time employees

Eligible employees may request medical leave only after having completed 90 calendar days of service. Exceptions to the service requirement will be considered to accommodate disabilities. Eligible employee should make requests for medical leave to their supervisors at least 30 days in advance of foreseeable events and as soon as possible for unforeseeable events.

A health care provider's statement must be submitted verifying the need for medical leave and its beginning and expected ending dates. Any changes in this information should be promptly reported to the AIR Program Employees returning from medical leave must submit a health care provider's verification of their fitness to return to work.

Eligible employees are normally granted leave for the period of the disability, up to a maximum of 6 weeks within any 12 month period. Any combination of medical leave and Family leave may not exceed this maximum limit. Employees will be required to first use any accrued paid leave time before taking unpaid medical leave.

Employees who sustain work-related injuries are eligible for a medical leave of absence for the period of disability in accordance with all applicable laws covering occupational disabilities.

Benefit accruals, such as vacation, sick leave, or holiday benefits, will be suspended during the leave and will resume upon return to active employment. So that an employee's return to work can be properly scheduled, an employee on medical leave is requested to provide AIR Program with at least two weeks advance notice of the date the employee intends to return to work. When a medical leave ends, the employee will be reinstated to the same position, if it is available, or to an equivalent position for which the employee is qualified.

If an employee fails to return to work on the agreed upon return date, the AIR Program will consider that the employee has, resigned.

### 332 Family Leave

The AIR Program provides family leaves of absence without pay to eligible employees who wish to take time off from work duties to fulfill family obligations relating directly to childbirth, adoption, or placement of a foster child or to care for a child, spouse, or parent with a serious health condition. A serious health condition means an illness, injury, impairment, or physical or mental condition that involves inpatient care in a hospital, hospice, or residential medical care facility or continuing treatment by a health care provider.

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

- \* Regular full-time employees
- \* Regular part-time employees

Eligible employees may request family leave only after having completed 365 calendar days of service. Eligible employees should make requests for family leave to their supervisors at least 30 days in advance unforeseeable events and as soon as possible for unforeseeable events.

Employees requesting family leave related to the serious health condition of a child, spouse, or parent may be required to submit a health care provider's statement verifying the need for a family leave to provide care, its beginning and expected ending dates, and the estimated time required.

Eligible employees may request up to a maximum of 6 weeks of family leave within any 12 month period. Any combination of family leave and medical leave may not exceed this maximum limit. Employees will be required to first use any accrued paid leave time before taking unpaid family leave. Married employee couples may be restricted to a combined total of 6 weeks leave within any 12 month period for childbirth, adoption, or placement of a foster child; or to care for a parent with a serious health condition.

Benefits, such as vacation, sick leave, or holiday benefits, will be suspended during the leave and will resume upon return to active employment.

So that an employee's return to work can be properly scheduled, an employee on family leave is requested to provide the AIR Program with at least two weeks advance notice of the date the employee intends to return to work. When family leave ends, the employee will be reinstated to the same position, if it is available, or to an equivalent position for which the employee is qualified. If an employee fails to return to work on the agreed upon return date, the AIR Program will assume that the employee has resigned.

### 333 Pregnancy-Related Absences

The AIR Program will not discriminate against any employee who requests an excused absence for medical disabilities associated with pregnancy. Such leave requests will be evaluated according to the medical leave policy provisions outlined in this handbook and all applicable federal and state laws.

Requests for time off associated with pregnancy and/or childbirth, such as bonding and child care, not related to medical disabilities for those conditions will be considered in the same manner as other requests for unpaid family or personal leave.

Information regarding the Paid Family Leave Insurance Program which provides workers some compensation to bond with a new child is administered by the Employment Development Department. For more information you can visit [www.edd.ca.gov](http://www.edd.ca.gov) or call 1-877-BE-THERE.

### 340 Act of Nature Paid Time Off

In the event an employee is unable to work due to weather, electrical, plumbing or other (please contact the Executive Director if you need a clearer definition) the allowance for paid time off is three (3) days. The terms and conditions for a snow day is if Warner Springs Unified School District calls a Snow day. If the Act of Nature days exceed three (3) and an employee would like to receive full pay they have the option of drawing on their accumulated vacation time.

At times, emergencies such as severe weather, fires, power failures, or earthquakes, can disrupt company operations. In extreme cases, these circumstances may require the closing of a work facility.

When operations are officially closed due to emergency conditions, the time off from scheduled work will be paid under conditions of prior authorization.

In cases where an emergency closing is not authorized, employees who fail to report for work will not be paid for the time off. Employees in essential operations may be asked to work on a day when operations are officially closed. In these circumstances, employees who work will receive regular pay.

## IV TIMEKEEPING/PAYROLL

### 401 Timekeeping

Accurately recording time worked is the responsibility of every nonexempt employee. Federal and state laws require the AIR Program to keep an accurate record of time worked in order to calculate employee pay and benefits. Time worked is all the time actually spent on the job performing assigned duties.

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

Altering, falsifying, tampering with time records, or recording time on another employee's time record may result in disciplinary action, up to and including termination of employment.

It is the employees' responsibility to sign their time sheets to certify the accuracy of all time recorded and to complete the Timesheet Summary. The supervisor will review and then initial the time record before submitting it for payroll.

processing. In addition, if corrections or modifications are made to the time record, both the employee and the supervisor must verify the accuracy of the changes by initialing the time record.

#### 403 Pay Schedule

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

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

If a regular payday falls during an employee's vacation, the employee's paycheck will be available upon his or her return from vacation.

Employees may have pay directly deposited into their bank accounts if they provide advance written authorization to the AIR Program. Employees will receive an itemized statement of wages when the AIR Program makes direct deposits.

#### 405 Employment Termination

Termination of employment is an inevitable part of personnel activity within any organization, and many of the reasons for termination are routine. Below are examples of some of the most common circumstances under which employment is terminated:

- \* Resignation Voluntary employment termination initiated by an employee.
- \* Discharge Involuntary employment termination initiated by the organization.
- \* Layoff Involuntary employment termination initiated by the organization for non-disciplinary reasons, such as a Program that has ended.
- \* Retirement Voluntary employment termination initiated by the employee meeting age, length of service, and any other criteria for retirement from the organization.

Since employment with the AIR Program is based on mutual consent, both the employee and the AIR Program have the right to terminate employment at will, with or without cause, at any time. Employee benefits will be affected by employment termination in the following manner. All accrued, vested benefits that are due and payable at termination will be paid at the next regularly scheduled pay period. Some benefits may be continued at the employee's expense if the employee so chooses. The employee will be notified in writing of the benefits that may be continued and of the terms, conditions, and limitations of such continuance.

#### 408 Pay Advances

The AIR Program does not provide pay advances on unearned wages to employees.

#### 409 Pay Corrections

The AIR Program takes all reasonable steps to ensure that employees receive the correct amount of pay in each paycheck and that employees are paid promptly on the scheduled payday.

In the unlikely event that there is an error in the amount of pay, the employee should promptly bring the discrepancy to the attention of the Executive Director so that corrections can be made as quickly as possible.

#### 410 Pay Deductions and Setoffs

The law requires that the AIR Program make certain deductions from every employee's compensation. Among these are applicable federal, state, and local income taxes. The AIR Program also must deduct Social Security taxes on each employee's earnings up to a specified limit that is called the Social Security "wage base."

The AIR Program offers Programs and benefits beyond those required by law. Eligible employees may voluntarily authorize deductions from their pay checks to cover the costs of participation in these Programs.

Pay setoffs are pay deductions taken by the AIR Program, usually to help payoff a debt or obligation to the AIR Program or others.

If you have questions concerning why deductions were made from your pay check or how they were calculated, your supervisor can assist in having your questions answered.

## V WORK CONDITIONS & HOURS

### 501 Safety

To assist in providing a safe and healthful work environment for employees, customers, and visitors, the AIR Program has established a workplace safety Program. This Program is a top priority for the AIR Program. The Office Manager has responsibility for implementing, administering, monitoring, and evaluating the safety Program. Its success depends on the alertness and personal commitment of all.

The AIR Program provides information to employees about workplace safety and health issues through regular internal communication channels such as supervisor- employee meetings, bulletin board postings, memos, or other written communications.

Employees and supervisors receive periodic workplace safety training. The training covers potential safety and health hazards and safe work practices and procedures to eliminate or minimize hazards.

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

Each employee is expected to obey safety rules and to exercise caution in all work activities. Employees must immediately report any unsafe conditions to the appropriate supervisor. Employees who violate safety standards, causing hazardous or dangerous situations, or who fail to report when appropriate to remedy such situations, may be subject to disciplinary action, up to and including termination of employment.

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

### 502 Work Schedules

Work schedules for employees vary throughout our organization. Supervisors will advise employees of their individual work schedules. Staffing needs and operational demands may necessitate variations in starting and ending times, as well as variations in the total hours that may be scheduled each day and week. Regular work schedules vary with Program and Program needs.

### 504 Use of Phone and Mail Systems

Personal use of the telephone for long-distance and toll calls is not permitted. Employees should practice discretion when making local personal calls and may be required to reimburse the AIR Program for any charges resulting from their personal use of the telephone.

The use of the AIR Program paid postage for personal correspondence is not permitted. To ensure effective telephone communications, employees should always use the approved greeting and speak in a courteous and professional manner. Please confirm information received from the caller, and hang up only after the caller has done so.

### 505 Smoking

In keeping with the AIR Program's intent to provide a smoke-free, safe and healthful work environment, smoking is prohibited throughout the workplace. This policy applies equally to all employees, customers, and visitors.



506 Breaks and Meat Periods

All full-time Regular Part-Time employees working six (6) hours are provided with one meal period of 30 minutes in length each workday. All full-time Regular employees working eight (8) hours will have one meal period of 60 minutes in length each workday. Supervisors will schedule meal periods to accommodate operating requirements. Employees will be relieved of all active responsibilities and restrictions during meal periods and will not be compensated for that time.

506 Breaks and Meal Periods

Each workday, full-time nonexempt employees, working 8 hours per day are provided with 2 break periods. Supervisors will advise employees of the regular break period length and schedule. To the extent possible, rest periods will be provided in the middle of work periods. Since this time is counted and paid as time worked, employees must not be absent from their work stations beyond the allotted break period time.

All full-time employees: are provided with one lunch period each workday. Supervisors will schedule meal periods to accommodate operating requirements. Employees will be relieved of all active responsibilities and restrictions during meal periods and will not be compensated for that time.

Number of Hours Worked	Lunch Break	Duration	Rest Periods
4 hours	None		One (1) 15 minute
6 hours	Non-required		One (1) 15 minute
8 hours	30 minutes		Two (2) 10 minute

507 Overtime

When operating requirements or other needs cannot be met during regular working hours, employees will be given the opportunity to volunteer for overtime work assignments. All overtime work must receive the supervisor’s prior authorization. Overtime assignments will be distributed as equitably as practical to all employees qualified to perform the required work.

Overtime compensation is paid to all non-exempt employees in accordance with federal and state wage and hour restrictions. Overtime pay is based on actual hours worked. Time off on sick leave, vacation leave, or any leave of absence will not be considered hours worked for purposes of performing overtime calculations.

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

508 Use of Equipment and Vehicles

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

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

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

512 Business Travel Expenses

AIR Program will reimburse or prepay employees for reasonable business travel expenses incurred while on assignments away from the normal work location. All business travel must be approved in advance by the Executive Director. The AIR Program will make all necessary travel plans.

When approved, the actual costs of travel, meals, lodging, and other expenses directly related to accomplishing business travel objectives will be reimbursed or prepaid by the AIR Program. Employees are expected to limit expenses to reasonable amounts.

Expenses that generally will be reimbursed or prepaid include the following:

- \* Airfare or train fare for travel in coach or economy class or the lowest available fare.
- \* Car rental fees, only for compact or mid-sized cars.
- \* Fares for shuttle or airport bus service, where available; costs of public transportation other ground travel.
- \* Taxi fares, only when there is no less expensive alternative.
- \* Mileage costs for use of personal cars, only when less expensive transportation is not available.
- \* Cost of standard accommodations in low to mid-priced hotels, motels, or similar lodging.
- \* Cost of meals, no more lavish than would be eaten at the employee's own expense.
- \* Charges for telephone calls, fax, and similar services required for business purposes.

Employees who are involved in an accident while traveling on business must promptly report the incident to their immediate supervisor. Vehicles owned, leased, or rented by the AIR Program may not be used for personal use without prior approval.

Cash advances to cover reasonable anticipated expenses may be made to employees, after travel has been approved. Employees should submit a written request to their supervisor when travel advances are needed.

Unless with prior approval is granted employees on business travel may not be accompanied by a family member or friend. Generally, employees are permitted to combine personal travel with business travel, as long as time away from work is approved. Additional expenses arising from such non-business travel are the responsibility of the employee.

#### 512 Business Travel Expenses Continued

Employees should contact their supervisor for guidance and assistance on procedures related to travel arrangements, travel advances, expense reports, reimbursement for specific expenses, or any other business travel issues.

Abuse of this business travel expenses policy, including falsifying expense reports to reflect costs not incurred by the employee, can be grounds for disciplinary action, up to and including termination of employment.

#### 514 Visitors in the Workplace

To provide for the safety and security of employees and the facilities at the AIR Program, only authorized visitors are allowed in the workplace. Restricting unauthorized visitors helps maintain safety standards, protects against theft, ensures security of equipment, protects confidential information, safeguards employee welfare, and avoids potential distractions and disturbances.

All visitors should enter the AIR Program at the reception area. Authorized visitors will receive directions or be escorted to their destination. Employees are responsible for the conduct and safety of their visitors.

If an unauthorized individual is observed on the AIR Program's premises, employees should immediately notify their supervisor or, if necessary, direct the individual to the reception area.

#### 516 Computer and E-mail Usage

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

The AIR Program strives to maintain a workplace free of harassment and sensitive to the diversity of its employees. Therefore, the AIR Program prohibits the Use of computers and the e-mail system in ways that are disruptive, offensive to others, or harmful to morale.

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

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

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

Employees may only use software on local area networks or on multiple machines according to the software license agreement. The AIR Program prohibits the illegal duplication of software and its related documentation.

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

Software licensed to the AIR Program may not be taken to the employee's residence for use on a home computer.

#### 517 Internet Usage

Internet access to global electronic information resources on the World Wide Web is provided by the AIR Program to assist employees in obtaining work-related data and technology. The following guidelines have been established to help ensure responsible and productive Internet usage. While Internet usage is intended for job-related activities, incidental and occasional brief personal use is permitted within reasonable limits.

All Internet data that is composed, transmitted, or received via our computer communications systems is considered to be part of the official records of the AIR Program and, as such, is subject to disclosure to law enforcement or other third parties. Consequently, employees should always ensure that the business information contained in Internet e-mail messages and other transmissions is accurate, appropriate, ethical, and lawful.

The equipment, services, and technology provided to access the Internet remain at all times the property of the AIR Program. As such, the AIR Program reserves the right to monitor Internet traffic, and retrieve and read any data composed, sent, or received through our online connections and stored in our computer systems.

Data that is composed, transmitted, accessed, or received via the Internet must not contain content that could be considered discriminatory, offensive, obscene, threatening, harassing, intimidating, or disruptive to any employee or other person. Examples of unacceptable content may include, but are not limited to, sexual comments or images, racial slurs, gender-specific comments, or any other comments or images that could reasonably offend someone on the basis of race, age, sex, religious or political beliefs, national origin, disability, sexual orientation, or any other characteristic protected by law.

The unauthorized use, installation, copying, or distribution of copyrighted, trademarked, or patented material on the Internet is expressly prohibited. As a general rule, if an employee did not create material, does not own the rights to it, or has not gotten authorization for its use, it should not be put on the Internet. Employees are also responsible for ensuring that the person sending any material over the Internet has the appropriate distribution rights.

Internet users should take the necessary anti-virus precautions before downloading or copying any file from the Internet. All downloaded files are to be checked for viruses; all compressed files are to be checked before and after decompression.

Abuse of the Internet access provided by the AIR Program in violation of law or the AIR Program policies will result in disciplinary action, up to and including termination of employment. Employees may also be held personally liable for any violations of this policy. The following behaviors are examples of previously stated or additional actions and activities that are prohibited and can result in disciplinary action:

- \* Sending or posting discriminatory, harassing, or threatening messages or images
- \* Using the organization's time and resources for personal gain
- \* Stealing, using, or disclosing someone else's code or password without authorization

- \* Copying, pirating, or downloading software and electronic files without permission
- \* Sending or posting confidential material, trade secrets, or proprietary information outside of the organization
- \* Violating copyright law
- \* Failing to observe licensing agreements
- \* Engaging in unauthorized transactions that may incur a cost to the organization or initiate unwanted Internet services and transmissions
- \* Sending or posting messages or material that could damage the organization's image or reputation
- \* Participating in the viewing or exchange of pornography or obscene materials
- \* Sending or posting messages that defame or slander other individuals
- \* Attempting to break into the computer system of another organization or person
- \* Using the Internet for political causes or activities, religious activities, or any sort of gambling
- \* Jeopardizing the security of the organization's electronic communications systems
- \* Sending or posting messages that disparage another organization's products or services
- \* Passing off personal views as representing those of the organization
- \* Sending anonymous e-mail messages
- \* Engaging in any other illegal activities

## 518 Workplace Monitoring

Workplace monitoring may be conducted by the AIR Program to ensure quality control, employee safety, security, and customer satisfaction.

Employees who regularly communicate with customers may have their telephone conversations monitored. Telephone monitoring is used to identify and correct performance problems through targeted training. Improved job performance enhances our communities' image of the AIR Program as well as their satisfaction with our service.

Computers furnished to employees are the property of the AIR Program. As such, computer usage and files may be monitored or accessed.

The AIR Program is sensitive to the legitimate privacy rights of employees, every effort will be made to guarantee that workplace monitoring is done in an ethical and respectful manner.

## 522 Workplace Violence Prevention

The AIR Program is committed to preventing workplace violence and to maintaining a safe work environment. Given the increasing violence in society in general, the AIR Program has adopted the following guidelines to deal with intimidation, harassment, or other threats of (or actual) violence that may occur during business hours or on its premises.

All employees, including supervisors and temporary employees, should be treated with courtesy and respect at all times. Employees are expected to refrain from fighting, "horseplay," or other conduct that may be dangerous to others.

Conduct that threatens, intimidates, or coerces another employee, a client, or a member of the public at any time, including off-duty periods, will not be tolerated. This prohibition includes all acts of harassment, including harassment that is based on an individual's sex, race, age, or any characteristic protected by federal, state, or local law.

All threats of (or actual) violence, both direct and indirect, should be reported as soon as possible to your immediate supervisor or any other member of management. This includes threats by employees, as well as threats by customers, vendors, solicitors, or other members of the public. When reporting a threat of violence, you should be as specific and detailed as possible.

All suspicious individuals, or activities should also be reported as soon as possible to a supervisor. Do not place yourself in peril. If you see or hear a commotion or disturbance near your work station, do not try to intercede or see what is happening.

The AIR Program will promptly and thoroughly investigate all reports of threats of (or actual) violence and of suspicious individuals or activities. The identity of the individual making a report will be protected as much as is practical.

Anyone determined to be responsible for threats of (or actual) violence or other conduct that is in violation of these guidelines will be subject to prompt disciplinary action up to and including termination of employment.

The AIR Program encourages employees to bring their disputes or differences with other employees to the attention of their supervisors or the Executive Director before the situation escalates into potential violence. The AIR Program is eager to assist in the resolution of employee disputes, and will not discipline employees for raising such concerns.

## 526 Cell Phone Usage

The AIR Program provides cellular telephones to designated employees as a business tool. They are provided to assist employees in communicating with management and other employees, their clients, associates, and others with whom they may conduct business while on the road. Cell phone use is primarily intended for business-related calls. However, occasional, brief personal use is permitted within a reasonable limit. Cell phone invoices may be regularly monitored.

Employees may have access to a cell phone while in their cars and should remember that their primary responsibility is driving safely and obeying the rules of the road. Employees are prohibited from using cell phones to conduct business while driving and should safely pull off the road and come to a complete stop before dialing or talking on the phone.

As an AIR Program representative, cell phone users are reminded that the regular business etiquette employed when speaking from office phones or in meetings applies to conversations conducted over a cell phone. Personal cell phones are not to be in use during business hours.

## VII EMPLOYEE CONDUCT & DISCIPLINARY ACTION

### 700 Attitude: Be an AIR Program 'ATTITUDE' Super Star!!

From time to time we all get requests for 100% plus output for some reason or other, the following is a clear explanation of how you can be the super star and achieve this goal!! :-)

How to achieve 100% in life!

We have all been to those meetings where someone wants more than 100%. Well, here's how you do that. Here's how you can achieve 100%. First of all, here's a little math that might prove helpful in the future. How does one achieve 100% in LIFE?

Begin by noting the following:

IF:

A=1, B=2, C=3, D=4, E=5, F=6, G=7, H=8,  
I=9, J=10, K=11, L=12, M=13, N=14, O=15, P=16, Q=17,  
R= 18, S= 19, T= 20, U =21 V=22 W= 23 X=24  
Y=25, Z=26

Then:

H A R D W O R K = 8+1+18÷4+23+15+18+11 = Only 98%

Similarly,

K N O W L E D G E = 11+14+15+23+12+5+4+7+5 = Only 96%

But interesting (and as you'd expect)

ATTITUDE = 1+20+20+9+20+21+4+5 = 100%

This is how you achieve 100% in LIFE.

ATTITUDE!!!

So now you know what all those high-priced consultants, upper management, and motivational speakers really mean when they want you to GIVE 100%.

## 701 Employee Conduct and Work Rules

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

It is not possible to list all the forms of behavior that are considered unacceptable in the workplace. The following are examples of infractions of rules of conduct that may result in disciplinary action up to and including termination of employment:

- \* Theft or inappropriate removal or possession of property
- \* Falsification of Timesheets
- \* Working under the influence of alcohol, illegal, over the counter drugs that physically impair the employee's ability to perform job functions
- \* Possession, distribution, sale, transfer, or use of alcohol or illegal drugs in the workplace, while on duty, or while operating employer-owned vehicles or
- \* Fighting or threatening violence in the workplace
- \* Boisterous or disruptive activity in the workplace
- \* Negligence or improper conduct leading to damage of employer-owned or Customer-owned property
- \* Insubordination or other disrespectful conduct
- \* Violation of safety or health rules
- \* Smoking is not allowed on AIR Program premises or satellite sites
- \* Sexual or other unlawful or unwelcome harassment
- \* Possession of dangerous or unauthorized materials, such as explosives or firearms, in the workplace.
- \* Excessive absenteeism or any absence without notice
- \* Unauthorized absence from work station during the workday
- \* Unauthorized use of telephones, mail system, or other employer-owned equipment
- \* Unauthorized disclosure of business dealings or confidential information
- \* Violation of personnel policies
- \* Unsatisfactory performance or conduct

Employment with AIR Program is at the mutual consent of AIR Program and the employee, and either party, may terminate that relationship at any time, with or without cause, and with or without advance notice.

## 702 Substance Abuse Policy

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

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

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

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

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

## 703 Sexual and Other Unlawful Harassment

AIR Program is committed to providing a work environment that is free from all forms of discrimination and conduct that can be considered harassing, coercive, or disruptive, including sexual harassment. Actions, words, jokes, or comments based on an individual's sex, race, color, national origin, age, religion, disability, sexual orientation, or any other legally protected characteristic will not be tolerated.

Sexual harassment is defined as unwanted sexual advances, or visual, verbal, or physical conduct of a sexual nature. This definition includes many forms of offensive behavior and includes gender-based harassment of a person of the same sex as the harasser. The following is a partial list of sexual harassment examples:

- \* Unwanted sexual advances.
- \* Offering employment benefits in exchange for sexual favors.
- \* Making or threatening reprisals after a negative response to sexual advances.
- \* Visual conduct that includes leering, making sexual gestures, or displaying of sexually suggestive objects or pictures, cartoons or posters.
- \* Verbal conduct that includes making or using derogatory comments, epithets, slurs, or jokes.
- \* Verbal sexual advances or propositions.
- \* Verbal abuse of a sexual nature, graphic verbal commentaries about an individual's body, sexually degrading words used to describe an individual, or suggestive or obscene letters, notes, or invitations.
- \* Physical conduct that includes touching, assaulting, or impeding or blocking movements. Unwelcome sexual advances (either verbal or physical), requests for sexual favors, and other verbal or physical conduct of a sexual nature constitute sexual harassment when: (1) submission to such conduct is made either explicitly or implicitly a term or condition of employment; (2) submission or rejection of the conduct is used as a basis for making employment decisions; or, (3) the conduct has the purpose or effect of interfering with work performance or creating an intimidating, hostile, or offensive work environment.

If you experience or witness a sexual or other unlawful harassment in the workplace, report it immediately to your supervisor. If the supervisor is unavailable or you believe it would be inappropriate to contact that person, you should immediately contact the Executive Director or any other member of management. You can raise concerns and make reports without fear of reprisal or retaliation.

All allegations of sexual harassment will be quickly and discreetly investigated. To the extent possible, your confidentiality and that of any witnesses and the alleged harasser will be protected against unnecessary disclosure. When the investigation is completed, you will be informed of the outcome of the investigation.

Any supervisor or manager who becomes aware of possible sexual or other unlawful harassment must immediately advise the Executive Director or any member of management so it can be investigated in a timely and confidential manner. Anyone engaging in sexual or other unlawful harassment will be subject to disciplinary action, up to and including termination of employment.

## 704 Attendance and Punctuality

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

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

## 705 Personal Appearance

Dress, grooming, and personal cleanliness standards contribute to the morale of all employees and affect the business image the AIR Program presents to customers and visitors. During business hours or when representing the AIR Program, you are expected to present a clean, neat, and tasteful appearance. You should dress and groom yourself according to the requirements of your position and accepted social standards. This is particularly true if your job involves dealing with the public or visitors in person.

Your supervisor is responsible for establishing a reasonable dress code appropriate to the job you perform. If your supervisor feels your personal appearance is inappropriate, you may be asked to leave the workplace until you are properly dressed or groomed. Under such circumstance, you will not be compensated for the time away from work. Consult your supervisor if you have questions as to what constitutes appropriate appearance. Where necessary, a reasonable accommodation may be made to a person with a disability.

Without unduly restricting individual tastes, the following personal appearance guidelines should be followed:

- \* Shoes must provide safe, secure footing, and offer protection against hazards.
- \* Tank tops, tube or halter-tops, or shorts may not be worn under any circumstances.
- \* Mustaches and beards must be clean, well trimmed, and neat.
- \* Hairstyles are expected to be in good taste.
- \* Excessive makeup is: not permitted.
- \* Offensive body odor and poor personal hygiene is not professionally acceptable.
- \* Perfume, cologne, and aftershave lotion should be used moderately or avoided altogether, as some individuals may be sensitive to strong fragrances.
- \* Jewelry should not be functionally restrictive, dangerous to job performance, or excessive.
- \* Facial jewelry, such as eyebrow rings, nose rings, lip rings, and tongue studs, is not professionally appropriate and must not be worn during business hours.
- \* Torso body piercings with visible jewelry or jewelry that can be seen through or under clothing must not be worn during business hours.
- \* Visible excessive tattoos and similar body art must be covered during business hours.

#### 706 Return of Property

Employees are responsible for items issued to them by the AIR Program or in their possession or control, such as the following:

- \* Cellular phones
- \* Parents as Teachers Binders/Curriculum/Desired Results/CASAS/Lesson Planners
- \* Family/Client Folders
- \* Educational and Assessment Materials
- \* Client lists
- \* Credit cards
- \* Equipment
- \* Identification badges
- \* Keys
- \* Manuals
- \* Pagers
- \* Protective equipment
- \* Security passes
- \* Vehicles
- \* Written materials

All the AIR Program property must be returned by employees on or before their last day of work. Where permitted by applicable laws, the AIR Program may withhold from the employees check or final paycheck the cost of any items that are not returned when required. The AIR Program may also take all action deemed appropriate to recover or protect its property.

#### 708 Resignation

Resignation is a voluntary act initiated by the employee to terminate employment with the AIR Program. Although advance notice is not required, the AIR Program requests at least 2 weeks' written resignation notice from all employees.

#### 714 Drug Testing

The AIR Program is committed to providing a safe, efficient, and productive work environment for all employees. Using or being under the influence of drugs or alcohol on the job may pose serious safety and health risks. To help ensure a safe and healthful working environment, employees may be asked to provide body substance samples (such as urine and/or



blood and/or hair) to determine the illicit or illegal use of drugs and alcohol. Refusal to submit to drug testing may result in disciplinary action, up to and including termination of employment.

Copies of the Drug Testing policy will be provided to all employees. Employees will be asked to sign an Acknowledgement Form indicating that they have received a copy of the drug testing policy. Questions concerning this policy or its administration should be directed to the Executive Director.

#### 716 Progressive Discipline and Poor Work Performance

In organizations with regularly scheduled performance reviews, a poor work performance is usually documented in the employee's performance review. Typically, a plan for improvement is agreed upon and goals are set for the next performance review. However, it may be costly, ineffective, disruptive, and even dangerous to allow poor performance to continue without being addressed until the next scheduled performance review.

In many cases progressive discipline, outside the performance review system, is appropriate for poor work performance. Disciplinary action should not be taken, however, until the cause of the performance problem is identified. Unsatisfactory performance can result from a variety of causes, and the cause may not always be the employee's fault.

Commonly, performance problems result from carelessness inattention to, negligence toward, or disregard for established procedures and work methods; or incompetence --inability to do the job, because of either a lack of skill or insufficient knowledge or training.

When carelessness on the part of the employee is the cause of poor work performance, progressive disciplinary steps are appropriate, particularly if the carelessness was costly to the employer or presented a significant hazard to others. When incompetence is the cause for poor performance, then retraining or transfer to another job should be considered before beginning progressive discipline.

Employers are not required to retain indefinitely an employee who continues to be nonproductive following the use of progressive discipline. If an employee is given a fair and reasonable opportunity to perform satisfactorily and obviously is incapable of doing so, then termination of employment may justifiably result.

Before terminating an employee for poor work, a number of factors should be considered, including whether:

- \* The employee performed significantly worse than other employees in similar jobs.
- \* The employee was trained properly and had the job experience and physical capability to do the job correctly. (If poor work performance is the result of insufficient training, experience, or disability, progressive discipline is usually inappropriate.)
- \* The employee was warned or reprimanded for poor work in the past.
- \* If documentation exists, of prior disciplinary actions relating to poor work performance.
- \* The employee's actions resulted in damage to equipment or products, or in lost time and the inability of other employees to perform their jobs
- \* Management's discipline-actions were consistent with past practices in handling similar circumstances.

Termination of employment for incompetence is generally upheld when an employer can prove incompetence, has provided proper training or supervision necessary for the employee to learn the job correctly, and has given the employee adequate warning and an opportunity to improve poor performance.

The right of management to discharge an employee for incompetence during the introductory period is unquestioned. Typically, that is a primary reason for an introductory period. However, after an employee completes the introductory period occurrences of poor work should trigger the progressive disciplinary process.

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

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

Although employment with the AIR Program is based on mutual consent and both the employee and the AIR Program have the right to terminate employment “at will”, with or without cause or advance notice, the AIR Program may use progressive discipline at its discretion.

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

Progressive discipline means that, with respect to most disciplinary problems, these steps will normally be followed: a first offense may call for a verbal warning; a next offense may be followed by a written warning; another offense may lead to a suspension; and, still another offense may then lead to termination of employment. If more than 3 months have passed since the last disciplinary action, the process will normally start over.

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

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

By using progressive discipline, we hope that most employee problems can be corrected at an early stage, benefiting both the employee and the AIR Program

#### 718 Problem Resolution

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

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

If employees disagree with established rules of conduct, policies, or practices, they can express their concern. No employee will be penalized, formally or informally, for voicing a complaint with the AIR Program in a reasonable, business-like manner.

If such a situation occurs where the employee believes that a condition of employment or a decision affecting them is unjust or inequitable, they are encouraged to make use of the “Chain of Command” by following these steps. The employee may discontinue the procedure at any step.

1. Employee presents problem to immediate supervisor after incident occurs. If supervisor is unavailable or employee believes it would be inappropriate to contact that person, employee may present problem to Executive Director or any other member of management.
2. Supervisor responds to problem during discussion or after consulting with appropriate management, when necessary. Supervisor documents discussion.
3. Employee presents problem to Executive Director if problem is unresolved.
4. Executive Director counsels and advises employee, assists in putting problem in writing, visits with employee’s manager(s), if necessary, and directs employee to Chief Executive Officer for review of problem.
5. Employee presents problem to Executive Director in writing.
6. Executive Director reviews and considers problem. Executive Director informs employee of decision and forwards copy of written response to Executive Director for employee’s file. The Executive Director has full authority to make any adjustment deemed appropriate to resolve the problem.

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

## Supervisors' Problem Solving Role

Special training for supervisors in problem resolution or grievance handling will reduce the likelihood that serious problems will go unresolved. It will also ensure that supervisors maintain the objectivity they need to make sound decisions.

As part of their training, supervisors should:

- \* be briefed about the objectives of the organization's problem resolution process;
- \* learn how to handle complaints quickly; and,
- \* be assured of higher management's support when a complaint must go forward.

It is especially important that supervisors and managers be familiar with and confident in the system and that they not feel threatened by the process.

A supervisor who cannot see an employee immediately should propose another time that same day when meeting is possible. When a supervisor sits down with an employee, the supervisor should:

- \* listen carefully to the employee's problem;
- \* ask questions to clarify the problem, but not put the employee on the defensive; and,
- \* try to work out an appropriate solution.

If a supervisor lacks the authority to take a particular personnel action, the meeting should not end until the next steps are agreed upon to resolve the problem.

### "Open Door" Approach to Communication

The AIR Program encourages employees to consult informally with a member of management when they have a complaint or problem. They also urge supervisors to keep the lines of communication open by taking the time to talk with employees or "sound them out" when they appear to have a problem. This one-on-one communication between employees and management is known as an "Open Door" approach.

## 720 Casual Day

The following information is intended to serve as a guide to help define appropriate casual business wear for all employees during designated casual days at the AIR Program. Each Friday will be a designated casual day.

Our primary objective is to have employees project a professional image while taking advantage of more casual and relaxed fashions. Casual dress offers a welcome alternative to the formality of typical business attire.

However, not all casual clothing is appropriate for the office. Casual business wear means clean, neat, professional clothing. It is never appropriate to wear stained, wrinkled, frayed, or revealing clothing to the workplace. If you are considering wearing something and you are not sure if it is acceptable, choose something else or inquire first.

Listed below is a general overview of acceptable casual business wear as well as a listing of some of the more common items that are not appropriate for the office. Obviously, neither group is intended to be all inclusive. Rather, these items should help set the general parameters for proper casual business wear and allow you to make intelligent judgments about items that are not specifically addressed.

Examples of acceptable casual business wear include:

- \* slacks
- \* jeans
- \* casual dresses and skirts
- \* turtlenecks
- \* sweaters
- \* deck shoes
- \* boots
- \* flats

- \* dress sandals

Examples of inappropriate clothing items that should not be worn on casual days include:

- \* jeans that are excessively worn or faded
- \* sweatpants
- \* warm-up or jogging suits and pants
- \* spandex or other form fitting pants
- \* spaghetti-strap dresses
- \* T-shirts or sweatshirts with offensive messages or images
- \* halter tops
- \* tops with bare shoulders unless worn under a blouse or jacket
- \* visible undergarments
- \* slippers

On occasion, we may announce dress-down days where looser, even more informal clothing can be worn in order to allow you to enjoy a special occasion, better tolerate excessive heat conditions, or more comfortably organize your work area.

For some, traditional business attire may simply remain a more favored option on casual days. The choice will be yours. We hope and fully expect that casual days will help make our workplace more enjoyable and productive.

## 722 Workplace Etiquette

The AIR Program strives to maintain a positive work environment where employees treat each other with respect and courtesy. Sometimes issues arise when employees are unaware that their behavior in the workplace may be disruptive or annoying to others. Many of these day-to-day issues can be addressed by politely talking with a co-worker to bring the perceived problem to his or her attention. In most cases, common sense will dictate an appropriate resolution. AIR Program encourages all employees to keep an open mind and graciously accept constructive feedback or a request to change behavior that may be affecting another employee's ability to concentrate and be productive.

The following workplace etiquette guidelines are not necessarily intended to be hard and fast work rules with disciplinary consequences. They are simply suggestions for appropriate workplace behavior to help everyone be more conscientious and considerate of co-workers and the work environment. Please contact the Executive Director if you have comments, concerns, or suggestions regarding these workplace etiquette guidelines.

- \* Return copy machine and printer settings to their default settings after changing them.
- \* Replace paper in the copy machine and printer paper trays when they are empty.
- \* Retrieve print jobs in a timely manner and be sure to collect all your pages.
- \* Be prompt when using the manual feed on the printer.
- \* Keep the area around the copy machine and printers orderly and picked up.
- \* Be careful not to take or discard others' print jobs or faxes when collecting your own.
- \* Avoid public accusations or criticisms of other employees. Address such issues privately with those involved or your supervisor.
- \* Try to minimize unscheduled interruptions of other employees while they are working.
- \* Be conscious of how your voice travels, and try to lower the volume of your voice when talking on the phone or to others in open areas.
- \* Keep socializing to a minimum, and try to conduct conversations in areas where the noise will not be distracting to others.
- \* Try not to block walkways while carrying on conversations.
- \* Refrain from using inappropriate language (swearing) that others may overhear.
- \* Avoid discussions of your personal life/issues in public conversations that can be easily overheard or using client's names in public conversations.
- \* Monitor the volume when listening to music, voice mail, or a speakerphone that others can hear.
- \* Clean up after yourself and do not leave behind waste or discarded papers.
- \* Use the restroom when attending to personal hygiene ie., combing/brushing hair, applying makeup, nose blowing etc.

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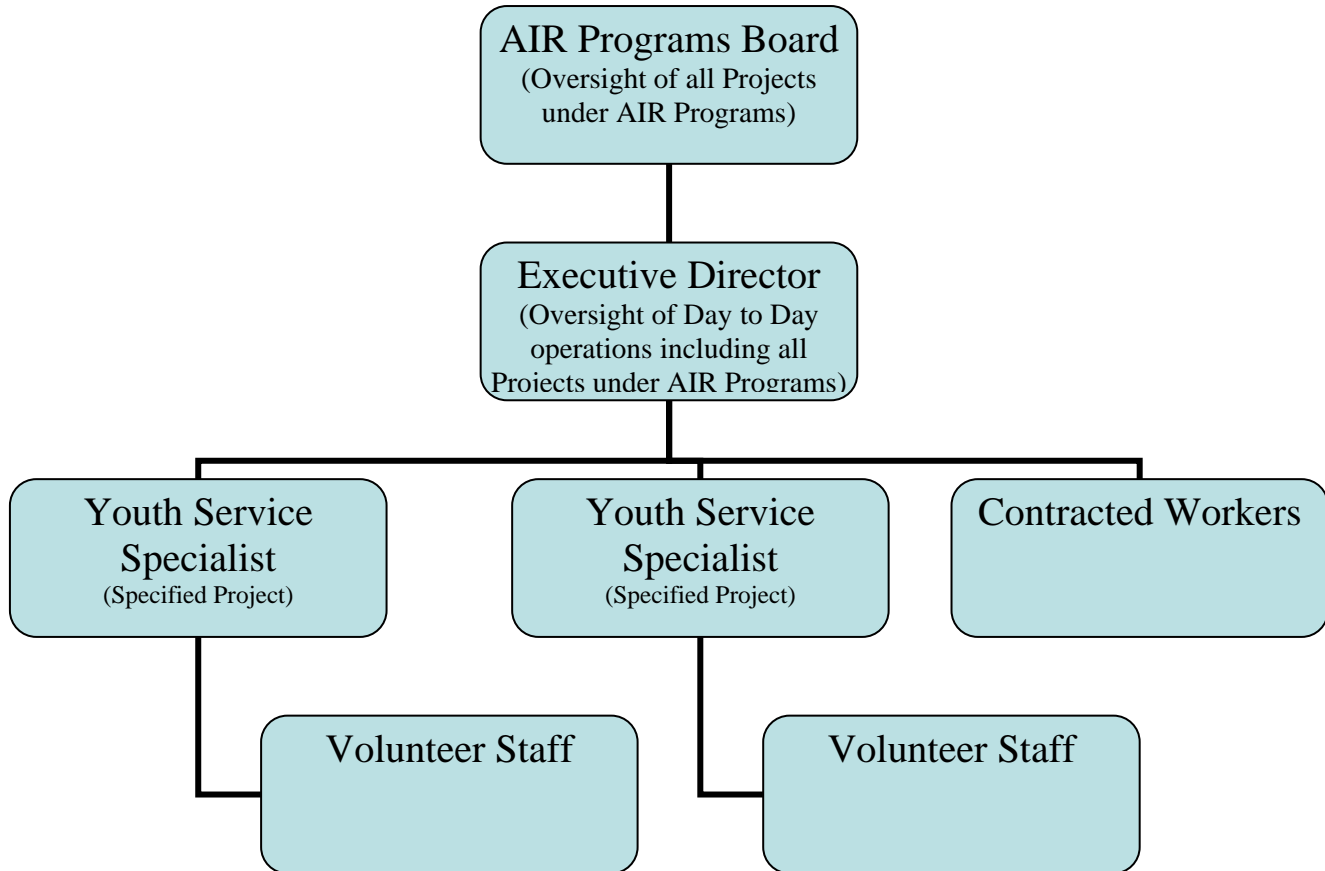
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- \* Be conscious of how your voice travels, and try to lower the volume of your voice when talking on the phone or to others in open areas.
- \* Keep socializing to a minimum, and try to conduct conversations in areas where the noise will not be distracting to others.
- \* Try not to block walkways while carrying on conversations.
- \* Refrain from using inappropriate language (swearing) that others may overhear.
- \* Avoid discussions of your personal life/issues in public conversations that can be easily overheard or using client's names in public conversations.
- \* Monitor the volume when listening to music, voice mail, or a speakerphone that others can hear.
- \* Clean up after yourself and do not leave behind waste or discarded papers.,
- \* Use the restroom when attending to personal hygiene ie., combing/brushing hair, applying makeup, nose blowing etc.

# *AIR Programs*

## *Fiscal Management Flow Chart*

Date: 1-1-2008



- AIR Program Board of Directors Reviews and approves all employee applications.
- AIR Program Board President and or Vice Board President will meet weekly with the Executive Director to review and approve all expenditures.
- The Board of Directors meets quarterly.
- All staff for purchases and payments uses a standard payment request form.
- The payment request form is signed by the staff person making the request and submitted to their immediate supervisor for approval.
- The supervisor reviews the payment request form is signed by the staff person making the request and submitted to their immediate supervisor for approval.
- The supervisor reviews the payment request and approves or disapproves the request. If the payment request is approved it is signed by the supervisor and submitted to the Executive Director for final approval.
- Upon approval by the Executive Director the request is submitted to the bookkeeper for processing and payment.
- AIR Program has two signers for the checking account. Only one signature is required on the check for payment.
- Hours~ worked are recorded by each individual personnel or their immediate supervisor on a daily basis on a Timesheet.
- After immediate Supervisor approval staff hours worked are submitted to the Executive Director bi-monthly for approval.
- Upon approval the time records they are submitted to the bookkeeper for processing.