



Personnel Policies and Procedures

**1242 N Central Avenue
Phoenix, AZ 85004
602-257-0335
www.azhumanities.org**

ARIZONA HUMANITIES
PERSONNEL POLICIES AND PROCEDURES

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1. INTRODUCTION

Welcome to the Arizona Humanities (AH)!

AH believes that its employees are its greatest asset. The success of AH, to a great extent, is dependent upon the success of its competent, creative, and productive staff.

The purpose of this manual is to provide you with an overview of AH's applicable employment policies and practices. Please read it carefully and retain it for future reference.

From time to time, you may receive updates of individual sections or of the entire document should AH (in its sole discretion) decide that some or all of its policies need changing. If you have any questions about any of the policies, please feel free to discuss them with the Executive Director.

While we hope that your association with AH will be a long and happy one, AH employees are employed at-will, meaning that either you or AH may terminate the employment relationship at any time, for any reason, with or without cause or notice.

Overview of Arizona Humanities

Founded in 1973, AH is a 501(c)3 non-profit organization and the Arizona affiliate of the National Endowment for the Humanities (NEH). AH is not a state agency.

NEH was created by Congress in 1965 with the passage of the National Foundation on the Arts and Humanities Act. The “sister” organization to NEH, the National Endowment for the Arts (NEA), was created at the same time. NEA is charged with supporting programs in the fine arts and performing arts, while NEH’s mandate is to foster greater citizen understanding and appreciation of those disciplines identified by Congress as the humanities: history, literature, language, linguistics, jurisprudence, philosophy, ethics, archaeology, comparative religion, the history and criticism of the arts, and those aspects of the social sciences that employ historical and philosophical approaches.

AH activities are overseen by a Board of Directors comprised of gubernatorial appointees and elected community members concerned with the promotion and preservation of the humanities. The Board of Directors establishes AH’s governing policies and strategic priorities. Members assume an active role in the organization’s work through participation on standing committees and championing AH and public humanities throughout the State. They also read and review grant proposals, monitor the organization’s financial performance, and serve as an important link between AH and the public. For further information on the Board, its structure and responsibilities, please consult with the Executive Director or refer to the AH Board Governance Manual.

2. KEY DEFINITIONS

Employment Classifications

- Employment At-Will

Employment with AH is employment at-will. This means that you or AH can terminate your employment at any time, with or without advance notice and with or without cause. Nothing in any document or statement shall limit AH's and your right to terminate your employment at-will, or alter the at-will employment relationship, unless a written agreement, signed by the Executive Director and you, is entered into.

- Full-time employees are scheduled to work forty (40) hours per week on a regular basis.
- Part-time employees are scheduled to work fewer than thirty-two (32) hours per week on a regular basis.
- Temporary employees are those individuals who are placed on AH's payroll with the understanding that their employment ceases when a particular assignment has been completed or a particular deadline has been reached.
- Exempt and Non-Exempt Employees

Exempt employees are paid a non-fluctuating salary of at least \$913/week¹ and are not required to be paid overtime for working beyond 40 hours in a given work week. Exempt employees are those whose primary duties involve executive/managerial responsibilities (supervising two or more full-time equivalent employees); administrative responsibility over functional areas of the business with substantial independent discretion and judgment; or whose positions require advanced degrees and/or professional licensure. Ordinarily, exempt employees will be paid their regular weekly salary if they work any portion of the work week, and variations in pay will not be made based on the quality or quantity of hours worked. (Certain exceptions may be made in the event of full-day absences due to illness or for disciplinary reasons, and in other situations as permitted by law.)

Non-exempt employees are eligible for overtime pay at a rate of 1.5 times their regular rate of pay for hours worked over 40 in a given work week. Although AH will pay non-exempt employees for all overtime hours actually worked, overtime work must be authorized in advance, and employees who work overtime without prior authorization may be subject to disciplinary action up to and including termination. Non-exempt employees are not permitted to take "flex time" or "comp time" in lieu of being paid overtime hours.

¹ Subject to state and federal law.

3. GENERAL MANAGEMENT POLICIES

Authority over General Personnel Matters

The Board and Executive Director shall create and promulgate personnel policies, pay ranges, benefits, and other policies necessary for the organization. AH reserves the right to change, add to, eliminate, or modify these policies in its sole discretion.

The Executive Director has the responsibility to hire, supervise, evaluate, and suspend or terminate all other employees and consultants. The Executive Director has the authority to negotiate compensation levels with all employees, subject to the ranges approved by the Executive Committee or Board of Directors. The Executive Director may delegate any of his or her authority and responsibilities as necessary. Authority to hire and terminate the Executive Director rests with AH's Board of Directors. The Executive Director works for AH as a whole, but reports directly to the Chair of the Board.

Personnel Policies Administration

The Executive Director of AH has the responsibility for administering personnel policies that have been adopted by AH. When situations are not covered by written policies, the Executive Director may take action without the approval of AH, keeping the Executive Committee and Board of Directors informed of significant results that may indicate the need for future development of formal written policies.

Exceptions to the written policies may be made by the Executive Director in consultation with the Executive Committee and reported promptly to AH's Board.

AH's Executive Committee may approve changes or amendments to personnel policies at any time.

All employees shall receive a copy of these policies and sign an acknowledgement that they have received and understand such policies.

Personnel Files

AH retains a personnel file for each employee. This file may contain documentation regarding the individual's employment, such as job descriptions, performance appraisals, benefits information, beneficiary designation forms, letters of commendation, and disciplinary notices.

To keep your personnel file and benefits up to date, you should provide written notice to the Executive Director regarding any changes in your name, telephone number, home address, marital status, dependents, beneficiary designations, educational attainments, and other relevant factors.

Discrimination

In order to provide equal employment and advancement opportunities to all individuals, no aspect of employment with AH will be influenced in any manner by race, color, creed, gender, religion, marital status, age, national origin or ancestry, physical or mental disability, medical condition, genetic characteristic, sexual orientation, gender expression or identity, or any other consideration made unlawful by federal, state, or local laws. AH makes employment decisions on the basis of merit. This policy governs all aspects of employment, including selection, job assignment, compensation, discipline, termination, access to benefits, training, AH-sponsored educational, social, and recreational programs or events, and all other terms, conditions, and privileges of employment. In keeping with this commitment, AH will not tolerate any form of unlawful discrimination against our employees by anyone, including supervisors, other employees, vendors, or grantees. All employees are expected to avoid any behavior or conduct that could reasonably be interpreted as unlawful discrimination or harassment of employees or persons who do business with AH.

If you have questions or concerns about discrimination in the workplace, or if you believe you have been subjected to any form of unlawful discrimination, you should submit a written complaint to the Executive Director. Prompt reporting is encouraged so that constructive action may be taken before relationships become unduly strained. While no fixed reporting period has been established, early reporting and intervention are the most effective means for resolving actual or perceived incidents of discrimination or harassment. Perceived retaliation should be reported immediately to the Executive Director.

Your complaint should be specific and should include the names of the individuals involved and the names of any witnesses. The Executive Director, or his/her designee(s), will immediately undertake a thorough and honest attempt to resolve the situation, which may include a formal investigation. If you feel uncomfortable addressing these matters with the Executive Director, you may direct your concerns to the Board Chair. Further, if you feel comfortable doing so, you should also inform the perceived offender of the behavior or action you perceive as offensive or biased and ask that it be stopped or corrected, depending on the situation. Note, however, that choosing not to address the matter directly with the perceived offender in no way impacts your ability to communicate about the situation with the Executive Director or Board Chair.

If AH determines that unlawful discrimination has occurred, prompt and effective remedial action will be taken commensurate with the severity of the offense. Appropriate action also will be taken to deter any future discrimination. AH will not retaliate against you for making a good faith report of any conduct, act, or practice believed to violate this policy or any other AH policy or standard of conduct, or for participating in good faith in an investigation of any reported violation.

Harassment

AH is committed to creating and sustaining a work environment in which each employee has the opportunity to grow, develop, and contribute fully to our collective success. Accordingly, we will not tolerate sexual harassment or harassment or intimidation of any employee based on race, color, national origin, religion, sex, age, disability, genetic characteristic, marital status, veteran status,

sexual orientation, gender identity or status, or any other status protected by applicable federal, state or local law, regulation, or ordinance. We will not tolerate harassment by or towards coworkers, vendors, other business partners, or visitors. Any employee found to have engaged in conduct inconsistent with this policy will be subject to discipline, up to and including termination.

Sexual Harassment

Sexual harassment deserves special mention. Sexual harassment can take a variety of forms, ranging from subtle pressure to engage in sexual activity to verbal abuse to physical assault. Prohibited sexual harassment includes males harassing females, females harassing males, or same-sex harassment.

Sexual harassment by a supervisor may involve an explicit or implicit threat that submitting to sexual advances, requests for sexual favors, or other verbal or physical conduct of a sexual nature is an expected part of the job or required to keep or obtain a job, promotion, or other employment benefit. It may also include a tangible adverse job action, such as a significant change in employment status or benefits.

More generally, sexual harassment occurs whenever unsolicited and unwanted conduct of a sexual nature creates a hostile or offensive work environment, unreasonably interferes with the person's work performance or otherwise adversely affects the person's employment opportunities. The following are examples of behaviors that may be considered sexual harassment. These behaviors will not be tolerated at AH (this list is not intended to be all inclusive):

- Unwanted physical contact or touching of a sexual nature, including feigned "accidental" brushing against someone
- Unwanted and persistent flirtations, requests for dates
- Sexual advances, requests for sexual favors, or propositions
- Sexual gestures or verbal abuse, including offensive jokes, sexual innuendoes, degrading language
- Repeated unwelcome and/or inappropriate compliments about appearance or dress
- Sexually suggestive photographs, drawings, graffiti and computer-related visual materials, including screen savers and Internet graphics
- Sexually offensive letters, voice mail messages, calls, memoranda, text messages, e-mails
- Describing sexual exploits, questioning others about their sexual life or activities

Other Types of Harassment

Harassment other than sexual harassment generally involves a demonstration of hostility or aversion towards an individual because of his or her race, color, national origin, religion, sex, age, disability, veteran, marital or other status protected by law that: (i) creates a hostile or offensive work environment; (ii) unreasonably interferes with the person's work performance; or (iii) otherwise adversely affects the person's employment opportunities. As mentioned previously, when harassment involves a supervisor, it may also include a tangible adverse job action, such as a significant change in employment status or benefits.

The following are examples of behaviors that may be considered harassment. These behaviors will not be tolerated at AH (this list is not intended to be all inclusive):

- Epithets, disparaging remarks, slurs, demeaning stereotypes or “jokes”
 - Whether spoken, accessed on the Internet, written on walls, used in memos, text messages or e-mails, left on voicemail messages, etc.
 - Whether expressed as words or in the form of photographs, drawings, graffiti, or computer-related visual materials
- Hostile or intimidating acts or threats, such as stalking, blocking someone’s path, or hostile gestures
- Mocking, teasing, taunting, or playing pranks (e.g., someone’s disability or religious beliefs)
- Persistently excluding someone from normal work-related activities, informal communication channels, daily assistance and support, or team assignments

Creating a Harassment-Free Environment

AH expects employees to interact with each other and anyone conducting business with AH in a professional and respectful manner. Regardless of specific legal definitions of sexual harassment and harassment, if your conduct could reasonably be offensive to another, then that conduct is not appropriate to a work relationship. When discussing matters personally important to you, such as religious beliefs, you are expected to be sensitive of others.

Reporting Harassment

As a matter of AH policy, employees have the right to work in an environment free of discrimination, which includes freedom from sexual harassment or any other form of prohibited harassment. If you feel you have been discriminated against or harassed in violation of this policy, you are urged to report it immediately to the Executive Director or Chair of the Board. Under no circumstances will you be penalized for presenting a good faith complaint to any member of management.

Commitment to Corrective and Preventive Action

Any employee determined to have engaged in conduct inconsistent with this policy will be subject to appropriate discipline, up to and including discharge. AH will also take other remedial action, as appropriate, to remedy the effects of any harassment and prevent its reoccurrence.

Although AH is fully committed to taking prompt, appropriate remedial action in those instances when prohibited harassment occurs, AH’s principal goal is to prevent harassment problems. It is incumbent on each employee to develop a better understanding of harassment as a workplace issue and to eliminate any form of harassment from AH.

Drugs and Alcohol

AH adheres to the requirements of the Drug-Free Workplace Act of 1988. Use of controlled substances is inappropriate behavior that subjects co-workers, grantees, visitors, and others to unacceptable safety risks and undermines AH's operating effectiveness.

Reporting to work or working under the influence of drugs or alcohol (except legally prescribed medications) is prohibited. This prohibition extends to AH premises and to all other sites where an employee is engaged in AH business.

AH prohibits the criminal use, manufacture, distribution, dispensation, possession, or sale of a controlled substance during working hours or on any AH-affiliated work site. Such conduct is also prohibited outside scheduled working hours to the extent that AH regards it as impairing the employee's ability to perform on the job or as threatening the reputation of AH.

Any employee convicted of a violation related to a controlled substance (or pleading no contest to such a charge) must notify the Executive Director in writing within five working days of the conviction or plea.

If alcohol or drugs are suspected of being used during work, the employee may be required to submit to testing immediately. In the case of on the job injury where use of alcohol or drugs is suspected, employees who refuse to be tested may forfeit their right to workers' compensation unless they can prove that intoxication/impairment did not contribute to the injury.

Individuals who violate any aspect of this policy will be subject to disciplinary action, up to and including termination. AH may also require that an employee successfully complete a substance abuse or rehabilitation program as a condition of further employment.

Health and Safety

AH provides a safe and healthful environment for employees, grantees, visitors, and others while they are on AH premises or attending AH-sponsored programs.

All employees are required to follow the safety procedures, as outlined in the Office Procedures Manual. You are expected to report any potentially unsafe or hazardous conditions, risky or untoward behaviors, or any injuries to the Executive Director immediately.

Employees may be injured in the course of work and therefore have to be absent from work. If so, they may be subject to the provisions of Arizona's workers' compensation program and receive benefits accordingly.

All employees share responsibility for personal safety and for the security of AH property. Any suspicious behavior by any visitor or person in the vicinity of AH premises or the location of any AH-sponsored program should be reported to the Executive Director, or law enforcement, if applicable, immediately.

Disaster Response

In the event of a disaster at the office or a crisis involving the Board or staff, the Executive Director is AH's spokesperson and the Board Chair is the backup. Other employees are advised not to speak to the media or third parties on behalf of the organization unless authorized in writing in advance to do so. Additional staff-related instructions concerning disasters are included in the Office Procedures Manual.

Conflict of Interest

No AH employee shall derive any personal profit or gain, directly or indirectly, by reason of his or her employment by or affiliation with AH. Each individual shall disclose to AH any personal interest that he or she may have in any matter pending before the organization and shall refrain from participation in any decision on such matter. AH's employees shall refrain from obtaining any list of AH clients for personal or private solicitation purposes at any time during their employment.

To avoid any action that could be interpreted as using their positions at AH unfairly, employees shall not accept any fees or other remuneration from any organization or institution in conjunction with a project or program for which AH funds are being sought or have been granted.

If an employee's spouse or other immediate relative has any financial or managerial connection to a project or organization for which AH funds are being sought or have been granted, that relationship must be disclosed before any proposal concerning that project or organization is reviewed.

Employees may not serve as project directors or other primary personnel for AH-funded projects. Employees are encouraged to assist potential grantees with project planning, but if the employee is also involved in project implementation, that relationship must be disclosed in the proposal.

All employees should strive to avoid conflicts of interest as well as the appearance of any such conflict. This includes, for example, accepting money, gifts, or even meals from a person or institution that might seek financial support from AH in the future.

Employment of Relatives

No immediate relative of an employee or Board member shall be employed by AH as long as the original employee or AH Board member remains with the organization.

Immediate relatives for purposes of this section include parents, siblings, and children; people in those categories with a "step" or "in-law" relationship; and any other member of the employee's or Board member's immediate household, such as a cohabitating "significant other" or "common law" partner.

Should employees marry each other while working for AH, both may remain employed as long as AH does not perceive any conflict or the appearance of any conflict of interest. If such a conflict or the appearance of a conflict arises, AH reserves the right to select and terminate one of them. The same policy applies if an AH Board member and an employee become married. The decision rests solely with AH based on business need.

4. EMPLOYMENT POLICIES

Immigration Compliance

AH employs only United States citizens and those non-United States citizens who are authorized to legally work in the United States in compliance with the Immigration Reform and Control Act of 1986 and any other applicable laws.

As a condition of employment, employees must complete the Employment Eligibility Verification Form I-9 and present appropriate documentation establishing identity and employment eligibility. In addition, all new employees will have their Form I-9 information submitted to the e-Verify system to ensure that the employee is eligible to work in the U.S.

If an attempt is made to falsify information pertaining to an employee's immigration status, the employee will be disqualified from further employment consideration in any position with AH, or terminated from employment due to falsification.

Recruitment and Selection

AH's recruitment and selection activities are conducted to ensure the employment of the best-qualified candidates. Therefore, they will be implemented in a manner consistent with providing equal employment opportunity, as discussed in the Introduction of this manual. AH believes in providing development opportunities for all employees. Therefore, when a position is created or when one becomes vacant, AH employees will be notified before or at the same time as external recruitment begins.

The Executive Director must approve all employment decisions (including recommendations for hiring, promotion, demotion, and other changes) before any commitments are made or any notification is given to an applicant or a current employee. This approval extends to issues of compensation and working hours.

The Executive Director will check professional references before making a hiring decision.

For each new employee, AH will provide an orientation to the organization and the scope of work of fellow employees.

In order for new employees to be successful, AH provides ongoing coaching, training, and observation during the first three months of employment. At the end of this three-month period, the new employee will be given a formal review of his/her performance. This will provide an opportunity for formal feedback, career planning, and determination regarding job fit. Nothing

about this three-month period alters the at-will nature of the new employee's employment, however. Both AH and the employee may terminate the employment relationship at any time, with or without cause and with or without notice.

Performance Reviews

AH believes in providing continuous performance feedback so that employees can be recognized for satisfactory or better performance and informed of areas where improvement is necessary. Therefore, you can expect that your performance will be evaluated by the Executive Director or another more immediate supervisor on a continual basis.

Reference Inquiries and Verifications Of Employment

From time to time, AH may receive inquiries from third parties regarding employees, such as requests for verification of employment. All requests for reference information must be directed to the Executive Director. No other supervisor or employee is authorized to release references for current or former employees, including via social media sites (e.g., LinkedIn.com recommendations). AH normally only discloses the dates of employment and the title of the last position held. Additional information generally will be released only after a signed written release has been received from the employee or former employee. However, AH reserves the right to release any information it deems appropriate in its discretion without authorization. Information will be provided as required in response to properly authorized requests from law enforcement agencies (including investigators), and in response to court-issued summons, subpoenas, and judicial orders.

Separation of Employment And Return Of AH Property

If you desire to terminate your employment relationship with AH, you are asked, but are not required, to notify your supervisor at least two weeks in advance of your intended separation. Such notice should preferably be given in writing to your supervisor. Proper notice generally allows AH sufficient time to calculate your final paycheck and begin succession planning.

You are responsible for the return of all AH materials, including, but not limited to, keys, identification badges, credit cards, computers, other equipment, manuals, telephone cards, cell phones, tools, vehicles, books, software, data, files, customer lists, or written information issued to you, developed or prepared by you, or in your possession or control (AH property). All such AH property must be returned to your supervisor on or before your last day of work, or at any other time as requested by AH. Where permitted by applicable laws, AH may withhold from your check or final paycheck the cost of any items that are not returned when required. AH may also take all action deemed appropriate to recover or protect its property.

Support Orders, Garnishments, Tax Levies, And Wage Assignments

AH complies with all valid claims against the wages of employees. If a garnishment, child/family support order, wage assignment, tax levy, or other legally valid claim is received by AH against your wages, you will be notified of the amount and details of the garnishment or wage order. While you may attempt to work out your financial difficulties with your creditor in such

situations, AH is still required to comply with the provisions of the garnishment notice or order, as soon as practical after it is received, to ensure its compliance with applicable law. Any costs or fees associated with processing withholding requests will be your responsibility and deducted from your paycheck in accordance with applicable state or federal laws.

5. SCHEDULING POLICIES

Work Hours

The standard workweek is from 12:01 AM Monday through midnight Sunday.

Regular office hours are 8:30 AM to 5:00 PM from Monday through Friday. Immediate supervisors will arrange work schedules.

While typical work schedules for full-time employees are five eight-hour days per week, flexible scheduling may be arranged and approved by your supervisor. A half -hour unpaid lunch break is provided daily. In addition, both non-exempt and exempt employees may be called on to perform work beyond these standard business hours.

All employees are required to keep accurate records of the time they work, on the time sheets provided. Timesheets are to be submitted to the Executive Director at least bimonthly. Non-exempt AH employees must begin recording their time as soon as they begin to work, and must record all of their hours worked. AH strictly prohibits unauthorized work time and working “off the clock.” All work time must be recorded. No non-exempt employee is permitted to:

- Start or continue to work before or after beginning to record hours worked;
- Work overtime without authorization; or
- Work during scheduled meal or rest breaks.

No supervisor is permitted to allow “off the clock” work by non-exempt employees under any circumstance. If you are asked to work “off the clock” or are aware that others are working “off the clock,” please refuse to do so and report it immediately to the Executive Director.

Employees who violate this policy will be subject to disciplinary action, up to and including termination.

Overtime

Non-exempt employees (described above) are eligible for overtime pay for work beyond 40 hours in a given regular workweek. Overtime work must be authorized in advance. Overtime is calculated at a rate of 1.5 multiplied by the employee’s regular rate of pay. Paid time off “PTO” and other paid hours do not count toward calculating overtime pay.

Attendance at Meetings and Conferences

The nature of AH’s business will, from time to time, require you to attend meetings, including AH Board meetings, and conferences outside the office. When such sessions occur during

normal working hours, no special provisions are made, except that you will be reimbursed for expenses as outlined in Section 7. When such sessions extend to time beyond regular working hours, the following guidelines pertain.

When a non-exempt employee is required to make a one-day trip, he or she is compensated for the time spent traveling to and from the assigned location (but not the time spent traveling between home and the airport or train station) and the time involved in actually working on the assignment. The time spent on meal breaks typically is not compensable.

When a non-exempt employee's travel extends overnight, the only travel time that is compensable is that which overlaps the typical working schedule (even if the travel occurs on a weekend or holiday). When conference or meeting attendance involves work at other site(s) that goes beyond regular working hours, those hours are compensable in accordance with the provisions related to overtime.

Attendance and Punctuality

Regular attendance and punctuality are crucial in our efforts to maintain high levels of service, and prevent added workloads from being passed on to your co-workers. Therefore, good attendance and punctuality are expected of all employees. Still, we recognize that you may occasionally become ill, need to miss work, or be late. This policy addresses your obligations when you are tardy or absent.

As outlined in the policies below, repeated tardiness, excessive absenteeism or absence without notification may subject you to disciplinary action up to and including termination.

Excused Absences

An excused absence is time away from work for any of the following reasons, and taken in accordance with AH policy:

- Absences due to illness when paid sick time is available. If you are absent due to illness, you must use any sick time available in your bank. Sick hours paid/taken will correspond to the number of scheduled hours.
- Jury/witness duty
- Bereavement
- Approved leaves of absences
- Vacation/Holiday time off
- Work-related injury time off due to an on-the-job injury
- AH-required trainings or meetings

Unexcused Absences

An unexcused absence is unplanned time missed from the job, for example:

- Tardy—arriving to work late without excuse.

- Absence—missing a scheduled work day without excuse.
- A doctor's note does not necessarily excuse an event, and may be required when you miss three (3) days or more of work due to illness.
- You are responsible for knowing your work schedule.

No Call/No Show and Job Abandonment

Absence from work without following the call-in procedures in this policy is considered job abandonment, which is deemed voluntary resignation of employment by you and may result in termination of employment. Walking off the job without notifying your supervisor is also considered job abandonment, and may result in separation of employment, absent extenuating circumstances.

Excessive or Patterned Absenteeism

Excessive absenteeism (including tardiness) presents a hardship to other employees. If you are chronically unable or unwilling to attend work regularly and on time, accelerated counseling and discipline outside of these guidelines may result, up to termination of your employment.

Patterned absenteeism results when absences (including tardiness) occur with a common factor (e.g., same day(s) of week, day before/after holiday, before or after a weekend, after a payday, coincidence of absence after having been denied a request for time off or given a work assignment that is considered undesirable, etc.). If work is repeatedly missed during critical operational periods, it may be considered a pattern, and may result in disciplinary consequences, including those outside of these guidelines.

Call-In Procedures

If it becomes necessary for you to miss any portion of your workday other than arriving tardy, you must personally notify the Executive Director or the Executive Director's designee as soon as possible during your scheduled work day. It is important that you personally call as outlined above. This allows the Executive Director an opportunity to talk with you about how long you think you will be out. Text messages, e-mails, or other electronic communications are not acceptable forms of notification. Calls made by relatives, friends or others also are not proper notification, and will only be accepted as proper notification in cases of extreme emergency where you are absolutely, physically unable to personally call. Proof of such emergency may be required. Arrest, detention, or incarceration does not count as an extreme emergency.

6. COMPENSATION POLICIES

To attract and retain high-quality employees, AH endeavors to pay salaries competitive with those offered by other nonprofit cultural organizations. This process involves setting a compensation range for each position. Each salary range is reviewed at least once every three years for adjustment considerations.

Total compensation at AH reflects not only an employee's salary or wages but also the various benefits AH offers (such as health insurance payments, an investment plan, and paid vacation).

It is possible that increases in the costs of benefits might from time to time limit the amount of money available for changes in direct compensation. To clarify such situations, AH will inform employees each year of any change in their total compensation.

Compensation will be reviewed at least once a year. Adjustments in pay, if any, will be based on a variety of factors including but not limited to agency budget, prior performance, changes in responsibilities and salary range adjustments.

Employees will be required to acknowledge changes in salary by signing a memorandum of understanding.

Payroll Policies

AH employees are paid on a semi-monthly basis, usually on the fifteenth and the last days of the month. All required and voluntary deductions will be withheld automatically from each employee's paycheck.

Employees are encouraged to enroll in direct deposit. You should review your paycheck backup information and withholdings for accuracy. If there is an error, you should report it to the Executive Director immediately for investigation and resolution.

Stipends and Honoraria

Any stipends or honoraria received for services performed while representing AH, belong to AH, and must be reported to the Executive Director. Payment for such stipends or honoraria should be made directly to AH.

7. EXPENSE REIMBURSEMENT

Travel Expenses and Meals

Prior approval for travel must be obtained in order to be reimbursed for expenses.

If you are required to use your vehicle on AH business, you will be reimbursed at a mileage rate determined annually, plus expenses for tolls and parking. Reimbursement will not be provided for travel between your home and the office, or for personal trips taken while on AH business.

Airfares for AH business travel will be reimbursed at coach rates. Costs for alternative transportation on ground will be reimbursed at rates not more than the coach fare. If you make travel arrangements for non-AH reasons, such as traveling by an indirect route or stopping over, you will be responsible for any extra charges.

AH business requiring overnight accommodations will be reimbursed at reasonable rates.

Meal expenses incurred on AH business will be reimbursed at reasonable rates. Alcohol is not a covered expense.

Expense forms with accompanying receipts must be reported within a month of completed travel in order to process reimbursement.

Other Expenses

Membership fees for professional and social organizations required or sanctioned in advance, in writing, by the Executive Director are reimbursable.

Conference Attendance.

Employees will be reimbursed for any fees involved with conferences that are required by AH.

Miscellaneous Expenses

Expenses for items such as telephone, supplies, postage, copying, and other items related to AH business and authorized by the Executive Director will be reimbursed. Expense forms with accompanying receipts must be reported within a month of expenses incurred in order to process reimbursement.

8. EMPLOYEE BENEFITS OTHER THAN LEAVE

AH places great emphasis on the health and welfare of its employees. We therefore attempt to offer the greatest level of health and welfare benefits as possible. The following is a brief overview of current benefits.

AH reserves the right, at its discretion, to change or terminate any of non-mandatory programs or to require employee contributions toward any benefits. This right may be exercised regardless of financial necessity. If any statement in this manual conflicts with a statement in the summary plan documents associated with the following benefit plans, the summary plan documents control.

Statutory Benefits

All AH employees are covered by Social Security, Unemployment Insurance and Workers Compensation, as available under state and federal law.

Discretionary Benefits

Full-time employees are eligible to participate in AH's health insurance, retirement, and professional development benefits, as outlined below.

- Health Insurance

Employees may enroll in AH's health care plan. AH reserves the right to modify the amount of premium coverage at its sole discretion.

New full-time employees are eligible to participate in the health plan after completing 90 calendar days of continuous employment.

Your spouse and/or dependents may be covered under AH's health plan, but the premium costs will be your responsibility.

- Retirement Plan

AH offers a participatory 403(b) retirement savings program. Contributions to your retirement account will be made on a discretionary basis, to be reviewed annually, in accordance with the 403(b) Plan Document.

Employees are not required to contribute, but may contribute an amount not to exceed 15 percent of their salary on a pretax basis.

- Professional Development

AH is committed to the professional development of its employees. The Executive Director and the employee, as part of the employee's performance review, will ascertain training that may be available to enhance the employee's performance and career development. As resources are available, AH will support the employee's enrollment in such training.

- Elective Development Opportunities

Employees are encouraged to further their personal and career development by attending conferences and other education programs. Elective activities may not be done in conjunction with regular work schedules. If the conference occurs during regular work hours, the employee may use PTO or take unpaid leave. Participation in such programs must be approved in advance by the Executive Director, and sufficient notice must be provided to allow for proper scheduling in the employee's absence.

9. PAID AND UNPAID LEAVE

Holidays

The AH office is open 8:30 AM to 5:00 PM Monday through Friday, except for the following holidays:

New Year's Day
Presidents' Day
Independence Day
Veterans' Day

Martin Luther King, Jr. Day
Memorial Day
Labor Day
Thanksgiving Day/following Friday
December 25

If December 25th falls on a Saturday or Sunday, the office will close at noon the immediately preceding Friday.

Holidays falling on a Saturday are normally observed on the preceding Friday, while those falling on a Sunday are normally observed on the following Monday.

Full-time, regular employees will be compensated for each holiday, provided that they have worked the regularly scheduled workdays immediately preceding and following the holiday or have been approved to take PTO time on such days. Holiday pay will not be included in a calculation of eligibility for overtime pay.

Part-time, regular employees who are normally scheduled to work on a day that is a holiday will be compensated at their regular rate for the hours on that holiday during which they would normally have worked.

Temporary employees are not eligible for holiday pay.

Non-exempt employees who are required to work on an observed holiday will be paid one and a half times their regular rate of pay.

The office will close on December 24 (starting at noon) and will remain closed through December 25th.

Paid Time Off (PTO)

Paid time off (PTO) combines vacation, sick and personal absences into a single PTO account. Should a holiday fall while on PTO, it is treated as holiday leave, not PTO.

AH encourages its employees to stay home when they are ill.

Authorization and Scheduling – Planned PTO

Accrued PTO may be taken with supervisor approval. PTO requests must be submitted to the Executive Director at least two (2) weeks in advance, who will ensure that adequate coverage can be maintained during the employee's requested time off. Also, there may be unusual circumstances when AH may ask employees to use PTO at specified times due to holidays or workflow issues.

Any employee taking unscheduled or unauthorized PTO may be subject to discipline.

Non-exempt employees' PTO is deducted in 15 minute increments and shall be applied for full day and partial day absences, late arrivals, and early departures until the PTO account is depleted.

Unplanned PTO

If you are unable to report to work on a scheduled work day, you must notify the Executive Director (or the Assistant Director in her absence) within one-half hour of the beginning of your scheduled hours of work.

Accrual

Accrued PTO in excess of 20 hours at the end of the last pay period of the fiscal year is forfeited. PTO does not accrue when employees are on unpaid leave.

Full-time employees accrue PTO based upon their length of employment as shown below. Paid time off is available for use as it is accrued and until it is depleted. Employees shall not take any PTO until it has accrued in their PTO account.

Full-time employees (32 or more hours per week):

- During the first year of continuous service: 10 days per year, accrued at 3.08 hours per pay period.
- As of the one-year employment anniversary until the five-year employment anniversary: 20 days per year, accrued at 6.16 hours per pay period.
- Five or more years of continuous service: 25 days per year, accrued at 7.70 hours per pay period.

Reporting

If you are unable to work because of illness, you must notify the Executive Director by 9:00 a.m. on each day of your inability to work. Failure to notify AH will result in the day being treated as unpaid leave. If you are unable to work for three or more days due to illness, AH reserves the right to request a statement from your health care provider verifying your fitness to return to work.

If you have exhausted your PTO time but are still unable to return to work, you may request of the Executive Director an unpaid leave of absence. The Executive Director reserves the right to consider such requests in his or her sole discretion, taking into account the operating needs of the organization and your performance, among other factors. AH does not guarantee that it will hold your position open during an unpaid leave of absence, or that you will be restored to the same or substantially similar position at the end of the leave period. Employees will be permitted to maintain AH-provided benefits throughout the period of unpaid leave, subject to the employee paying the premium contributions for which he or she is usually responsible.

Parental Leave

AH will provide paid leave for up to five days a year to employees who have worked for AH for at least one year following the birth or adoption of a child. Parental leave may also be used by either parent for medical problems related to pregnancy.

After exhausting the 5-day parental leave period, employees may use PTO days to extend their leave period. Employees may also request, in writing, a personal leave of absence without pay, which may be granted at the discretion of the Executive Director. The leave may not extend beyond 40 workdays.

AH does not guarantee that it will hold your position open during an unpaid leave of absence, or that you will be restored to the same or substantially similar position at the end of the leave period.

Although other benefits don't accrue, AH will continue to pay its portion of the employee's health insurance premium during the 5-day parental leave period.

Lactation Accommodation

AH accommodates lactating employees by providing a reasonable amount of break time to any employee who desires to express breast milk for an infant child. The break time shall, if possible, run concurrently with any break time already provided to you. Any break time provided to express breast milk that does not run concurrently with your provided break time will be unpaid (please note, if providing such break time would seriously disrupt the operations of our business, you may be denied additional break time). AH will make reasonable efforts to provide you with the use of a room or other private location other than a bathroom that is located close to your work area. If you have a private office, you will be required to use it to express breast milk. If you desire lactation accommodations, please contact the Executive Director.

Bereavement Leave

AH will provide paid leave for work time missed due to the death of an immediate relative of employees (i.e., parent, stepparent, spouse, domestic partner, child, stepchild, sibling, or their in-law equivalents). A maximum of 3 days' pay will be provided for each bereavement incident.

For the death of a relative other than one in the immediate family, the maximum paid leave is one day.

Jury and Witness Duty Leave

All employees are allowed unpaid leave to answer a summons to appear as a witness in court. The employee must notify AH as far in advance as possible of the planned absence.

All full-time employees summoned to jury duty are allowed paid leave up to 120 hours per calendar year. They must turn over their jury stipends to AH. If jury duty exceeds 120 hours, the remainder of the employee's jury duty leave will be unpaid, but employees may substitute accrued but unused vacation pay if they wish for the balance of the jury service.

Part-time and temporary employees are given unpaid leave while serving on a jury. They may keep their jury stipends.

To qualify for jury or witness leave, you must provide the Executive Director a copy of the summons and jury-discharge notice.

Military Leave

Any full-time or part-time employee who is serving in the Armed Forces is eligible for job-protected, unpaid military leave consistent with federal and applicable state law. This includes individuals whose employment is interrupted by:

- Active military duty
- Active duty for training
- Initial active duty for training
- Inactive duty for training
- Full-time National Guard duty
- Reporting for examination to determine fitness for military service

AH complies with all laws prohibiting discrimination against any employee based on service in a uniformed military service.

Length of Military Leave

An employee's cumulative military leave, while working at AH, can be up to five (5) years. Employees may be required to show proof of lengthy military service. Employees must meet certain requirements upon completing their military service in order to claim their rights of reinstatement. These requirements include a timely return to work and, in some instances, application for reinstatement and service documentation. AH complies with all applicable federal, state, and local laws regarding reinstatement upon completion of your military obligations.

Benefits During a Military Leave

During an approved military leave, AH will maintain your health benefits as if you continued to be actively employed. If leave is paid, AH will deduct your portion of the health plan premium as a regular payroll deduction. If your leave is unpaid, your benefit premiums owed will be placed in an arrearage account with payroll to be withheld from future paychecks upon your return to work.

How to Apply for Military Leave

Unless impossible or precluded by military necessity, all employees must give advance notice of military leave to the Executive Director. Employees are also required to provide a copy of their military orders and documentation of their military pay to the Executive Director.

Returning to Work from Military Leave

Follow up with the Executive Director once you are eligible to return to work. If military service is 30 days or less, you must report to work no later than the beginning of the next regularly scheduled work period on the first day following completion of service and the expiration of an eight-hour rest period after you return home from service, unless otherwise agreed to in advance.

If military service is between 31 and 180 days, you may be required to submit an application for reemployment to AH within 14 days after completion of military service. If military service is more than 180 days, you may be required to submit an application for reemployment within 90 days after completion of military service.

Leaves of Absence

Any full-time employee who has worked for AH for at least one year may request an unpaid personal leave for a period of up to 30 calendar days. This leave must be requested in writing at least two weeks prior to the planned beginning of the leave; if the leave is precipitated by an emergency, the request must be made by the employee or by an immediate relative within three days of the beginning of the leave.

If an unpaid leave is granted, PTO, health premium payments, and retirement benefits will not continue to accrue or be paid during the leave period.

AH does not guarantee that it will hold your position open during an unpaid leave of absence, or that you will be restored to the same or substantially similar position at the end of the leave period.

Emergency Closing

When the Executive Director (to the extent possible, in consultation with the AH Chair and Vice Chair) determines that AH must close due to emergency situations, he or she will notify employees in accordance with established procedures. Full-time employees who were scheduled to work on the day of the closure will be paid as if the agency remained open; part-time employees will be paid only if they had been scheduled to work during the closed hours. Temporary employees do not receive compensation during emergency closings.

When AH remains open, employees who are late to work because of inclement weather or natural disasters must notify the Executive Director of their difficulties as early as possible at the start of the workday. The missed time will be charged to available vacation time or, if no time is available, will be unpaid.

10. EMPLOYEE CONDUCT

Working for AH involves demonstrating respect for the opinions and rights of others. As a member of the AH team, you are expected to accept certain responsibilities and adhere to acceptable principles of professional and ethical conduct. Because each employee's conduct reflects on AH, each employee is expected to observe the highest standards of professionalism at all times. This means that inappropriate off-duty or on-duty actions may be grounds for termination.

Some types of behavior which AH considers inappropriate include but are not limited to:

- Violating AH policies against discrimination, sexual harassment, and retaliation

- Soliciting or accepting gratuities or consulting contracts from AH applicants or grantees
- Excessive absenteeism or tardiness
- Excessive, unnecessary, or unauthorized use of AH facilities, supplies, or equipment (including telephone, facsimile machine, and computers)
- Falsifying employment or other records
- Using abusive, obscene, or threatening language or gestures
- Disregarding safety regulations
- Insubordination, i.e., an employee's willful or intentional failure to obey a supervisor's lawful and reasonable direction through an explicit statement of refusal or nonperformance.
- Reporting to work intoxicated or under the influence of non-prescribed drugs, or otherwise violating the Drug-Free Workplace Act.

Performance, conduct, or demeanor that becomes unsatisfactory will be subject to disciplinary action up to and including termination.

Smoking

To provide a safe and comfortable working environment, all parts of the AH facilities are designated as no-smoking areas. Employees who smoke in areas designated as no-smoking areas will be subject to disciplinary action. Employees who smoke must do so at least 50 feet from the building entrance, or any further distance as may be required by law to ensure that visitors and employees entering or exiting the building are not disturbed by the smoking.

Use of AH-Owned Equipment and Supplies

Employees are expected to use AH equipment carefully and its supplies prudently. Failure to do so may result in disciplinary action up to and including termination.

Office telephones are provided for AH business. While employees may occasionally have a legitimate need to use an AH telephone for personal matters, such calls should be kept to a minimum, both in number and duration. Employees are expected to reimburse AH for any additional expenses incurred by using AH telephones.

Office computers, including access to e-mail and the Internet, are provided for AH business. AH employees must use good judgment and not use office equipment to send or receive messages of a very personal or intimate nature, or to access Web sites that are professionally and ethically inappropriate in the workplace.

Electronic Communications

AH establishes the following rules and guidelines for communicating employer information via blogs or other electronic communications, whether used in or outside the workplace.

- You have a duty to protect the confidentiality of AH's trade secrets, marketing lists, strategic

business plans, competitor intelligence, confidential financial information, business contracts, and other proprietary and non-public AH information to which you may have access.

- You may not disclose employees' or grantees' confidential, personal information, including social security numbers, dates of birth, driver's license numbers, home addresses, or other identifying information, except as may be required in the course of your job duties and responsibilities.
- You are prohibited from using blogs or social media sites to harass, threaten, slander, or discriminate against co-workers, supervisors, grantees, or any organizations associated or doing business with AH.
- These provisions are intended to place reasonable restrictions on social media activity only to the extent necessary to protect AH, its services, and its reputation.

The following rules and guidelines, in addition to general rules and guidelines set out above, apply to personal blogs and social media sites.

- You are prohibited from the use of AH-owned computers, AH-licensed software, or other electronic equipment or facilities for non-business use, including personal blogging and accessing social media sites during work time.
- If you maintain blogs on your own or another website or have a social media presence (e.g., Facebook, Twitter) and choose to identify yourself as an employee of AH, you are strongly encouraged to state explicitly, clearly, and in a prominent place on the site that views expressed in your blogs are your own and not those of AH or of any person or organization affiliated or doing business with AH.
- You are responsible for complying with all restrictions on the use of third-parties' intellectual property, including AH and its business partners, suppliers, vendors, affiliates, or subsidiaries.
- You may not post AH's copyrighted information on personal blogs, or use or post AH's logos, trademarks, or graphics for commercial purposes.
- You may not use social media sites or blogs to disparage or defame AH's vendors or business affiliates.
- You are not obligated to accept "friend" requests from co-workers on social media sites. When communicating with co-workers via social media, employees are expected to treat each other with respect and to comply with all AH policies prohibiting discrimination, harassment, etc.

Employer Monitoring

AH reserves the right to maintain electronic archives of all electronic communications created with AH equipment. AH will make such archived communications available to law enforcement

in response to subpoenas or other legal demands with which it must comply. You should have no expectation of privacy in the use of any AH-provided communications equipment.

Discipline for Violations

AH investigates and responds to all reports of violations of AH's blogging and social media rules and guidelines or related policies or rules. AH reserves the right to discharge or otherwise discipline employees or take other appropriate action, including legal action, against employees who engage in prohibited or unlawful conduct.

Political Activities

AH limits solicitation and distribution of materials, such as literature about candidates and legislation, to non-working areas and non-working time because those activities can interfere with normal operations, reduce employee efficiency, create clutter, and give a false impression that AH promotes a particular candidate or point of view.

In any outside work on behalf of a political candidate, party, or piece of legislation, you may not publicly represent yourself as providing any expressed or implied endorsement by AH.

If you choose to run for public office, your political activities may not be conducted in whole or in part at AH facilities, on AH time, or with AH resources and materials. Unless explicitly endorsed, you may not represent yourself as having the endorsement of AH.

11. COMPLAINT RESOLUTION

For working relationships within AH to remain effective, efforts will be made to resolve misunderstandings and conflicts before serious problems develop.

If a situation does not seem to be resolving itself, you are encouraged to discuss it with the other individual(s) involved. If that discussion does not resolve the situation, you are encouraged to discuss the matter with your immediate supervisor, and, if necessary, with the Executive Director. Normally, you will receive a response concerning the situation within five working days. If you are unsatisfied with the Executive Director's decision, you may submit your concerns in writing to the Executive Committee. The Executive Committee will investigate your claim and advise you and the Executive Director of its decision within 15 business days; this decision will be final.

AH does not tolerate any forms of retaliation against employees for following this complaint resolution process. However, the process also should not be construed as limiting or delaying AH's right and responsibility to take disciplinary action (up to and including termination) against any employee if AH feels that such action is appropriate.

12. WHISTLEBLOWER POLICY

Intent

Provide policy and procedures that encourage individuals to come forward with credible information about illegal practices or violations of adopted policies of the organization.

General

AH requires directors, officers, and employees to observe high standards of business and personal ethics in the conduct of their duties and responsibilities. All employees and representatives of AH must practice honesty and integrity in fulfilling all AH organization responsibilities and comply with all applicable laws and regulations.

Reporting Responsibility

It is the responsibility of all directors, officers, and employees to report violations or suspected violations of law in accordance with this Whistleblower Policy.

No Retaliation

No director, officer, or employee who in good faith reports a violation shall suffer harassment, retaliation, or adverse employment consequence. An employee who retaliates against someone who has reported a violation in good faith is subject to discipline up to and including termination of employment. This Whistleblower Policy is intended to encourage and enable employees and others to raise serious concerns within the organization prior to seeking resolution outside the organization.

Reporting Violations

Employees should share their questions, concerns, suggestions, or complaints with someone who can address them properly. In most cases, your immediate supervisor is in the best position to address an area of concern. However, if you are uncomfortable speaking with your supervisor or are not satisfied with the supervisor's response, you are encouraged to speak with the Executive Director, AH Board Chair and/or Vice Chair. Supervisors and managers are required to report suspected violations to the Executive Director, who has specific responsibility to investigate all reported violations. For suspected fraud, or when the employee is not satisfied or is uncomfortable with following the above procedures, individuals should contact the Board Chair directly.

Accounting and Auditing Matters

The Finance Committee of the Board of Directors shall address all reported concerns or complaints regarding corporate accounting practices, internal controls or auditing. The Treasurer shall immediately notify the Finance and Audit Committee of any such complaint and work with the Committee until the matter is resolved.

Acting in Good Faith

Anyone filing a complaint concerning a violation or suspected violation must be acting in good faith and have reasonable grounds for believing the information disclosed indicates a violation. Any allegations that prove not to be substantiated and which prove to have been made maliciously or knowingly to be false will be viewed as a serious disciplinary offense.

Confidentiality

Violations or suspected violations may be submitted confidentially by the aggrieved employee or may be submitted anonymously. Reports of violations or suspected violations will be kept confidential to the extent possible, consistent with the need to conduct an adequate investigation.

Handling of Reported Violations

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

RECEIPT AND ACKNOWLEDGMENT OF EMPLOYEE MANUAL

I, the undersigned, hereby acknowledge receipt of the Employee Manual of AH. I acknowledge and understand that it is my responsibility to read this Manual and to ask my supervisor or the Executive Director any questions that I may have about AH's policies, rules, or practices. I agree to accept the policies, rules and procedures promulgated by AH from time to time, as a condition of my employment.

I understand and recognize that this Manual is not to be construed as a contract of employment, either for an indefinite or fixed period of time. I recognize that AH and I are both able to terminate the employment relationship with or without cause, with or without notice, at any time.

I understand that the policies and practices set forth in the Manual may be changed at any time at the sole discretion of AH.

Employee signature

Employee printed name

Date