

*CHANCO
ON THE
JAMES*

Employee Policy Manual

Effective January 1, 2010

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INTRODUCTION

Purpose of this manual

As a member of the Chanco on the James (“Chanco”) staff, you will be expected to contribute your talents and energies to maintain a positive work environment and high quality of services to Chanco, as well as Chanco’s services. In return, you will be given opportunities to grow and advance in your career.

The President, appointed by the Member (bishop of the Episcopal Diocese of Southern Virginia), is the chief executive officer of Chanco and all employees, directly or indirectly, report to the President.

Chanco is dedicated to two standards:

1. To provide those who use the facilities with the best quality services and to support the vision and mission of the Episcopal Church.
2. To provide you with wages and benefits comparable to others doing similar work within the region and within non-profit organizations.

Chanco believes it is its duty to provide you with an adequate workplace. Chanco also has a substance abuse policy, because you have a right to know you can depend on your co-workers.

Chanco complies with all applicable federal, state and local requirements established to provide equal opportunity in employment for all qualified persons, to prohibit discrimination in employment because of race, color, sex, age, national origin, physical or mental handicap. Eligibility for positions may take into consideration questions of Christian commitment and knowledge of the Episcopal Church.

The key items required for employment, compensation and benefits are performance and a good team attitude; however, all employment at Chanco is "at will" – that is, either party may terminate the employment relationship at any time and for any reason.

This Manual has been prepared to inform you about Chanco’s employment practices and policies, as well as the benefits provided to you as a valued employee and the conduct and performance expected from you.

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

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

Periodically, a position (e.g., President) referred to in this Manual may be vacant. In such cases, the Board of Directors will designate someone to perform the duties of that position. If the Board fails to so designate, the diocesan Treasurer will assume those duties.

The policies set forth in this Manual apply to all employees, including clergy employed by Chanco.

Notice

No one other than the Board of Directors may alter or modify any of the policies in this Manual. Any such action shall apply to existing as well as future employees with continued employment being the consideration between the employer and employee. Employees may not accrue eligibility for monetary benefits that they have not earned through actual time spent at work. Employees shall not accrue eligibility for any benefits, rights, or privileges beyond the last day worked. No statement or promise by any other individual may be interpreted as a change in policy nor will such constitute an agreement with an employee.

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

The policies set forth in this Manual are effective as of January , 2010 and supersedes all previous policies, procedures, manuals and employment agreements for Chanco.

Receipt & Acknowledgment of the Chanco Employee Policy Manual

Please read the following statements and sign below to indicate your receipt and understanding of your responsibilities related to these policies including the prevention, detection and reporting of suspected misconduct as explained in the Chanco Employee Policy Manual.

- I have received and read a copy of the Chanco Employee Policy Manual. I understand that the policies, rules and benefits described in it are subject to change by the Board of Directors at any time. I understand that this Manual replaces all other previous manuals for Chanco as of November 13, 2008.
- I understand that my employment is terminable “at will”, either by myself or by Chanco, regardless of the length of my employment or the granting of benefits of any kind, including benefits which provide for vesting based upon length of employment.
- I understand that no contract of employment other than "at will" has been expressed or implied, and that no circumstances arising out of my employment will alter my "at will" employment relationship unless expressed in writing, with the understanding specifically set forth and signed by myself and the President and ratified by the Board.
- I am aware that during the course of my employment confidential information may be made available to me, i.e., lists of people and addresses, policies, financial and other related information. I understand that this information is critical to the confidentiality of Chanco and must not be given out or used outside of Chanco’s premises or with non-Chanco employees. In the event of termination of employment, whether voluntary or involuntary, I hereby agree not to utilize or exploit this information with any other individual, group or entity.
- I understand that should the content be changed in any way, Chanco may require an additional signature from me to indicate that I am aware of and understand any new policies.
- I understand that my signature below confirms that I have read and understand the above statements and have received a copy of the Chanco Employee Policy Manual for Chanco on the James.

Employee's Printed Name

Position

Employee's Signature

Date

President’s Signature

Date

The signed original copy of this agreement should be given to the Chanco Treasurer to be filed in your personnel file.

EMPLOYMENT

Personnel Administration

The task of handling personnel records and related personnel administration functions at Chanco has been assigned to the Episcopal Diocese of Southern Virginia's Personnel Manager. Accordingly, all questions regarding wages, benefits and interpretation of policies are to be directed to the President.

Personnel File

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

- Legal name
- Home address
- Home telephone number
- Person to call in case of emergency
- Number of dependents
- Marital status
- Change of beneficiary
- Driving record or status of driver's license if you operate any Chanco vehicles or use personal vehicle for expense reimbursement.
- Military or draft status
- Exemptions on your W-4 tax form

Coverage or benefits that you and your family may receive under Chanco's benefits package could be negatively affected if the information in your personnel file is incorrect. It is also to your benefit to be sure your personnel file includes information about completion of educational or training courses, outside civic activities, and areas of interest and skills that may not be part of your current position here.

At your request, you may see information which is kept in your own personnel file and you may request and receive from the Personnel Manager copies of all documents you have signed.

Your Personnel File will be kept confidential. The diocesan Administrator, the diocesan Personnel Manager, the chairman of Chanco's Board of Directors' Personnel Committee and Chanco's President will have access to your file on a "need to know" basis.

COMMUNICATIONS

Chanco seeks to provide an environment of open, honest communications among all employees. To do so demonstrates that we care about each other and encourages freedom of expression, ideas and concerns by all employees, regardless of their level of employment.

Staff Meetings

Staff meetings are held regularly. Staff meetings provide an informal exchange of thoughts and ideas as well as information important to the whole team and include a prayer. Staff meetings help keep everyone informed and contribute to a positive work environment. Employees are expected to attend all staff meetings.

Bulletin Boards

Timely information of interest and importance is displayed on bulletin boards located in the office. Employees are expected to read bulletin board notices to keep abreast of job postings, organizational announcements, etc. All postings must be approved in advance by the Conference Center Director.

Suggestions

Employees are encouraged to submit their ideas and suggestions on any work-related topic to their supervisors and then directly to the Conference Center Director. All suggestions will be considered and, where practical, implemented.

Telephones, Fax Machines & Mail Facilities

Telephones, fax machines and mail facilities are provided for communication with congregations and other Chanco-related organizations. They are not intended for personal use, except in emergency.

Electronic Mail & Internet Access

Chanco provides electronic mail and Internet access to employees who need it to conduct Chanco business. They are not intended for any but incidental personal use. Employees are expected to treat electronic mail as they would paper documents. Confidential or proprietary electronic documents should not be transmitted without appropriate approval. Documents should be read and then deleted from the email in-box on a regular basis. Any documents that are needed for longer retention should be moved to private folders or printed and filed.

Employees also should be aware that privacy cannot be guaranteed when using electronic devices, including voice mail, even if they believe that a document or message has been deleted. Professional business etiquette and language should be observed when using voice and e-mail as they would in the course of other business communications.

FAIR LABOR STANDARDS ACT

The Fair Labor Standards Act (FLSA) provides minimum wage, equal pay, overtime pay, record-keeping and child labor standards and regulations.

Employee Classifications:

- Full-time: An employee who works the regular 35 hour full-time workweek
- Part-time: An employee who works less than the regular full-time workweek.
- Hourly: An employee who may work either full- or part-time, but who is paid solely on the basis of the number of hours worked.

Definitions of Exempt & Non-Exempt

Non-Exempt. The term “non-exempt” means that a position falls under the FLSA’s coverage. Employees working in that position must be paid at least minimum wage and overtime as set out in the FLSA, and will be required to fill out time sheets weekly for submission to the Comptroller.

Exempt. The term “exempt” means exempt from coverage under the overtime provisions of the FLSA. Similarly, an exempt employee may not be “docked” for less than a full day. “Exempt” positions include those classified under the FLSA provisions as Executive, Administrative and Professional. In addition to minimum salary requirements, certain conditions must be met in order for a position to be considered exempt under the FLSA.

Overtime

Exempt employees are not eligible for overtime pay.

Chanco policy requires that the President authorize non-exempt overtime in advance.

All non-exempt overtime must be reported on the weekly time sheets. Non-exempt employees who work more than 35 hours in one week will be paid at their regular hourly rate for all hours, up to 40 hours. Employees who work more than 40 hours in one week will be paid 1 1/2 times their normal hourly rate for all hours worked over 40.

Non-exempt employees who work on a holiday will be paid one and one-half their normal hourly rate for that day for each hour they work regardless of the total number of hours they have worked during the week.

Time (Record) Keeping

Non-exempt Staff—A Staff Time Record must be completed for all full-time and part-time staff to record hours worked; sick, vacation, and personal days; and holiday time.

Exempt Staff—For accrual purposes, exempt employees should complete a Staff Time Record to record sick, vacation, and personal days, and holiday time.

Compensatory Time—Compensatory time is defined as time off awarded for the hours worked beyond the normal workweek. If you work beyond the established workweek, you may either be paid your hourly rate for those additional hours between 35 and 40 or be given compensatory time off, at the discretion of the President. If you are entitled to compensatory time off, you must take it by the end of the following calendar year.

Direct Deposit Program

You may elect to have your paycheck deposited on the scheduled payday to your account in an approved banking institution. The banking institution in which the account is maintained must be a member of the National Automated Clearing House Association (NACHA). Deposits can be made in only one banking institution and in only one account in the banking institution. Partial deposits will not be permitted; that is, the total net pay must be deposited in one account. To participate, you must complete the proper authorization agreement, which is available in from the diocesan Comptroller. You will receive a statement recording the amount of the deposit, along with a listing withholdings and deductions, in lieu of a paycheck.

Work Day

Normal office hours are from 8:00 A.M. to 4:00 P.M., Monday through Friday.

Chanco may offer flextime or other flexible work schedules to better serve customer and employee needs.

At his sole discretion, the President may authorize early closings of the office.

Voice Mail

In order that our constituencies are well served at all times, all employees should make effective use of voice mail. Voice mail should not be used as a method of screening calls.

Lunch Break

Non-exempt employees who work full-time or more than four consecutive hours are provided a lunch break. Lunch breaks are normally one hour in length, and must be taken between 11:30 p.m. and 1:30 p.m.

Attendance Records

The Conference Center Director shall maintain records of all absences, sick days and use of vacation days. Employees should review such records to confirm that the information is correct. Employees are expected to notify the Conference Center Director directly of an unanticipated absence or lateness by 10:30 a.m.

Emergency Closings

Extreme conditions such as severe weather, loss of power or other unforeseen emergencies may necessitate an office closing. The President makes this decision. If the office is closed for such, employees will be paid as though they had worked that day.

Time Off

Chanco provides time off for full-time and part-time employees to take personal time away from the job for rest and recreation, to celebrate holidays, for bereavement, jury duty, military reserve training and illness.

Scheduled Holidays

Chanco announces scheduled holidays at the end of each year for the following year so employees can make their personal plans accordingly.

The following holidays are paid days off, although variances occur from time to time:

- New Year's Day
- President's Day
- Good Friday & Easter Monday
- Memorial Day
- Independence Day
- Labor Day
- Columbus Day
- Veteran's Day
- Thanksgiving Day & the following day
- Christmas

When a holiday falls on Sunday, the following Monday will be a paid day off. If a holiday falls on a Saturday, the preceding Friday will be observed as the holiday. If a holiday falls when an employee is on vacation or on sick leave, the holiday will not be charged as a vacation day. The President may designate other days off with pay (e.g., Christmas Eve, New Year's Eve).

Personal Days

The purpose of "personal days" is to provide paid time off for a salaried employee to handle personal matters that cannot be handled before or after normal work hours or on weekends. Each full-time and part-time employee shall have two (2) personal days annually. The personal days must be scheduled in advance with the Office Manager.

Unused personal days cannot be carried over and are not paid upon termination or employment. An employee may claim a Personal Day to celebrate his birthday.

Eligibility for Holidays & Personal Days

Only full-time and part-time employees who work 1040 hours or more per year are paid for scheduled holidays and personal days. Hourly employees are not eligible for paid holiday or personal days. Part-time employees are paid for a scheduled holiday if it falls on a day they would normally be scheduled to work. Holidays and personal days are paid in the proportion that their normal workweek schedule is to a full-time work schedule.

Bereavement Leave

Employees will be granted up to three (3) days of paid leave when there is a death in their immediate family (spouse, child, brother or sister, parent, parent-in-law). If substantial travel is necessary, five (5) days will be allotted. Should employees require additional time off, they may use Vacation or Personal days.

Jury Duty

Paid leave is provided to fulfill citizenship duties when called for jury duty, or when summoned as a court witness.

Full-time and part-time employees are eligible for jury duty leave upon employment. They are paid their regular salary while on jury duty. Part-time employees are paid in the proportion that their normal work schedule is to a full-time work schedule. Hourly employees are not eligible for paid jury duty leave.

Military Service Leave

Military service leave is granted for service in the Armed Forces of the United States to fulfill active, emergency or inactive military duty requirements as a Reservist or National Guard member.

Employees on Military service leave will be reinstated upon their return, with no loss of service, according to the provisions of applicable federal law. To qualify for a leave, the employee must provide documentation of induction into the armed forces or orders to report for military training and the length of leave required. A minimum of two weeks advance notice should be provided.

Employees on reserve training, summer military encampment or similar service will be granted up to three weeks paid military leave annually. Leave of more than three weeks will be on an unpaid basis.

Leave with Pay

Under certain circumstances, leave with pay may be granted. Such approval is at the discretion of the President. Leave with pay exceeding thirty (30) days must be endorsed by the Board's Personnel Committee.

Vacation Days

Employees are expected to inform the Conference Center Director in advance, preferably one month in advance, of scheduled vacation days.

With prior approval, employees may take vacation days any time during the calendar year.

Full-time and part-time employees are eligible for vacation based upon their continuous length of service and employment status with the Episcopal Church. Continuous service is defined as uninterrupted employment as a full- or part-time employee. Employees on leave of absence and hourly employees are not eligible for vacation.

No more than 5 working days annually may be taken in ½ or 1 day increments.

Vacation days are not considered earned until an employee has completed six months of service.

Full-time and part-time employees are eligible for vacation time during the calendar year according to the following schedule:

<u>Completed Years of Employment</u>	<u>Vacation Days per Calendar Year</u>
Less than 6 months	None
6 months – 1 year	5 days
1 year – 5 years	10 days
6 years – 10 years	15 days
11 or more years	20 days

Chanco provides its full-time or part-time employees time-off with pay (vacation). Vacation is meant to be used by the employee for rest and relaxation and is not meant to be used to accumulate time for additional compensation. Accordingly, vacation days should be scheduled and taken during the calendar year in which they are accrued. An employee accrues (or earns) vacation days each calendar year, based on the employee's years of employment. With the exception of prior approval by the President, unused vacation days exceeding ten vacation days not taken within the calendar year are forfeited, and are neither carried over to the following year, nor paid upon separation, except that employees terminating between January 1 and June 30 shall receive one-half of the vacation days they would otherwise have received if they had worked the entire calendar year. Employees terminating after July 1 shall receive full pay for any unused vacation days.

Part-time employees will be granted vacation days proportionately to the days they work versus full-time employment. Hourly employees do not accrue vacation days.

Employees who retire or who terminate as a result of their position being eliminated are paid for unused accrued days at termination, regardless of when during the year they terminate.

Sick Days

In the first calendar year of employment, new employees will receive one (1) paid sick day for every month worked. New employees will not be paid for sick days taken during their first 30 days of employment.

Full-time employees with at least one year of service with Chanco are eligible to receive a maximum of twelve (12) paid sick days per calendar year for bona fide illness. Chanco may require a doctor's certificate for any illness for which three (3) or more days leave is taken.

Part-time employees will be granted paid sick leave proportionately to the days they work versus full-time employment. Hourly employees are not granted paid sick days.

Employees absent from the office for more than two (2) hours but less than four (4) hours will be charged a half-day sick leave. Employees absent from the office for more than four (4) hours but less than eight (8) hours will be charged one day of sick leave.

Employees who have used their paid sick days may use accrued Vacation and/or Personal days. Employees will not be paid for absences when they do not have any paid time available.

While illnesses can be unpredictable, employees are expected to inform the Conference Center Director of their absence no later than one hour after their regularly scheduled starting time.

Sick leave can be accumulated up to a maximum of 30 days but no employee will be paid for unused sick days.

Excessive use of sick leave will result in disciplinary action or termination of employment.

LEAVES OF ABSENCE

There are several types of unpaid leaves of absence available to full and part-time employees. Each type of leave has a set of eligibility criteria.

Approval for Leaves of Absence

Employees should request a leave of absence in writing. The employee is required to provide documentation to support the leave request, including the days for such leave and whether “with pay” or “without pay” is being requested. As much advance notice as possible should be given to assist in obtaining coverage during the employee’s absence.

Provided the leave is approved, the request should then be forwarded to the Conference Center Director for processing. Requests for an extension to a leave require the endorsement of the Board’s Personnel Committee and approval by the President. All accumulated vacation must be used before any Leave can begin.

All leave with or without pay in excess of 20 work days must be endorsed by the Board’s Finance Committee.

Benefits While On Leave

Benefits are continued during an approved leave of absence provided the employee pays any premiums due. Employees who return to work following a leave are considered to have continuous service. Annual and sick leave will not accrue during leaves of absence.

Employees are guaranteed reinstatement to the same or similar position and pay if they are able to return to work within the time approved for the leave or 90 days, whichever is less, unless business circumstances have so changed as to make it impossible or unreasonable to do so.

Vacation days and sick leave days are reduced proportionately to the number of unpaid days.

Failure to Return from Leave

Employees who fail to return from a leave will be terminated. Unless they notify Chanco before that date that they will not be returning from leave, the termination date is the last day of the authorized leave. In that instance, the date of notification is the termination date. For vesting purposes in the benefit plans, the last day worked is used as the termination date.

FAMILY MEDICAL LEAVE ACT OF 1993

The Family Medical Leave Act (FMLA) protects an employee's job and benefits while they are out on an approved leave. FMLA provides employees with up to 12 weeks of unpaid leave in a consecutive 52 week period for any of the following reasons:

- birth or adoption of a child
- placement of a child for adoption or foster care
- providing care for an immediate family member (spouse, child or parent) with serious health condition
- a serious health condition which prevents an employee from performing his/ her job

Eligibility

All employees are eligible for coverage under FMLA, provided Chanco has employed them for at least 12 months at the time leave is requested, and have worked at least 1,250 hours.

Benefits Entitlement

Chanco provides up to 12 unpaid weeks of leave during a consecutive 52 week period. If an employee's FMLA leave is to care for a family member, they are required to first apply any unused Vacation and Personal days prior to their FMLA leave; additional FMLA leave will be unpaid. In the event of an employee's illness, they are required to first apply any paid medical leave as well as unused accrued Sick, Personal and Vacation days. The maximum time allowed under the FMLA will not exceed 12 weeks of combined paid and unpaid leave. Employees will not accrue any paid time while they are out on FMLA leave.

Procedure

Employees who wish to use FMLA leave are required to provide the following:

- 30-day advance notice when the need is foreseeable, or as soon as practicable
- Reasonable documentation to substantiate the relationship of a family member
- Medical certification of the employee's or family member's illness
- Second or third medical opinion and periodic re-certification as requested
- Periodic updates regarding the employee's status and intent to return to work

Returning From FMLA Leave

Employee returning from FMLA leave will be reinstated to their former position or an equivalent position with equivalent pay, benefits and working conditions. If an employee is on a medical leave, returns to work, and goes out on medical leave again within 60 days, their first and second disability will be considered as one disability period. For example, if an employee is out ill for 9 weeks, returns to work for 6 weeks, then goes out again for 5 weeks, both absences will be combined (14 weeks of disability). In such

cases, an employee's job may not be restored as mandated by the FMLA because they were out for more than 12 weeks.

Other Benefits While On FMLA Leave

An employee's medical, dental and life insurance benefits will be continued while they are on FMLA leave. If an employee is on the payroll, his/ her premiums (if any) and any elective deductions will continue to be deducted from the employee's paycheck. However, employees who are on unpaid leave must contact the diocesan Treasurer or Comptroller to arrange for payment of their premiums and elective deductions.

COMPENSATION and BENEFITS

The compensation policy is designed to:

- Maintain a total compensation program that is competitive with other religious and not-for-profit organizations.
- Recognize the relative importance of each position within Chanco through a job evaluation process to classify jobs by level and assign appropriate salary ranges.
- Reward meritorious performance.
- Ensure compliance with appropriate legal requirements.

Salary Administration and Increases

Subject to recommendation by the President and approval by the Board's Personnel Committee and the Finance Committee, employees are eligible for a cost-of-living increase on an annual basis and to merit increases. Any salary increase requires the approval of the Board of Directors.

Benefits

Chanco provides full-time and part-time employees with a variety of benefit options. Each benefit program has its own set of eligibility criteria. Details on current plan offerings and eligibility requirements are provided by the diocesan Personnel Manager. The formal document for each respective Plan shall govern the terms and conditions of such Plan.

Chanco reserves the right to amend or discontinue any benefit program at any time.

Welfare Plans Benefits

Life insurance, medical coverage (employee only), accidental death and dismemberment insurance, short-term and long-term disability coverage are provided free of charge to all full-time and part-time employees. Full-time and part-time employees may enroll their spouses and their dependents in the Medical Plan provided they pay the premium. Participation in some health insurance options may require partial payments by employees, including but not limited to co-payments.

Retirement Benefits

Pension benefits are provided free of charge to all full-time and part-time employees. Pension benefits are provided through the National Church and are based on length of employment and average salary. The employee must execute the appropriate forms in order to be covered by the pension plan. In addition to the pension plan, employees may elect to participate in a 403(b) qualified contribution savings plan.

U.S. Social Security

All employees, except clergy, are covered by the Federal Insurance Contributions Act. Chanco is required to withhold a set percentage of each employee's salary to pay the employee portion of this protection. Chanco matches this amount for its required portion.

Workers' Compensation

Chanco carries insurance to cover the cost of work-incurred injury or illness. Benefits pay for an employee's medical treatment and for part of the income lost, if any, while recovering. Specific benefits are prescribed by law, depending on the circumstances of each case.

All work-related accidents, whether or not they result in injury, must be reported to the Conference Center Director.

Severance Pay

Severance pay provides financial assistance to eligible full-time and part-time employees terminated due to reduction in force or a mutually agreed-upon resignation. The severance payment amount shall be two weeks' base salary per year (or partial year) of service, but not exceeding one-year base salary.

Chanco will pay the full cost for the continuation of medical and life insurance coverage for the minimum period of severance eligibility. Thereafter, the employee may extend medical and dental coverage at the employee's own expense beyond the end of the coverage in which the group coverage terminated, as provided by federal law or as set forth in the insurance policy.

Full-time and part-time employees whose positions are eliminated or whose wages are reduced due to their position being down-sized are eligible for severance pay so long as certain conditions listed below are met. Part-time employees receive pro-rated severance, based on their average work schedule as compared to a full-time work schedule.

As a condition of receipt of severance pay, all eligible employees must:

- Work through the release date established by Chanco.
- Return all Chanco property to the Conference Center Director no later than the last day of employment.
- Sign an agreement and release prepared by Chanco, releasing it from any and all claims in compliance with applicable laws.

Professional Development

Chanco budgets for and reimburses an employee an amount for continuing education and professional development expenses. The employee must request prior approval to attend any seminar or conference or to enroll in any course. In order for the expense to be reimbursed, any seminar or conference must be related to the employee's job.

WORKPLACE VALUES

Chanco's goal is to provide a work culture that demonstrates a commitment to excellence, civility and fairness thereby creating an environment that allows all employees to work at their maximum potential. Our workplace values and policies stem from our expectation that our employees maintain high standards of performance and decorum and our commitment to reward merit. These policies are vital to allowing each individual the opportunity and freedom to reach his or her full potential as an employee.

The policies, described below, apply to all persons within Chanco's offices. Discriminatory, harassing or offensive behavior will be viewed very seriously and will result in disciplinary action up to and including dismissal. Any employee seeking, in good faith, to uphold these policies is specifically protected from retribution.

Confidential Information

Our parishes, clergy and Diocesan community entrust Chanco with important information relating to their businesses. The nature of this relationship requires maintenance of confidentiality. By safeguarding the information received, Chanco earns the respect and further trust of the people and organizations with whom we work. Your employment with Chanco assumes an obligation to maintain confidentiality, even after you leave our employ.

Any violation of confidentiality seriously injures Chanco's reputation and effectiveness. Therefore, please do not discuss Chanco business with anyone who does not work for us, and never discuss Chanco transactions with anyone who does not have a direct association with the transaction. Even casual remarks can be misinterpreted and repeated, so develop the personal discipline necessary to maintain confidentiality.

If you are questioned by someone outside Chanco and you are concerned about the appropriateness of giving them certain information, remember that you are not required to answer. Instead, refer the request to the President.

No one is permitted to remove or make copies of any Chanco business records, reports or documents without approval from the Treasurer. Because of its seriousness, disclosure or misuse of confidential information could lead to dismissal.

Communications with the Media

On occasion, the media may contact the Chanco office. All Chanco interviews by the media should be with the President. When needed, Chanco will provide each employee procedures on how to respond if a member of the media contacts them.

WHAT WE OFFER AND WHAT WE EXPECT

Chanco seeks to attract and develop a highly competent and creative workforce from a broad spectrum of backgrounds. We foster a workplace that provides equal employment opportunity, tolerates no harassment or coercion, and deals fairly with interpersonal conflict or misunderstanding. In some job titles, affiliation with the Episcopal Church may be required.

Chanco has implemented and abides by the following policies:

Harassment

Chanco will not tolerate harassment in any form. “Harassment” is abusive or coercive conduct occurring in a situation where there is a supervisory, mentor or collegial relationship between the persons involved.

Any person who believes that he or she has been subjected to inappropriate behavior should make his or her views known to the offending person, politely but clearly, to avoid misunderstanding. Conduct not intended as harassment may be inappropriate if it readily could be misinterpreted -- for example, a prolonged handshake or hug.

Although the employee policies and procedures are not applicable to third-parties since they are not under Chanco’s direct control, employees should advise the President if they feel that they have been subjected to improper conduct by third-parties.

Of course, we expect our employees to treat third-parties in the same manner as these policies direct our behavior toward our fellow employees.

Sexual Harassment

Chanco will not tolerate unlawful discriminatory, harassing or offensive behavior in any form. This includes abusive, belligerent, menacing, threatening, bullying or other coercive conduct whether it involves a supervisor, mentor, peer, client or other business relationship.

Anyone who believes that he or she has been subjected to offensive behavior should say so directly to the offending person, politely but clearly, to avoid misunderstanding. Conduct not intended as harassment may nonetheless be offensive, inappropriate, or misinterpreted. Often, a sincere apology is all that is required, especially if the behavior is not repeated in the future.

Employees are expected to conduct themselves in accordance with these guidelines when dealing with fellow employees or external parties. All employees must participate in the Sexual Harassment workshops offered.

Employees who feel that they have been subjected to improper conduct should advise the President. **It is imperative that all promptly respond to any and all accusations of sexual harassment.**

Professional & Healthy Workplace

Employees are expected to maintain a professional, business-like appearance while at work. Appropriate attire, hygiene, and grooming create a positive impression to others about Chanco. We recognize that while people may express themselves through their clothing, there are articles of clothing that are not considered acceptable attire in the workplace at any time.

Dress & Personal Appearance

Appropriate business attire, based on the work being performed with other staff and with the public, is expected.

An employee who reports to work improperly dressed will be instructed to leave and return in appropriate attire. The time will be unpaid or charged to vacation or personal time. Repeated violations may result in disciplinary action, up to and including termination.

A Smoke-Free Workplace

In an effort to promote a healthy work environment and to comply with the laws of the state and city, all Chanco offices and buildings, including screened in porches, have been designated as smoke-free. Employees and visitors share the responsibility of promoting a smoke-free work environment and are expected to comply with this policy.

Equal Employment Opportunity

Equal Employment Opportunity is provided to all applicants and to all employees throughout their career with Chanco without regard to race, color, sex, age, marital status, physical or mental disability, sexual orientation or national origin. It is our intention to comply with the spirit and intent of all applicable fair employment laws and regulations.

This policy extends to all categories of employees and all aspects of the employment relationship, including recruitment, hiring, promotion, demotion, transfer, training and development, educational assistance, compensation, benefits and termination.

Supervisors are responsible for insuring the Chanco policy on Equal Employment Opportunity is communicated, understood, and implemented within their areas of responsibility.

Reasonable Accommodations for Disabilities

The President will consider all requests for reasonable accommodation made by qualified applicants or employees. The accommodation will be considered in view of a number of factors, for example:

- Alternative accommodations and their relative cost and efficacy.

- The ability of the individual to perform the essential elements of the job, with or without the accommodation.
- The extent to which the accommodation may represent an undue hardship.
- The extent to which an undue risk to the health and safety of the individual or others may exist.

Conflicts of Interest

The best efforts and uncompromised performance are essential for those entrusted with the responsibility to promote and preserve the welfare and prosperity of the laity and clergy we serve. Employees have a duty to avoid relationships, activities, and interests which conflict with the interests of Chanco or deprive Chanco of their loyalty when acting on its behalf. Each employee will be asked to execute a Conflicts of Interest statement, prepared by Chanco, summarizing their obligations.

All employees are required to report any relationship, activity or interest that might involve an actual or potential conflict of interest to the Conference Center Director. Participation in the operation or management of (or in the practice of any profession or occupation on behalf of) any outside enterprise on a paid basis as a director, officer, employee, consultant, partner or in any other capacity must be reported annually to the Treasurer.

Any employee (or a manager on behalf of an employee) with questions regarding a possible conflict of interest should discuss them immediately with the Treasurer.

Examples of relationships, activities and interests which could represent a potential conflict of interest warranting disclosure, explanation and analysis, include (but are not limited to) the following:

- Rendering services to (or being employed by) any outside concern which may interfere with the employee's duties, cause loss or embarrassment, or adversely affect the interests of the Episcopal Diocese of Southern Virginia or of Chanco.
- An interest in (or relationship with) any transaction which might in any way affect an employee's objectivity, independence of judgment, or conduct in the Chanco offices.
- Performing outside work during normal office hours or during work time.
- Using Chanco facilities, equipment, labor, or supplies to conduct outside or personal activities.
- Disclosing or using confidential or proprietary information, without appropriate approvals.

In the event that a conflict of interest exists or may exist, the employee may be given an opportunity to correct it within a reasonable time, depending on the nature of the conflict, if it was done unknowingly and without harmful intent. A violation of this policy is a serious matter. If the employee knew or should have known of a conflict of interest and proceeded anyway, appropriate disciplinary action will be taken, up to and including immediate dismissal.

Gifts & Gratuities

Chanco recognizes and approves of close working business relationships between its employees and others. Such relationships are expected to be based on integrity, respect and mutual confidence. As such, Chanco recognizes and accepts that certain practices such as lunches and the exchange of token mementos (such as pens, pins and other items) of nominal monetary value will at times be appropriate.

No employee may accept a gift with a value greater than \$25 from any organization with which Chanco has a business relationship, including its churches and related organizations. Employees may not accept cash gifts or gift certificates.

Employees are required to disclose to the Treasurer any offer of a gift, before accepting it or, if this is not possible, immediately after accepting a gift, regardless of its monetary value.

Consensual Relationships

Chanco does not prohibit consensual personal relationships, but it is concerned when such relationships lead to a real or perceived conflict of interest. Such conflicts arise when business judgment is affected by emotional involvement or when others perceive that a personal relationship is inappropriately influencing office, business or other relationships. If a consensual relationship is perceived as interfering with the employee's work performance at Chanco, the employment of the parties in such relationship may be terminated.

Employees who believe their opportunities or work environment are being negatively impacted by a consensual relationship between others may address the situation through the President and the Board's Personnel Committee. Employees should respect the privacy of others by refraining from gossip or rumor.

Solicitation & Distribution

Unauthorized visitors may not have access to work areas or engage in solicitation or distribution of literature.

Solicitation by employees during work time is not permitted. Work time is defined as all time when employees are required to be engaged in work tasks, but it does not include the employee's own time, such as meal periods and time before or after the work day.

Distribution of advertising material, handbills or other literature in work areas is prohibited at any time.

Any unauthorized visitors, solicitation or distribution should be reported to the Conference Center Director. Any employee who violates this policy may be subject to disciplinary action, up to and including immediate termination.

A Workplace Free of Violence

Violence or threats of violence towards employees on Chanco premises, during Chanco-sponsored functions (whether on or off Chanco premises) will not be tolerated. Any threat of violence is considered a serious matter and will be thoroughly investigated.

To the extent possible, the confidentiality of the individual reporting a threat of violence will be maintained. Any employee that engages in such conduct or who fails to report such conduct may be subject to disciplinary action, up to and including immediate termination.

Everyone shares the responsibility for preventing or minimizing the impact of violence in the workplace. The Conference Center Director must be contacted immediately when there is a reasonable suspicion that a potentially violent situation may exist.

All employees are responsible for assessing the situation and addressing any immediate safety concerns. Immediate evacuation of the premises or contacting 911 may be warranted by the circumstances, such as a person with a weapon on premises, making threats or receipt of a bomb threat.

Rather than confront, provoke, or otherwise intervene, supervisors should stay calm and attempt to get as much information as quickly and accurately as possible to the Conference Center Director. Reporting the situation and maintaining calm are the most effective tactics.

Personnel Records

The diocesan Personnel Manager is responsible for maintaining the accuracy and confidentiality of official personnel records for all employees. Examples of official documents include the employment application and resume, the background check, reference information, tax information, position description, performance appraisals, letters of commendations, compensation changes, benefits information, etc.

The Americans with Disabilities Act requires that all information received regarding the medical history and condition of applicants and employees be kept confidential.

Background Check

In compliance with the Policies and Procedures Regarding Allegations and Incidents of Sexual Misconduct and Child Abuse by Clergy, Employees and Volunteers in the Episcopal Diocese of Southern Virginia, Chanco may conduct a complete background check on individuals who accept an offer of employment. Background checks include inquiries of former employers, a Virginia Child Abuse History Clearance, driving record check, a Virginia State Police Criminal Record Check and a credit record check. These background checks may occur at any time. If any employee refuses to complete the applicable forms and submit them, the employee will be placed on leave without pay until the background check is received by Chanco.

Customer Relations

The success of the Chanco office depends upon the quality of the relationships between the Chanco office, our employees, the parishes and clergy, our suppliers and the general public. All of these relationships represent our “customers.” Our customers’ impressions of the Chanco office and their interest and willingness to work with us are greatly formed by the people who serve them. In a sense, regardless of your position, you are Chanco’s ambassador. The more goodwill you promote, the more our customers will respect and appreciate you and Chanco.

Driver’s License and Driving Record

Employees whose work requires operation of a motor vehicle must present and maintain a valid driver’s license and a driving record acceptable to our insurer. You may be asked to submit a copy of your driving record to the Chanco office. If your work requires operation of a motor vehicle, any changes in your driving record must be reported to the Conference Center Director immediately. Failure to do so may result in disciplinary action, including possible dismissal.

Access to Personnel Files

Supervisors have access to employee personnel files on a need-to-know basis through the diocesan Personnel Manager. Employees may review their personnel files upon request. This review must take place in the presence of the diocesan Personnel Manager.

Employment Verification & References

All requests for employee information by an outside organization or individual must be directed to the diocesan Personnel Manager. Supervisors may not provide information regarding any current or former employee to any outside party for any reason.

Chanco will comply with court orders or government agency requests for employee information when furnished with proper identification and proof of legal authority to obtain the information.

The only employment information that will be supplied when requested will be an employee’s job title and dates of employment. Requests for additional information will be honored only when accompanied by an authorization and release form signed by the employee/former employee. If so authorized, Chanco will then provide additional information provided such is limited to dates of employment, last position held and salary.

GRIEVANCE AND PROBLEM-SOLVING PROCEDURES

Chanco is entirely committed to its Workplace Values and Policies. However, inevitably, there will be occasions when employees believe that they have not been followed or when differences or conflicts arise.

When differences, a conflict or apparent violation of our policies occurs, employees are expected and encouraged to seek a solution. Procedures that assure thoughtful consideration of employee concerns and facilitate successful resolution of these issues are imperative to maintaining employee morale, productivity and a proper work atmosphere.

As a first step, employees are encouraged to make all reasonable attempts to resolve the issue with the other party involved. If they do not feel comfortable with this direct approach, or if it does not solve the problem, employees are encouraged to bring the issue to the Conference Center Director. The Conference Center Director should document fully and timely in writing the matter and should inform in writing the President. This correspondence should be marked "Confidential".

If within five work days after meeting with the Conference Center Director, the problem is still not resolved to the employee's satisfaction, the employee should then request to meet with the President. The President may seek to resolve the matter, consult with the Chancellor or may refer the matter to the Board's Personnel Committee.

At Chanco, we value open and full communication. If an employee feels uncomfortable with the procedures outlined above, they are encouraged to communicate directly to the President for guidance to resolve a question, problem or complaint.

When an issue is properly brought to the attention of any of the above, employees should expect:

- Attention to their concerns.
- Confidentiality, to the extent it can be maintained and still resolve the problem.
- An investigation of the issue that may involve discussion with the other party.
- Information as to the outcome of the investigation if one was undertaken.
- A conscientious effort by Chanco to resolve the issue.

If the investigation reveals that there was a violation of our policy, the offending employee may expect to be reprimanded, provided counseling or terminated. The discipline imposed will be based on a number of considerations, including severity of the policy violation, past violations, the relative positions of the persons involved and the impact on co-workers and the work environment.

Chanco will tolerate no reprisals or adverse career repercussions against any individual for reporting a complaint in good faith or against any individual participating in an investigation. The goal of these policies, as was stated above, is to maintain a healthy and productive business atmosphere.

STAFFING

Staffing decisions are made based on operational needs and budget approval. The policies, processes and procedures related to staffing, including recruitment, candidate assessment, hiring, promotion, transfer, and job posting, are applied consistent with Equal Employment Opportunity laws and Chanco policy.

How the Staffing Process Works

To start the process, requests for staffing along with a current position description are submitted to the Board's Personnel Committee.

The President, with the assistance of the Board's Personnel Committee coordinates all internal and external recruitment activity. All resumes of applicants are considered. Lying on a job application or falsification of information on a resume or failure to complete and submit a background check is grounds for immediate dismissal.

The Treasurer verifies the availability of funding for a position. When a candidate is selected, the Treasurer determines an appropriate compensation package. The Conference Center Director conducts all reference checks before an offer is extended to an external candidate. The President confirms the offer extended to external candidates in writing. Applicants who are not extended an offer will be so notified by the appropriate party.

As a condition of employment, all applicants who are offered a position are required to complete an Employment Eligibility Verification (Form I-9) and present documents verifying their identity and employment eligibility in accordance with the Immigration Reform and Control Act of 1990. The diocesan Personnel Manager retains the completed I-9 form and a photocopy of the documents.

Conducting an Interview

The hiring supervisor, in preparing for the candidate selection process, should be familiar with the relevant Equal Employment Opportunity laws concerning lawful and unlawful inquires.

No oral or written inquiry should be made of a candidate with regard to date of birth, race, maiden name or parents' last name, nor is such information to be used in making an employment decision.

Employment-At-Will

The employment relationship between Chanco and each of its employees is "at will." This means that employees are employed for an indefinite period and are subject to termination at any time, for any reason, with or without cause or notice. Similarly, employees may choose to end their employment at any time and for any reason.

No manager or other Chanco representative has any authority to make any statement or provide any assurance of a specified term of employment, guaranteed annual compensation or continued employment to any applicant.

Employment of Relatives

The employment of spouses and children of Chanco staff is discouraged. However, employment of relatives or other employees who are members of the same household is permitted provided that one does not supervise the other.

Job Posting

Job posting enables qualified internal candidates to explore career opportunities within Chanco through a self-nomination process. It is one vehicle for meeting staffing needs and helping employees achieve their development or career goals.

Open positions may be posted on the Diocesan web site, the Diocesan e-newsletter and the *Jamestown Cross*.

PERFORMANCE MANAGEMENT

Chanco is dedicated to a consistent, high standard of performance excellence in order to achieve our mission goals for the church. We rely on all of our employees to approach their work with this same dedication. At the same time, we are committed to treating employees fairly and respectfully in a way that recognizes individual differences.

Performance management includes clearly defined performance expectations, effective communication and feedback, recognition and rewards for outstanding performance, discussion of development plans, and negative consequences for poor performance.

Managers are strongly encouraged to discuss job performance and goals on an ongoing basis with staff. At the same time, employees also are expected to seek performance feedback regularly from the President.

The Performance Appraisal

Performance management is one of a manager's most important responsibilities.

The Performance Appraisal is the document that formalizes the ongoing communication between managers and employees about performance expectations and to what extent these are achieved. It measures the past year's performance against the performance goals established at the beginning of the review period.

When an Appraisal Should Be Done

Newly hired employees and employees new to a position should be formally evaluated 90 days after assuming their new responsibilities. They and all employees are generally evaluated again annually thereafter.

What an Appraisal Should Address

Measuring and improving performance are the two main objectives of the performance appraisal. Goals should be mutually agreed-upon, documented by both the employee and the manager at the start of each annual review period. Throughout the review period, managers are encouraged to keep written records of significant (both positive and negative) events related to job performance. These should be incorporated into the performance appraisal to illustrate essential points. Managers may find it useful to consider a number of factors in evaluating performance, including:

- The position description, major job duties and additional assignments.
- The experience and training of the employee.
- Knowledge of the job.
- Quantity and quality of work.
- Promptness in completing assignments and initiative in taking on new challenges.
- Cooperation, dependability, teamwork, and reliability.
- Unanticipated lateness or excessive absenteeism.
- Prudent judgment and acceptance of responsibility.

The Appraisal Process & Discussion

Upon completion of the performance appraisal, the manager and the employee should meet to discuss it. During the performance appraisal discussion, the manager and employee should talk about the employee's accomplishments, strengths and areas for development in a constructive manner. They should also set objectives and goals for the next review period.

Employees should be given a copy of the appraisal and asked to sign it. By signing the appraisal, employees acknowledge that it has been discussed with them. Sometimes employees refuse to sign the appraisal. In that case, supervisors should write, "Employee declined to sign" at the bottom of the form, initial and date it, and so advise the diocesan Personnel Manager. The completed appraisal form should be forwarded to the diocesan Personnel Manager for placement in the employee's personnel file.

Corrective Action

Chanco is committed to treating employees fairly, with respect, recognizing individual differences and needs. When managers are clear about their expectations regarding attendance, job performance, and professional conduct, there is less likelihood of misunderstandings, misperceptions, or disagreement. Effective communication goes a long way to avoid, defuse, or prevent a situation from escalating. Once a problem is identified, it is in everyone's interest to deal with it as early as possible. Employees should be made aware of the manager's expectations on a day-to-day basis as regards attendance, performance, and conduct.

The Corrective Action policy provides general guidelines to be used to address situations where employees do not meet Chanco's expectations and corrective action is deemed appropriate. It is a general set of guidelines rather than a proscribed set of rules that must be followed in every detail in every situation. It is not a replacement for prudent judgment and common sense on the part of managers.

The objective of the corrective action guidelines is to change an employee's behavior, resulting in improved performance, attendance, or conduct. Individual circumstances may warrant shortening time periods, bypassing a step, repeating a step, or immediate discharge. This policy is not intended to abrogate Chanco's right or the employee's right to cancel the employment relationship at any time, with or without cause and with or without prior notice.

Poor Performance

Managers review performance and initiate corrective action as warranted. Situations where an employee's performance may be cause for formal corrective action include, but are not limited to:

- Failure to carry out job responsibilities.
- Failure to meet essential results or goals.
- Failure to carry out work assignment satisfactorily.
- Failure to meet the standards of behavior and conduct described in this Manual.

Poor performance needs to be documented in writing and the employee informed of such performance.

An employee will be placed on corrective action immediately during the probationary period, if the manager determines that the employee cannot perform the job on the basis of demonstrated knowledge, skill and experience.

Poor Attendance

Chanco employs you because you are essential to our daily operation. The success of this operation depends on your coming to work regularly and on time as well as your dedication to the quality and service to our constituents. Being absent or tardy negatively affects our operation and the work of other employees.

Attendance is an important part of your job performance. Chanco considers more than six incidents (late arrival, early departure or absences) within a rolling 12-month period to be excessive absences.

Professional Conduct

Chanco employees are expected to conduct themselves in a professional manner.

The level of corrective action taken with respect to an employee who fails to conduct himself/ herself in a professional manner will depend on the circumstances and impact on Chanco. In some cases, immediate termination may be appropriate.

TERMINATION

Voluntary Terminations

While Chanco requests that the employee provide two weeks notice, an employee may resign at any time. An employee who fails to report to work (or fails to call in) for two consecutive workdays will be treated as a voluntary termination.

The President should determine the employee's reason for leaving. Immediately upon receiving notice of an employee's resignation, such notice should be forwarded to the diocesan Personnel Manager for the employee's personnel file.

Involuntary Terminations

When the continued unsatisfactory performance or absences of an employee justifies that termination is appropriate, a final discussion session is held between the supervisor, the employee and the President. The employee is informed of the decision by the supervisor and documented in a letter to the employee. A copy should be forwarded to the diocesan Personnel Manager and retained in the employee's personnel file. The employee is counseled by the diocesan Personnel Manager concerning benefits and related termination procedures.

Reduction in Force

Management is expected to anticipate changing staffing needs and to avoid situations requiring staff reductions whenever possible. However, from time to time, Chanco's changing needs, organizational restructuring, changes in technology, the redesign of work or work processes, may result in the elimination of one or more positions. Severance pay is provided to assist employees during the period of transition.

Procedure following any Terminations

At the time of termination, the Conference Center Director should collect all Chanco property, such as a credit card, employee identification card, telephone credit card, keys, etc.

Exit Interviews

It is the responsibility of the President to offer the opportunity of an exit interview when an employee terminates. If an employee refuses to cooperate, fails to return to the facility, or acts in any manner precluding or limiting such an interview, the circumstances should be documented in writing and included in the former employee's personnel file.